



Femeconomy®

FEMALE LEADER
Conversations

SAM TRATTLES
Other Side of the Table

FOREWORD



Women represent about 13% of quoted media sources when it comes to business, so the stories of Australian female leaders go largely untold.

Femeconomy's female leader interviews with our community are a way to remedy this imbalance for the women achieving outstanding results in business.

Stories of female leaders, who typically pursue non-traditional, non-linear career paths are fascinating. We want to know in their words how they've reached the pinnacles of leadership. These trailblazing female leaders' stories, wisdom and friendship have left an indelible imprint on us, as they will on you.

Enjoy!

Jade Collins and Alanna Bastin-Byrne
Directors, Femeconomy

Choose female led brands. Create gender equality.

CONTENTS



SAM TRATTLES 2 Founder, Other Side of the Table and Author Sam Trattles has negotiated and leveraged more than \$450 million worth of deals and is the Author of <i>I Love Negotiating</i> .	DR CATHRYN LLOYD 16 Director, Maverick Minds Dr Cathryn Lloyd uses creativity and art as a central methodology to solve complex business problems.
POLLYANNA LENKIC 4 Author, Coach and Speaker Pollyanna Lenkic has completed over 525 skydives and helps organisations create high-performing cultures and high-performing teams.	GILLIAN CORBAN & AMANDA BLAIR 18 Owners, Corban & Blair Gillian Corban and Amanda Blair celebrate over 30 years in a successful retail business.
MICHELLE REDFERN 6 Founder, Advancing Women in Business and Sport AFR's 100 Women of Influence, Michelle Redfern, asks, are women in sport progressing?	JUDITH TREANOR 20 Owner, Temples & Markets Judith Treanor, an intrepid modern day ethical East India Company adventurer.
AMANDA WEBB 8 CEO, Xplore for Success Amanda Webb shares what is missing from the diversity conversation.	CECILY MCGUCKIN 22 CEO, Queensland Steel and Sheet Cecily McGuckin, the only female CEO in the steel business in Australia.
KYELIE BAXTER 10 Owner and Principal Accountant, IQ Accountants Kylie Baxter, a beacon for adopting technology in the accounting industry.	VICTORIA KLUTH 24 Managing Director, Araza Victoria Kluth on starting with two employees and one client in 2013 to an award winning, technology consultancy now employing over 250 people and turning over \$30m per annum.
BROOKE MACGREGOR & TAMMY STANTON 12 Business Owners and Directors, Women in Power Brooke MacGregor and Tammy Stanton are reducing children's gender stereotypes.	DAILE DREVINS 26 Director, Salt Design Daile Drevins on how technology and industry trends support but don't ever replace good design.
CAROLINE MCGUIRE 14 Australian HR Institute Board Director and Owner, Clariti Consulting Caroline McGuire understands how leadership neuroscience can make highly qualified technical staff into leaders.	

Sam TRATTLES

FOUNDER, OTHER SIDE OF THE TABLE



NEGOTIATE

ABOUT

Known for her strategic approach on either side of the negotiating table

Has negotiated and leveraged over \$450 million worth of deals, across sport, music, the arts, philanthropy and local programs

Believes everyone can become a good negotiator

Works on both sides of deals to keep perspective - brands as well as rights holders and NFPs

Favourite deal: saving Tropicfest with CGU Insurance and securing its future

20 years of corporate experience in strategic Sponsorship and Brand roles

Has negotiated deals for Telstra, PwC, Tropicfest, Steadfast Insurance, Baker Heart & Diabetes Institute, Credit Suisse and Opera Australia, to name a few

Is the **Author of *I Love Negotiating: Change your thinking and learn how to get what you want***

Sam founded **Other Side of the Table** to help organisations extract maximum value and return on investment from their deals.

With a formidable toolkit of integrated marketing skills, Sam believes perspective can help solve any business problem.

Her resume includes having negotiated and leveraged some of the biggest deals in Australia's recent history in sport, the arts, music, community and industry-specific programs.

If you're facing a game changing business negotiation, she's the strategic partner you'll want in your corner.



TOP NEGOTIATING TIPS

What advice can you share?

1. It isn't a fight. You are simply engaging in a conversation. Your aim is to reach a fair and reasonable exchange of value. If you can't then you just say, thanks but no thanks; if you can, then shake on it.
2. Prepare. If you do your research and consider the who, how, what, why, when and how much of the situation, prior to stepping into it, you will feel in control. Then create a cheat sheet for when you're in the negotiation, so you stay on track (and calm).
3. Emotions mean it matters. It is normal to feel nervous and some stress, but you need to keep your emotions in check. Remember it's not personal. When you find your temperature rising (red cheeks, curt responses) take a 'time out'. Request a break or excuse yourself to go to the bathroom, take five long, slow breaths to regain your perspective.

SPONSORSHIP DEAL PAIN

How do you help companies maximise their sponsorships?

Sponsorships can do amazing things for your brand, however, if they:

- feel like an excuse (for the CEO) to look at your logo;
- are only vaguely aligned to your marketing strategy;
- can't deliver a return or create revenue; or,
- aren't driving the rest of the marketing mix e.g. creating content for your digital team; stories for your advertising; or incentives for your staff and customers...

then they are typically just a drain on your budget and resources.

On average, 80% of sponsorships are based on what leaders are interested in, rather than what will encourage potential customers to listen up and drive returns.

The work I do with organisations can transform this channel from a burden to a much loved (and profitable) part of their marketing mix. By reviewing the value in what deals they have, deciding to evolve or exit them, then building a strategic approach to a portfolio that can really deliver!

Negotiating isn't a fight! You're simply engaging in a conversation.

Your aim is to reach a fair and reasonable exchange of value.

A PUBLISHED AUTHOR

What motivated you to write *I Love Negotiating*?

I got frustrated with so many of my intelligent, highly skilled friends telling me they hate negotiating, so I decided to take what I've learnt from commercial deals and translate those skills to help people feel more confident in negotiating every day things.

Sadly, we don't learn this skill in school, so my aim was to make it easy. I explain why people typically hate it, why now is the time for change.

We identify your negotiator profile, then to help build your confidence the workbook is filled with guided activities for you to practice and improve on over time. And I give you a framework for *Good Negotiations Every Time*, APEC: *Accept; Prepare; Engage; Close*.

You may never love negotiating, like me, but the aim is to help build your confidence so you don't hate it. If you'd like to know your profile type **take the quiz**, grab the book from **Amazon**, or chat to Sam about bespoke training programs.

ADVICE

What helped you to succeed in your career?

Investing in relationships. Your career runs for a long time and you never know where the person who sat next to you at your first job will pop up. Stay in touch, grab a coffee from time to time, ask about people's lives outside of 'what they do', take time out from just doing.

When the opportunity presents itself make the effort to connect good people to other good people just because you can. Also, invest in yourself by building a group of advisors, mentor and mentee relationships, people you can go to, to give and get advice from.

