Ben&Co.

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Rio 2016

THE VALUE OF THE OLYMPICS

New Money

CRYPTOCURRENCY DRIVING CHANGE

Conversations

CRESTONE GOES LIVE

Ben&Co.

ISSUE #13—LEADERSHIP

Welcome to Ben&Co.

For this special Leadership issue, we didn't have to look far to be inspired. Innovative leadership is all around us at Chifley and new tenants Heidrick & Struggles are no exception. At the forefront of executive search and leadership, managing partner Guy Farrow shares his insight on how great leaders are reshaping the leadership paradigm as the archetypal "hero CEO" of yesteryear morphs into the "human CEO" of a more creative era.

We speak with an example of this modern day leader who is "authentic, approachable and collaborative" in the form of Crestone chief executive Mike Chisholm. Formerly the wealth management arm of UBS, Crestone's robust culture inspires and supports its people to work together towards a common purpose. Why? Because according to Chisholm, "dedicated people achieve extraordinary things".

To witness extraordinary dedication of a different kind, look no further than the Olympics. As the XXXI Olympiad begins, two new sports – golf and rugby sevens – join the fray. But what does Olympic inclusion mean for sports? Ben&Co. investigates if the Olympic platform can hit golf out of the bunker and put sevens on the international map.

Amidst the ongoing speculation that Satoshi Nakamoto, the founder of bitcoin, is the Australian Craig Wright, we explore how cryptocurrencies and the underlying technology, blockchain, could make the financial industry unrecognisable in the next decade.

Thanks for reading.

We'd love to hear from you. If you have feedback or would like to tell us your story, please get in touch.

editor@benandco.com.au

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Former UBS employees start new wealth management business

Chifley Retail Redevelopment
Retailers Still Open

Established yet always evolving, Chifley is currently undergoing a redevelopment to create a sophisticated retail and dining experience, due to open in late 2016. The centre is still trading throughout the works with many retailers operating business as usual including:

Cafes & Restaurants
Avenue on Chifley
Azuma Japanese Restaurant
Stock Market Espresso Bar
Stock Market Kitchen

Services
Argy's Tailoring & Alterations
Chifley Early Learning Centre
Chifley Pharmacy
Chifley Shoe Worx
Lifestyle Optical
Maurice Dry Cleaners
Pierre Haddad Hair Management
The Chifley Barber
Travel&More

Apparel & Gifts
Aquila
Karen Gee
Leona Edmiston
Marina Rinaldi
M.J. Bale
Pen Ultimate
Rodd & Gunn

For opening hours visit chifley.com.au

CHIFLEY

The Briefing

Ben&Co. trades its insider knowledge

ELEVEN BRIDGE

8 August
Bridge Street, Sydney

After 27 years of service, Rockpool Est. 1989 has closed its doors to make way for new restaurant, Eleven Bridge. As one of Australia's most awarded restaurants, the decision to close by chef Neil Perry was a tough one. Eleven Bridge will move away from the traditional concept of fine dining, offering the same premium, sustainable local produce but in a more relaxed, à la carte style. Bookings commence on 8th August.

rockpool.com

IQ2 DEBATE: 'BOOMERS OWE A DEBT TO THE YOUNG'

23 August
City Recital Hall, Angel Place, Sydney

Young people moan that baby boomers had it all. Free education and affordable homes. They enjoy tax breaks on super contributions and property investments. This drives up housing costs, cutting young people out of home ownership and making boomers the wealthiest Australian demographic. Should the young suck it up and work hard? Or do boomers owe a debt to the young? Grattan Institute CEO John Daley and a panel of speakers will fight it out to decide.

cityrecitalhall.com

LOUIS THEROUX: LIVE ON STAGE

27 September
State Theatre, Sydney

Neo-Nazi gangs, porn stars, prison; Louis Theroux has infiltrated them all in the name of investigative filmmaking. The British documentary maker has made numerous films including his award-winning Weird Weekends series, which explores the extremes of the human condition from the brilliant to the truly bizarre. Touring Australia for the first time, Theroux will be reflecting on his career and discussing his working methods.

statetheatre.com.au

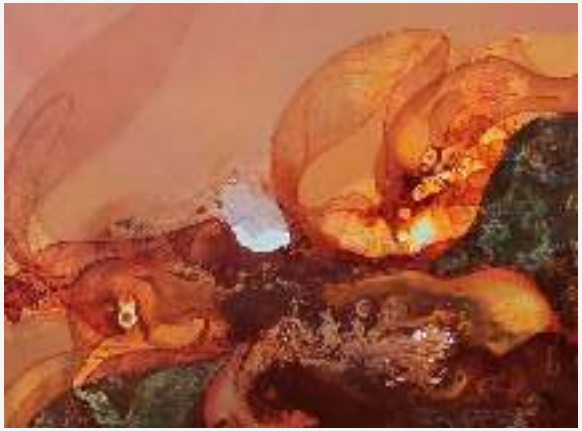
SIMPLY WALL STREET APP

Simply Wall Street's mission is to help you become a better investor by turning complicated financial data into easy to understand infographics. By presenting data and analysis visually, the app decodes and simplifies the challenge of stock exchanging, allowing users to research and check investments at a glance. Founded in 2014 by Sydney-based Alistair Bentley and Nick van den Berg, the platform has over 35,000 users and covers the US, UK and Australian stock markets.

simplywall.st

Artist in Residence

Chifley's partnership with Soho Galleries enables established and emerging artists the opportunity to exhibit their work in the heart of the city. Artist John Scott brings his alternate view of reality to Chifley's prestigious lobby.



John Scott's mesmerising shapes and rich palettes offer a moment of reflection in an otherwise bustling lobby. Scott is the latest artist to be exhibited at Chifley. A Sydney local, he sold his first work at the Botanical Garden markets at the age of 12. After a prominent career in graphic design and illustration, he abandoned the commercial side to pursue fine art. Twenty years later, Scott doesn't consider himself an artist; "I'm just a journeyer, I just ask questions," he says. "My art moves towards a new symbolism, as a narrative beyond what we call 'reality'." With a keen interest in quantum theory, Scott's work explores a variety of ideas such as landscape, history, mythology and current sociological events on a philosophical level. "Quantum theory borders on the realms of magic, that reality is not what we think it is. When I'm observing society I'm tapping into patterns that a lot of people don't see. For me, everywhere you look there's a whole universe."

Scott's *Wind* series, part of the exhibition at Chifley, explores three different types of wind. "There's literal wind, which we can feel but can't see, blowing stuff around the garden. Then we have solar wind, which are charged particles blowing tectonic plates and causing all sorts of global activity. The third wind is our consciousness, which is a metaphysical movement of thoughts which course through our mind at any given time. So I'm always to trying to approach things on multiple levels," he says.

> *"My art moves towards a new symbolism, as a narrative beyond what we call 'reality'."*

Nature is a recurring and grounding theme in Scott's work and the *Wind* series is an intimate insight into this natural element through Scott's unique lens. "We are nature. A lot of people don't acknowledge that, but we're connected to nature because we're primates." He feels strongly about environmental degradation; "We think that we're above nature, which puts us on a precarious road. I like to focus on the natural environment because if we destroy that, we destroy ourselves. It's that simple." Scott hopes his paintings will help broaden consciousness, "For me, that's what the arts are for, to broaden and lift our collective consciousness."

