

# unisa business

A review of current thinking for today's business leaders

## THE CAREERS ISSUE

Skills and challenges for the future



University of South Australia

**CARING FOR OUR CARERS:  
ARE WE READY TO TAKE ON  
AN AGEING AUSTRALIA?**

**EVERYDAY ENTREPRENEURS:  
ORDINARY PEOPLE DOING  
EXTRAORDINARY THINGS.**

**GENDER BY NUMBERS:  
ADVANCEMENT STRATEGIES  
FOR WORKPLACE EQUITY.**



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# C CONTENTS

**EDITOR**

Annabel Mansfield

**COPY EDITORS**

Brittany Warren  
Royce Kurlmelovs

**CREATIVE DIRECTOR**

WDM Advertising  
and Design

**WRITERS**

Peter Balan OAM  
Andrew Beer  
Richard Blandy  
Charlotte Chalklen  
Sara Charlesworth  
Terry Gold  
Jill Gould  
Carole Lydon  
Annabel Mansfield  
David Paterson  
Sam Tucker  
Michelle Tyndall  
Natalie Skinner  
Jacquie Smith  
Marianne Stacey  
Emma Verrall  
Marie Wilson

**CONTRIBUTING STAFF**

Stephen Boyle  
Cara Carusi  
Sarah Cutbush  
Mark Dowd  
Tracy Green  
Anna-Maria Kalaitzis  
Joanne Kelly  
Carol Kulik  
Wendy Lacey  
Michèle Nardelli  
Jade O'Donohue  
Brit Pennings

**PHOTOGRAPHERS**

Dean Martin/Newspix  
Dragan Rodocaj  
Tom Roschi  
David Solm  
Juan van Staden

**ILLUSTRATORS**

Eirian Chapman/The Jacky  
Winter Group  
WDM

**WEB & ONLINE**

Adam Wolf

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**READER FEEDBACK:**

unisabusiness@unisa.edu.au

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**COVER STORIES**

- 6 CARING FOR OUR CARERS**  
Quality jobs underpin quality care. Is our aged care industry ready to take on an ageing Australia?
- 18 EVERYDAY ENTREPRENEURS**  
Innovation is critical for our economy, but it's entrepreneurship that transforms it into wealth and jobs.
- 32 GENDER BY NUMBERS**  
Advancement strategies for workplace equity. How does your business add up?



**FEATURES**

- 12 THE SHOCK OF THE NEW**  
Business opportunities in the fast-growing aged care sector.
- 24 CLOSING THE GENDER DIVIDE** Gender diversity in male-dominated industries: an insider's view.
- 36 YOUNG PEOPLE: A VITAL RESOURCE**  
What are we doing to equip young people with skills for the future?
- 40 25 YEARS OF ENTERPRISE**  
A remarkable 25-year journey that has set UniSA on a path for success.



**CONNECTIONS**

- 4** The Economics of Careers
- 10** Good Food For Life
- 16** Future Focused Leadership

**REGULARS**

- 02** From the Pro Vice Chancellor
- 44** Highlights
- 48** Connect

COVER EIRIAN CHAPMAN/THE JACKY WINTER GROUP ILLUSTRATORS WDM; EIRIAN CHAPMAN/THE JACKY WINTER GROUP PHOTOGRAPHER DAVID SOLM

# CAREERS:

## SKILLS AND CHALLENGES FOR THE FUTURE

All that time you were paying attention to digital disruption—surprise! It's demographic disruption that will change the way we work and live, perhaps even more, because the perceptions of age and ageing are so fundamental to the way we have lived for centuries, and the way we regard careers.

Writer Professor Marie Wilson Photographer Tom Roschi

At 60, I can expect to live another 30 years (on average). A female born in 2012 will, on average, live for an estimated 94.4 years; a male 91.6 years. During that period, both men and women will have multiple careers, and working life may stretch well into a person's 70s.

By the middle of the century there will be 50,000 centenarians and the number of 85-year-olds is expected to rise from 400,000 in 2007 to 1.6 million in 2047. You may need to postpone your 'midlife crisis' until at least 45 or 50!

As renowned commentator Bernard Salt has noted: this changes the way we think about growing up, retiring, and the entire approach to work and career. We should have more fun, take time out to refresh and learn, and expect that our old ideas

about how work and life progress are in for big changes.

With the profound shift in the rapidly evolving employment landscape over the coming years, this issue of *unisabusiness* magazine—The Careers Issue—is timely. Anticipating and preparing now for future skills requirements, new career paths and changing employment expectations is critical for organisations and individuals.

To seize the opportunities, and more importantly, to mitigate undesirable outcomes, we look at how closing the gender gap for women in senior management can have a trickle-down effect in the article *Gender by Numbers* (pages 32-35).

Using knowledge and understanding to find solutions to new problems, and to create new products and services, is the essence

of *Everyday Entrepreneurs* (pages 18-23). And in *Caring for our Carers*, we look at how improving work practices will deliver quality aged care services for older Australians (pages 6-9).

The world we lived in 50 years ago is different from today, as it will be in 50 years' time. New economies, global impacts, ageing populations, new technologies and the need for new skills at work is the challenge of today, as well as the opportunities of tomorrow.

Many writers have noted that careers are something best understood when looking back. Careers are the story of the journey that we have taken in our working life. This collection of articles encourages us all to look forward to the new types of work, and the profile of the working population that are our future. Enjoy! ●

 Professor Marie Wilson is Pro Vice Chancellor: Business and Law, University of South Australia Business School.





 **Richard Blandy** is an Adjunct Professor of Economics with the UniSA Business School. He has a prodigious research record, regularly writes for Australian media, and was Executive Director of his own consulting company, AustralAsia\* Economics Pty Ltd.

# THE ECONOMICS OF CAREERS

Economic uncertainty has increased greatly in recent times. World economies look more vulnerable than they have in a long time.

Writer Richard Blandy

It is not only the unravelling of financial speculation in the Global Financial Crisis that has led to growth in uncertainty and vulnerability. Globalisation of economic influences, opportunities and competition resulting from the continuing fall of transport and communication costs, as well as the decline of protectionist barriers to international competition, underpin the rise in economic uncertainty.

The precise, long-run outcomes of actions taken in such a complex system are both unknowable and unpredictable. We cannot even untangle cause and effect in such a nest of feedback loops constantly evolving under its own internal dynamics. What becomes central is the importance of flexibility and adaptability, the capacity to learn and modify, to 'go with the flow', to turn the course of events to advantage, to be opportunistic and 'seize the main chance', to be innovative and to invest in capacities to do these sorts of things.

What does this mean for the job market? Employment is becoming much more precarious than when I graduated from



university more than half a century ago. Businesses will look to become more flexible as well as more competitive.

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**The irony is, the more flexible that businesses become, the less precarious employment will be.**

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General skills, that give a capacity to learn new skills on the job, are likely to become more important. Careers, as we understand them, are likely to be enjoyed by people who have highly sought after ‘core’ skills and knowledge, those who are flexible, who have the general knowledge base to learn new skills as required, and who have the attitudes and values that make them good team players.

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**The future will likely see the resurrection of the generalist.**

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By the same token, some (varying) specific skills are crucial to an enterprise. Flexibility may also be gained by firms adopting a ‘core/periphery’ structure of jobs—the essential skills

and jobs being held in the core as ‘permanent’ jobs—jobs which are not precarious, surrounded by a penumbra of less crucial jobs—employment in which is precarious—with job numbers rising and falling as required.

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**Some businesses may offer to pay people less, but guarantee their jobs irrespective of the state of the market.**

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This ‘permanency’ discount is likely to be substantial. In other words, tenure may return—but at a far greater price than when compared with the more stable past when I became a university academic.

Further, labour market adaptations and social innovations may be necessary to ensure low levels of unemployment and a reduction in precariousness in employment. Wage subsidies and government make-work schemes may become widespread, but most government efforts are likely to be directed at supporting careers and long-term attachments between particular employers and particular employees.

The reason for this is that, of the investments in skill and knowledge that enhance productivity, most depend on long-duration attachments between specific employees and their own employer. Otherwise, on-the-job training and learning has too little pay-off time to be worthwhile. Communities and their governments are not going to permit a situation where our human capital deteriorates in value and becomes uncompetitive on the world scene.