Finally, I take a step back to remind myself how much I love what I do and how lucky I am to be able to do it!



Pollyanna LENKIC

ENTREPRENEUR, AUTHOR, COACH & SPEAKER



ACCELERATE

ABOUT

At 24, **founded a business that grew to £11 million** annual turnover and then successfully sold her share of the business

Author of *Women and Success* & *The Confidence Mess. Disrupting the Narrative* (due 2019)

525 skydives, **embracing fear and failure as a learning opportunity** gave her a respect for preparation, practice, retraining

A habit that saved her life on many occasions. Pollyanna landing in a tree on an otherwise cleared field on her second skydive due to being fixated on the object she wished to avoid. A valuable life lesson

Sometimes we need to turn our back on obstacles and focus on the clear space

Pollyanna authored *Women and Success*, and runs a suite of programs designed to support women to navigate specific challenges they face in the workplace.

Starting off in IT recruitment with no experience or contacts, she approached people in the IT industry and asked them what they needed. Their mentorship, combined with her own determination to succeed, meant Pollyanna was soon triple billing other experienced UK consultants.

After successfully selling her business, Pollyanna's career now focuses on helping organisations to create high-performance teams/cultures, and programs that support women to advance in leadership.



HIGH PERFORMANCE CULTURES

How do you help organisations foster female leadership?

I support organisations by supporting the women in their organisations to navigate the specific challenges that they face that men do not have to navigate. We work on three key themes: Barriers, Shift & Accelerate. With a focus on disrupting the current narratives and looking at systemic change. We need to stop 'fixing' women and fix the systems we operate in.

HIGH PERFORMANCE TEAMS

What is one solvable issue that can derail a team?

There is no 'one solvable issue that derails teams'.

It's a bit like expecting to purchase exercise gear and get fit. One mistake that we all make is to expect a one-off intervention to 'fix' our challenges. This sets teams up for failure.

The 'one solvable issue' that leads to sustainable high performance is to be realistic about expectations of what a one-off intervention can achieve.

Three key 'ones' that can be easily addressed are:

- Work on both Engagement and Performance. Teams who are high performing focus on 7 key Productivity strengths and 7 Key Positivity strengths.
- Decision-making. Creating an effective decision-making process is like putting a stent in your arteries helping prevent blockages.
- Constructive Interaction is vital for teams to discover, grow and to benefit from diversity of thinking and styles.

GLOBAL CHALLENGES

What should teams prepare for over the next decade?

We are experiencing unprecedented change which has an impact however most of the challenges that teams face are:

- How they interact and work with each other.
- How they engage and invest in themselves, both individually and as a team.
- What they achieve (productivity) and how they engage (positivity).

Parental Return to Work Programs

Most leading organisations understand the imperative for supporting parents to transition back into the workforce after parental leave. We designed a program to support this reentry which also plugs into the organisation's resources.

Our program Survive, Thrive and Strive has 3 key focus points.

1. Supporting parents returning to work, moving from Surviving through to Striving.
2. Educating and supporting leaders on how to support their team members' re-entry.
3. Retention of women in the organisation. Based on the present system, allowances and culture, parental leave is largely taken by women. This program supports their transition back into the workforce.

The system (both from an entitlement and cultural aspect) needs to change so that fathers have equal rights to take time with their children.

EXITING A BUSINESS

Why did you sell your 50% share in your multi million-pound UK company?

There were 2 key reasons that collided. Firstly, it was time. I felt this at a deep intuitive level. A friend once passed on some wisdom given to her. 'Always leave when you are having a good time.' It was sage advice for so many situations! I loved my job, it fulfilled me. From a business perspective, for the company to thrive moving forward it was time for one of the business partners to move on. I decided to take that opportunity, change career and move back to Australia.

The second reason was my personal life imploded. This created lots of opportunity for honest conversations with myself. Not just what I wanted to do, but how I wanted to live. I took a leap of faith and silenced the fear that could have stopped me from doing so. A decision I will always be grateful for.

Back yourself, and when you can't, have a good crew around you who will back you when you need it most.

in



Michelle REDFERN

FOUNDER, ADVANCING WOMEN IN BUSINESS AND SPORT



DETERMINED

ABOUT

Michelle's social enterprise,
Women Who Get It has
over 3000 women who hang-out
together, online and in person

AFR 100 Women of Influence

Ambassador, Honour a Woman program,
seeking to increase gender equality
in Australian Honours awards

Corporate executive background
in global procurement

Co-founder, Culturally Diverse Women
(CDW), a social enterprise working to
increase numbers of CDW in executive
leadership in Australia

Board Director, Williamstown Football
Club and Good Shepherd Microfinance

Michelle Redfern is comfortable in her own skin, with an intellectual executive presence honed in corporate board rooms, she is also 100% authentically herself. Michelle manages to be simultaneously inspiring, informative, strategic, humorous and inclusive. She radiates positive life force and it is easy to see why people gravitate to join her networking group Women Who Get It (WWGI). WWGI is an ecosystem for women from all walks of life who connect, learn and advance together in person and online.



WOMEN IN SPORT

Are they Progressing?

I was staggered to see that the statistics related to gender equality in the Australian Sporting Sector were much worse than I had anticipated. For example, women represent a mere 3.9% of CEOs in the sporting sector as compared to roughly 13% female CEOs in the ASX200 (which is also a deplorable figure for a 'developed' country!).

I'm shocked at the gaps in sheer numbers and of the lack of parity, especially when it comes to pay. However, when I dove deeper into the data from my research into the sporting sector, I became acutely aware of the endemic issues, barriers and systematic discrimination women working there are facing. For example, 70% of women believe their gender has caused them to miss out on a salary increase, promotion or chance to get ahead.

NEVERTHELESS, THEY PERSIST

Why do women continue to pursue careers in the sporting sector?

The top 3 reasons are:

1. Because they are committed to doing challenging, inspiring work;
2. Because they want to make a difference in the world and they understand how sport can achieve that;
3. Because they are committed to helping their sporting organisation excel and grow.

The conclusion is that leaders in the sporting sector generally have good intent and a desire to make a change for the better regarding women, inclusion and diversity. However, the maturity of the sporting sector is low when it comes to initiating and driving enduring strategies and positive change.

CREATE CHANGE

How can sporting organisations start to engage more women?

The next time your organisation is assessing its membership numbers, corporate sponsorship profile and revenue performance against target, stop and consider if you have effectively tapped into the female economy.

Ask yourself these 3 questions:

1. Do we know our own brutal truths of reality when it comes to women?
2. Do we understand the lived experience of our female employees, supporters, fans, sponsors or suppliers?
3. Does our organisation have a winning strategy when it comes to women?

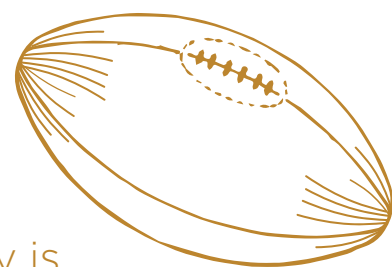
ACTION STATIONS

How are you a beacon for change in the sporting sector?

