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THE NEWSLETTER OF MDN CONSULTING

January 2010 – June 2011 Volume 12 Issue 1

MARK NICOL Managing Director's Profile

Having completed a Bachelor of Economics degree, Mark's career commenced with a major international firm of Chartered Accountants and he later became a Fellow of the Institute of CA's.

Mark joined the Executive Recruitment industry in 1988 in Sydney with a large national organisation. His success led to a promotion to the General Management of their operations in Queensland. Mark later moved through international and local consulting groups, continuing to build his client base recruiting from middle to senior management in both the private and public sectors. In addition, he specialised in Management Development Training, Remuneration Consulting, Outplacement/Career Transition and wider Human Resources and Management Consulting.

In 1993 Mark was appointed to the role of Director of Human Resources and Marketing at Deloitte Touche Tohmatsu and had a large involvement in Executive Recruitment, Search, Management and Human Resources Consulting and Professional Services Marketing and in 1996, Mark established MDN Consulting.

*People and Organisation Change Professionals
Recruitment and Outplacement
Career Transition
HR, Management and Change Consulting*

2011 – Our 15th Year!

In March 2011, MDN will celebrate 15 years in business! Despite recent global economic conditions and changing political landscapes, we have continued to trade successfully and profitably. Our broad service capability (see page 8) continues to allow us to be flexible in responding to our clients' complex and varied needs. Examples of recent assignments and key trends in our business, are analysed on page 2.

Sincere thanks must go to many of our loyal and long-standing clients, candidates, alliance partners and networks who have supported and referred work to us over the years.

Since our last newsletter, we have invested significant resources in developing a new website which more clearly demonstrates our capability, team and service offerings. The home page categorises our services into four core areas being:

- Executive and Board Recruitment (Search and Selection)
- Outplacement and Corporate and Public Sector Reorganisation
- Individual Career/Business Transition and Mentoring and Coaching
- HR, Management and Change Consulting

Thanks to Avalde for the initial website development and to our alliance partner, Steve Barnes for ongoing website maintenance. Gary Kellar and Lloyd Russell, also alliance partners, have contributed valuable articles to this newsletter on pages 4 and 5. Sincere thanks also to Dr Carol Dalglish who gave permission to extract a short section from her book (co-written with Dr Peter Miller) – *Leadership – Understanding Its Global Impact* – on pages 6 and 7. Carol's work with the Awaken Mozambique project is also noted here.

A number of our service offerings are also attached in detail as Appendices to this newsletter as follows:

- Are You Seeking First Time Or Additional Board Appointments? Do You Need A Professional To Help You Prepare Or Revise Your Director's Profile? (Appendix 1, Page 9).
- Will Your Resume Take You In The Right Direction? (Appendix 2, Page 10).
- Professional Help To Achieve Board Appointments Or Revise Your Director's Profile – **Women On Boards**. (Appendix 3, Page 11).
- Career Coaching, Transition, Outplacement & Mentoring. (Appendix 4, Page 12).
- Strategic Thinking & Planning Seminars/Workshops. (Appendix 5, Page 13).
- Board Selection - Advisory Boards/Statutory Boards/Private & Public Sectors. (Appendix 6, Page 14).
- Corporate Reorganisations, Redundancy & Retrenchment Programs – "Downsizing With Dignity". (Appendix 7, Page 15).
- "State Of The Organisation" Reviews – Are You Ready For 2011 And Beyond? (Appendix 8, Page 16).

We look forward to the opportunity of working with you again (or perhaps for the first time) in the coming months. Thank you for your support in 2010.

Mark Nicol

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Some Recent Wins

Since our last newsletter, we have won assignments including:

CLIENT	NATURE OF WORK/SERVICE AREA
Logan City Council	<ul style="list-style-type: none"> HR Consulting
Transtoll	<ul style="list-style-type: none"> Remuneration Consulting Career Transition Services
Various Individuals	<ul style="list-style-type: none"> Career and Board Transition Services (details confidential)
Hastings Deering/Sime Darby Group	<ul style="list-style-type: none"> Recruitment of Internal Auditors (in progress) HR Consulting
High Tech Health	<ul style="list-style-type: none"> Recruitment – Marketing Manager
Australian Education Union	<ul style="list-style-type: none"> Strategic Plan Facilitation and Reporting
Sole Placements	<ul style="list-style-type: none"> Consultant Search

Key Trends

“A business that makes nothing but money is a poor kind of business.”

Henry Ford

“My grandfather once told me that there were two kinds of people: those who do the work and those who take the credit. He told me to try to be in the first group; there was much less competition.”