Though Scott presets his intention for each of his paintings, his process is a subconscious one. "I'll start with a theme, which I don't search for but comes to me intuitively", he explains. "I'll make a few sketches and write a bit of poetry then I'll go to my palette and start layering colours." What happens next is almost beyond his control. "The layering builds and rather than trying to control it, I let it go. If it goes wrong it's because it's guiding me somewhere. Nine times out of ten I get to a point where I think the painting's going to be ruined and not only does it come good, it's better than I thought it was going to be."

Scott says being exhibited at Chifley feels fantastic, and he invites the Chifley audience to conjure what they will of his magical churnings of oil paint and gold leaf. "I can only view the world through my subjective lens and try to convey what I see," he says. "If the viewer approaches me with an emotional response which touches them intimately, then I've succeeded."

John Scott's work is available through Soho Galleries.

sohogalleries.net

Leading in a Dynamic World Takes Fresh Thinking and Collaboration

Ben&Co. welcomes executive search and leadership consultants, Heidrick & Struggles to Chifley. Managing partner, Guy Farrow tells us how leadership has evolved into a more collaborative and inclusive style.

The narrow Coalition victory in Canberra, the surprise Brexit in Britain, and the polarising politics of the United States presidential election are just more examples, if we needed any, of the forces of disruption sweeping the world.

Incoming prime ministers Malcolm Turnbull and Theresa May have promised greater consultation, following a period where the kitchen cabinets of previous administrations excluded more diverse voices. Similarly, in the United States, the cry of the people is that elites have ignored their plight.

But are things really that disruptive across the board? Surely politics and economies have always been in a state of change. Perhaps not quite like this. Politically, in Australia we have seen five prime ministers in five years – Kevin Rudd, Julia Gillard, Kevin Rudd, Tony Abbott, and Malcolm Turnbull between 2010 and 2015 – and corporately, we have seen chief executive tenure drop from an average ten years to five years.

This signals an unusual volatility, and takes place, in the words of the authors of *No Ordinary Disruption* (Richard Dobbs, James Manyika and Jonathan Woetzel) against a backdrop of "a new normal in which China leads the globe in holiday consumption, the United States is the largest oil producer, a mobile messaging app is worth $19 billion, and India is a leader in space exploration."

They say this massive change "presents difficult, often existential challenges to leaders of companies, organisations, cities and countries." They identify the four great disruptive forces "in a world of near-constant discontinuity" as 1) The shifting focus of economic activity to China and emerging markets; 2) accelerating impact of technology; 3) demographic impact of an ageing population and falling fertility, leading to shrinking markets and rising health burdens; and 4) an inter-connected global economy that amplifies both opportunity, and volatility.

What went wrong?

Politicians have been caught flat-footed, and corporate leaders should also take note. They also risk getting caught in an outdated model of leadership.

It's a familiar trap. In a rapidly changing environment, you tend to consult with those closest to you, in order to reach a quick consensus and take an action. You may even make a point of avoiding those you know will

disagree with you, because debating an issue will slow things down.

This type of behaviour will only reinforce the status quo. And while it's understandable that leaders will revert to the familiar in the face of crisis, and look to the past for answers to current problems, research by Heidrick & Struggles has shown that these are part of a list of "drag factors" when it comes to accelerating performance. Other drag factors are a tendency to avoid failure at all costs, an inability to recover quickly from setbacks, and an inability to learn from mistakes.

Responding too quickly can dig the hole even deeper. A frenetic pace saps employee motivation and makes them less willing to accompany the management team in their quest for better performance. Stress-related health problems start to arise, absenteeism and medical leave requests increase and, ultimately, with no end in sight, people start to move to companies with more sustainable rhythms.

What's the answer?

While one solution in a rapidly changing environment is certainly to consult more widely than ever before, to surface new ideas, the question is: how do you do this in the face of a blizzard of changes that bombard you 24-hours a day?

It comes back to leadership. We find that leaders who can make decisions with good data, but often less-than-perfect information, and who have the basics of team leadership, great execution and stakeholder management, are best suited to take their companies forward. But they need an amplifier in the form of "agility." They need to think ahead to plan how to adapt to changing circumstances, learn quickly to avoid repeating mistakes, and recover quickly to emerge stronger from setbacks.

Leaders also need to embrace diversity – not tokenism of gender or nationality or function, but true diversity of thought. In an environment where the next big idea can suddenly carve away a third of your revenue, as telecommunications companies found with WhatsApp, every idea must be taken seriously.

As we see in Canberra, so we see in business. More than we realise, we are all now dealing with a cross-bench of different views and voices. This is because the world is now transparent, and minorities are vocal – whether it's your constituents, or your employees, or your customers, or your clients. Differences matter. They need to be heard. This is the very essence of diversity of thinking.

The best leaders in times like these are people who can listen, lead, influence, explain, and rally people. Leaders need to have the ability to take their people with them on journeys where the destination may need to change quickly and unexpectedly.

We are seeing the archetypal "hero CEO" of yesteryear morphing into "the human CEO" of a more creative era. While chief executives are still expected to be inspiring leaders, humility and quiet confidence have replaced charisma. Leadership teams, boards, employees, customers, and stakeholders expect leaders to be more authentic, approachable, collaborative, and "human."

At the same time, they must be bold and authoritative when it comes time to make the call — a style of leadership we might call "collaborative command."

What we learn from disruptive times is that it is impossible to resist the forces of change. Change must be welcomed with an open mind and a willing heart. And new leadership styles must be developed that can accommodate and facilitate the new ideas and approaches upon which progress depends.

Guy Farrow is the managing partner of the Sydney office of the executive search, leadership consulting and culture shaping firm Heidrick & Struggles.

Heidrick & Struggles, Level 28, Chifley

THE VALUE OF THE OLYMPICS

RIO 2016

As two new sports join the line-up in Rio, can the Olympics save one struggling sport and put another on the international stage? Ben&Co. investigates the true value of the Olympics to sports.

Olympic success can make or break a sport. When British boxer Nicola Adams won a gold medal at the London 2012 Olympics, funding for the sport saw a 44.5 percent increase and participation rates, particularly amongst women, spiked. Olympic success also guaranteed the Australian sailing team an extra $900,000 in Australian Sports Commission (ASC) funding, and since rugby's return to the Olympics was announced in 2009, more than $20 million has been invested in the sport internationally. Inversely, former Vice President of the International Olympic Committee (IOC) Kevan Gosper, says Australia's poor performance at the London games was down to funding cuts for sports that don't achieve medals. "The money is the difference between silver and gold," he said. "You need more money in international sports if you're going to compete with the world." This is the legacy of the Olympics and it can radically shift the landscape of global sports.