I advise predominantly male Boards, CEOs and Execs in the sporting sector about how to attract, engage and develop commercially viable and sustainable relationships with women, I am ensuring sport will be more enduring and sustainable. Whether it's athletes, employees, volunteers, corporate partners, suppliers, clients, members or supporters, the industry needs to disrupt its prevailing pattern of thinking and begin to diagnose, design and deliver environments, products and services that tap into the female economy.

I facilitate design thinking sessions and leadership programs to identify the unmet needs of the target market, whether the market is female talent at all leadership levels, fans, supporters, sponsors, community or suppliers. By diagnosing your Club's problem, a bespoke solution is developed that provides a competitive edge. To win, on and off the field.

It often takes an outside in perspective to help identify where the opportunity to initiate or accelerate a business improvement opportunity is. Sport is no different.



Amanda WEBB

CEO, XPLORE FOR SUCCESS



ASTUTE

ABOUT

Xplore for Success has changed lives, careers and leaders for over 15,000 people, across Australia's leading companies

Author of *Dear Me*, Amanda invited 30 women from various walks of life to write a letter to their 16-year-old self

25 years' business expertise in banking, finance, professional services, FMCG and management consulting

Has worked for Deloitte, Westpac, AMP, and the Sydney Olympic Games

Board Member, *Dress for Success Sydney* and is an Ambassador for the Human and Hope Association in Cambodia

For over ten years, corporate Australia has been ramping up the drive for greater diversity in the workplace, which has primarily focused on increasing female representation in management ranks.

Despite women comprising most university graduates (for the last 30 years) and entering the workforce at a similar ratio, by the time these women reach lower management they are already in the minority. And their representation continues to fall, reaching only 20% at the executive management level, a percentage which has remained largely stagnant.

More females entering the workforce is not having the impact needed to deliver workforce equality.



DRIVING DIVERSITY

What has been missing from the equality conversation?

There is a growing body of research which is now highlighting that diversity without inclusion will not deliver substantial change; they must go hand in hand. At its core, inclusion within an organisation means that people are treated equitably, feel both that they are valued and belong. This in turn means they feel safe and empowered, able to bring their unique skills into the workplace whilst retaining authenticity.

Inclusive leadership and an inclusive culture are crucial to this, enabling the maximum performance for a diverse set of individuals in an organisation.

MEN AND WOMEN

Which areas do you focus on to drive equality?

Xplore partners with individuals and leaders to enable them to clarify their purpose, accelerate their career, embrace inclusion and lead with passion.

We continue to passionately advocate for women in leadership, and for as long as women are under-represented in these roles, our programs and executive coaching services for women will remain a cornerstone of our offering.

1. We build career excellence and high performance for individuals through our programs which focus on resiliency, empowerment and leadership. These programs are tailored to various levels of workforce and management.
2. We enable organisational change and growth across the inclusion and equality frame through targeted services that embed an inclusion mindset in leaders and establish inclusionary pathways in the organisation.

Career Excellence

Emerging Executive Women

Advanced Career Resilience

Career Resilience

Career Foundations

Inclusion & Equality

Inclusive Leadership

Sponsorship

Executive Presence

Consulting

HARD DATA

How do you measure the impact of diversity and inclusion?

1. Psychological Capital: this measures the impact to the participants along the factors of self-efficacy, optimism, hope and resiliency. Research shows high psychological capital leads to increased job satisfaction, engagement, commitment and wellbeing, and decreased intent to leave an organisation. The importance of this measure is that it directly assesses the impact of the program to the individual. In 2017 participants in our program reported their Psychological Capital improved from medium to high.
2. Net Promote Score (NPS) – this measures participants' satisfaction in our services. In 2017 our core programs had a NPS range of 77% though to 82% across cohorts at two ASX 20 companies. (In general, NPS scores above 50% are deemed excellent).
3. Program content rating (PCR) – we regularly request participant feedback on the overall program content, and for 2017 the average rating by participants was over 90%.

TRACK RECORD

What are some of the companies you have successfully delivered programs for?

There are so many! They include Allianz, Bupa, Bankwest, GHD, Stockland, ING, Hall & Willcox, Transurban, Lendlease, Melbourne Water, Suncorp, QBE, Aurecon and Optus to name a few. Ultimately for clients our proven content and service delivery translates to real results, measurable change and justified business cases.

A Head of HR for an ASX 50 company said, "Xplore supports us in building a truly inclusive culture. Their mix of career development programs, leadership events and passion for equality and inclusion, sets them apart." It's great leading a team that drives outcomes for diversity and inclusion every day.

I have discovered that instilling a sense of self-belief in women of all ages is my purpose in life.
My motto – *You are enough!*



Kyellie BAXTER

OWNER, IQ ACCOUNTANTS



EFFICIENT

ABOUT

Tech enthusiast

Kyellie believes that **teamwork makes the dreamwork** and has a network of IQ family alumni

Favourite quote from Kyellie's 97-year-old Grandmother, *"If you are going to back anyone, back yourself"*

Queensland Finalist, Telstra Business Women's Awards

Finalist, Small Business Champion Awards

Runner-up, NAB Professional Service Awards

2018 MYOB Accountant of the Year

Owner and Principal Accountant of **IQ Accountants**, Kylie Baxter has embraced technology in her accounting practice to the point that she's ordering paper for the first time since 2016!

Being a paperless practice has opened a myriad of opportunity. As well as serving clients face-to-face at her Burleigh Heads office, Kylie has customers who live remotely, interstate and overseas. Her fully technology enabled work processes also mean that one of her team works completely remotely from Hobart.

Over 15 years in her own business, Kylie has built a loyal client base and a dedicated, experienced team.



BACKING YOURSELF

How did you start in business?

I was 18 years old when I started working as an undergraduate in an accounting firm. I was working full time and simultaneously studying my accounting degree full time. I also got engaged and organised a wedding during this time! A few years later, I was offered a partnership and to run my own office at the Gold Coast. It was an opportunity that I grabbed with both hands. I am incredibly grateful that these partners saw, at such an early age, my dedication, talent, potential and grit, and for taking it as a welcomed benefit to their business.

My learning curve was steep, but I found I thrived under the pressure and enjoyed the responsibility. I also began to identify opportunities to improve the business, move it forward and modernise. I used the time managing the Gold Coast office as a period of trial and exploration.

TECHNOLOGY IMPACT

How has technology changed your business?

Significantly! Recently we ordered paper for the first time since July 2016. **IQ Accountants** have abandoned the traditional communication forms and correspond solely on an electronic portal which acts as an online library and workflow for all client correspondence.

Internal processes have also adapted with latest technology offerings allowing our office to become genuinely paperless. This is something we are incredibly proud of and has also allowed us to be more agile. As an example, we have a staff member working remotely from Hobart and we communicate via Slack and Gotomeetings.