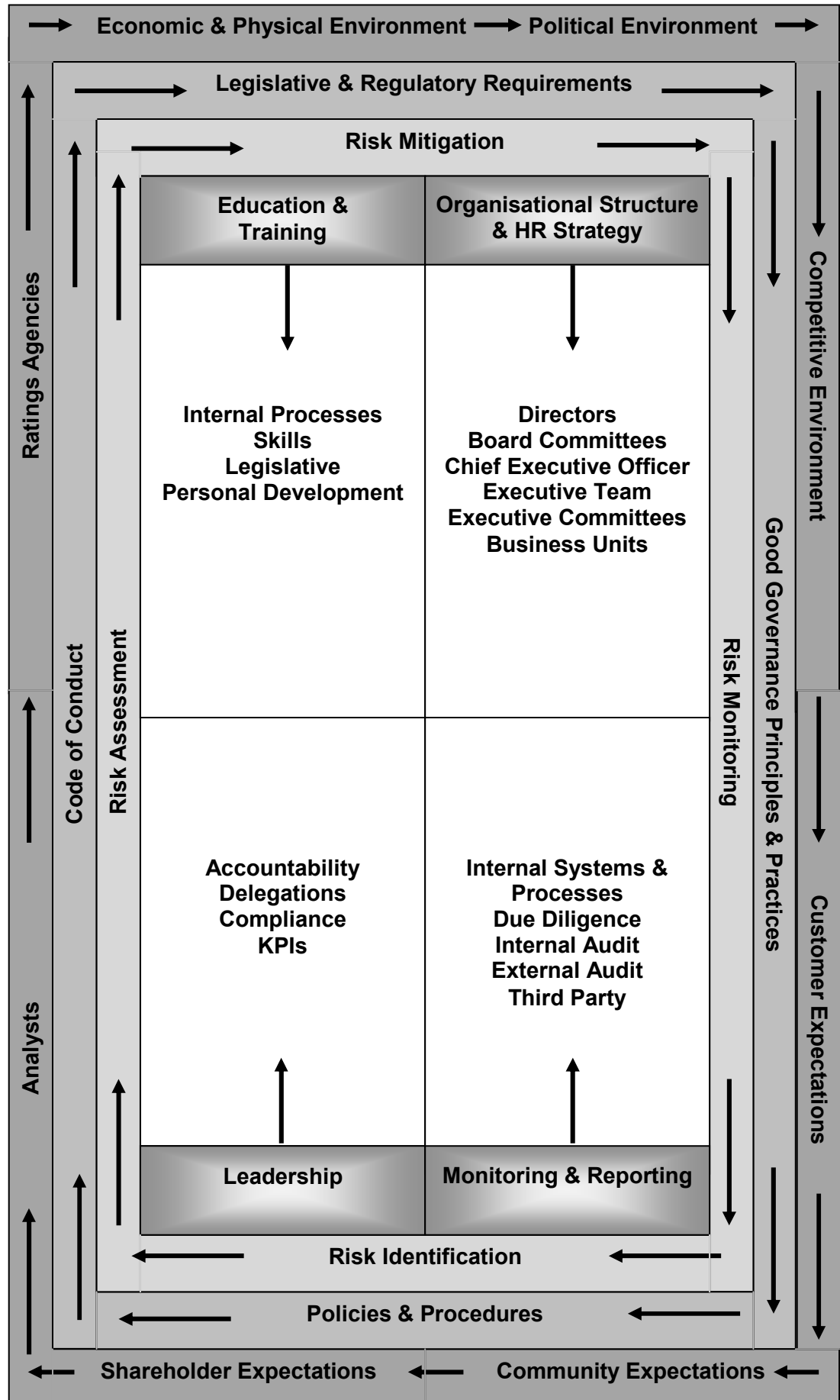
Indira Gandhi

- Even though global economic conditions may be slightly improving, many professionals are nevertheless taking stock of their achievements, future challenges, remuneration and job security and satisfaction levels. They frequently contact us to talk through their career, business and life issues. People considering proactively planning for change, need to consider whether:
 - their employment situation is at risk in challenging times?
 - they have ever achieved the right role or work/life balance?
 - they understand their strengths, weaknesses and marketability?
 - their resume/covering letter, etc are market responsive?
 - they know how to handle an interview in the current environment?
 - they have a strong network to “lean on”?
 - they should become a director, contractor, consultant or otherwise set up their own business?
- Career Transition/Coaching and related services continue to be provided at higher rates than prior years. Senior recruitment opportunities are generally lower, competition for roles higher and thus the demand for individual career coaching and related positioning programs, has grown considerably. Programs have been funded by organisations who have made downsizing, redundancy or retrenchment decisions or by individuals who are currently employed but:
 - are concerned that current economic conditions may impose career change upon them.
 - wish to apply or be considered for a promotion with their existing employer.
 - are working in a role that they are not happy with;
 - are searching for a “better way” – “there must be something more than this!”;
 - believe that they can run a business/consultancy better than those to whom they currently report;
 - do not have control of their own destinies and their “work/life” mix is out of balance;
 - are locked into a job to maintain an income stream and lifestyle which they do not know how to change;
 - are suffering stress, frustration and anxiety.
- These services, coupled with our extensive client base, have enabled many of these individuals to secure successful business positions.
- The value of MDN’s networks and particularly our Search services, have proved key ingredients in successfully completing a number of recruitment engagements.
- Our rigorous recruitment methodology (developed over many years), coupled with our extensive and unique reference checking processes, have continued to support excellent outcomes for many Executive and Board appointments and engagements.

Risk Management – where does it fit?

By Mark Nicol, Managing Director, MDN Consulting

A great deal of material has been written on Risk Management. Below is an interpretation and diagrammatic representation of where it fits in the context of **Corporate Governance** and the macro and micro business environment.