The IOC says the Olympics are one of the most effective international marketing platforms in the world, reaching billions of people in over 200 countries and territories. It forecasts the Olympics will generate almost $7.3 billion (US $5.5 billion) in total revenue in the 2013-2016 period, up 6.2 percent on the previous four years. In 2012, 3.6 billion people watched the games; this year they estimate it will be over five billion. Record viewing projections are matched by revenue projections, and despite Brazil's journey towards hosting the games being plagued by serious challenges, Rio has a forecast increase in revenue of more than six percent on the 2012 games. The main driver is the sale of television broadcasting rights, which account for 74 percent of the forecast income, which is expected to be $5.49 billion (US $4.1 billion), an increase of 7.1 percent on the London games. Sponsorship will bring in another $1.33 billion (US $1 billion).

The Olympic brand remains strong and newly introduced sports, particularly those looking to expand their reach, can reap the benefits of its powerful legacy. Australian women's football has enjoyed a surge of interest since its team, the Matildas, qualified for Rio. According to Football Federation Australia Chief Executive David Gallop, "To have success on the world stage is always good. When a team does great things, people take notice so we'll see a big spike in interest." Gallop said that while he couldn't yet put a number on the effects of the Matildas on player numbers, he believes it will be significant.

This year, golf and rugby sevens were selected by the IOC and Executive Board (EB) to join the Olympic program, winning out over baseball, karate, roller sports, softball and squash. "The key factors in determining a sport's suitability for the Olympic program include youth appeal, universality, popularity, good governance, respect for athletes and Olympic values," explains IOC President Jacques Rogge. "Golf and rugby sevens scored high on all the criteria."

17 DAYS & 306 EVENTS

What to watch at this year's games:

Swimming
Sibling rivalry heats up as the Australian Campbell sisters go for one and two to become Olympic legends.

Football
Unbridled determination coupled with a manageable draw could see the Matildas win Australia's first medal in football.

Rugby Sevens
Olympic favourites, the Australian women's team are planning a full-tilt at snatching an inaugural gold medal.

Athletics
The ultimate showman and fastest man on earth, Usain Bolt, chases a third consecutive gold at his last games.

Gymnastics
American Simone Biles, named the 'Michael Jordan of gymnastics' sets her sights on gold and the title of greatest female gymnast of all time.

"There's no doubt in my mind that Olympic golf is the best grow-the-game opportunity we have today."

After a 112-year absence from the Olympics and stagnating numbers in its major markets, golfing officials hope the sport's inclusion will be the shot in the arm it needs. According to Golf Australia's high performance manager, Brad James, golf is only followed closely in a handful of countries. In fact, just ten countries – chiefly the United States, Japan, Canada, England and Australia – account for nearly 80 percent of the world's golf facilities. "The ultimate goal is to grow the game, to reach people who haven't seen the game before and get golf clubs in their hands," says James. "When you look at Australia, the US, the UK, it's on television all the time and you've got golf courses throughout those countries. Whereas in places like Brazil, there's only one golf course in the whole of Rio. It's a massive city and there's one small golf course. Melbourne has seven world class courses within ten minutes of each other."

James says that golf has stagnated or even declined in the past two decades. "Since the Norman era finished you've had the Tiger Woods era but how do you create interest in the game and continue that interest now?" Decreasing participation rates can also be attributed to the excessive expense and the perception that golf is elitist, as well as the time needed to play (an average of four hours), which in a fast-paced society isn't feasible for many people. Courses have also become increasingly difficult, pushing amateur players away in frustration. "Courses that charge under $40 are closing faster than any other course," says Golf historian Richard Moss, author of the book *The Kingdom of Golf in America*. Looking elsewhere for players and fans seems like a natural move. "There's no doubt in my mind that Olympic golf is the best grow-the-game opportunity we have today," says International Golf Federation (IGF) President Peter Dawson. "In countries where golf is a minor sport, it will certainly grow the game."

Golf has only secured a place for the 2016 and 2020 games, so the Rio debut needs to be a success. But tension is already rife due to a number of high profile players opting out. American world number three Jordan Spieth, recently announced he would not be taking part in the Olympics. Australia's team had similar issues with world number one Jason Day and eighth ranked Adam Scott both pulling out of the event. Zika virus, the demands of travel and time away from family are among the reasons given by the top players for not attending, although it's widely suspected that financial implications are more likely, with players preferring to stick to the lucrative pro circuit. Scott told reporters that while it was "tough" to miss the chance to represent Australia, "I feel like I do this every week."

↗ The Olympic golf course in Rio de Janeiro.

→ Su-Hyun Oh, the 20-year-old South Korea-born Australian golfer and member of the Golf Australia National Squad.

↘ Australian Women's Football team, the Matildas, celebrate winning the AFC Women's Olympic Final Qualification Round match against North Korea.

Still, the positive effects of golf's Olympic inclusion can already be felt. Just a few years after the 2009 announcement, the PGA Tour launched its only developmental leagues outside of North America: the PGA Tour Latinoamérica and the PGA Tour China. Officials also recently announced that an Olympic gold medal would automatically qualify players for all four pro golf tournaments the following year. According to American reporter Tim Marcin, "If a player from a non-powerhouse region – Argentina or Brazil especially – gets Olympic airtime sinking putts and charging up the leaderboard, the results could be magic. One defining moment, one popular player, can change everything."

Followers of rugby sevens see its inclusion in the Olympics as a coming of age. Increasingly accepted as a specialist sport, it has traditionally been seen as a stepping-stone to the XV-man game. But Australia coach Andy Friend says that rugby sevens is set to take the world by storm at the Olympics. In Australia, where there are already four football codes fighting for the country's limited viewership, "We've got to brace ourselves for an influx of people. It's a bit like the Big Bash (cricket). You'll always have test cricket but the Big Bash has come in and it's got it's own following now too. We'll always have test rugby but sevens is its own unique sport," he says.

And the rugby community is already seeing the effects of the Olympic decision. Rugby sevens will receive $500,000 per year plus one-off funding for a centre for excellence, and since the IOC voted for rugby's inclusion, women's participation has grown from 200,000 to two million. China has put together a full-time professional women's sevens team, and a HSBC report expects player numbers to more than double from 7 million today to 15 million by 2026, with most of the new ones coming into the sport through sevens. "It's difficult to overstate the importance Olympic inclusion has been for rugby," says a World Rugby (formerly IRB) spokesperson. "Governments, national Olympic committees and educational bodies are embracing the sport, investing in it. Rugby is being taught in schools in the USA, Brazil and China where only Olympic sports make the curriculum." For Andy Friend and the Australian team, the event will be transformational. "The Olympics is the pinnacle of every athlete's dream," says Friend. "For sevens to be at Rio in front of a billion people, it's just phenomenal."

Skateboarding, surfing, baseball, softball, karate and sports climbing are up next with debuts scheduled for Tokyo 2020. In what the IOC describes as the "most comprehensive evolution of the Olympic program in modern history", the selection focuses on 'urban' sports with a strong youth appeal, as well as gender equality with each of the five sports having equal numbers of teams for men and women.

The Olympics is a competition where world-class athletes come from everywhere and gold medalists can come from anywhere. Take Eric Moussambani, the wide-eyed 22-year-old swimmer from Equatorial Guinea who had never heard of Sydney when he competed in the men's 100m freestyle at the 2000 games. He was the first African swimmer to compete in an international competition and after a media whirlwind, he went on to set a new national record and opened two 50m pools in Equatorial Guinea. "I'm trying to promote swimming in my country," explains Moussambani, who is preparing to take his team to Rio. "I try to help young people who want to become good swimmers. I want to encourage them to swim and to take up sport." Sponsorship and funding aside, the Olympic experience alone can change people's lives forever and the value of that is surely, invaluable.