These processes and technology enhancements have taken time, patience and have been costly both financially and time wise. However, I find exploration of new applications and technologies exciting and interesting. Keeping up-to-date both with client-based systems and the latest news in internal business applications is critical to an efficiently run office and sustainable business growth.

FINANCIAL NOUS

What are the top three things you should know?

1. Cash in the bank isn't the same as the profit you will pay tax on at the end of the year. This is one of the most common misconceptions when tax planning.
2. Don't trust a bookkeeper or an accountant to deal with your taxation affairs in entirety. Have a basic understanding of what your compliance obligations are and of every document you sign. Make sure you know what the payments you are making are for.
3. Do tax planning! Tax planning is a proactive approach to managing your tax affairs. We do it in April, May and June with our clients to ensure that they are minimising the tax that they must pay. The meeting at minimum advises them of the approximate tax they will have to pay 12 months later (forewarned is forearmed). The best-case scenario gives them options to choose how to reduce their tax.

COLLABORATION OVER COMPETITION

How have you used partnerships to grow the business?

I am a huge believer in 'aces in their places'. My most rewarding partnership started ten years ago. At that time **IQ Accountants** didn't have the capacity to offer bookkeeping services. The solution was to align myself with a trusted partner who I knew had similar business values.

For over a decade we worked with more than 40 clients together. It was the 'Rolls Royce' service. All our mutual clients appreciated that we would liaise with each other, almost as an extension of our own businesses. This partnership, built on mutual trust, was so successful that we were able to run seminars together. Our individual referral sources then felt comfortable to refer to the other partner, knowing of our very long term and successful working relationship.



I wanted a client-focused, technology-driven, relationship-based firm and the freedom to make decisions on strategy and spend that aligned with this vision.

Brooke
MACGREGOR

MANAGING DIRECTOR,
GENERGY AUSTRALIA

Tammy
STANTON

DIRECTOR, PLATINUM
ELECTRICIANS MORNINGSID



POWER

ABOUT

Brooke and Tammy both work in the **Electrotechnology industry, worth \$80 billion per year**

The electrotechnology industry has a **female participation rate of 17%** - and it is declining

Over 340,000 people are employed in the industry

Most required skills in the industry are communication skills, problem solving, organisational skills, and trouble shooting - skills most women have in abundance

Brooke and Tammy are founding members of **Women in Power**

They believe it is **just as important to teach boys about gender equality**

Brooke and Tammy are on a mission to increase women in electrotechnology. They are business owners, founding members of **Women in Power**, and lead fun electrical sessions in Kindergartens to challenge gender stereotypes around women in trades.

In 2015 Brooke was recognised as a Women in Contracting National Excellence Award Winner and a Women in Contracting South East Queensland Excellence Award Winner by Master Electricians. Brooke received the 2016 **NAWIC** Award for Achievement as a Business Woman.

Tammy was awarded Construction Female of the Year 2015 by Construction Skills Queensland. Tammy has served nine years as Treasurer for **Master Electricians Australia**.



ELECTRIC KINDIES

How are you educating children on being an electrician?

Children form beliefs around gender roles at such a young age. It is crucial that boys and girls see females participating in the industry. That is why we have rolled out our Electrical Kindy Program. Our Kindy Sessions aim to break through the stereotypes that are already forming, and to challenge the gender expectations that surround them.

We do this by wearing full high-vis uniforms and personal protective equipment. And children dress up in high-vis vests and hard hats. We break them into pairs to build simple electrical circuits that activate flying propellers, while also teaching them about electrical safety.

The children have a ball. We are influencing them in a positive gentle way. And seriously, how refreshing is it to work with children? When asked if they want to be an electrician when they grow up, there are a lot of hands in the air.

STARTING OUT

What led you to become Directors of your businesses?

We fell into our businesses with family members already pursuing this avenue. But, the reason we both keep doing it is because we love the industry and for the flexibility it provides our own families. We have control over the direction of our companies and making tough decisions. We are also able to go to a swimming carnival or Mother's Day event, without feeling the guilt of letting down the boss.

The businesses give us the flexibility to put our family first. This is dear to both our hearts. Having a small business also makes us feel we are building something bigger than ourselves. Our businesses provide jobs, solve problems, pay tax, and support charities.

GREAT CHALLENGES

How have you overcome them?

Brooke's greatest challenge would be combining a young family with running a demanding business. Brooke managed to make the first nine months work (whereby she was the primary carer) by bringing the boys into the office (they slept under her desk). She also worked from home when required. Breastfeeding sessions were called 'meetings' and clients on the phone were none the wiser. As the boys have gotten older they have attended Team and Safety Meetings and inspected jobs on work sites. It takes a good support network and flexibility at work, but a career and motherhood can co-exist.

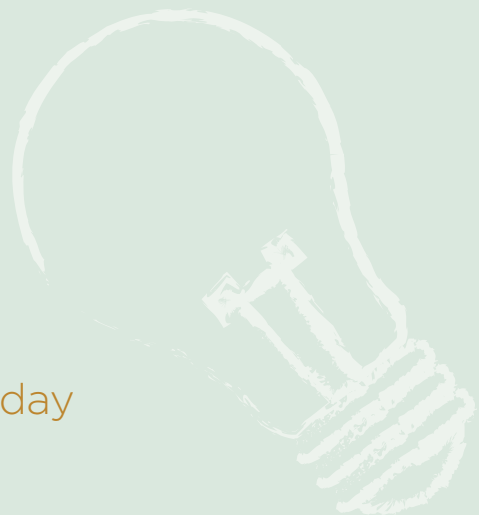
LEADER ADVICE

What advice do you have for future leaders?

Have the courage to challenge the norm and seek as much advice as you can. There are so many people, like the four of us in **Women in Power**, that are here to help and listen.

There are so many accomplished, capable talented women making a mark in the world that we have a fighting chance for gender diversity. But it is imperative that we all do our bit to champion women in the workforce and push for their inclusion. At the end of the day, if we don't do it, who will?

We all have so much potential to influence the female agenda every day whether it is at work, or at home. Never doubt your power.



BROOKE

in



WOMEN IN POWER



TAMMY

in



Caroline MCGUIRE

NON-EXECUTIVE DIRECTOR AND
OWNER, CLARITI CONSULTING



DILIGENT

ABOUT

Non-Executive Director, Australian Human Resources Institute (AHRI) and Queensland AHRI State President

Experienced mentor for a number of professional mentoring programs

Uses neuroscience to increase the emotional intelligence of technical leaders in engineering and technology organisations

Accredited in a range of **psychometric instruments** and behavioural assessments

Caroline McGuire (FCPHR) Owner **Clariti Consulting** is a HR Specialist and Coach, with over twenty years' experience. With a background in corporate human resources in the engineering and technology industries, Caroline uses neuroscience and coaching methodologies for leadership development and executive coaching. Caroline also provides HR consultancy services to organisations across the entire employee lifecycle.