“The end of labour is to gain leisure.”
Aristotle

“Being good in business is the most fascinating kind of art.”
Andy Warhol

“To be clever enough to get all that money, one must be stupid enough to want it.”
GK Chesterton



PROFILE

Lloyd commenced his management career in 1986 with the Agri-Services company Primac Limited. In 1995 he relocated to Brisbane taking a position with QRAA where his main focus was management of numerous financial programs on behalf of the State and Federal governments.

Early in 2005 Lloyd completed his MBA and moved to the Department of Primary Industries and Fisheries holding responsibilities for industry development and export expansion.

In February 2007 Lloyd returned to the private sector taking a General Management contract. During his tenure, Lloyd modernised the company's Corporate Governance systems, developed and implemented an ambitious growth strategy and project managed the construction of a purpose built factory.

Upon expiry of this contract, Lloyd established TCB Solutions a specialist provider (in conjunction with MDN) of management consulting services to SMEs.

As company Principal and with over 20 years of senior management experience in the private and public sectors, Lloyd applies a holistic and integrated approach when delivering services to clients. By incorporating the three critical areas of Corporate Governance, Strategic Development and Operational Planning/ Performance Monitoring, Lloyd ensures that all facets of the business are aligned and risks mitigated.

Improving Risk Management

by Lloyd Russell, Director, TCB Solutions and MDN Alliance Partner

Risk Management is all about what risks the business owner/management will “accept” into or “tolerate” within the business, which of these will be insured against, and which risks will be managed or eliminated. Underpinning sound risk management systems is the willingness to embrace a positive and open attitude to asking (or being asked) tough and confronting questions. The following points will assist with improving your internal risk management systems.

1. Risk Management is a value add
 - It is not a separate process – Integrate it into your decision making processes
 - It is a tool to help implement your business strategies
 - Ask what you need to get it right to successfully manage your business and achieve your goals
2. Establish your business and personal priorities
 - Set the risk thresholds for your corporate and operational strategies
 - Clear priorities mould your organisation's culture and its attitude towards the business stakeholders
 - Incorporate measurement of the businesses risk profile at regular Director/Senior Management meetings
3. Decide your business risk appetite
 - Establish the type and level of risk your business will carry
 - Communicate this to the relevant senior management within the business
 - Reconsider the Company's risk appetite in conjunction with changes in the business environment
4. Ask questions constantly
 - Probe Company management regarding business performance and risk management in conjunction with each other
 - Questioning highlights the desire to be proactive towards risk management
 - Be open minded when asking questions and receiving the responses
5. Integration of risk management
 - High business performance and good risk management should have same emphasis
 - Consider risk implications of current and new business activities
 - Management reports to include risk management report as well as all other activity and performance reports
6. Use all information sources
 - Get all levels of the workforce to provide information on potential risks
 - Talk to external stakeholders such as auditors, financiers, key customers and suppliers
 - Robust risk assessment can also uncover hidden opportunities to improve your business
7. Allocation of priorities to identified risks
 - Identify major risks and work on these first
 - Accept that you cannot manage all risks facing the business at one time
 - Understand the risk management processes for each of the major risks and report regularly
8. Risk benchmarks and indicators
 - Use the Company audit reports (internal and/or external reports)
 - Indicator information comes from financial data, customer/supplier communication and scanning the business environment
 - Align the reporting process to the agreed indicators
 - Use lead and lag indicators
9. Use software tools to assist in risk identification, management, reporting and review
10. Risk management structure
 - Match the structure to business size and complexity
 - Appoint one person or small group of people to be responsible for structure, operations, effectiveness, reporting and review
 - Challenge management, management activities and Director activity
 - Have a clear agenda and policy for risk management

The TCB Solution philosophy is to work in partnership with their clients (and in conjunction with MDN) so they can achieve their business objectives and personal goals. (refer www.tcbsolutions.com.au)



PROFILE

Gary formed Reinforcements (Management & Decision Support Services) Pty Ltd in October 2005 and offers in conjunction with MDN Consulting, a wide range of products and services aimed at helping Public and Private Sector organisations meet the challenges of the growing complexity of their decision environments.

Gary had a distinguished career in the Public Service including 26 years as the CEO of Logan City Council, which is the third largest local authority in Queensland.

In recognition of his services Gary is the recipient of the Public Service Medal (Order of Australia Awards 1995).

Gary is now actively consulting in both the public and private sector Gary offers a wealth of experience in common sense business management.

Gary decided to seek out a new life as a Consultant, particularly to executive and senior managers since he knew many were looking for assistance in dealing with organisational or strategic issues that needed a little more attention or resourcing than they could direct alone.

Gary's aim is not to tell managers how to do their job but rather to provide them with collaborative support and guidance in "reinforcing" their own decision capability with his experience and managerial insights. (refer www.reinforcements.com.au)

Aren't You Listening?

by Gary Kellar PSM, Director, Reinforcements (Management and Decision Support Services) Pty Ltd and MDN Alliance Partner

During a recent project involving a review of organisational effectiveness I encountered an unusual version of the old war cry "Communication in this place is hopeless"! The typical focus of this complaint is that Management does not tell the workers what's going on and the unrest is within the lower ranks. The latter believe that they aren't getting the direction they need or feel that they are not valued for their contribution to the business.