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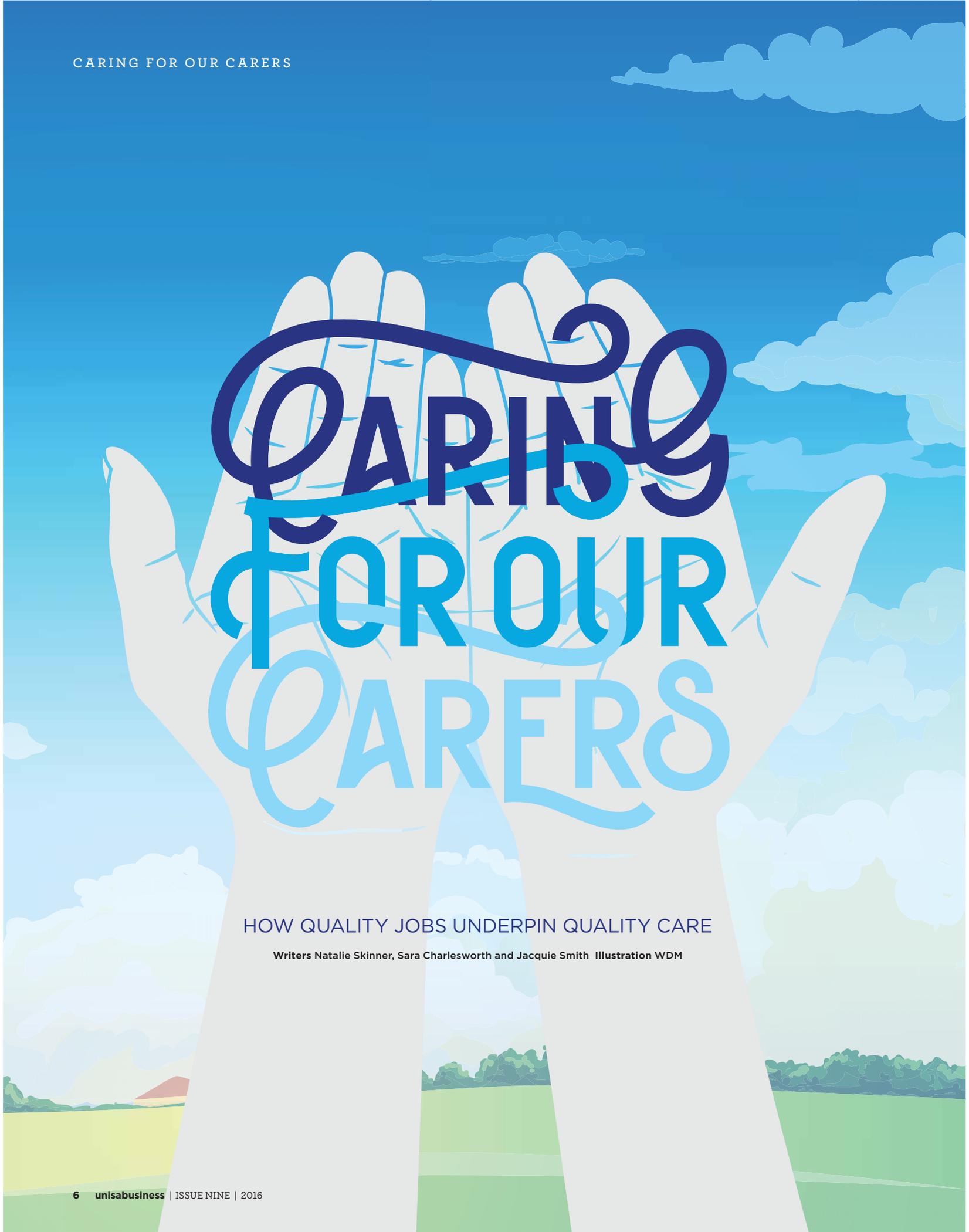
**Governments are likely to rethink the rules surrounding work contracts to make them more likely to be durable in the face of greater uncertainty.**

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So, what will this mean for workers? Ultimately, workers will be required to be a lot more flexible, they’ll need to be more adaptable and willing to relocate, retrain, and accept lower pay than before, and in return, they’ll receive more durable work guarantees. ●

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For more information, visit:  
[UnisaBusinessSchool.edu.au/magazine](http://UnisaBusinessSchool.edu.au/magazine)



# CARING FOR OUR CARERS

HOW QUALITY JOBS UNDERPIN QUALITY CARE

Writers Natalie Skinner, Sara Charlesworth and Jacque Smith Illustration WDM

As more and more Australians live longer, aged care is now a true growth industry. Employing a diverse workforce and providing essential services to a complex client group, aged care providers are increasingly on the hunt for innovative ways to build sustainable, high-quality services.

**I**n a pioneering research initiative—the *Quality Jobs Quality Care Project*—UniSA partnered with RMIT University, Flinders University, three leading aged care providers and an employee union, in a project designed to address these challenges.

A set of innovative workplace interventions were designed, then trialled in residential and community aged care to achieve the win-win outcome of improving the quality of jobs *and* the quality of care.

Here we share some insights from this project which reflect the key finding: the quality of care services for the elderly very much depends on the quality of the working conditions under which employees provide those services.

 **Natalie Skinner** is a Senior Research Fellow with the Centre for Workplace Excellence at the UniSA Business School. Her research focuses on the wellbeing and effectiveness of individuals, teams and groups in contemporary workplaces.

**Sara Charlesworth** is an Adjunct Professor with UniSA's Centre for Workplace Excellence. She is also Professor and Future Fellow with the Royal Melbourne University of Technology.

**Jacque Smith** is a Senior Project Leader at UniSA's Centre for Workplace Excellence, and Project Leader for the *Quality Jobs Quality Care Project*.

## THE IDEA

### THE SCENARIO

Australia's ageing population places aged care at the forefront of change. And with such a diverse and complex client group, aged care providers are seeking innovative and sustainable ways to build and deliver high-quality services.

### THE RESEARCH

*The Quality Jobs Quality Care Project* designed and tested a series of workplace interventions that improve both the quality of jobs and the quality of care within the aged care industry.

### THE OUTCOME

The findings are simple: improve job quality and you improve care quality. To ensure sustainable, high-quality care for older Australians, we must also ensure positive, respectful, and high-quality work experiences for aged care workers.

# INVEST

## INVESTING IN CARE IS INVESTING IN CLIENTS

Providing care requires direct person-to-person interaction. The foundation of high-quality care is the relationship between the care worker and client or resident. Hence, the benefits of healthy, satisfying and safe jobs for care workers will flow on to create care relationships and services that are healthy, satisfying and safe—in other words, high-quality.

For example, providing high-quality care requires skills and confidence. While formal training provides a strong foundation and is highly valued by employees, care workers also benefit through mentoring from experienced colleagues. Real-time access to an experienced ‘buddy’ or mentor means that targeted advice and guidance is available for new, challenging or complex care situations.

Furthermore, like many service workers, care workers are low paid (as regulated by industry awards). Adding insult to injury are common problems with inadequate and/or irregular hours, not being paid for travel between clients for work activities (such as community care) and expectations to attend work training and meetings on unpaid personal time. Financial strain is common for these workers, leading to high levels of stress and dissatisfaction.

When organisations invest in workers, as our partners did, and improve working conditions (for example, by increasing regular hours or by providing paid training opportunities), they reap significant benefits—a committed, stable and engaged workforce willing and able to create high-quality care relationships and services.

# TIME

## (ENOUGH) TIME IS THE ESSENCE OF QUALITY CARE AND SAFE SERVICE

Providing care is personal, often intimate, and deeply social. In the midst of a heavy workload of tasks to be performed under strict time constraints, the individual needs of the person receiving care, are often lost or overlooked. Time pressures can also result in the health and safety of both the client and the care worker being put at risk.

In any sphere of life, rushing and relationships do not go well together, fast is difficult to make safe; and quality and quick are usually incompatible.

Investing in time to care, by setting realistic expectations, workloads and schedules, is another example of a win-win; clients receive personal and responsive service and employees get a work environment that supports their safety, wellbeing and capacity to care.

When organisations invest in workers, they create a committed, stable and engaged workforce.

# RESPECT

AS THE FAMOUS SONG TELLS US, RESPECT IS WHAT IS NEEDED.

By 2054, older Australians (aged 65 years+) will comprise 21.5% of our total population.

(Australian Bureau of Statistics, 2013)

Over 240,000 people are employed as direct aged care workers.

(National Aged Care Workforce Census and Survey, 2012)

94% of the aged care workforce is female.

(Department of Health and Ageing, 2013)

Like other personal service workers, many care workers do not feel valued and appreciated by their organisation or the general community. We've emphasised the importance of the social (relationship) for clients receiving care; the same applies to workers themselves. Workers who feel valued, appreciated and respected are likely to reciprocate with commitment, engagement and enthusiasm for their work and their employer—all essential attributes for a high-quality care worker.

The *Quality Jobs Quality Care* project is focused on bridging the gap between evidence and practice to create innovative workplace solutions for improving job quality and care quality. In December 2016, we will launch an evidence-based toolkit for improving job quality in aged care, which contains many useful resources for practitioners in other industries. ●

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For more information, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine) or [qualityjobsqualitycare.com.au](http://qualityjobsqualitycare.com.au)

#### Acknowledgments

The *Quality Jobs Quality Care* project is funded by the Australian Government Department of Health under the Aged Care Service Improvement and Healthy Ageing Grants Fund. The project is led by Chief Investigators Professor Sara Charlesworth (RMIT University) and Associate Professor Deb King (Flinders University), with researchers from the UniSA School of Management (Ms Jacquie Smith, Dr Sue Jarrad and Dr Natalie Skinner). The project partners are HammondCare, Brightwater, Helping Hand and United Voice.

 Maggie Beer AM is an Australian cook, food author, restaurateur and food manufacturer. She was awarded a UniSA Honorary Doctorate this year in recognition of her contribution to wellbeing in the community, and for her promotion of South Australia's food and tourism industries.

# GOOD FOOD FOR LIFE

I LOVE  
WHAT I DO  
AND THAT  
GIVES ME  
ENERGY.

Writer Carole Lydon Photographer Dragan Radocaj



## PEOPLE • QUALITY • ETHOS

Imagine if after a life time of good food, you were forced to endure an endless line of poor quality meals? Sadly, that is the reality for many people in aged care.