Chifley will be broadcasting the Olympics in the lobby so you can keep up with all the action.

"For sevens to be at Rio in front of a billion people, it's just phenomenal."

↓ Rio's Maracana football stadium.

Words from the Captain

On the eve of his first Olympic performance, Australian rugby sevens captain Ed Jenkins tells Ben&Co. about the life of a professional athlete, his hopes for the future of the game and his ultimate goal: a gold medal in Rio.

How long have you been playing rugby sevens?

I first started playing rugby when I was seven years old but my sevens career started in 2008 when I made my debut at the World Series in Wellington.

How did you start?

I was at the camp before the Wellington tournament and the coach, Billy Millard, pulled me out of Sydney University. Before I knew it I was playing against some of the best sevens players in the world!

How does sevens differ from rugby union?

For starters, the speed and pace of the game. More endurance is required in sevens and mentally it's very different. In sevens you have to get up for six games over a weekend, whereas in XVs you need to psyche yourself up for one game.

What do you love about the game?

The travel is amazing and we play in some of the best stadiums in the world, with unbelievable atmospheres. It's also great to play with 12 of your closest mates; we're like a small family.

You train specifically for sevens – what does that entail and why?

Lots of hard work! Anything from running and strength work to conditioning. It's also very important we work on our skill-set and have the ability to play in a variety of positions. Sometimes you'll be required to play at half-back, sometimes you'll find yourself on the wing, other times you'll be needed in the forwards.

What's the profile of the sport in Australia, both at state and national level?

On a national level, we're probably behind other countries as we only have one Nationals competition each year. The ARU is looking to rectify that with a universities competition from 2018 but there's still a bit of work to do. The success of the Sydney 7s in February helped raise awareness of the game on a national level.

What's the international profile? Who will prove the biggest competition at the Olympics?

The profile is definitely growing globally. In Rio, Fiji is the biggest competition. They've won the World Series for the past two years and they are the team to beat. However, there are six different winners from ten legs, so the gold medal is really anyone's to win.

Do you feel anything has changed for the sport since the announcement that rugby would be included in the 2016 games?

Yes, I do. It's changed dramatically over the past five years. Before it didn't have the worldwide appeal that it does now. Countries not historically associated with rugby like the USA have poured big resources into the game with Olympic medals on the table. I also think the fact that very few XVs players have made selection for Rio proves that sevens players deserve huge credit for their work.

What does going to Rio mean to you?

It's a huge honour to be here leading the Australian sevens team in an event as important as the Olympics. I've been fortunate enough to have played in two Commonwealth Games but the Olympics is a whole new level.

What do you hope the future holds for the game after the Olympics?

Hopefully it keeps growing as it has done for the past five years. If the men's and women's sevens teams can come back with two medals from Rio then hopefully it will inspire the next generation of rugby players to want to pick up a ball and play sevens.

What are you most looking forward to about taking part in the Olympics?

The Opening and Closing Ceremonies. They should be fantastic spectacles and I can't wait to be part of them.

What do you hope to achieve at Rio?

Easy, a gold medal!

Behind the Counter

Ben&Co. talks to Chifley's retailers about their interests and passions, revealing another side to these familiar faces.

KIMITAKA AZUMA
OWNER AND CHEF, AZUMA
–
ART COLLECTOR

My interest in art began when I started to work as a cook over 46 years ago. I began to think how I could make the dishes more attractive, so art appreciation affects my cooking especially plating and decorating foods.

I guess the general idea is that if your favorite objects surround you, you feel satisfied in your heart. In my case that is art. It makes my mind peaceful and calm.

To continue working as a chef and collecting art is endless; there are no goals. I think that the similarities between being a chef and collecting arts is the pursuit of sensibility and desires. My relationship with art is to bring fresh air and a sense of new life to the ordinary.

Currently, I am very interested in Koichi Ishino who exhibits at Sculptures by The Sea.

↓ Kimitaka wears M.J. Bale Jameson blue jacket $599, Jameson blue pants $299, green knitted tie $129, Americain white shirt $99, Rhodium cufflink $99.

SHAFEEL (SHAF) ALI
OWNER, THE CHIFLEY BARBER
–
CYCLIST

I started cycling six months ago. My friends had been cycling for 18 months and they kept bugging me to join them. I was talking to a client about it and he recommended getting a good bike otherwise I wouldn't enjoy it. When I got home that night, the exact bike he described was for sale on my Facebook feed so I grabbed it – such a coincidence!

My main motivation was fitness but I'm surprised at how much I'm really enjoying it. I try to get out three times a week; two week nights for a short run and on Sundays for a long ride with a big group. The M7 bike track is great for me as an amateur because it's safe and well lit at night, and the Homebush Olympic park circuit is another favourite.

Riding has made me feel fitter, more energetic and it's a great escape from the stresses of daily life.

↑ Shaf wears M.J. Bale leather jacket $899, Atlantic top $99, Boston jeans $169, and his own watch.

LAURA REALE
MANAGING DIRECTOR & PRINCIPAL OPTOMETRIST, LIFESTYLE OPTICAL
–
YOGA ENTHUSIAST

Twenty years ago as work and life got frantic I needed a "time out" activity. I had heard about the benefits of yoga and went along to my local community centre to try it. People of all ages and walks of life meeting in a small cold room listening to a gentle giant instructor with the flexibility of a baby. There were no rules, just "work to your limits" but as the teacher slowly encouraged us to push the limits it became obvious that limits were mental and not physical. I was hooked immediately.

I love the peace and stillness of the mind, which helps recover my authentic self. Yoga for me is escapism. It feels like a mini vacation. One of the benefits is correct posture, and this leads to better breathing which leads to clearer thinking and more energy. There is a feeling of wellbeing and positivity after a class and a positive mindset is essential to my life.

↑ Laura wears Marina Rinaldi Bacheca shirt $395 and her own jewellery.

ANDREW WILKINS
GENERAL MANAGER, ARGY'S TAILORING
–
WINE COLLECTOR

I have been collecting wine seriously for around three years. I love the ceremony of wine and enjoying it in a social or family setting, but my serious interest started after I made a few trips to different wine regions.

Nothing beats the experience of finding unique and rare wines: I have a Hunter 2014 red that I am waiting until around 2040 to open. As far as wine 'dreams' go a 1982 Lafite Rothschild, Petrus or Margeaux would be right up there or a great bottle of Domaine Romanee Conti Burgundy – but I am unlikely to see any of those!

My picks for a great bottle under $30 would be the Hoddles Creek Pinot Noir and Yangarra Estate Shiraz and for whites Burton McMahon Chardonnay or Gundog Estate Wild Semillon; all great value for money and great early drinking but could handle five years in a cellar too.

↓ Andrew wears Argy's Tailoring custom made suit, from $1500, custom made shirt from $220, tie $179.