In the recent case, the reverse seemed to be the issue. Management complained that things were happening around them but the operational staff were not keeping them informed. This was despite, they said, a strong effort on Management's behalf by convening forums, publishing newsletters, Management email alerts and toolbox meetings. Upon asking the workers why this did not seem to be satisfying the communication objectives, there was a clear response to the effect – "Yes there are lots of opportunities for Management to put their message "out"....but they don't take the trouble to invite or accept our input."

Further enquiry revealed that the complex array of communication devices was truly only focused on putting information "out" and not in seeking and valuing feedback. The result was that this one-way communication style prevented valuable and in some instances critical information reaching Management in time to make important decisions. This organisation had, what they thought were sophisticated formal reporting systems. However, because they did not recognise the significance of allowing informal and unstructured opportunities for people to express their views, many strategic and operational gems were being overlooked.

The good news in the story is that the firm's Management were quick to respond to the weakness once it was pointed out. Without needing to totally rework their communications policy, they were able to implement some very positive initiatives. These initiatives not only met the needs of management in terms of business knowledge, but also the needs of staff in expressing themselves and once again feeling that they were part of the overall team.

The act of "listening to the organisation" must of necessity begin with the provision of opportunities for those who have something to say and to be able to say it. Interestingly in this case, one of the initiatives that really struck a chord with staff was the introduction of the old fashioned "Suggestion Box" – in this case it was electronic – which had an immediate impact of letting staff contribute ideas as issues arose without needing to wait for the next toolbox meeting of management forum.

So, if you are in an executive management or supervisory role and you not hearing anything new from your organisation...maybe you need to consider how well you are listening, particularly to your staff.

Leadership – Understanding Its Global Impact

(an extract from a text by Dr Carol Dalglish and Dr Peter Miller – Tilde University Press, 2010)

1. INTRODUCTION

Leadership is the ability to inspire confidence in and support among the people who are needed to achieve organisational goals. This may include people over whom the leader has no formal authority. The current international context of leadership – with the advent of information technology, globalisation, concerns about social responsibility and the environment in a period of rapid change – presents new challenges for today's leaders. Every country and organisation will also have its own particular leadership challenges.

Examining the roles carried out by leaders contributes to an understanding of what leadership is. A general view of what leaders do states that they:

- Focus attention through a compelling vision
- Communicate meaning to their followers
- Develop trust through reliability and integrity
- Manage themselves through self-awareness and positive self-regard.

John Gardner (1989) in his book *On Leadership* identifies what he believes to be the tasks and roles of leaders. These include: Envisioning goals, Affirming values, Motivating, Managing, Achieving workable unity, Explaining, Serving as a symbol, Representing the group and Renewing.

What followers expect from leaders can be important in ensuring effectiveness. One study identified that the most significant abilities and attributes that managers wanted from their leaders were (in order of importance starting with the most important):

- The ability to see the long term
- The ability to communicate well
- Self-awareness; trustworthiness
- The ability to create a vision
- Understanding of the organisational culture
- Enthusiasm
- Integrity
- Optimism
- The ability to give and take feedback

The framework for understanding leadership presented here is based on the idea that the leadership process is a function of the leader, group members and other situational variables and that leadership effectiveness is dependent on a synergy between the three sets of variables.

2. VALUES BASED LEADERSHIP

Understanding values is important because the leader's personal values may be one of the most important determinants of how power is exercised or constrained. The leader's perceptions and behaviour will also set the tone for how the organisation conducts itself. Values are developed by adopting the values of significant others and from our own experience. We are often not aware of how our personal values and the dominant values of our culture and sub-cultures impact on our beliefs and decision making.

Both Gardner (1990) and Burns (1978) have stressed the centrality and importance of the moral dimension of leadership. Although there has been debate about whether effective leadership should be judged on the basis of a framework of moral values, there is an increasing belief within communities at large that ethical behaviour and a clearly articulated value position are important to effective leadership in a changing and ambiguous world.

Given recent corporate history, there appears to be compelling reasons to spend more time thinking and talking about ethics and the importance of ethical behaviour. We all like to feel proud of what we do and the organisation we work for. A reputation for ethical behaviour is a positive partner in any contract or negotiation. Trust is a vital part of any agreement or contract so it is easier to do business with someone who is ethical.

“If you can count your money, you don't have a billion dollars.”
J Paul Getty

“Money can't buy friends, but it can help you get a better class of enemy.”
Spike Milligan

“The true leader is always led.”
Carl Jung

“When I am in office I always keep members of Parliament talking. If they stopped they might start thinking.”
Robert Menzies

“Fortune knocks at every man’s door once in a lifetime, but in a good many cases the man is in a neighbouring saloon and does not hear her.”
Mark Twain

“Too bad all the people who know how to run the country are busy driving cabs and cutting hair.”
George Burns

Codes of ethics are among the most common tools for encouraging ethical behaviour in organisations. There are many critics who argue that codes are often not distributed widely and lack adequate enforcement – that they can be simply a public relations exercise, that they cannot cover all eventualities and can remove the incentive for thoughtful, responsible decision making. However, a code can describe the organisation’s ethical stance towards both its members and the outside world and provide guidance for behaviour and improve the organisation’s image with customers and regulators. For a code to be meaningful, ethical behaviour must be supported by organisational processes, ethical behaviour rewarded and unethical behaviour punished.