**M**aggie Beer's passion for good food for all people at all life stages is the driving force behind the Maggie Beer Foundation, a cultural and practical change-maker for a complex issue. The Foundation uses education, advocacy and research to improve the quality of food and life for older Australians. Maggie's food life has given her the platform to create change and her influence is based on an unconventional business journey.

Maggie Beer Products started life in 1979 as the Farm Shop at Maggie and Colin Beer's Pheasant Farm in the Barossa Valley, South Australia. Maggie's love of flavour and tradition were the perfect combination on which to build her business. Respecting the seasons and wasting nothing provides the core business ideal against which all decisions have been made.

In 1984, Maggie's first commercial batch of verjuice was made to make use of an oversupply of Riesling grapes in the Barossa Valley. The purchase of an orchard with fruit that was too small for commercial sale prompted the production of some fabulous jams, pastes and cider. Most notably, Maggie has rekindled the Australian love affair with the 'sometimes hard to love' quince.

Maggie and Colin Beer have created an agile company able to respond to the changeability of seasons. Responding quickly and maintaining a very high quality of produce is paramount.

"It is a continual challenge to work out how we do things better without shortcutting quality," says Maggie. "We are a middle-sized business with all the overheads, and scaling up without losing quality offers plenty of challenges.

The cost of creating and then pricing in the Australian market-place is problematic. But we are optimistic lateral thinkers and together with our team we always come up with solutions."

For each stage of growth, finance has been the major hurdle. All financing decisions have been underpinned by the need to protect the ethos of the company, respect the people involved, remain agile and maintain an incredibly high-quality benchmark.

Maggie and Colin's recent decision to sell-off a 48 percent share of Maggie Beer Products offers a cash injection to improve technology and facilities. It's a decision that keeps Maggie Beer firmly at the helm of the company. It also allows Maggie the time to throw her infectious positive energy into the Maggie Beer Foundation.

"We need to help those aged care homes that want to change—applaud them for doing it well," says Maggie. "We know it is a complex area, but for me there is no reason for anyone to have bad food. For the moment, we have to work within existing budgets."

Maggie runs two masterclasses each year with 30 cooks and chefs from the aged-care sector, involving skills demonstration, expert advice, talking through problems and finding solutions. Each of these masterclasses creates at least 30 new change champions, and a further event, for CEOs, showcases the results.

"Once the leadership of an organisation

Once the leadership of an organisation embraces change, there is so much that can be done.

embraces change, there is so much that can be done," Maggie exclaims. "We need to show them the difference that beautiful, well-prepared fresh food can make to the lives of their residents and the pride of their staff."

Adding to the power of the Maggie Beer Foundation is the expertise of its Board members, ranging across nutrition, social behaviour, research, legal, financial and tactical.

Professor Wendy Lacey, Dean of UniSA's School of Law, sits on the Board and is also a member of the Minister's Steering Committee overseeing the implementation of the Strategy to Safeguard the Rights of Older South Australians 2014-2021.

"With my research expertise, I can ensure that the inherent dignity and worth of older people, embedded in human rights norms, can inform the work of the Foundation," says Wendy. "A person-centred, rights-based approach can be the catalyst for enhancing the lives of our valuable elders."

It would seem that Maggie has done to advocacy what she has been doing in her test kitchen for decades—she has taken an idea for change, developed high-quality intensive masterclasses, and then worked on a way to scale it up and increase its reach. ●

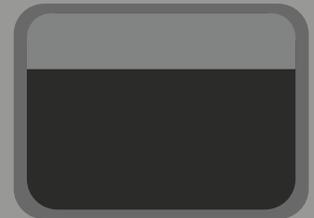
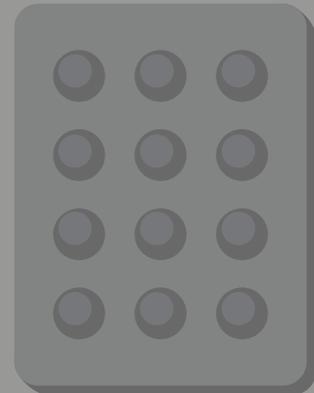
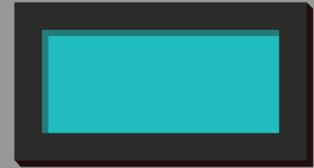


For more information visit:  
[www.maggibeerfoundation.org.au](http://www.maggibeerfoundation.org.au)

# THE SHOCK OF THE NEW



 **Andrew Beer** is Dean, Research and Innovation at the UniSA Business School. He is Chair of the South Australian Government's Homelessness Strategic Group, and Fellow of both the Regional Australia Institute and UK's Academy of Social Science.



# THE SHOCK OF THE NEW

## DISRUPTIVE INNOVATION IN AGED CARE

Writer Andrew Beer | Illustrator WDM

**They say that ‘every cloud has a silver lining’, and the bright horizon in the ageing of Australia’s population lies in the very real prospect of creating new jobs and businesses to meet the demands of this emerging market.**

Australians, and South Australians in particular, have every reason to feel excited about the opportunities in those areas of the economy that support elderly people.

There are four key factors generating business growth in the aged care sector, two of which have long been known, while the impact of the other two are only just emerging.

### AGEING POPULATION

Firstly, Australia’s aged population is large, and getting larger. Over the next two decades, people over the age of 65 are projected to number up to 5.8 million, or 19.4 percent of the population, while the number of those aged 85 and over is expected to double every 20 years for the next 100 years. This won’t be a short term phenomenon, because while we have long recognised that the Baby Boom Generation (born 1947 to 1961) was a population shock, Generation X (born 1961 to 1976) is even larger. For at least the next 50 years, older people will constitute a substantial share of the Australian population, and the goods and services they demand will be fundamental to the economy.

### SUPERANNUATION

Secondly, Australia’s superannuation system is the envy of many parts of the world and, as of June 2016, there was just over \$2 trillion held in superannuation assets, having grown by almost eight percent in the past 12 months. Potentially, that is an enormous demand ready to be released onto the market when older Australians enter retirement and beyond, as they look to maintain the high standard of living to which they have grown accustomed. The old days where people were frugal in their elderly years are now gone, meaning this group not only has money to spend, but is also willing to spend it.

**AS OF JUNE 2016, THERE WAS JUST OVER \$2 TRILLION HELD IN SUPERANNUATION ASSETS, HAVING GROWN BY ALMOST 8% IN THE PAST 12 MONTHS.**

### THE IDEA

#### THE REALITY

As Australia’s aging population grows, we will experience increased demand for goods and services that maintain high standards of living into retirement.

#### THE OUTLOOK

Coupled with significant growth in older Australians’ superannuation funds and an increased willingness to spend, new markets, business opportunities and jobs will emerge in sectors such as medical services, consumer directed care, housing and travel.



While there has been a great deal of attention paid to the fact that many Australians have relatively little superannuation, the overwhelming majority have some. Even modest superannuation balances can make an important difference in retirement. These are funds that can be drawn upon to buy medical devices, pay for health care services, travel, maintain an existing home or buy a new home that may be more appropriate to their circumstances. This presents great opportunities for business. Within the tourism sector alone, cruise ships and cafes are expected to be one of the fastest growing areas of the industry.

## CARE SYSTEM

Thirdly, and most importantly, governments have rethought the nation's care system and, along the way, have created a new market with the potential to generate many more business opportunities for young and old alike.

Under the old, centralised system, governments would fund organisations to provide services that were one-size-fits-all. When the new Consumer Directed Care system came into operation in July 2015, it placed control over a government-provided budget in the hands of those in care, empowering them as consumers, free to spend it in whatever way, and with whomever they choose. So, for example, someone who



wants to socialise more, may now choose to go to more events.

And this is not a small market: the Australian Government has budgeted \$1.3 billion annually for Consumer Directed Care, on top of the \$17.9 billion allocated to the National Disability Insurance Scheme (NDIS), creating opportunities for entrepreneurs in the process. All of a sudden the game has changed. Think Uber, think Airbnb, think of any of those

The Government has budgeted  
**\$1.3 BILLION ANNUALLY**

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allocated to the NDIS,  
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industries that have been through the sort of transformation that business theorists like to characterise as 'disintermediation', which means to cut out the middleman and link the consumer directly with the provider of a service. Across Australia, you will now find start-ups popping up, such as Better Caring Australia and Better Off At Home, with the sole aim of linking the consumers of care with independent providers. While Consumer Direct Care is in its infancy, thousands of jobs will be created as care professionals—including nurses, physiotherapists, occupational therapists, as well as drivers, cleaners and gardeners—sign up and create their own small businesses.

## 70 NOT OUT

Fourthly, and finally, older Australians aren't just going to be passive recipients of these changes. As Raymond Spencer, the Chair of South Australia's Economic Development Board notes, increasingly many of us will choose to work into our 70s. Older Australians will mark out 'encore' careers that are a significant departure from their earlier working life. Many will see the opportunity to assist older people who need care, helping to fill a chronic gap in the workforce, delivering appropriate assistance and helping to create a more age-friendly Australia. ●



**SAM TUCKER**

is Senior Valuer and Head of Health and Aged Care with Knight Frank Valuations. He is also a UniSA Property graduate.