JOHN MORTIMER
MANAGING DIRECTOR, TRAVEL & MORE
–
CRICKETER

I started playing competitive cricket at about 13, and after high school we started up our own team, Adelaide High Old Scholars and entered the local competition. I played in various competitions until my late 20s when I moved to NSW. I took it up again about three years ago, about 25 years after my last game, when my sons started playing with us in the same team.

It's a chance to test yourself in a team environment and to get outdoors and enjoy a bit of a challenge. A couple of years ago I managed to score a 100 so it was nice to know I was still able to compete at this level.

Who do I support? I still have a soft spot for South Australia in the Sheffield Shield - but we play for the Kingsford Apaches so I have to say them!

← John wears M.J. Bale O'Neal jacket $499 and Messi brown belt $99.95, Rodd & Gunn Springhill Lane shirt $179 and Waldon pant $159, Aquila Charlston tan shoes $199.

LOUIE ELIAS SROUR
OWNER, CHIFLEY SHOEWORX
–
POKER PLAYER

I've been playing poker for 30 years, but in 2005 a family friend by the name of Joe Hachem won the World Series, the poker craze hit Australia and I began to play seriously.

A good poker player never gets emotional. Staying calm enables you to make better decisions, to outlast your opponents and wait for them to make mistakes. I find the game very exciting as the mathematical side gives you an edge.

Poker has allowed my family to be closer; when I travel to play we all go together. Italy, France, Macau, China, Hong Kong, Manilla, and the USA to name a few - I travel to these places on a regular basis.

Have I had any big wins? Let's say that I'm a very lucky player and have done well. My motto is 'play for the rush.'

← Louie wears Rodd & Gunn Roland shirt $199, Brompton slim fit jacket $499, and his own watch.

KAREN GEE
FOUNDER & CREATIVE DIRECTOR, KAREN GEE
–
MOTHER OF FIVE

I have five beautiful children who enrich my life in every way. We work together as a team and we are all supportive of one another. I love that they also see me working hard to achieve my career and personal goals, and only hope that I instill this in their lives.

I will not tolerate negativity, and I choose to be grateful for everything I have in life, and this makes me happy. I don't worry about balancing career and motherhood too much; if you're constantly trying to get the balance right, it will never be.

Plans and priorities help me get things done, and more often than not it's passion, determination and setting the bar high that gets me where I need to be.

It brings me enormous joy and excitement to see or hear of a woman wearing Karen Gee and feeling amazing – it can literally change my day.

↓ Karen wears Karen Gee Shelter Trench $900, the Odyssey Dress $700 and her own jewellery.

CHRIS HICKEY
PHARMACIST & OWNER, CHIFLEY PHARMACY
–
HORSE RACING

I grew up in Coonabarabran and while I can remember my grandmother writing down tips on her form guide and going to the occasional local country race meeting with my family, my real interest in horse racing began when I started dating my now wife, Sarah. Her family has been involved in horse racing at all levels since she was very young.

My father in law has a share in Protectionist, and we flew to Melbourne last year to see him run in the Cup. We were standing at the 200m mark in the straight and could see Protectionist moving through the field to take the lead, he won by about four lengths! It was a genuinely spine tingling experience. When I woke up that Tuesday morning I did not anticipate that I'd be drinking Veuve out of the Melbourne Cup later that night.

↑ Chris wears M.J. Bale Cervinia denim jacket $599, Knox shirt $99, Bleeker white jeans $269, Hortiz pocket hankie $29, Aquila Luther boots $219.

The US Federal Reserve recently gathered all the leading central banks at a summit in Washington to discuss cryptocurrencies, including bitcoin, and the underlying technology that drives this innovation – blockchain. The summit highlighted the significance of the emergence of these two interconnected technologies, which are set to totally transform the financial services sector in the coming decade.

As with all emerging technologies, it can be challenging initially to have a vision for what these tools really mean for financial institutions. But it's fair to say that if you're the CEO of a bank, it has your undivided attention.

Blockchain is a distributed ledger technology that allows participants in the financial system to verify a transaction, the underlying DNA of which can be conceptualised as a chain of blocks. As an asset changes hands, this information is added to blockchain, delivering system participants a superior way of validating the asset is authentic. Blockchain can record anything of value, including title deeds and financial accounts - anything that can be coded in software. This technology underpins bitcoin and gives people who trade this digital currency the ability to verify transactions more easily. This is incredibly important in bitcoin's context, given it's not regulated in any traditional sense as other currencies are, by a central bank.

So what does all this mean for financial markets participants? The eventual abolition of national currencies and regulators is unlikely in either the short or long term. What's more likely is that these tools will gradually be built into mainstream banking and finance mechanisms, truncating settlement times and reducing the risk of fraud. While the major financial institutions have been trying to assess what bitcoin and blockchain mean for their businesses, fintech start-ups have also been exploring their potential. These dynamics are playing out in the market right now.

Steve Glaveski is the director of strategy and innovation at CC Labs, Collective Campus. He says blockchain promises to make the next decade one of significant change for the financial industry. "Financial services companies' legacy infrastructure is old, clunky, slow and costly. It not only leaves billions of people without banking facilities, it's also prone to cyber attacks. In the short term we'll see opportunities emerge from blockchain in real-time settlement of transactions, trades and remittances. In developing economies we will see opportunities for the world's unbanked to become banked, thanks to the lowering of transaction costs," he says.

Glaveski also adds, blockchain will be used to check customer identity and establish trust. Transactions will be settled in minutes, sometimes seconds, freeing up capital usually trapped in transit.

In the book the *Blockchain Revolution*, co-author Alex Tapscott describes eight financial services functions ripe for disruption thanks to this new technology: identity checks, moving, storing and lending value, exchanging value, funding and investing, insuring value and managing risk and accounting for value.

"This covers almost every type of transaction; everything from retail banking to funds management and investment banking will be transformed, not to mention accounting and legal services," Glaveski notes.

However, the benefits to financial services businesses are enormous: much better data interrogation and insight capability, and a reduced need for intermediaries such as third-party settlement systems that are such a central part of the financial services sector at the moment. "Banks can't afford to ignore these technologies in an industry where competitive advantages are measured in fractions of nanoseconds."

The first step financial services businesses must take to respond to blockchain is to identify which lines of business are at risk and what the appropriate response is. This might include developing new business models based on blockchain, partnering with and investing in companies already operating in the space and keeping abreast of competitors' recent movements.

NASDAQ is integrating blockchain's distributed ledger technology into its private markets platform through a platform called NASDAQ LINQ. Westpac and ANZ are working with Ripple Labs on solutions for wholesale banking. Additionally, the Australian Securities Exchange is working with Digital Asset Holdings, headed up by former JP Morgan CFO Blythe Masters, to build one of the world's first blockchain databases for settling equities trades. This should allow brokers to save millions of dollars in back office costs.

Tim Lea is the CEO of Veredictum.io, which develops blockchain applications. He says much of the infrastructural change in financial services as a result of blockchain will happen over the next three years. But he says there's a lack of understanding of what the technology, which is still evolving, can do in the market. He assumes the low hanging fruit when it comes to implementing blockchain will be in areas like international payments. Rather than it taking days or longer to make payments, in the future it should take hours at most for an international payment to clear.