EMOTIONAL INTELLIGENCE

How does neuroscience impact your coaching?

There is a tendency to promote professionals into leadership roles based on their strong technical performance, with limited preparation or support for them in their new role. While this happens in many sectors, I feel it has a more significant impact for both the technical employee and their organisation. Supporting and developing these emerging, new and consolidating leaders is a privilege. Doing it in a way that makes sense for them, is important.

The neuroscience of leadership talks about emotional intelligence and self-awareness in a way that is easy for them to understand and apply. When working closely with individuals through coaching, or groups in leadership development programs, I am able to coach them towards a better understanding of self and others and help them to apply this knowledge in the workplace. This allows for greater performance and role satisfaction for the individual, increased engagement within their team, and high productivity for the organisation.

CAREER TRANSITION

What was your biggest 'a-ha' moment?

Just over two years ago I stepped out of my corporate role into self-employment as a consultant. While I'd heard many of my connections talk about the constant roller-coaster of consulting, it's an entirely different thing to live it daily. You need to be constantly looking ahead to ensure a pipeline of work, while delivering well for your current clients. Finding ways to authentically market my business and build relationships with new potential clients has been a steep learning curve.

One of my biggest 'a-ha' moments was when I realised by being 'too generalist' my message to market was so vague people didn't understand the value I could offer. I then niched down to focus on the industry sectors where I felt I had the most experience and could best market myself – the engineering and technology sectors.

BOARD EXPERIENCE

What have you learnt since commencing your first board role?

In May 2018 I was appointed to the AHRI Limited Board. I've been able to identify some skills gaps in board level financial management and have undertaken some specific training in this area. I've found that the diversity of thought and experience around the board table allows for robust discussions and consideration of different perspectives. The experience has been challenging and very rewarding. I look forward to expanding my career as a non-executive director.

NEW SKILLS

What challenges have led you develop new skills as a business owner?

Many of us who work in Human Resource can struggle with the transition to self-employment and a 'sales mindset'. While I've been trying to use a range of approaches and call upon assistance from the experts, at the end of the day I still need to take responsibility for the business development activities within my business. Let's just say that's a work in progress.



Seek opportunities out. They don't always just land in your lap. Show initiative and drive. Always put your hand up for that stretch assignment.

Dr Cathryn LLOYD

OWNER, MAVERICK MINDS



CREATIVE

ABOUT

Cathryn is a **facilitator, creativity coach** and **educator**

Founder/Director of **Maverick Minds** and holds a **doctorate in Creative Industries** from Queensland University of Technology

Australia's first certified creativity coach
Creativity Coaching Association

Corporate educator QUT Creative Industries; Griffith University Coaching Panel; Australian Institute of Training and Development

Co-author/editor - *The Story Cookbook: practical recipes for change* published by Cambridge Scholars Publishing (due 2019)

After returning to Australia, having worked at a leading art and design university, Cathryn Founded **Maverick Minds**. Her experience of working at the intersection of creative, academic and business environments was the inspiration and catalyst for the development of her business.

It is evident that creativity needs to be at the forefront of innovation and social change. Cathryn describes herself as a 'bricoleur' in the way she brings together different methodologies and processes to help people work well with one another.

Everyone's creative intelligence and professional disciplines are needed to engage with the 'wicked' issues facing our organisations and society. We need to see ourselves as creative life long learners. That's where Cathryn brings in 'Artful Inquiry' processes and facilitation to move creativity into action and to create positive change.



ARTFUL INQUIRY

How can it be used in problem solving?

Artful Inquiry expands our creative consciousness through different aesthetic and arts-based learning experiences. This way of working allows people to go beyond conventional thinking to provide new insights into existing issues. It's an opportunity to reflect and ponder matters of importance. The ability to reflect individually and collectively ways is an essential professional and leadership skill. It's about creating disruption, finding ways to shift our thinking to allow new ideas and actions emerge.

Doing the same thing and expecting different results is disheartening. New ways of working can be challenging for organisations wedded to a culture and leadership style of command and control. If we want to create positive change, and innovation to be of value, then we need to go there. Good questions, ideas, and creative solutions can come from anyone. Creativity is not the domain of just a few. Our future relies on us continually learning and enabling people to bring their full creative selves to the party.

PROFESSIONAL TRAINING

How have you applied your creative concepts?

I've facilitated creative workshops with arts organisations and more traditional organisations. My time in London was a catalyst in my belief the arts/creative industries and business need to collaborate. My role had scope to explore new combinations. It was also a time for me to further develop and use my entrepreneurial/intrapreneurial skills.

Working across the creative disciplines of the university to develop bespoke programs for corporate clients, required me to cultivate a great team of highly creative tutors/ facilitators. I learned a lot during this time and established a strong network, that continues to inform my work. These experiences have been fundamental in how I have established my business. **Maverick Minds** continues to evolve as I work with clients to support them in creating positive change at an individual and organisational level.

Creativity is the most renewable resource we have. The more we cultivate it, the more it grows.

SCEPTICAL AUSTRALIA

What is a cultural challenge you have had to overcome?

Returning to Australia was challenging. People were not very receptive to the idea of arts and creativity in business. It has taken time for people to appreciate there are benefits to exploring organisational life creatively, however if innovation and change are recognised as a good thing creative and critical thinking are part of the process. Health and wellbeing are also areas that benefit from providing opportunity for creative expression. It's about having a holistic approach to business. Get creativity happening and business will flourish.

While innovation is on the agenda organisations often struggle with what it means for them. There is room for organisations and institutions to provide meaningful and less conventional ways to engage people creatively in their work and to explore innovation. Creativity is not a tap you turn on and off it has to be nurtured and valued across all domains. Creativity is at the heart of who we are. We all have a unique creative contribution to make. We just need to give it attention.

GENDER PARITY

What do you think needs to change?

The discussion around gender parity/equality is an important conversation that needs positive action. Australia needs a shift in thinking for women and men. We all benefit in the long run. The idea that women don't need fixing resonates for me (thanks Catherine Fox). I find that more convincing than the idea of simply leaning in. Although, there are times we need to do that.

It's the system that needs fixing. We are stuck in a paradigm in the way we stereotype people and how our organisations are structured. Women and men need to be part of the process. That's more challenging because it doesn't put the onus on women.

I'd like to leave you with a quote from Elizabeth Cady Stanton "Nature never repeats herself, and the possibilities of one human soul will never be found in another".

May the creative force be with you!



Gillian & Amanda CORBAN BLAIR

OWNERS, CORBAN & BLAIR



RESILIENT

ABOUT

Gillian Corban and Amanda Blair were inducted into the **Australian Businesswomen's Hall of Fame**

The reason they started Corban & Blair was the **freedom to create their own culture** with a challenging creative job

They've **made exclusive products** for HelloWorld Travel, Qantas, American Express, Olympus and Westpac

The Australian Museum and the Sydney 2000 Olympic Games featured their bespoke products

Corban & Blair's unique designer stationery products are thoughtfully created to showcase the culture, beauty, flora and fauna of Australia. Business partners for 30 years, Gillian Corban and Amanda Blair are also cousins. They have continued to reinvent their offering as consumer preferences have evolved, into a tapestry of enduring business success.