We were delighted to have recently made contact again with Carol Dalglish, one of the authors of the above University text (which will also shortly be released as a Corporate Publication). MDN came into contact with Carol in the early part of this decade when she led QUT’s Brisbane Graduate School of Business. MDN was an Industry Partner with QUT and sponsored specific academic prizes.

Carol and Peter’s book is prompted by the fact that little is known of how leadership actually happens in the Australasian context. Most of the theory and case study material in leadership is drawn from the US, where leadership examples are most frequently from the business arena and focus largely on white males. This is not a true reflection of the diversity of Australasian society, nor of local and regional leadership.

This book is a fresh and original look at leadership from a local perspective – yet with a global theme. Profiles of leaders – drawn from around the world – are included to reflect the reality of the world in which we live.

Carol Dalglish (PhD, MSc, Dipl. Educational Admin., BA) is currently Associate Professor at QUT in the School of Management. Previously Carol has taught, studied and consulted in Australia, England, South Africa, Europe and Asia. Her research interests include leadership development, executive coaching, ethics and international issues in education and institutional development.

Carol has published several books and many papers in these and related areas. Prior to joining QUT, Carol worked as a management consultant and held a number of senior management positions in the public sector in Australia and abroad.

Carol is also a leader in the Awaken Mozambique project and organisation. Awaken Mozambique Inc is a charitable Incorporated Association undertaking micro finance projects in Mozambique. The project primarily focuses on training and equipping local people to improve their communities with sustainable development and capacity building. Awaken Mozambique is a project of Global Development Group, a Non Government Organisation which carries out humanitarian projects with approved partners (refer www.awakenmozambique.org).

MDN is planning to provide some support to this project in the coming months.

HOW DO YOU FIND US?

*Sunnybank Corporate
Building 6
Sunnybank Office
Park
18 Torbey Street
SUNNYBANK*

1. From Brisbane City, heading south, take the South-East Expressway and then take the Mt Gravatt/Klump Road exit.
2. Go straight past ANZ Stadium (do not go onto Klump Road), proceeding approx. 4-5kms south along Mains Rd.
3. Turn right at Beenleigh Road (off Mains Road)
4. Take first left into Wynne St.
5. Take first left into Torbey St.
6. No. 18 Torbey St, Sunnybank Office Park is on the left. Enter through the gates.
7. We are the first building on the right ("Sunnybank Corporate") once you enter through the gates – Bld #6. MDN's name is listed outside the building. Park in visitors' spaces or those marked "Sunnybank Corporate" or otherwise in Torbey Street.

Service Capability

- EXECUTIVE AND BOARD RECRUITMENT (SEARCH AND SELECTION)
- OUTPLACEMENT AND CORPORATE AND PUBLIC SECTOR REORGANISATION
- INDIVIDUAL CAREER/BUSINESS TRANSITION AND MENTORING AND COACHING
- HR, MANAGEMENT AND CHANGE CONSULTING INCLUDING:
 - ❖ **Human Resource Development**
 - Linking business plans with human resource management strategies
 - Designing organisational structures
 - Job analysis addressing
 - Job design and redesign
 - Position description development
 - Workplace audits
 - Performance management and appraisal processes & procedures
 - Human resource outsourcing
 - Policy implementation/evaluation/validation
 - HR Policy and procedures manual development
 - Succession planning
 - Design, development and conduct of client and/or employee surveys and
 - Recommendations of implementation of appropriate strategies to enhance client service and client/employee attraction and retention
 - ❖ **Strategic Planning Seminars, Meetings And Related Facilitation**
 - ❖ **Remuneration Consulting & Salary Surveys**
 - Advice on market trends, salary package quantum and composition
 - Remuneration design
 - Linkage to employment contracts
 - ❖ **Training (Planning & Implementation)**
 - Management Development and Customer Service Training
 - Skills audit
 - Training needs analysis
 - Training plan development
 - Training resource allocation
 - Training implementation/evaluation/validation
 - ❖ **Organisation Review**
 - Assessing the health of organisations in terms of the worth and effectiveness of their:-
 - Organisational structures
 - Goals and objectives
 - Communication systems
 - Workplace planning processes
 - Decision-making processes
 - Recruitment processes
 - Reward systems
 - Training processes
 - Management/leadership
 - Performance appraisal processes
 - ❖ **Change Management**
 - Transition strategies
 - Communication plans
 - ❖ **Client And Employee Surveys**
 - Design, development and conduct of client and/or employee surveys and recommendations and implementation of appropriate strategies to enhance client service and client/employee attraction and retention.

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Appendix 1

Some of our Services in Detail

Are You Seeking First Time Or Additional Board Appointments? Do You Need A Professional To Help You Prepare Or Revise Your Director's Profile?

There is an increasing trend for vacant Advisory or Statutory Board positions in the Public and Private sectors to be advertised and subjected to comprehensive interview, selection and reference checking processes.

Accordingly, it is critical that your Board profile and application:

- Are modern, up-to-date and responsive to current market requirements.
- Clearly and succinctly articulate your unique points of difference and what you bring to the Board table.
- Accurately reflect your key skill sets, experience and "a theme" to drive your future direction and achieve your goals.