Lea explains how companies such as Blendle are using the technology to make micropayments easier. Blendle has created a platform through which people can read individual newspaper articles for a small amount, say between 10 cents and 25 cents an article. This has the potential to transform revenue streams for newspapers, which have struggled to adopt their business models to the digital environment. According to Lea, blockchain will also be an underlying technology for the Internet of Things – which is the idea that increasingly, inanimate objects will be connected to the internet for a variety of purposes – to send information that stock inventory needs to be restocked, for instance, or to tell management it's time to service a piece of equipment.

From a financial services perspective, let's say you have provided funding for a business to buy containers and as the lender, you want visibility of where the containers are located. Blockchain will be used to verify the provenance of the containers, giving lenders greater security over the assets for which they are prepared to lend funds.

All this, of course, requires a major regulatory re-think. Society has barely scratched the surface when it comes to questions such as taxation of bitcoin transactions and what will need to happen to ensure the stability of the financial system is maintained while distributed ledger technologies are embedded into the banking system. There are regular situations involving the theft of cryptocurrencies. For instance the DAO, a decentralised autonomous organisation that is positioning itself as the future model for corporate governance structures, recently crowdfunded US$160 million for projects on another cryptocurrency called ethereum. Its code was compromised and around 3.6 million ethereums – equivalent to around US$42 million – was stolen from the DAO. "This is a major challenge for the regulators. But they are actively trying to understand the problems and issues," says Lea. "In places like Singapore and London regulators have set up 'sand boxes' so fintechs can safely test new products. The regulators are embracing this because they understand the economy is shifting, so there has to be give and take within the regulatory environment, obviously without compromising the system."

ASX's Deputy CEO Peter Hiom addressed the recent Stockbrokers Conference on the subject of blockchain. He said it represents a potential solution to structural, although not cyclical, problems in the financial system such as higher costs and revenue pressures. "Our market is a complex organism, and there is a terrific opportunity to simplify how it works. In doing so, we can unlock a new era of collaboration and innovation. We also know that proving it – and doing it – will take time, resources and hard work." According to Hiom, blockchain provides an opportunity to replace the CHESS settlement system and is a once-in-a-generation opportunity to rethink how the equity market operates. "We also do not underestimate the substantial task of replacing CHESS. It's a functionally rich platform on which our customers have 'barnacled' their own processes and bespoke technologies. Its replacement will take several years to complete – whatever technology we use," he said.

Hiom said the first aim is to fully assess the technology. "There are important questions regarding scalability, security and performance. We must ensure current processes of our equity market can be performed by the new platform. We must also engage with brokers to ensure the platform meets requirements – both existing and new." The ASX expects to make a final decision on its post-trade infrastructure in 2017, with any decision to use blockchain technology made in consultation with the market.

Glaveski's advice to financial services businesses that want to position themselves as a leader in these areas is to partner with companies already in the space that are built to move fast. "Form innovation outposts or locate teams externally in innovation hubs that can break free of the bureaucracy of the mothership and rapidly experiment with new business models in a safe environment to fail," Glaveski says. "Most importantly, see blockchain as an opportunity, not a threat. Financial services companies can't afford to move slowly on blockchain, which is poised to make the financial system unrecognisable in five to ten years."

Alexandra Cain is a freelance financial journalist.

MYSTERIES & SCANDALS

Is Australian Craig Wright the founder of bitcoin?

There is ongoing speculation that bitcoin's founder is the Australian cyber security, encryption expert, Craig Wright. For years journalists had been trying to track down bitcoin's founder, Satoshi Nakamoto, but no one has heard from him since 2011.

Last year, Wright was outed as Satoshi in *Wired* and *Gizmo*. Both magazines claimed to have leaked emails that proved that Wright was the inventor of bitcoin. Before the story broke, Wright's Sydney home was raided by the ATO and Wright fled overseas.

In author Andrew O'Hagan's fascinating 36,000-word article, *The Satoshi Affair*, Wright faces the dilemma of outing himself as Satoshi and laying claim to $1 billion that would also see him arrested under UK law. Wright could be liable under the Terrorism Act for the actions of people who used bitcoin to buy weapons. He failed to come out publicly as Satoshi and explained: "I walk away from $1 billion or I go to jail. I am the source of terrorist funds as bitcoin creator or I am a fraud to the world. At least a fraud is able to see his family."

This year Wright is alleged to have filed dozens of patent applications both for cryptocurrency and blockchain. Wright's rush to register patents shows just how valuable blockchain has become.

2009

BTC/USD $0

- Bitcoin is masterminded by Satoshi Nakamoto.
- The first bitcoin transaction saw Nakamoto send ten bitcoins to developer and cryptographic activist, Hal Finney.
- The first exchange rate for USD to bitcoin was published by New Liberty Standard. The exchange rate was calculated to be US$1 = 1,309.03 bitcoins.

2010

BTC/USD $0.50

- 1.6 million bitcoins in circulation
- A bitcoin forum member buys a pizza with 10,000 BTC, at the time, equivalent to $30.

2011

BTC/USD $1.09

- 5 million bitcoins in circulation
- Year low: $1, year high: $3
- Bitcoin reaches parity with US dollar, touching $1 per BTC at the Mt. Gox exchange.
- Article on bitcoin published in *Time* magazine titled "Online Cash bitcoin Could Challenge Governments, Banks".
- Bitcoin goes mobile

2012

BTC/USD $5.29

- 8 million bitcoins in circulation
- Year high: $31.91, year low: $5.29
- The Bitcoin Foundation was formed with a goal to standardise, protect and promote bitcoin.

2013

BTC/USD $13.45

- 12.17 million bitcoins in circulation
- Year low: $13.45, year high: $1,242
- A 6000%+ increase in 2013
- Bitcoin becomes legally recognised as a currency.
- Bitcoin market cap reaches $1 billion

2014

BTC/USD $880

- 13.6 million bitcoins in circulation
- Year low: $448, year high: $924
- Daily transactions reach 100,000
- Over 100 Altcoins born thanks to blockchain technology
- Altcoins topping 500 by end of 2014
- PayPal and Microsoft accept bitcoin payments

Go Your Own Way

It's not often that one business is spun out of another with good relations maintained by both. But that's exactly what happened when UBS sold its wealth management arm to its employees, who now run Crestone Wealth Management. The solid relationship between the two will underpin the future success of both, says Chief Executive Michael Chisholm.

Crestone, Chifley's newest tenant, acquired UBS Wealth Management Australia in June, and has taken on more than $14 billion in assets under management and inherited an outstanding legacy built over many decades.

Crestone delivers global solutions and investment ideas through an international network of strategic partners that is unparalleled in Australia. It has 170 employees, including 80 shareholders in the business who have been working together for more than ten years on average.

What sets the company apart is its unique business model, explains Chief Executive Michael Chisholm. "We have intentionally built an employee-owned model; it's a key part of building the business and who we are." As Chisholm notes, wealth management is"In our view, the best way to service clients is with a long-term view of these relationships, helping them to build and preserve wealth over many years. We have a strong focus on client support, and our advisers and staff as owners and shareholders of the business are fully aligned with our clients' long-term goals and objectives."