Designers and manufacturers of marketing, presentation and gift products, they provide product solutions for clients. Their thoughtfully designed products tell stories and have meaning, beyond their purpose as marketing tools or gifts. Leaders to emulate, this artistic duo remain as passionate today as when they first founded their company.



THREE RECESSIONS

How did you lead the business through these difficult times?

Change is a given in business. When we first started a fax was special. Our first laser printer cost \$10K. Now there is an uproar if the internet is not working for 10 seconds. Operating a small creative business is a lot of work. Passion, purpose and a smart loyal team are key contributors to our longevity.

Key moments include a big order for Myer when we first started. At the same time, we created bespoke collections for Sportsgirl, Country Road and a gorgeous Wiradhuri Collection for David Jones. We designed and made products for the Sydney 2000 Olympics.

It was a challenge to take some of our manufacturing off shore. We wanted to remain totally Australian. This is not such a big deal today, but at the time it was difficult as we were an Australian brand. BUT it was the right thing to do!

DIGITAL DISRUPTION

How have you successfully navigated this?

We have always embraced technology to create new products and our marketing communications. Corban & Blair's product offering has changed many times. We honour the past using traditional manufacturing techniques, as we embrace the future using new technologies and all the disruptive opportunities the market place now delivers.

Our journey has taken us from stationery designers, to designers and manufacturers of products for the corporate sector. We design bespoke marketing, presentation and gifting solutions to tell stories and add meaning to our customer's brand strategies. Our current passion is to showcase Australian cultural uniqueness and design, often in collaboration with other Australian designers and makers.

We believe in partnerships, mentoring, collaborations, the power of generosity and openness, flexibility, and constant learning as the world changes around us. The global world is a challenge, but it is also filled with opportunity.

COMMUNITY PROJECTS

What are you involved with?

We pay the carbon credits on our New Zealand made photo frames. We support the arts, schools, women and homelessness, education and mentor and coach within the business and arts community, including mentoring Euraba Indigenous artists and papermakers in Boggabilla.

LEADERSHIP

What are your leadership tips?

Being a leader means creating a vision your team can follow. It is hard to work alone, as operating a business has many facets. Having purpose and passion, combined with intelligence, an open mind and learning from things that don't work, is critical.

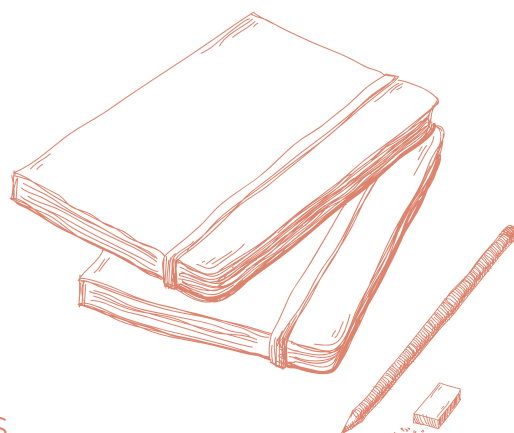
LONGEVITY

How have you achieved 30 years in business?

Through economic ups and downs, big learning curves, global change, new technology and business reinventions we have managed to survive by being realistic (not hopeful) along with ability to change with the market environment.

Owning a business is like climbing a mountain, you are always striving and looking ahead.

People think we're big, but we're not. Our brand is bigger than we are. This idea that you've got to be big and growing all the time, can ruin things. You need to be sustainable. We're profitable and motivated creatively. We want a business where people enjoy working with us.



If you are not learning every day,
you are probably going backwards.



Judith TREANOR

OWNER, TEMPLES & MARKETS



TRAVEL

ABOUT

Created another business called the Pop Up Collective to showcase and amplify entrepreneurs and artisans

Was an **interior decorator** with a Renovation and Design company

Loves Kundalini yoga and dogs

Started working life in London

25 years ago in retail Buying and Merchandising so life has gone full circle.

Believes everyone should visit Hoi An in Vietnam

Judith reminds us of an intrepid modern-day East India Company adventurer. With an irrepressible passion for South-East Asian design, Judith created **Temples and Markets** to showcase the region's emerging designers and artisans on a global stage. 95% of products are handmade. All are ethically produced. Each comes with a story.

Judith works with Vietnam and Cambodia social enterprises who are empowering artisan women with fair work and in turn benefits whole communities. By bringing their beautiful creations to Australia and beyond, Judith is creating an ever-increasing circle of women internationally who are positively affecting each other's lives through trade. A win-win for all.



IDEA SPARK

Why did you create Temples & Markets?

I have travelled extensively throughout South-East Asia over the last 20 years. When I first visited, I was an 'older than most' backpacker. It was at that time the people, the beauty of the beaches, food, history and the contrasts and contradictions that characterise the region, first found their way into my heart.

I have always had a love for unique, colourful and vibrant design that speaks volumes about its cultural origins. I am awestruck by the way traditional crafts and textiles are used in the region and how they are brought right up-to-date by talented designers.

Every time I visited Thailand or Vietnam, I'd return home, be stopped in the street and asked, "where did you get that?" about jewellery, or a dress I was wearing. Over time, I realised I could make these amazing finds from my travels available to a wider audience.

DREAM TO REALITY

What was the catalyst?

It was a lady called Rany from Siem Reap, Cambodia whose jewellery I discovered on my first visit there. Rany's boutique was in a small laneway. You'd never know it existed unless you were walking past or, as I was, enjoying a drink at the bar next door!

Her small boutique window drew me in. Jewellery I'd never seen before. Each piece is made from the hand drilled seeds that fall from native trees. Rany symbolises the resilience, creativity and strength so often found in the region. She'd left Cambodia for a life in India but her marriage ended, so she returned, divorced. Rany found herself on the streets. She spent a long time working out how to drill through the seeds she saw on the roadside. Finally, she created this stunning jewellery. Today she employs seven local village ladies who handcraft her designs and has opened a bigger store. There are creative people like Rany all over Vietnam, Cambodia and Thailand. Each with their own story to share. I wanted to create a platform to showcase them and their creations.

BUSINESS EVOLUTION

How has your business changed since you started?

Very quickly the business evolved into a business with purpose, an ethical business that gives back. I help trade artisans, often from impoverished or marginalised backgrounds, into a better life. I tell and share their stories. I work with social enterprises who are empowering locals with fair work through training in crafts. As Michelle Obama said, "Success isn't about how much money you make, it's about the difference you make in people's lives".

Originally, I never intended to buy in stock and wanted **Temples and Markets** to be a low risk drop shipping online store. Now I buy in stock, giving me control over quality and the customer experience.