If you are seeking such a role for the first time or otherwise to expand your Board Portfolio, then MDN can assist you as follows:

STEP 1 - PLANNING

MDN spends valuable time with you at commencement to ensure clarity of your goals and vision, strengths and weaknesses, skills and experience and to develop a set of realistic expectations (including those around remuneration and income), based on a personal SWOT analysis.

This allows you to identify any vulnerabilities in skills, attitudes or role biases that will need to be taken into account in targeting your preferred Board opportunities. Equally it is important to identify those particular strengths, which you should leverage for greatest success.

We also discuss and help you analyse the risks, returns and potential targets and scenarios, relevant to your future Director roles.

Getting your head in a position to adequately analyse, synthesise and plan the key ingredients to your profile preparation or revision is essential.

STEP 2 - DOCUMENTATION

Once your head is clear and your direction set, it is important to ensure that the documentation presenting your profile is enticing. Your Director's profile and related documentation such as flyers, business cards, skills and talent inventories, application letters, responses to selection criteria, website, marketing collateral, etc, need to project an image that is contemporary and differentiates you from competitors.

CONCLUSION

If ever there was a time to know how to prepare or revise a Director's profile, this is it. Many miss the mark and often fail to even get your foot through the door. MDN's experience and process help you to minimise or negate this risk.

The primary objective of a Director's profile is to attain an interview. It is your personal selling document which will help you get to your desired Board positions. The time it takes to produce it is well spent.

For a confidential discussion about any of these or related career matters, (or if you know someone who needs help in these areas), please contact Mark Nicol on (0418) 366 493.

Appendix 2

Some of our Services in Detail (Contd)

Will Your Resume Take You In The Right Direction?

Your resume is your ticket to your career destination. **Why not have a professional help you prepare or revise it?** Your resume may be:

- Out-of-date and not responsive to market standards;
- Not reflective of your career goals and desired direction;
- Unclear about your general management/CEO or Executive experience and potential;
- Not clearly and succinctly articulating your unique points of difference;
- Constructed by casual updating but lacks consistency, clarity, brevity and “a theme” to drive future direction;

If your resume has any of the above “symptoms”, then it may not take you in the right career direction. MDN’s resume preparation/revision process will help you as follows:

STEP 1 - PLANNING

MDN spends valuable time with you at commencement to ensure clarity of your goals and vision, strengths and weaknesses, skills and experience and to develop a set of realistic expectations (including those around remuneration and income), based on a personal SWOT analysis.

This allows you to identify any vulnerabilities in skills, attitudes or role biases that will need to be taken into account in targeting your preferred employment or business strategy. Equally it is important to identify those particular strengths, which you should leverage for greatest success.

We also discuss what employment or business/lifestyle balance and model you might be contemplating e.g. contract, project or consulting work, full-time or part-time work, voluntary work/work experience, buying or taking equity in an existing or new business etc., and then analyse the risks, returns and potential targets for each scenario.

All of this needs analysis and synthesis before documenting it in your resume. Getting your head in a position to adequately plan your resume preparation is essential.

STEP 2 - DOCUMENTATION

Once your head is clear and your direction set, it is important to ensure that the documentation presenting your profile is enticing. Your resume/curriculum vitae and related documentation such as flyers, business cards, skills and talent inventories, application letters, responses to selection criteria, website, marketing collateral, etc, need to project an image that differentiates you from competitors.

CONCLUSION

If ever there was a time to know how to prepare or revise a resume, this is it. Many resumes miss the mark and often fail to even get a candidate’s foot through the door. MDN’s experience and process help you to minimise or negate this risk.

The primary objective of a resume is to attain an interview. It is your personal selling document which will help you get to your desired career destination. The time it takes to produce it is well spent.

For a confidential discussion about any of these or related career matters, (or if you know someone who needs help in these areas), please contact Mark Nicol on (0418) 366 493.

Appendix 3 Some of our Services in Detail (Contd)

Professional Help To Achieve Board Appointments Or Revise Your Director's Profile – Women on Boards

The move to more **women on boards** continues to gain momentum. MDN Consulting can help prepare you for a Director position or additional Director roles.

ASX listed companies are having to comply with changes to the ASX Corporate Governance Principles requiring them to disclose in their annual reports their achievement against diversity/gender objectives set by their Board. Disclosure of the proportion of women in senior management and employed throughout the whole organisation will also be required. Fostering a culture that embraces diversity in the composition of Corporate Boards, is now critical. Non ASX listed companies will need to follow suit in due course.

There is also an increasing trend for vacant Advisory or Statutory Board positions in the Public and Private sectors to be advertised and subjected to comprehensive interview, selection and reference checking processes.

Executive search firms are boosting their databases with well qualified, experienced women. Now is the time to get your executive and Board CVs into shape and make your move.

SERVICES PROVIDED

Assistance in creating or updating your Board Director profile and application by ensuring they:

- are modern, up-to-date and responsive to current market requirements.
- clearly and succinctly articulate your unique points of difference and what you bring to the Board table.
- accurately reflect your key skill sets and experience using a theme to drive your future direction.