In contrast, other ownership models that separate shareholders from the employees may be more focused on other priorities and measures of success. "We think that our structure naturally aligns our interests with those of our clients," says Chisholm.

In terms of its client base, Crestone focuses on high net worth individuals, as well as family offices, and not-for-profit organisations. "These clients are looking for multi- asset class, diversified, global portfolios, and the types of clients who are attracted to that generally have $1 million or more in assets," Chisholm explains. The emphasis on long-term relationships is not just reflected in Crestone's values, it's also expressed through its fee model. This is tied to the business's philosophy of steadily increasing the value of clients' portfolios over time, in a balanced and diversified way.

"The fee model is based on the value of assets under management rather than on a transactional model, which doesn't always produce the right incentives," Chisholm explains.

Vision for the future

The wealth management industry is experiencing a period of profound transition and change, which is producing opportunities for businesses such as Crestone that have been designed from their inception to take advantage of prevailing market conditions.

"We've intentionally set up our business based on the current environment, so we've already adjusted for what we see happening in the broader industry. As a result, we're well-positioned to be able to take advantage of the opportunities for growth that are available in the market at the moment, for both our clients and our advisers. But right now, our principal focus is on delivering the very best service and experience for our clients," says Chisholm.

"It's also about finding passionate staff. That's absolutely essential because no matter how good a leader you are, it will be hard to achieve your vision if you don't have a committed team."

Chisholm believes that both scale and scope are required to succeed in today's wealth management sector. Crestone is able to execute global investment themes for clients across the full universe of asset classes, which sets it apart as a new business and gives it a substantial advantage. Says Chisholm: "Few Australian-owned and operated businesses have that breadth, but are also able to maintain a very personal focus on clients. We have also been able to form high-quality strategic partnerships with world-class institutions to deliver a complete investment solution. Our offering, combined with the personal touch, is unmatched in Australia."

When planning the business, the management team reflected on the best way to provide the highest quality advice possible. Part of the solution was to form strategic partnerships with many of the world's leading financial institutions to deliver specialised products and services. UBS, Crestone's former parent, is key to this.

UBS is Crestone's research partner and also undertakes its execution, clearing and settlement of ASX trades. "We also have a very close relationship with UBS' capital markets business, through which our clients can access local IPOs and other transactions. The Commonwealth Bank of Australia is our strategic partner for banking products. This means we can offer clients the ability to transact using 15 different currencies. We have also partnered with Credit Suisse in Australia and globally to be able to offer a multi-currency, multi-asset lending solution for clients. Additionally, Northern Trust, one of the largest global custodians, acts as our custodian, to give clients peace of mind that their assets are securely held. One of our core strategic partnerships is our technology platform provider, Avaloq, which is based in Zurich. It's regarded as the leading supplier globally of wealth management IT platforms, and we're very lucky to be able to implement it in Australia; it's testament to what we've delivered here," Chisholm says.

Market machinations

Investment markets are currently experiencing unprecedented conditions, as the world grapples with many unknowns such as the outcome of the US election and the unexpected decision by Britain to leave the European Union. These dynamics are producing challenging conditions in investment markets and Crestone has an informed view of the variables that will impact financial markets in the near term.

"Our view is that the US Federal Reserve will keep interest rates on hold for longer than expected. We also think there's little chance of other central banks around the world raising rates. That necessarily impacts investor returns, which must be factored into investment decisions," says Chisholm.

This is all the more reason for investors to build globally diversified portfolios, so they can access a wide range of investments, to avoid individual events in certain countries or industries unduly impacting returns. "In this environment it may be prudent to incorporate alternative assets into client portfolios, to help diversify the sources of investment returns and reduce market volatility," he adds. Alternative investments include asset classes such as infrastructure and commercial property, whose returns are typically uncorrelated to the returns of major asset classes such as equities.

In terms of the upcoming events that are likely to shape financial markets for the remainder of the year, Chisholm says, from a global perspective, investors will be focused on how Britain and Europe navigate the former's exit from the European Union. "There's a lot of uncertainty which markets never like. Locally, the main driver for markets will be inflation and how this triggers the Reserve Bank's decisions on interest rate policy. These events, locally and globally, will drive returns and yields in fixed income markets and as a result, the relative attractiveness of other asset classes, particularly equities and currencies."

In terms of the direction of interest rates in Australia, Chisholm says what's clear is that the RBA is closely watching events, especially government spending. "One positive for Australia is that there is still capacity to lower interest rates. That's a tool the RBA can use if it wishes, but it's not a free lunch. However, we think the cash rate will generally trend lower." Australia's credit rating is an important factor to consider in investment markets, with the Federal Government's deficit a potential risk to Standard & Poor's AAA rating and Moody's Aaa rating. "Australia's ratings are heavily dependent on how prudent the Federal Government is with fiscal spending and it's far too early to see yet what it will do. It's something we are watching very carefully and hopefully we'll know more in the next few months," he says.

Leadership focus

Having the right leadership team in place is incredibly important to the success of Crestone, and Chisholm has a perspective on what it takes to be a successful leader.

"When setting up our business what was critical first was a clear vision of what we're trying to achieve, so that everyone involved understands how they can contribute. It's also about finding passionate staff. That's absolutely essential because no matter how good a leader you are, it will be hard to achieve your vision if you don't have a committed team."

He says leadership is also about supporting staff to reach their goals. "Some of the biggest lessons I've had in my career, particularly over the last 12 to 18 months as we've been establishing this business, is that dedicated people achieve extraordinary things. Building a business requires a very high level of teamwork and there can be periods of intense pressure. Having enthusiastic people makes the difference between a mediocre and an outstanding result."

Given the amount of foresight and dedication the Crestone team has already displayed, no doubt the results it will produce will be astonishing.

Crestone Wealth Management,
Level 32, Chifley

crestone.com.au

Chifley Masterclass

Chifley has partnered with the Australian Graduate School of Management (AGSM) at UNSW Business School to deliver Chifley's first Masterclass. 'High Performing Teams', a Chifley exclusive event, will feature a panel discussion with five industry professionals, followed by an experiential learning session, proven to be the most effective method of adult learning. Ben&Co. meets AGSM's Executive Director of Executive Education, Frank Kennedy, to find out more.

Tell us about the Chifley Masterclass? What areas will it focus on and what topics will be covered?

This Masterclass will ask the question: 'Why are high performing teams so essential?' During the session, we'll look at current and future market conditions requiring high performing, resilient teams that are able to not only react quickly to changing conditions, but also create value for organisations. We'll explore what a high performing team actually is, how you build one and how you transform a team that isn't.

Strategy and international business expert Associate Professor Elizabeth Maitland will facilitate the program, which includes a discussion panel of five high-profile leaders, followed by a high adrenalin simulation, where the audience will get the chance to experience team work in high-pressure situations and debrief their responses in the context of leading a high performing team in their organisation.

What scenarios can this be applied to in the business world?

All scenarios where organisations and leaders are under pressure to create value through innovation, community and customer engagement. Where wealth is generated through ideas rather than assets, and particularly where rapid, confident and informed judgement is enacted so that opportunities are seized quickly or potential disruptors are mitigated.