I also founded **The Pop Up Collective**, a collaborative group of Australia based female entrepreneurs who share Pop Ups and Concept Stores. The premise is small business owners supporting small business owners and shaking up struggling retail.

SOUTH-EAST ASIA

Where should we travel in South-East Asia?

Everyone should visit the magical small city of Hoi An in Vietnam, a UNESCO cultural heritage site. A perfect holiday town with something for everyone, including a beach just outside of the main town. Hoi An is closed to traffic in the evening, so you can wander through the gorgeous laneways choosing which fabulous restaurant to eat at. Taste speciality dishes; white rose dumplings and the Cau Lau Noodle Dish which you won't find elsewhere. Discover the beautiful temples, browse the local markets, art galleries and have shoes made.

With a history as a trading port and commercial centre attracting artisans and traders for centuries, Hoi An is brimming with creativity. Enrol in Red Bridge Cooking School where you'll visit a local market and organic farm to pick up herbs for your recipes and learn to cook the best Pho. Dip in the riverside pool between dishes. Truly an experience to treasure forever.

I love the idea that the successes and failures of a business are mine alone. Yes, I can work crazy hours, but I will be the one who ultimately reaps those rewards.



Cecily MCGUCKIN

CEO, QUEENSLAND STEEL AND SHEET



TENACIOUS

ABOUT

Only female CEO in the wholesale sheet and metal distribution business in Australia

Determined to preserve and grow her family's legacy for future generations

Has **driven unprecedented growth** at QSS since taking over as CEO

Closed her own **successful construction project development business** to join her family's business Queensland Steel and Sheet (QSS), and succeed her father as CEO

Cecily climbed the corporate career ladder, working first in health, then in retail construction development for companies like Suncorp and Mirvac before starting her own boutique retail project management business. Her father asked her to join the family business **Queensland Steel & Sheet** (QSS) in 2009. Cecily took on the challenge whilst running her own business. In 2017 she was appointed QSS CEO. The only female CEO in the industry.

Using her corporate nous, she has approached the role with strategic intent and reviewed all aspects of the business's operations, driving unprecedented growth with the amazing QSS team. Cecily's focus is on respecting and continuing to build the business her father founded, to preserve a legacy for future generations.



CORPORATE CAREER

How has your previous career journey helped?

Having worked in several large corporate businesses, it gave me insight into certain ideals, structure and procedures, many of which I've introduced to **QSS**. This has provided a corporate element to our business, but not at the expense of growing our culture which is based on more traditional business and family values. As my father so crassly puts it – "it's the important corporate stuff but without the BS".

Not being involved in the family business straight out of university has been an advantage. I saw good and bad leadership and what governance was really needed for a business to run smoothly. I brought this experience to QSS.

If I had come directly into the business, I would only have the same knowledge and ideas as my father. Having a different perspective to him has allowed us to develop the business in ways not possible if I didn't have these opportunities.

BUILDING YOUR REPUTATION

How have you approached this in a male dominated industry?

Being female, I felt I needed to prove myself in this industry, but I have let my actions build my reputation. I've made decisions based on all the facts and always use my natural gut instincts and my emotional intelligence to guide me in my leadership style. In being aware of my strengths and honing in on these, all the changes have not only improved the business but confirmed my value as a female leader.

This has shown that I'm not just the boss's daughter but someone who will continue the original family service values we've become well known for in the market.

I have certainly had my doubters along the way. My job is to prove them wrong, by supporting our team and clients. Showing them that **QSS** can compete with our corporate competitors.

FAMILY BUSINESS

What perspectives do families need to be aware of?

A family business has been built on blood, sweat and tears. It's the founder's baby. They want the business to succeed and have selected certain family members to carry it on. Both sides need to remember two basic viewpoints during the transition period. Firstly, the founder established the business and endured the hardship and battle of its development.

The next generation has the burden of ensuring it continues to succeed whilst also proving their individual worth and placing their own mark on the business. Both sides need to understand each other's viewpoints for the transition to work, particularly when there are conflicting ideas for the business that need to be resolved between the founder and successor.

There can only be one leader otherwise the business will falter and cause confusion for its team and customers. The previous generation must step back to allow the successor to grow and learn, with guidance and mentoring provided when required.

INTERGENERATIONAL TRANSITION

How did you manage this?

A plan and timeline are imperative and all relevant family members must agree on it. This gives guidance and a set of rules before the hard work begins. Everyone needs to have frank conversations on what they expect throughout this journey.

This really is a hard process to undertake. It tests personal family relationships. From my perspective, the struggle of transition to the next generation for a family business is well worth the fight. I owe it to my father to keep the family business going for the sacrifices and risks he has taken, but it's also my personal drive to grow an amazing business I have come to love. Also, going forward it may provide opportunities for my three boys if they desire it and if they are the right fit. Being family does not automatically mean family members should be involved if it's not right for the business. My goal is our family business will continue to thrive for generations to come.

Women tend to have a different leadership style to men
and businesses can flourish
if they give women a chance to lead.



Victoria KLUTH

MANAGING DIRECTOR, ARAZA



AGILE

ABOUT

Grew a company from two people in 2013 to over 300 people that turns over \$30 million per annum

Araza is an **IT technology consultancy** to ASX200 companies

Victoria was recognised in 2018 as ARN Start Up Entrepreneur Winner, 2017 ARN Women in ICT Entrepreneur Winner, 2017 Business Leader of the Year Optus MyBusiness Awards and in 2016 was a finalist in the Telstra Business Women's Award

Over the last two years Araza was **recognised as a Westpac Business of Tomorrow** and was a finalist in the Telstra Small Business Awards and Financial Times Asia's 1000 High Growth Companies

Araza was listed on the CRN and Deloitte Fast50 lists in 2018, 2017 and 2016. In 2017 Araza was also listed in the Deloitte Asia Fast 500 and in 2016 was recognised by Deloitte as a rising star

Victoria started an organisation called 2186 **to promote gender equality**

Victoria founded **Araza** in 2013 after leaving her corporate career. Araza is an IT consulting, technology and systems integration organisation specialising in cloud computing, security, robotics and digital transformational solutions.

Victoria is a passionate advocate of gender equality and has embedded a culture at Araza of supporting diversity, with the company achieving 50% female workforce and gender balanced leadership. She started Araza Women Presents to provide a forum for successful women to share their leadership journey, and open a dialogue to make workplaces better for all.



BUSINESS GROWTH

How did you grow to \$30 million in five years?

There are so many factors that go into the rapid growth of the organisation. We are no different than many other companies and our competitors. We strive for streamlined and agile operations. We embrace new technologies. We have a well-managed and controlled risk profile that we follow in our growth strategy. All of that is true and we are a well-managed company. But the fun answer is that I have always seen growth as AWESOME and have no fear about a fast-paced company.

I also have confidence that I can succeed in a quick growth environment. In the first month of operation, I stole a quote which was “Why not us?”. I still have this phrase on the wall of our conference room. I felt like we could compete against the biggest international competitors and I still feel that way.