STEP 1 - PLANNING

A one-on-one personal SWOT analysis ensures clarity of your goals and vision, strengths and weaknesses, skills and experience and develops a set of realistic expectations including remuneration.

Your strengths will be identified so you can leverage them for greatest success. Vulnerabilities in skills, attitudes or role biases will be examined so you can address them in targeting your preferred Board opportunities. We also help you analyse the risks, returns, potential targets and scenarios relevant to your future Director roles.

STEP 2 - DOCUMENTATION

Once your direction is set, we guide you in the preparation and presentation of a Director's profile and related documentation - flyers, business cards, skills and talent inventories, application letters, responses to selection criteria, website and marketing collateral - to project a contemporary image that differentiates you.

The primary objective of a Director's profile is to attain an interview. It is your personal selling document and the time you invest in this personalised process is well spent. There are many women with the commitment, skill, experience and preparedness to work at the highest levels in corporate Australia. Get on the Board radar now with this professional service from MDN Consulting, a leader in human resource consultancy, recruitment and related services since 1996.

If ever there was a time to know how to prepare or revise a Director's profile, it is now. Ready yourself for the trend towards a more equitable ratio of women on boards using MDN's experience and process to help you to achieve your goals.

To confidentially discuss Board Director goals or career matters, or refer someone, please contact Mark Nicol on (0418) 366 493.

Thanks to Kathy Davis for her ongoing assistance in helping MDN develop and promote this service.

Appendix 4

Some of our Services in Detail (Contd)

Career Coaching, Transition, Outplacement & Mentoring

The MDN Consulting Career Transition/Coaching processes and related Outplacement and Mentoring programs essentially tackle the four key areas of successful transition:

1. GETTING YOUR “HEAD” RIGHT

During this phase, there is a need to establish an appropriate understanding and acknowledgement of your goals and vision, strengths and weaknesses, skills and experience and to develop a set of realistic expectations (including those around remuneration and income), based on a personal SWOT analysis.

This allows you to identify any vulnerabilities in skills, attitudes or role biases that will need to be taken into account in targeting your preferred employment or business strategy. Equally it is important to identify those particular strengths, which you should leverage for greatest success.

It is also necessary to consider from the outset what employment or business/lifestyle balance and model you might be contemplating e.g. contract, project or consulting work, full-time or part-time work, voluntary work/work experience, buying or taking equity in an existing business etc., and then analyse the risks, returns and potential targets for each scenario.

2. GETTING THE “PAPERWORK” RIGHT

Once your head is clear and your direction set, it is important to ensure that the documentation presenting your profile to the market is the most communicative and enticing that it can be. Your resume/curriculum vitae, flyers, business cards, skills and talent inventories, application letters, responses to selection criteria, website, marketing material, etc, all need to project an image that differentiates you favourably from other competitors in the market.

3. GETTING THE “MOUTH” RIGHT

By far the most important selling point for your professionalism is your own personal presentation style. Whether at a formal interview, informal networking, providing presentations or other forms of verbal promotion, your presence and the manner in which you articulate your strengths and positive attributes can be the key to successfully obtaining that opportunity you seek. Finding a suitable coach, like MDN, experienced in such matters can assist greatly in preparing for important interviews.

4. GETTING THE “MARKETING AND NETWORKING” RIGHT

Exposure to relevant and accessible opportunities is a key element in the success of your transition. Having prepared your attitude, your paperwork and your presentation skills, your introduction to the appropriate networks, contacts, advertising vehicles, industry and business forums can be a highly value-adding component of your transition plan. Tapping simultaneously into the “visible” and “hidden” job markets, is critical. The “Hidden Job Market” is extensive and can only be accessed with the right contacts. This is achieved via:

MENTORING

A highly skilled and experienced team will guide you and improve your chances of successful attainment of more lucrative business and employment opportunities.

PERSONAL EXPERIENCE

The MDN team members have many years of personal experience in business, career and life transition issues. We have been there before.

CONTACTS AND CONNECTIONS

MDN Consulting has a wide range of networks throughout many professions, sectors and industries, helping you to more effectively tap into the market.

EMPLOYMENT OPPORTUNITIES

Via MDN’s extensive database, you are provided with a market-driven approach that cross-references you with potential employment opportunities.

Appendix 5

Some of our Services in Detail (Contd)

Strategic Thinking & Planning Seminars/ Workshops

Business and government organisations are closely considering not only how to navigate through their many challenges, but fundamentally whether the destination they are heading for is still valid. Strategic direction is front of mind again.

Clarity of thinking is a critical attribute when organisations seek to redefine their strategic direction and it is often the case that assistance from a skilled external resource can help to really focus that thinking.

MDN Consulting has a strong track record of helping organisations and their executives develop strategic thinking and thus explore new and creative opportunities to capitalise on their business strengths. Our expert facilitation of strategic planning workshops with key executives has produced highly effective results for both private and public sector organisations in:

- Clarifying desired outcomes
- Understanding the drivers of the business and the environment in which it operates
- Developing effective and practical strategies
- Identifying and managing business risk
- Managing physical, human and financial resources to achieve short and long-term targets

Now is the time to re-establish the direction which will help your organisation not only survive but prosper into these challenging times.