Why is focusing on high performance under pressure and team work particularly relevant now?

Now more than ever, leaders and executives need to prepare for the great unknown, to imagine the impossible, anticipate and mitigate risks, and be agile enough to respond to disruptors and opportunities quickly and decisively. Leadership needs to create meaning from local, regional, global, and virtual worlds, to drive action in ever changing landscapes. High performing teams are the key to achieving success in this environment through exploring novel perspectives and making fresh connections through a mix of capabilities – generating new and shared value. Teams like these create the environment to individually and collectively see and act in a different way, when faced with what's next.

What can attendees take away from the class?

A defining attribute of effective leaders is the ability to effectively motivate and influence people. Participants can expect some practical takeaways on:

- Vision: What is the direction of my team? Create inspiration and motivation so relevant goals are set. Employee participation in vision creation results in meaningful work.
- Leadership: Where am I on the team leadership journey? Enable team members' behaviour to be aligned to the business strategy and flexible enough to delight the customer.
- Team Conversations: How do I take my team on this journey? Effective communications are critical to team performance.

How have modes of learning changed in the last decade? How does this class reflect that?

Executive education is no longer "chalk and talk". Our approach immerses participants in an active and shared learning environment, integrating contextual exploration with reflective thought processes. This combination strengthens individual and group comprehension and is shown to be the most effective method of adult learning. We will use a variety of methods that enable participants to explore and analyse content, along with their peers, and then individually reflect upon the experience.

Chifley's community includes some of Australia's business elite. For those who have not considered higher education, what opportunities can it provide to aspiring or even established executives and how can it impact their careers?

AGSM helps prepare future-fit leaders. As a catalyst for personal and organisational transformation, our programs accelerate development by challenging assumptions, stimulating critical thinking and turning successful players into game-changers. With an emphasis on building relationships, and navigating the challenges and opportunities of doing business in a digital, borderless and inter-connected world, renowned faculty and expert industry practitioners will work with you towards achieving your leadership goals.

Event details coming soon.

To register your interest or find out more, contact Chifley Concierge

concierge@chifley.com.au

YOU'RE CLIMBING A MOUNTAIN AND YOUR LEADER FALLS. DO YOU DIG IN YOUR PICK AXE OR CUT THE ROPE?

CHIFLEY MASTERCLASS
HIGH PERFORMING TEAMS

Chifley has partnered with the Australian Graduate School of Management (AGSM) at UNSW Business School to deliver an exclusive Masterclass event on leading teams for high performance under pressure.

The Masterclass will involve a panel discussion with five industry professionals and a high adrenalin, Mt Cook simulation session.

Event details coming soon. To register your interest or find out more, contact Chifley Concierge **concierge@chifley.com.au**

CHIFLEY

UNSW Business School

Chifley Q&A

What advice has helped you the most in your career?

Agnes Oh
KEB (Korean Exchange Bank)

If you think it's too late to start something, don't waste any more time hesitating – just jump into it, because you're never too old to make a new start!

Anna Parisi
Crestone

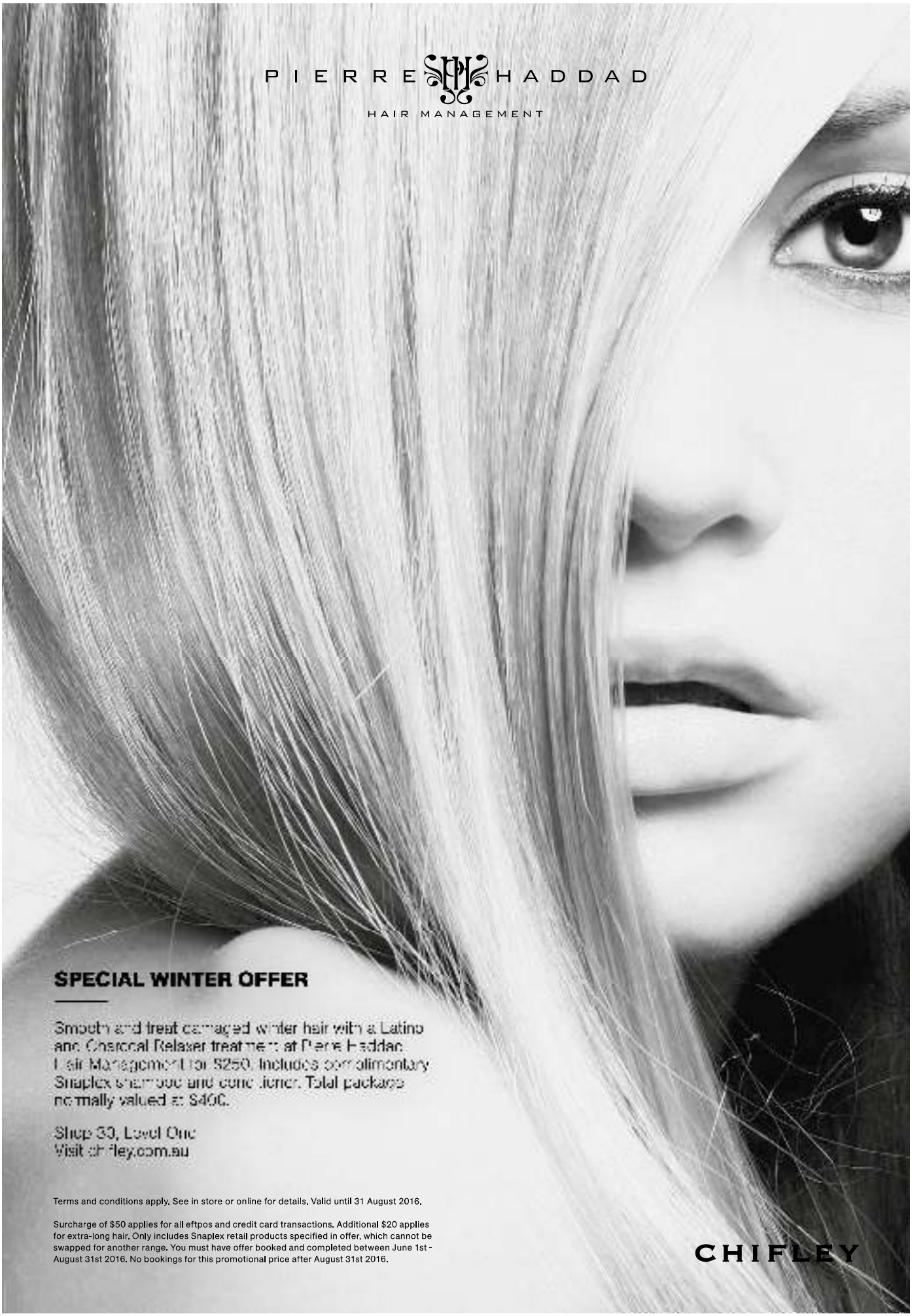
The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle.

Jodie Deller
CTM

In the face of pressure, try to remain calm and focused. EA's have to cope with ever-changing priorities, so flexibility and adaptability are essential.

Gareth Bourne
Investec

Put your hand up. Ask questions. Be involved.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