FUTURE TRENDS

What are the IT trends affecting work?

I would never try and determine trends in technology. It changes so fast. However, I do know that static doesn't work. Araza has already reinvented itself at least three times over in five years! It is important for Araza to stay agile and be willing to adapt to new trends and new ways of working. When I started Araza I never thought we would be working on robotics but, we are implementing robotics at a very large bank.

Now my twelve-year-old niece is learning robotics languages and is not impressed with our work at all. I am a little obsessed with the Internet of Things (IoT) and how IoT is going to change things more quickly than we can imagine. We are doing some interesting things with networks and data in IoT. But next year, we will need to be learning about different technologies.

I didn't know who my authentic self was, but when I found her, I grew one of the fastest growing companies in Australia for three years in a row.

GENDER EQUALITY

How did you shape your gender equal employment culture?

Araza was at eleven people when we realised we were half women with a woman Managing Director. This was a powerful realisation. As a technology company we hired the best people we could. Half were women. I called my business partner and said, “As of today, we are a gender equitable organisation!”. We were taking the bias out of our hiring and we did not need quotas.

The most important thing is being deliberate with our culture. We live our values; be great and be grateful! We support diversity and diverse teams. We do not talk about it. We live it.

- Hire the best person for every role.
- Be open and honest about every person's strengths.
- We have more women leaders (6 to 4), which I think naturally draws more female applicants.
- We have community programs like Araza Women Presents, which define our culture to our client and our competitors.

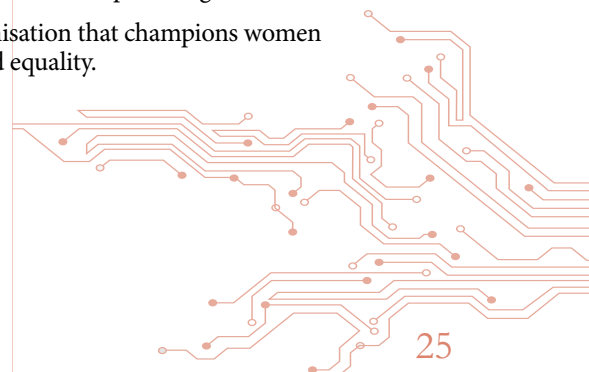
CHAMPIONING WOMEN

What is **Araza Women Presents** and **2186**?

After Araza was a year in, I realised we needed to show that Araza had the answer regarding hiring. But, no one listens to small companies. A great way to get the Araza message out was to share women's power stories with our team, our clients and community. I thought one person could share her story with a big Q&A at the end, hoping to get 30 or 40 people. We consistently attract about 200.

We have invited international headliners like tennis star Martina Navratilova and rapper Cheryl James of Salt n Pepa. Also, women who make Australia proud like Nicola Scott who is a global star illustrator in the world of DC Comics. The feedback is that it is empowering. That is awesome.

2186 is my organisation that champions women in leadership and equality.



Daile DREVINS

DIRECTOR, SALT DESIGN



PASSION

ABOUT

Daile still feels the buzz **when a client loves a design** - just like her first day on the job
Spent **15 years as a graphic designer** before starting her business

Holds the **position of Industry Representative** on the Griffith College - Design, Communication & Criminology Program Advisory Committee
Her advice is to **get regular skin checks!**

Daile started Salt Design 15 years ago. Over her 25+ year career spanning corporate and government sectors, Daile has stayed abreast of industry trends. Her combined expertise and passion for contemporary design ensure she's a sought-after advisor to tertiary education institutions and industry.

Daile's individual design work has received several industry accolades including the National Print Awards, Public Sector Management Annual Report Awards and Queensland Printing Industry Craftsmanship Awards (PICAs).



DESIGN TRENDS

What is emerging?

As with many industries, technology has become an intrinsic influencer of design trends. With technology we find design trends are changing faster than ever before. This poses challenges to create designs which retain their relevance and purpose after a trend has moved on.

My involvement with Griffith College is to focus less on 'what's hot' and more on which industry trends will influence the areas of design being taught. This will enable the next generation of industry professionals to be employable, innovative and resourceful.

I strongly believe our industry leaders and design business owners have a responsibility to educate and mentor new designers. To do so benefits both our industry and the impact good design has.

TECHNOLOGY ADVANCES

How has this influenced the design industry?

Designers have become both freed and bound by technology. It is vital for professional designers to rely first on their creativity, and not depend on technology to direct them.

We have an abundance of inspiration and education available online (Instagram, Pinterest, Blogs, YouTube). A global village of ideas and inspiration at our fingertips!

However, there is also potential for how we design to be restricted by the technology we use. As desktop 'design' applications become more available – how do we justify our services? How do we validate the investment for professional design over 'what they can do themselves'? The answer – our creative abilities. Our understanding of form and function. Our passion for good, effective design.

Communication has sometimes been poorer because of technology. We rely so heavily on email to connect. While it is an extremely useful method, so much can be lost or misconstrued. Face-to-face relationships are still important.

DESIGN INSPIRATION

Where do you find it?

For business inspiration I'm subscribed to a wide variety of online resources and blogs. I also regularly catch-up with like-minded business owners and mentors.

I am a member of a local chapter of Zonta International which I find both empowering and uplifting to share time with such proactive, driven and strong female professionals.

Being a member of Femeconomy has provided me with an invaluable opportunity to share ideas, discuss issues and learn other perspectives.

For creative inspiration (I love Instagram!). My Salt design team are also a great resource for finding out what's on trend. Our production meetings regularly spin off-course to discussions about a brilliant brand someone has seen, or an upcoming design event, or even a typographic nightmare someone found online! Oh yes – inspiration stems just as easily from a totally horrific design solution as one that is so amazingly beautiful you can hardly breathe!!!

PERSONAL CHALLENGE

How have personal challenges changed your career path?

It's a personal one, but it was a challenge from which I found strength and direction which I draw upon every single day. At 21, I was diagnosed with melanoma. It was removed and as an indestructible 21-year-old I believed I was cured and got on with life.

At 35, the melanoma came back – this time as a tumour in my left lung. Throughout the roller-coaster of surgery and treatment, I kept telling myself I had too much yet to do. I also realised what an amazing team of love and support I had around me. When I was given the all-clear again, I decided it was time to take some (calculated) chances and start my own business. Heavens! How hard could it be? That was 15 years ago. I'm still here and business is great!

Look inward before searching outward. It's important to understand what you want, your passion and your strengths. Only then, can you really see what's around you.





Femeconomy®

Choose female led brands.

Create gender equality.

YOU ARE THE FEMALE ECONOMY.

Femeconomy approved brands have at least **30% of women on the Board of Directors** or are **50% female owned**. So far over **800 brands** meet our criteria.

Last year alone women spent \$818 billion.



Look for our badge to put your dollars towards Femeconomy approved brands

Subscribe to
Femeconomy's monthly enews





Femeconomy®