Appendix 6 Some of our Services in Detail (Contd)

Board Selection Advisory Boards/Statutory Boards Private & Public Sectors

THE ISSUES

Board composition (whether Advisory or Statutory Boards), has never been more critical. The global economic scene and the ever increasing importance of Governance, places continually greater focus on the role and effectiveness of Boards. Increasing scrutiny of Boards by regulators, shareholders, stakeholders and the general public, adds additional complexity. Ensuring the right mix of skills, experience and competencies of your Board, is therefore of paramount importance.

OUR CREDIBILITY

MDN is well experienced in order to assist organisations with the identification and selection of all categories of Board members e.g. Executive, Non-Executive, Advisory, etc. We are acutely aware of key and current issues such as:

- the core business skills, knowledge and personal qualities required by contemporary Boards and their respective members.
- sensitivities associated with remuneration issues.
- networks and contacts that certain Board members need to have.
- the evolving complexity of Board agendas with their mixture of traditional and emerging considerations including:
 - Fiduciary and legal obligations as well as financial performance
 - Risk Management
 - Corporate and social responsibility in community and environmental areas
 - Workplace Relations (IR and HR)
 - Workplace Health and Safety
 - Ethics and corporate reputation
 - Strategic focus
- the need to select Directors using thorough and comprehensive interview and selection processes including detailed and documented reference and background checks. The days of simply appointing “your mates” without independent and due process, have long gone!

OUR APPROACH

The ingredients for a successful and cost-effective Board identification and selection process are:

- A Consultant who is well experienced and has a significant network of relevant contacts.
- A process and methodology which is ethical, professional, independent and which works!
- A realistic and reasonable professional fee structure.

OUR EXPERIENCE

MDN Consulting and its principal, Mark Nicol, have been actively involved in local, national and global recruitment for over 22 years. We have an outstanding track record in “filling” Board positions for our clients, using our extensive networks, Search and Selection methods. A number of our team members are active, qualified members of the Australian Institute of Company Directors.

Appendix 7

Some of our Services in Detail (Contd)

Corporate Reorganisations, Redundancy & Retrenchment Programs – “Downsizing With Dignity”

THE REASONS

The employee termination process, brought about by corporate restructure or similar, is challenging and can be potentially damaging to any company's operations. Handled poorly, it can lead to many problems for your company's image; from simple “badmouthing” of the company by released employees, to lawsuits for unfair or wrongful dismissal.

THE BENEFITS

By treating the affected employees with dignity, tact and understanding, the MDN Outplacement or Career Transition Service offers companies a way to minimise these risks.

The service also reduces stress and guilt for the manager who must perform the termination and has a positive effect on remaining staff members. The mere fact that an outplacement agency has been contracted shows all employees (and Unions if relevant), including the ones who are leaving, that your company is genuinely concerned with their well being. The steps to a painless separation are:

THE SERVICES

A suitable separation package can go a long way to making termination easier. **Prior to termination, MDN consultants work with you to structure such a package and a strategic approach to the entire reorganisation.**

MDN consultants will advise on the best possible timing and other related **media, union and public relations** matters for the announcement of termination prior to the “event”. Counsellors will then be on hand to help the employees come to terms with the situation and look to the future. An important part of this is diffusing possible anger directed at your company.

We can continue to support the employees after termination by offering services including:

- Career review and skills/SWOT assessment
- Psychological appraisal
- Motivation
- Development of career goals and options
- Preparation of resumes & other relevant job application documentation
- Improving job search skills (links to our recruitment client base and “real” jobs we are handling)
- Personal presentation and interview skills improvement
- Continuing counselling and support
- Office and research facilities with secretarial support
- Progress review
- Financial planning
- Training needs assessment

Appendix 8 Some of our Services in Detail (Contd)

“State of the Organisation” Reviews – Are You Ready For 2011 And Beyond?

WHAT WE OFFER

MDN offer a comprehensive process to conduct an organisational “health check”. This provides you with vital information about all aspects of your business, internally (via employees) and externally (via customer and economic data). Used wisely, this process can be a very powerful tool to face and respond to the current global economic conditions and ultimately to drive future success.

HOW WE ACHIEVE RESULTS

The methodologies, concepts and approach are infinitely valuable to any organisation. The following broadly outlines our approach:

- a) **Initial Consultation** with you to develop a clear understanding of:
 - Purpose of the organisational review
 - Organisational Culture
 - Resources to be used
 - Potential issues that could eventuate
 - Pertinent issues that need to be addressed
 - Results that you would ultimately like to achieve
 - Collection of external client survey and other relevant external data
- b) **Questionnaire Design** based on the vital issues identified in the Initial Consultation stage.
- c) **Data Collation/Analysis/Synthesis** – the data from the questionnaires is collated, analysed and synthesised, to determine the key issues/perceptions/views of the participants, and the general ‘themes’ that need to be addressed and considered, aligned also to external data.
- d) **Workshops** are then facilitated. Each group is ultimately instructed to:
 - Choose 3-5 key priority areas that they believe they can directly influence.
 - Establish action plans for potential resolution
 - Determine who is going to be responsible for implementation

A Detailed Report is presented to, and discussed with, your senior management team outlining the priority issues, suggested action plans and potential resolutions. Our input and report provides a blueprint for planning and implementing actions that require attention.