## A PROPERTY PERSPECTIVE

**As Australia comes to grips with an ageing population and the aged care sector grows, facilities such as retirement villages and residential aged care facilities will play an increasingly significant role.**

A recent report by Colliers International, the *Healthcare and Retirement Research and Forecast Report 2016*, found that while only 184,000 Australians currently live in retirement villages, approximately 382,000 people will be in need of retirement village accommodation by 2025. This is more than double the current number of village residents nationwide, and will require significant investment to meet demand.

Here, Sam Tucker, Senior Valuer and Head of Health and Aged Care with Knight Frank Valuations, provides his top three insights into the aged care property market.

### **1 MODERN RETIREE, MODERN FACILITIES**

Ageing Australians or 'modern retirees' have far higher expectations of aged care facilities, property and services than previous generations. The cream-brick, Lego-block style retirement villages of the last few decades are evolving quickly, and new developments are being designed to meet a more discerning market's needs. Take South Australia's *Brighton Dunes* redevelopment as a prime example. This two-phase development is far less 'retirement village', and far more an 'exclusive resort-style retirement living for the energetic and discerning over-55s'. It features a beautiful beachside location, high-end appliances and architecturally designed spaces, all while offering the cleaning, transport and allied health services required by its ageing residents. The nature of this development

is also innovative: as a seven-story vertical development, it reflects a growing trend—seen mostly on Australia's eastern seaboard—for metropolitan, vertical villages which appeal to tech-savvy retirees and allow more space for shared amenities.

### **2 RECESSION PROOF = INVESTOR APPEAL**

While the aged care sector can't replace or replicate the extreme economic period of prosperity that mining brought us, it is an exciting growth area. Unlike sectors such as retail and mining, the health and aged care sectors are recession proof, simply due to the fact that Australians over 65 are growing at a disproportionate rate and their needs must be met, no matter what. This makes the aged care sector, including property development, a relatively safe investment and highly attractive to a variety of investors. The appetite for aged care property assets in South Australia and nationwide has been high over the past five years, despite fluctuating government policies, and has been particularly appealing to large institutional buyers.

### **3 THE CHANGING FACE OF AGED CARE OWNERSHIP**

Changes in 2014 made the aged care sector more attractive to a variety of buyers—institutional, private and not-for-profit. This has changed the face of aged care ownership in Australia, with the market consolidating over the last five years—from a large number of small providers, to a smaller number of major players. Three companies—Japara, Regis and Estia—are the first aged care companies to list on the Australian Securities Exchange. And these are the companies to watch. ●

For more information, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)

 **Marianne Stacey** is the new CEO of the Leaders Institute of South Australia. The Institute has partnered with the UniSA Business School to expand leadership development and executive education in South Australia.



**"GOOD LEADERSHIP LETS US PERFORM BETTER AND ENGAGE MORE FULLY. IT'S A VITAL ASPECT OF ORGANISATIONAL SUCCESS."**

# FUTURE FOCUSED LEADERSHIP

We all know what a difference good leadership makes. We see it in the way people work together, the results they achieve, and the culture they create.

Writer Marianne Stacey Photographer Juan van Staden

**A**tending a leadership development program today, is not just a perk for a select few, but a sound strategy for long term sustainability and growth. More and more we are realising that leadership is not just the domain of senior managers, but a skill required at every level, regardless of position or title.

Good leadership is seen in many ways, even when a person does not have a formal management role. This is shown whenever people take responsibility, whether that be by going the extra mile to provide great service, or speaking up when something can be improved. Leadership in this sense means taking ownership of team and organisational outcomes.

## UNDERSTANDING CONTEMPORARY LEADERSHIP CHALLENGES

In many aspects of our lives, the rate and scale of change we're experiencing seems unprecedented. The acronym VUCA has been coined—initially by the US military—to describe an operating environment which is *volatile, uncertain, complex and ambiguous*. In a VUCA climate, teams and organisations can struggle to maintain direction or implement long-term strategies. New issues and technologies emerge and can render even our most recent, well-designed plans obsolete.

In this environment, it's important for organisations to be agile and responsive. The unpredictability of issues is such that sometimes, even with the best intentions, we can find our actions backfire with unexpected consequences. While some problems can be fixed relatively simply,

others are more systemic in nature and require a more nuanced analysis. The latter are termed 'adaptive' challenges and require a shift in the way they are understood and dealt with.

## THRIVING IN COMPLEX ENVIRONMENTS

Increasingly, we will need leaders who can evaluate adaptive challenges calmly, leaders who are comfortable not having all the answers themselves. The very nature of adaptive challenges means that no one person can possibly have all the answers, so the future of leadership will lie in the ability to be curious and collaborative—*curious*, in that instead of rushing to judgement, future leaders will need to be open to new ideas and information; and *collaborative*, because they will need to understand the different perspectives of a variety of stakeholders and be able to work together to trial solutions.

It's no accident that these are the same leadership behaviours that foster innovation. Allowing for divergent views, trialling different approaches and being open to learning from failure will also give rise to a culture which supports real gains in knowledge and effectiveness. In short, these leaders will create cultures and organisations which adapt and flourish.

## DEVELOPING ADAPTIVE LEADERSHIP SKILLS

Leading in complexity requires a different approach. Not only do we need to lean into the uncertainty, but we also need to acknowledge that thriving under these conditions will depend on our ability to be open to new approaches and perspectives. While this may seem simple, it's far from easy in practice. The best leadership development actively challenges and immerses executives in these situations and allows them to practice and build capacity in a safe setting.

Leading in the future may look different in many ways, but fundamentally what makes good leaders still includes self-management and the ability to build relationships.

## SOME OF THE KEY QUALITIES THAT GOOD LEADERS EXHIBIT IN THE WORKPLACE ARE:

### 1 - LISTENING DEEPLY

Being fully present when someone is speaking allows you to listen not only for content, but for themes that are at the heart of the matter. Giving someone your undivided attention sends a powerful signal about how much you value the person. If you do nothing else, make this a daily habit. It will improve your relationships.

### 2 - BALANCING FOCUS

We all have an innate bias to seek problems—to focus on what's wrong, what needs fixing, and sometimes, who's to blame. While it's important to be vigilant, this is only half the equation. When you aim to balance your focus, and spend more time exploring and understanding good performance and outcomes, you'll end up building a positive culture.

### 3 - MAKING FEEDBACK SAFE

We all worry about how to deliver difficult feedback, but how often do we seek it, or more importantly, receive it graciously? Build trust so that people can deliver such feedback and you'll gain a wealth of information that lets you see your performance clearly. Show that you are open, can handle difficult news, and can adjust your approach accordingly.

### 4 - ASKING QUESTIONS

When you put yourself in the shoes of others, you better understand their perspectives. Ask your colleagues to do the same when analysing key issues and stakeholders. If you adopt the attitude that everyone has a slice of the truth (even if they don't have the whole pie) and ask questions, at every stage, you'll get to the crux of the information or thinking that really shapes peoples' views. ●

For more information, visit:  
[UnisaBusinessSchool.edu.au/magazine](http://UnisaBusinessSchool.edu.au/magazine)

# EVERYDAY ENTREPRENEURS

ORDINARY PEOPLE DOING  
EXTRAORDINARY THINGS

Over the past year, innovation has been promoted by national and state governments as a recipe for economic renewal and survival. But it's entrepreneurship that will really change the state of the game.

Writers Peter Balan OAM and Michelle Tyndall Photographer David Soim

 Dr Peter Balan OAM is a Senior Lecturer with the UniSA Business School. His research encompasses innovation capability, entrepreneurship and enterprise education. He is also a member of The SA Active Ageing Innovation Collaborative.



**W**ith the shift of the manufacturing sector to lower-cost countries, and the ending of the minerals boom, innovation is seen as the solution to filling the gaps that Australia is facing in terms of employment. But in reality, innovation is only a starting point. Defined as novelty, newness or invention that provides value, innovation can, no doubt, be a catalyst for growth, but alone, cannot deliver on its promise of economic renewal.

Certainly, innovation is critical for our economy, but entrepreneurship is necessary to turn an innovation into wealth and jobs.

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## SO WHAT SPARKS ENTREPRENEURIAL ACTIVITY?

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Entrepreneurship is all about identifying a marketplace problem and finding “innovative solutions to resolve,” that problem. It involves building a new venture team and finding and organising the resources to create a viable business that will deliver economic and social outcomes.

Because of the success of online ventures such as Facebook, entrepreneurship is often seen as an activity that sits squarely in the domain of young people, particularly males, who are engaged in internet start-ups. But this typecast has little to do with the real spirit of entrepreneurship, which of course, attracts all kinds of people.

There are many different dimensions of entrepreneurship—from the stereotypical ‘technogeek’, to the sophisticated opportunist—but whether an entrepreneur’s skills lie in creating or finding a scalable opportunity, their personal scenario is often the catalyst that embarks them upon their entrepreneurial journey. And for some, this has been quite a ride.

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## THE STATE OF THE GAME

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Take for example, Chris Hooper. A UniSA Bachelor of Commerce graduate (and more recently, a graduate of UniSA’s Master of Business Administration), Hooper never saw himself as an accountant, it just so happened that it was his profession.

“What I saw was an industry in a state of flux and in dire need of inspiration,” he says. “I wanted to be a leader, an entrepreneur, a game changer.”

Working for an accounting firm during his first year



 **Chris Hooper** is CEO of Accodex. He is also a dual graduate of the UniSA Business School, holding both an MBA and a Commerce degree.

of university, Hooper knew even then, that he wanted to go into business for himself.

In 2011, he co-founded Cirillo Hooper and Company, and spent four years building the business as a high-tech accounting firm. He then realised other millennials were walking away from their jobs to start their own accounting practices and running into the very problems he had already solved through his own business start-up.

“I started looking at these young accountants as my customers,” he says. It was then that Cirillo Hooper and Company merged with National Accounts to form Accodex—a high tech support solution for freelance accountants.

**“THE BOND BETWEEN ACCOUNTANT AND ENTREPRENEUR WILL BE STRONGER THAN EVER. BEHIND EVERY GOOD CEO WILL BE A GOOD ACCOUNTANT—THE CEO’S CONFIDANT AND MOST TRUSTED FRIEND IN BUSINESS.”**

The business is built around providing young accountants with the corporate infrastructure and technology they need to succeed in practice.

And without doubt, industry has been paying close attention to this self-starter.

Awarded Innovator of the Year 2015 at the Australian Accounting Awards and featured in Anthill Magazine’s coveted Top 30 Entrepreneurs Under 30 in 2015, Hooper is confident his innovative approach to the profession will revolutionise the industry.

“My personal mission is to inspire the next generation of leaders and change the accounting game forever,” he says. “The bond between accountant and entrepreneur will be stronger than ever. Behind every good CEO will be a good accountant—the CEO’s confidant and their most trusted friend in business.”

## THE BALANCING ACT

For Rachel Kidwell, it was the pull of life as a new mum that prompted her to leave her corporate position in international project management and start her own business.

The flexibility it afforded was appealing; and while balancing the needs of career and family was the catalyst for Kidwell’s venture into self-employment, what began as a lifestyle business is now rapidly developing into a globally scalable success story.

Founded in 2009, Kidwell Coordination provides tenancy coordination services to landlords and shopping centre developers, working on major South Australian retail developments such as Brickworks Marketplace, Rundle Place, Adelaide Central Plaza and Playford Town Centre.

Yet, it was a plan to expand interstate, that



 Rachel Kidwell is Founder of Kidwell Coordination and Creator of TCPinpoint. A UniSA graduate of Interior Architecture, she is currently studying a Graduate Certificate of Project Management with the UniSA Business School.

**“SURROUND YOURSELF WITH LIKE-MINDED PEOPLE; NETWORK, NETWORK, NETWORK; SPEAK TO PEOPLE YOU WOULDN’T NORMALLY MIX WITH AND YOUR WHOLE WORLD WILL OPEN UP.”**

 Annie Payne is a professional personal historian, based in Adelaide. She is the founder of History from the Heart, and is an alumnus of UniSA's Bachelor of Social Work.

**“THE STORIES OF EVERYDAY PEOPLE FORM PART OF AUSTRALIA’S LIVING HISTORY AND ARE BEING LOST AT A HUGE RATE. MY GOAL IS TO AWAKEN AUSTRALIANS TO THE FACT THAT AS TIME PASSES, MEMORIES FADE, AND WE TAKE OUR STORIES WITH US AS WE GO. I WANT TO CHANGE THAT.”**

evolved a new product, TCPinpoint, a cloud-based software management tool that brings all stakeholders involved in the tenancy delivery process to the one platform. And it’s this product that has taken her business to a new level.

“TCPinpoint provides positive change to the future of tenancy coordination,” she says. “It will enable high-level collaboration among all consultants involved in the delivery of shops.”

The product has generated significant industry interest too, with Kidwell announced as a winner of the 2016 UniSA-State Government’s Venture Catalyst program, receiving \$50,000 in seed funding, mentoring support and work space at the UniSA Innovation and Collaboration Centre. Two months later, she was awarded an additional \$30,000 from investors in the SouthStart Accelerate program for entrepreneurs.

With the goal to make TCPinpoint the best tenancy delivery software in the world, Kidwell isn’t short of ambition.

“I challenge those who work in a corporate position, to look at their industry and see how they can create positive change. Surround yourself with like-minded people; network, network, network; speak to people you wouldn’t normally mix with and your whole world will open up,” she says.

“It’s the only job where you’re happy to work 100 hours a week in an effort to avoid working 40 for someone else.”

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## THE ENCORE CAREER

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For Annie Payne, it was a change of pace that led her to her current ‘encore career’. A Personal Historian, whose primary career began in nursing, her entrepreneurial journey started after a health scare in 2005. Instead of returning to her high-pressure career in the medical profession, she decided to create her own career path by reviving a love of curating Australian stories.

What began in 1988 as part of an Australian Bicentennial project, sparked a passion that eventually led Payne to launch her small, home-based business, History from the Heart in 2006, which helps people collect and save their family stories.

Much more than genealogy, Payne is capturing the true essence of a family. “Family trees don’t tell you how your ancestors lived, the challenges they faced or how their decisions may have affected you and your family,” she says.

“The big appeal of creating my own business was that it was a unique concept.”

The other advantage, is the ability to manage her own schedule and workload. With young grandchildren an important part of her life, the flexibility self-employment affords is a significant benefit at this point in her career.

As a member of the Adelaide SeniorPreneurs group, co-founded as a national network by UniSA Business School’s Dr Peter Balan OAM, Payne advises those considering an encore career to join entrepreneurial network groups. “They provide a great opportunity for support and the exchange of ideas,” she says.

Payne is a Board member of the Association of Personal Historians (APH) and is the organisation’s current Professional Development Director. She is also Founder of the Oceania APH regional group covering the Philippines to Hawaii, and is the first person to have held this office outside of North America. Clearly, Payne has not only carved out a successful encore career for herself, but has also helped pave the way for the profession in Australia.

“The stories of everyday people form part of Australia’s living history and are being lost at a huge rate,” she says. “My goal is to awaken Australians to the fact that time passes, memories fade, and we take our stories with us when we go.

“Too many Australians have not yet started writing down their life stories—stories that will inspire their family’s future generations. I want to change that.”

## ANYONE CAN BE AN ENTREPRENEUR

What these stories tell us is that, importantly, anyone can be an entrepreneur.

It all comes down to scanning your environment and looking for opportunities. Of course, expertise and passion are important, but so too are your own capabilities and having the business acumen to assess and develop your innovation so that it can turn into a viable business. ●

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- [accodex.com](http://accodex.com)
- [tcpinpoint.com](http://tcpinpoint.com)
- [historyfromtheheart.com.au](http://historyfromtheheart.com.au)



**TERRY GOLD**

Growth Entrepreneur in Residence at the Centre for Business Growth, UniSA.

## THREE THINGS YOU NEED TO START A BUSINESS

### 1 A PROBLEM TO SOLVE

**Most of us see problems every day and think, “someone should fix that.”** Going from “someone should fix that” to “I’m going to fix that” is where you become an entrepreneur. It can be a small problem, like “You should be able to buy a good hot dog in this neighbourhood” or a really big problem like “Everyone in the world should have access to clean water.” Pick your problem carefully. It has to be something that other people really care about or you won’t have customers, and it has to be something *you* really care about or you won’t have the motivation you need to solve it.

### 2 A WAY TO SURVIVE WHILE WORKING ON THE SOLUTION TO THE PROBLEM

**How do you pay the bills while you get your company started?**

The best first step is to lower your standard of living. Can you live on half of what you are making today and save the difference so that you have money in the bank to live on, in the early days? If you start a window washing business, you might have money coming in this afternoon, but most businesses take time to get their first paying customer. Starting a business in your spare time can be done while holding down a job, but it’s so much harder. It might be easier to work two jobs now, and then focus everything on your new business after you’ve saved some cash. And don’t expect other people to invest money in your business until you have invested a lot of time and effort yourself, to prove you have a great solution to your problem.

### 3 A WILL TO KEEP GOING

**It is hard to start a business, but you have to keep going when you are tired, broke or discouraged.** The good news is, working in a job is hard too and most people keep getting up and going to work every day. So just use that willpower to make yourself go to work every day on your own business!

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# CLOSING THE GENDER DIVIDE.

The benefits of having more women in 'blokey' industries are manifold. But while companies are taking steps towards greater gender diversity, significant challenges remain.

Writer Charlotte Chalklen Photographers Dean Martin/Newspix and Michael Mullan



 **Ashleigh Stiling** is Shift Coordinator and Acting Operations Manager at Harsco Metals and Minerals in Whyalla. In 2015, she was named the Telstra Young South Australian Business Woman of the Year. She is also a graduate of UniSA's Bachelor of Business and Enterprise.

## Issues around workplace gender equality have arguably never been higher on the agenda, with robust discussions taking place daily in businesses, online and among academics and policy-makers.

**F**irst, the good news: Australia has made real progress across many industries over the past 20 years. According to the Australian Government's Workplace Gender Equality Agency, the proportion of women employed has increased in 12 out of 19 sectors. There's been a substantial increase in the proportion of female managers in male-dominated industries—from 30.1 to 37.1% to be precise—and as we keep hearing, women have never been better-educated or better-placed to step-up to managerial and 'non-traditional' roles.

However the broader picture is not so rosy, with a persistent gender pay gap and a labour market that remains highly gender-segregated by industry and occupation. Men still hold the majority of leadership roles, even in female-dominated industries, and some male-dominated industries (such as construction and wholesale trade) have even recorded a decline in women's participation.

The benefits of having more women in leadership roles in traditionally 'blokey' industries are manifold—for business, individuals and society. But while awareness of the value of gender diversity has prompted many organisations to do more to promote women in non-traditional fields, challenges remain.

Professor Carol Kulik has conducted research examining the pay and psychological impacts on women working in male and female dominated industries, and says there are benefits and trade-offs to both scenarios. Women in male-dominated

industries tend to receive higher remuneration than those in industries with more women, but may be subject to greater scrutiny when things go wrong; those working in female-dominated industries aren't as well-paid, but are more likely to feel supported in their workplaces.

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**“We know that when women are in non-traditional roles in male-dominated industries, they're in the spotlight, and that's both good for them and bad for them,” she says. “Their mistakes are given a high profile, but it also means they get a lot of attention and that can be good if they're really successful.”**

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Besides pay, another benefit of being a female in a male-dominated industry is the likelihood of finding a male mentor—an important factor in women's advancement, according to Kulik.

“We know that people have stronger relationships if there is more similarity, so it's much easier for me to talk to someone about my problems if I think you've experienced similar problems,” she says. “But we also know that if you're in some kind of minority position and you use similarity to find a mentor, you're almost always choosing someone who has less power, less authority, and fewer resources than a dissimilar person.”

When considering the benefits of having women in senior positions for organisations, many point to bottom-line indicators. However, Kulik says the advantages are far more complex than a dollar figure.

“While there are certainly examples of organisations with female leaders having high financial performance, the large meta-analyses don't show much of a female bottom-line advantage. However, companies are more likely to appoint female managers when they're in a financially precarious situation, so the fact that you don't see differences probably says something good about women's performance in such roles.

“We find that women focus an organisation's attention on things that they might not have considered if the workforce is more homogeneous. Heterogeneous groups—of women and men—tend to make more creative decisions; they consider more viewpoints.”

For businesses seeking the benefits of gender-diversity in management, Kulik says there are several things they can do.

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**of Directors in the ASX  
200 are women.**

*(Australian Institute of  
Company Directors, January 2016)*

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The key starting point is to objectively look at their data.

“Pay close attention to gender proportions at all levels of the organisation, and measure your success by looking at the data.”

Next comes recruitment: advertise and offer flexible working arrangements. Industries where women aren't coming up through the ranks can benefit from a top-down approach.

12%

of ASX 200 companies do not have a woman on their board.

*(Australian Institute of Company Directors, January 2016)*

“Consider candidates from outside the industry for management positions, with transferable skills in areas like HR and finance, instead of assuming that you’re always going to be digging in the same pot—especially when that pot doesn’t have many women in it.”

**If your recruitment company isn’t providing female candidates, insist that they do—or get another that will.**

And Kulik’s advice for women who want to advance in so-called non-traditional fields? Take a strategic approach to negotiation.

“Yes, lean in, but choose your battles wisely and know when to lean in. I think one of the real skills that we need to teach women is to gauge their environment.”

Pay negotiations are also important, particularly at the start of careers.

“If you don’t start on the same salary as the man who’s starting in the job next to you, you’re not putting as much in your super account, so 30 years down the track you’re not going to have as much retirement savings.”

Don’t look for a single mentor; have a board of mentors that can advise you in different areas, and remember, a mentor doesn’t have to be like you.

*Article continues on page 29.*

## LEANING IN: SUCCESS STORIES FROM THE COALFACE

Here, three successful women share their experiences and insights gained while climbing the ladder in so-called ‘non-traditional’ industries. Each an alumna of the UniSA Business School, and each at a different career stage, their stories show that win-wins are possible when organisations, leaders and employees are prepared to come to the table and talk about what works for women.

### ASHLEIGH STILING

As Shift Coordinator and Acting Operations Manager at Harsco Metals and Minerals in Whyalla, Ashleigh Stiling manages a team of 100, providing material handling and resource recovery to the steel industry. She was named the Telstra Young South Australian Business Woman of the Year in 2015.

#### MY CAREER PATH

Growing up in Whyalla, I was surrounded by the steel industry but I never considered it as a career path—the dirty, dusty environment never appealed to me—it was a boy’s job. When I finished high school, I had visions of studying law, but didn’t feel ready to move, so I enrolled to study business with the notion that I could transfer those credits into another degree later on. While studying, I was offered a six-month cadetship at Harsco; that led to a senior administration role, and a quality and training position. I’m now the first and only female operations manager for Harsco in Australia, after being with the company for 10 years.

#### MY DAY

A typical day involves a lot of consultation with a lot of different parties. We have a management meeting every morning to see where we are tracking for the month. I speak with the customer to ensure we’re meeting our contractual obligations and determine our production requirements. I confer with employees and shift leaders, conduct audits, investigate incidents, approve leave requests, review overtime requirements and manage training plans. With the operation being 24/7 it is very fast-paced and everything can change in a blink of an eye, so I have to be quite flexible and on the ball to adapt to all situations thrown my way.

#### MY CHALLENGES

Acceptance is the biggest challenge I have faced being female in a male-dominated industry. It was challenging to gain the respect of ‘the guys’ as they had only ever been used to dealing with male management; the last thing I wanted to do was walk in and try to tell someone twice my age with double my experience how to do their job. Instead, I engaged with the employees and learned from them, asking for their thoughts, which in turn earned me their trust. With Arrium under administration, the future of steelmaking in Whyalla is unknown and it can be demotivating and depressing. So as a company and management team, we are trying to remain as positive as possible, keeping our employees informed and continuing to have safety and employee wellbeing at the forefront of our operations. We absolutely would not want an incident to occur because someone’s mind isn’t on the job.

#### MY WINS

I have helped increase the number of women in operations at my workplace, from one when I started, to five today. They got the jobs not because they were female but because they were capable of fulfilling the role. There is a step change occurring in male-dominated industries where companies and businesses are attempting to balance out the male to female ratio so that there are no gender-dominated industries in the future. ●



Kym Myall is a Director at the Australian Tax Office. She is succeeding in an environment where the majority of the workforce is female, but a greater percentage of its senior executives and middle managers are men. Kym holds a double MBA with the UniSA Business School.



**KYM MYALL**

As a Director at the Australian Tax Office, Kym Myall leads a team that develops strategies and products to enable employers to fulfill their pay-as-you-go tax and superannuation obligations. She joined the ATO in 2000, after a career in banking.

**MY CAREER PATH**

My first job was as a strapper in racing stables, so I'm no stranger to 'blokey' environments. I worked on a cattle station out past Coober Pedy; in retail; in small business; and ended up as a casual teller in a bank, growing my career in banking from there, working as a branch manager and then managing call centres and mobile sales teams. I joined the tax office when the GST was coming in—they were looking for people with experience in business to help explain the new system.

**MY DAY**

In my current role we look after risk management and strategy, focusing not just at the compliance end but on anticipating areas that businesses might have difficulty complying—we try to prevent non-compliance so people don't get themselves in debt.

**MY CHALLENGES**

When I was a young bank manager, I was often dealing with all-male teams, and it could be really challenging; this was back in the days when I would have people call me 'the little girl'. Once when I was managing one of the city branches, an older customer came in, and of course my name's Kym—it's asexual—but when he saw me he said 'I won't deal with you' and just walked out. You just had to grin and bear it or choose not to partake in trying to build a career: they were your options. Earlier in my career, I probably crossed the line between assertive and aggressive at times, whereas now I don't. I once had a great manager pull me aside after I'd managed a difficult project—I'd pulled it off but in the process had managed to put some of my colleagues off-side. The manager said, "Kym, could you have achieved the same result with honey as you did with vinegar?", and it's a good piece of advice for anyone. A lot of your success is about understanding the environment, not just understanding your job.

The public service is a leader in gender diversity, but there are still roles that you're more likely to see females in and roles that you're more likely to see males in—I call it the 'barbecue and kitchen syndrome'. At certain times I have dealt with an all-male or an all-female team and I don't think that's the team that brings the best to the board... that's no disrespect to the individuals personally, but I think we all know that we come at things from different ways, and you need both ways of thinking—it's critical for us because we have to represent the community, and the community's not all of one or the other.

**MY ADVICE**

My advice to ambitious women would be it's about getting yourself known, it's about contributing, and it's about being brave and trying different things in a considered way, in a way that will add value to the business as well as add value to yourself. ●

The full-time average weekly ordinary earnings for women are

17.3%

less than for men.

(Australian Bureau of Statistics, January 2016)

Average superannuation balances for women at retirement are

52.8%

less than those for men.

(Association of Superannuation Funds Australia December, 2015)

"Sometimes you can learn a lot from someone you don't even like that much," Kulik says.

Finally, and most importantly, share information and network with people outside of your company.

"The more women share information about pay and practices, the more they can take that information to the organisation and say 'here's a strategy that works'."

While many organisations are making inroads into achieving better gender diversity in management and throughout the ranks, the take-home message for everyone is to avoid complacency.

In an international comparison of women's advancement in management, Kulik recently pointed out that while women have increased their representation in low and middle management, their representation at executive and board levels remains at single or low double digits.

**"Things have and are changing, but there's always a danger: the more things change for the better, the less urgent that problem feels"**

"We have to be consciously mindful, and keep doing the audits and keep doing the comparisons, not take our eye off the ball." ●

For more information, visit:

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# THE BENEFITS OF WORKPLACE GENDER EQUALITY.

## GENDER EQUALITY:

- 1 HELPS ATTRACT TOP TALENT**  
Workplaces that are equally appealing for women and men provide employers with access to the entire talent pool.
- 2 CAN REDUCE EXPENSES**  
A fair and equitable workplace reduces staff turnover, thereby decreasing the high expense of recruitment.
- 3 IMPROVES ORGANISATIONAL PERFORMANCE**  
Diversity brings different perspectives, produces more holistic analyses of issues, and spurs greater effort, leading to better decision-making.
- 4 IMPROVES NATIONAL PRODUCTIVITY AND COMPETITIVENESS**  
Raising female workforce participation by 6% can potentially add \$25 billion each year to the Australian economy and increase competitiveness.
- 5 MAXIMISES HUMAN RESOURCES**  
When women and men equally contribute at home and in the workplace, they enhance their individual wellbeing, as well as that of the economy and society.

Adapted from the Workplace Gender Equality Agency.

### CHEREE FIGG

As the SA Port Manager for Svitzer Australia, Cheree Figg looks after everything from operations, safety and maintenance to HR, payroll and industrial relations. She is the only female Port Manager in the company. Identified as a high-achieving woman in the business, her managers are actively supporting her through UniSA's Women in MBA Scholarship (WIMBA).

### MY CAREER PATH

Mine was an accidental path, as I think it is for everyone in this type of industry. I grew up in Nyah in North West Victoria, so to end up in the shipping industry is not anything I would have imagined in Year 12. I'd never seen a shipping container; didn't know what a tug was. I was living in Adelaide, studying towards a Bachelor of Business (Marketing) at UniSA, when I heard about a job opportunity at a shipping agency. Something that was only going to be short-term turned into five years, as I moved through various positions, from cargo import documentation to inventory and stock control. I later joined Adsteam (now Svitzer) as an operations officer and gradually moved up to my current role, where I look after everything from operations, safety and maintenance to HR, payroll and industrial relations. I love my job. Every day is different, each port is different, and there are always new challenges.

### MY APPROACH

I'm the only female manager in our company in this role. Usually a master will come ashore to become a port manager. I'm not a master or an engineer, but not coming from that background can be an advantage; my crew know that if I don't know the role, I'm not going to tell them how to do it; I'll ask for their input and listen to their ideas. They may not agree with every decision, but I think the guys here know that if I'm going to do something, they trust that it'll be done right.

### MY CHALLENGES

To see more women in management, one of the biggest challenges we face is around the exit and re-entry to work when women leave to have children. My daughter was two when I was first joined this industry, and I've been able to progress with the support of my husband and extended family; many are not so fortunate.

### MY ADVICE

The whole idea of what is a woman's job versus what is a man's job has changed. Girls should continue to be encouraged to look at options from a young age, and explore different opportunities—something I'm passionate about and help promote by speaking to high school girls as part of the YWCA She Leads program. I tell them if you want to do a male dominated role, go for it, do it well, and you will stand out for the right reasons. ●

 **Cheree Figg** is the SA Port Manager for Svitzer Australia. A UniSA marketing graduate, she is one of our inaugural UniSA WiMBA scholarship holders, and part of a national \$20 million initiative to tackle gender imbalances in MBAs.





# GENDER BY NUMBERS: MAKING WOMEN COUNT

Writer Jill Gould | Illustrator Eirian Chapman/The Jacky Winter Group

**“WHEN THERE ARE NO CEILINGS, THE SKY’S THE LIMIT.”**

**W**hen Hillary Clinton spoke these words as the Democratic nominee for President of the United States, she was creating history. It was the first time that a major US party had nominated a woman for President.

“When there are no ceilings, the sky’s the limit.” As one of the most powerful women in leadership, Hillary Clinton’s acceptance speech honed in on the importance of equality and opportunity for women as something vital to us all.

In Australia, the gender debate persists. Men continue to hold the majority of leadership roles and according to 2016 ABS *Gender Indicators*, women hold just 15 percent of CEO roles, 27 percent of key management positions and 29 percent of executive roles.

And the trend continues worldwide. Assessing 36 of the world’s economies, the 2016 *Grant Thornton International Business Report* showed that while the proportion of senior roles held by women worldwide increased to 24 percent in the past 12 months, a third of businesses still have no women in senior management.

It’s clearly an important issue, so why aren’t we seeing more improvements? Part of the reason lies in how women are positioned throughout the business, the roles they occupy, and their possible career trajectories.

Of course, women have made it into the workforce. In Australia, women represent 46 percent of all employees and have occupied many senior roles for many years. Yet, the proportion of women in senior management is still low, with

women remaining overly represented at lower company levels.

This issue is well known, with firms the world over, introducing new policies and practices that aim to help women advance through the business and ultimately achieve workplace equality. But this bottom up approach doesn’t appear to be working. So what is to be done? Rather than working from the base of the issue, perhaps we need to start at the top.

This is where the trickle-down effect comes in.

## WHAT IS THE TRICKLE-DOWN EFFECT?

Our research has found that appointing women to a senior level—such as a company’s board—is associated with an increase in female representation at the next level down—in this case, the executive. We found that increasing female board representation in ASX-listed organisations by just 10 percent (one woman on a board of 10) was associated with a 38 percent increase in female representation at the executive level. This is what we’ve termed the *trickle-down effect*—and, the effect was found up to five years after the initial increase.

**IN AUSTRALIA, WOMEN HOLD ONLY 15% OF CEO ROLES, 27% OF KEY MANAGEMENT POSITIONS, AND 29% OF EXECUTIVE ROLES.**

## SO HOW CAN WE DO IT?

The first step is to ensure your business has the right building blocks to establish and initiate a trickle-down effect. This means making sure you are continually appointing women to senior roles, and critically, the feeder roles to these senior roles. There must be a distinct chain of women in roles that can lead to leadership—and this chain cannot be broken.

But it’s not simply about appointing women to key roles. Unlike men, who can manoeuvre more easily up the corporate ladder, women face other barriers. And it’s these barriers that companies must also address.

 **Jill Gould** is a researcher with the Centre for Workplace Excellence at the UniSA Business School. Her research includes workforce diversity, HR management and organisational behaviour, with a special interest in the barriers faced by women seeking senior

## THE TRICKLE-DOWN EFFECT SHOWS A DIRECT RELATIONSHIP BETWEEN WOMEN IN SENIOR ROLES AND THE FEEDER ROLES AT THE NEXT LEVEL.

Interestingly, the barriers faced by women in the workforce often generate controversial commentary, with people from all backgrounds, voicing an opinion as to why women struggle to reach the top. Recently, the chair of Saatchi and Saatchi, one of the world's largest advertising agencies, disappointed many when he said that the lack of women in leadership roles wasn't a problem, and that many of his female staff turned down senior roles because they didn't have the "vertical ambition" to get to the top. Notably, he is no longer with the organisation.

But surely talented women can move up the corporate ladder to join them. Can't they? Well, of course, but the ladders are very different for women than they are for men.

### YOUR LADDER IS DIFFERENT TO MINE

Women experience barriers to advancement that men do not face. These barriers come in two forms—first and second generation gender bias.

*First generation gender bias* makes it difficult for women to gain the skills, knowledge and networks needed for advancement. Companies typically address these barriers through programs such as mentoring, flexible work arrangements and leadership training. These programs are important, but this is where many businesses tend to stop. And, what's worse, is that the existence of programs to help women advance, often creates an illusion of a fair workplace. So, if women don't advance, it's now their issue, right? Wrong.

Let's explore this further. Picture an executive. What comes to mind? Do you see someone who works part-time? Or perhaps someone who has spent a significant amount of time out of the workforce? The honest answer is likely to be no.

This is what we call *second generation gender bias*; the idea that the ideal worker is someone who works full-time and has had a long, uninterrupted work history. But does this necessarily describe the most talented person for the job? Of course not!

So perhaps it's about time we rethink how we define merit? Do you need someone with an uninterrupted career? Or with sharp business acumen? Someone who can work long hours? Or with great communication skills?

So how does such second generation bias impact women? Women may have access to flexible work arrangements, but can a female executive really use these arrangements? What is the perception of a part-time executive? And if part-time, is the flexibility real or just a ruse for a full-time role, pitched as 'part-time'?

Yes, it's complicated. But gender workplace equity is critical for business to operate at its peak. In fact, Goldman Sachs JBWere says that if we reduce the employment gap between men and women, Australia could boost its GDP by 11 percent.

### SO WHAT CAN WE DO?

The short answer is "disrupt the system". And this is how:

#### 1 - SUPPORT THE TRICKLE-DOWN EFFECT

For new players, it's important to support the trickle-down effect. So, for companies just starting out on a serious gender diversity journey, the first steps are to introduce policies and practices that address both first and second generation gender bias.

#### 2 - BLEND PRACTICES

The key to success is to concurrently adopt two bundles of practices—each separately addressing the different biases. This might mean providing women with a mentor and a key sponsor; or offering leadership training and women-only leadership training. The blend of practices lets women address issues in a safe environment, and helps them break the barriers caused by *both* forms of bias.

#### 3 - TAKE A STEP-BY-STEP APPROACH

Always take a small wins approach and celebrate your victories. Not all policies and practices will be relevant to your business. And remember, when you decide which practices best suit, a step-by-step approach is easiest.

### THE IDEA

#### THE CHALLENGE

While gender equity remains a key issue for business, there is still an underrepresentation of women in senior roles and an overrepresentation of women at lower company levels.

#### THE REALITY

Women experience barriers to advancement that men do not face. Gender biases and advancement initiatives are inadvertently hindering women's advancement.

#### THE SOLUTION

Appointing women to senior levels increases female representation at the direct level below. This *trickle-down effect* needs an unbroken chain of women at each level. With the right building blocks, we can change gender disparity at the top.



## TURN GENDER EQUITY ON ITS HEAD

It's the blend of key practices that helps women break through barriers. To make this work for your business, concurrently adopt a practice from the Getting Started column and a practice from Challenging the Status Quo column.

### 4 - ACCELERATE THE TRICKLE-DOWN EFFECT

For those already in the game, it might be time to speed things up. If you already have women in senior roles, as well as women throughout the ranks of your business getting support to help them advance, then the time is right to accelerate the trickle-down effect.

### 5 - APPOINT AND EMPOWER GENDER DIVERSITY CHAMPIONS

To do this, you need to find gender diversity champions who can challenge the status quo. These champions highlight gender diversity issues—usually by showing how few women there are—and create an impetus for change.

### 6 - PUBLIC, PROACTIVE, EXPLICIT SUPPORT FROM THE TOP

When champions show the need for change, blockers come out. These blockers undermine the efforts of champions: “Women have plenty of programs. If they can't advance, it's their own fault.” So champions also need champions, through the support of the most senior members of the company, and especially the CEO. And above all—this support must be explicit, proactive and public. ●

For more information, visit:  
[UnisaBusinessSchool.edu.au/magazine](http://UnisaBusinessSchool.edu.au/magazine)

FINALLY, A STEP-BY-STEP PRACTICAL SOLUTION FOR IMPROVING FEMALE REPRESENTATION AT THE TOP.

#### GETTING STARTED...

To overcome first-generation gender bias and gain skills, knowledge and networks for advancement:

##### FLEXIBLE WORK ARRANGEMENTS:

- Include flexible work arrangement options in job descriptions.
- Encourage part-time executives.

##### MENTORING:

- Introduce a formal mentoring program. This prepares women for sponsoring.

##### LEADERSHIP TRAINING:

- Introduce a leadership training program (for men and women) who need to build the skills and knowledge required for advancement.
- Ensure women are well-represented in this program.

##### DIVERSITY TRAINING:

- Introduce compulsory diversity training to support the public assertions of the CEO about the benefits of gender diversity and to allow individuals to reflect on personal bias.

#### CHALLENGING THE STATUS QUO...

To overcome second-generation gender bias and remove structural and perceptual barriers:

##### RECRUITMENT:

- Ensure a minimum number of suitably qualified female job applicants when recruiting for a senior position.
- Ensure all positions have job descriptions and do not include gendered wording.
- Include a diversity statement in recruitment materials and job descriptions.

##### SPONSORSHIP:

- Identify sponsors for talented women.

##### WOMEN-ONLY LEADERSHIP TRAINING:

- Introduce women-only leadership training for women seeking senior roles.

##### SUCCESSION PLANNING:

- Conduct formal succession planning and ensure talented women are included, even if they are currently out of the workforce or working part-time.
- Ensure women are aware of their inclusion in succession planning.
- Provide talented women with opportunities to work on high-level and high-profile projects or in senior roles when the incumbent is on leave.





# YOUNG PEOPLE: A VITAL RESOURCE

Writers Annabel Mansfield and Emma Verrall | Illustrator WDM

What will our graduates need to succeed in 2050? Will their graduating skills still be relevant, and most importantly, what are we doing to invest in their future?

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When we think about population demographics in Australia, it tends to be the ageing population that dominates discussions—and given its significant growth, it’s not surprising that it takes pole position.

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Yet it’s the exciting dynamics of our youth that will secure Australia’s future as a successful and prosperous nation. This is the next generation for whom we should ensure we are appropriately investing. But are we?

Already, we know that our youth population is increasing, with reports from the Australian Bureau of Statistics projecting a rise of 50 percent before 2050. We know too, that our economy is restructuring, technology is transforming, and work is evolving.

Clearly Australia’s youth will be facing many challenges. And while it’s said that every generation seeks to create a better life for their children, are we really preparing our young people for success?

“Right now, we’re seeing significant differences in the way we work—from working remotely to the 24/7 connectivity that pervades all aspects of our lives,” says Associate Professor Stephen Boyle, Academic Dean for the UniSA Business School. “Shifts in local and global economies are creating new opportunities,

and as Australia moves away from traditional economic bases, such as manufacturing, mining and agriculture, universities will need to adjust.

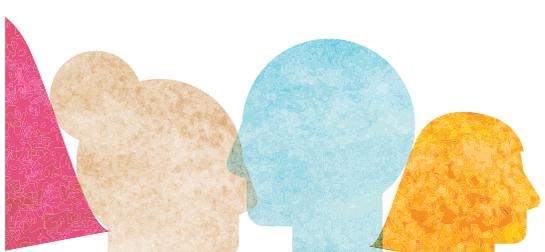
“Our graduates will need skills that remain relevant in the future: communication, collaboration and problem solving, are critical, as are innovation, creativity, and a global mindset.”

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Without doubt, innovation has been the business buzzword for much of 2016.

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As a catalyst for change, it’s critical for business growth. The ability to foster innovation, is already a skill in high-demand. And those with the capacity to generate innovation or display entrepreneurial flair, are set to become leaders in their field—especially when there is a high demand to solve unique business challenges.



“The significance of entrepreneurial skills for future careers cannot be underestimated,” says Associate Professor Boyle. “Come 2050, the ability to be enterprising and innovative will likely be a non-negotiable skill for employers. Especially given the predicted level of technological advances.”

This is where innovation is key. Yet, many believe that innovation is an innate ability—you either have it, or you don’t—so for universities, teaching innovation could pose a hefty problem.



70% of young people will enter the labour market in jobs that will be lost or automated over the next 15 years.

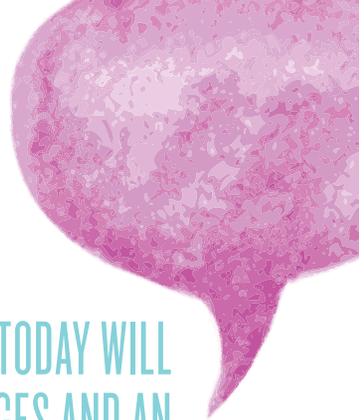
*Foundation for Young Australians*

“Entrepreneurship is much broader than the creation of a new business venture,” says Associate Professor Boyle. “At its core, it is a mindset—a way of thinking and acting. It’s about imagining new ways to solve problems and create value.”

“To be entrepreneurial and innovative, our graduates will need drive, persistence, the ability to question the status quo, ingenuity, agility, vision, confidence, and a tolerance of risk.”

“Innovation and entrepreneurship require a mix of creative flair and business acumen and from that perspective, they can absolutely be taught.”

“Working with business experts around the world is central to the way this degree will



A YOUNG PERSON TODAY WILL HAVE 5 CAREER CHANGES AND AN AVERAGE OF 17 JOBS IN THEIR LIFETIME.

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Come 2017, UniSA is tackling this issue front on, as we introduce our brand new Bachelor of Innovation (Honours).

Designed by innovation expert, and previous Chief Innovation Officer of World Vision, Industry Professor David Paterson, it will develop these attributes in cross-disciplinary studio-based projects, and will be supported by academic and industry mentors.

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operate,” says Associate Professor Boyle. “It will be key to how we deliver our content and how our students learn from real-life examples.”

The degree seeks to attract highly motivated students who want to be innovators and change-agents in their chosen career. It will strive to connect student experiences with real world industry challenges, by partnering with industry on issues of global significance.

Engaging with business will continue to be an important factor for universities and students, as they navigate more complex career pathways. Graduates today, are expected to understand an array of technical skills; converse across generations, cultures and time zones; and be able to confidently manage a solid work-life balance.

It’s estimated that a young person today, will have five career changes and an average of 17 jobs in their lifetime. So adaptability and flexibility will also be skills in high demand.

How different this is to a generation ago, where your qualification led you to a career you’d almost certainly hold for life.

“Our youth will need the skills to manoeuvre from job seekers to job creators,”

says Associate Professor Boyle. “The flexibility and adaptability we afford our students with their own lives—whether for work, family, or other extra-curricular activities—will help them develop their own capabilities.”

High-profile social commentator, Bernard Salt, holds a similar view, sharing his thoughts about ‘the great skills shift’ at a recent UniSA Business School forum. He suggested that the workforce of the future will be bigger, smarter, more flexible and more mobile in order to access work opportunities.

“Developing globally capable graduates is fundamental to our mission,” says Associate Professor Boyle. “Students gain global perspectives throughout their studies, via international case studies, overseas exchange programs and internships, as well as through our highly-internationalised academic staff.”

In fact, the UniSA Business School has a highly diverse cultural profile, with two thirds of our faculty born outside Australia. Representing 39 different countries, more than 40 percent of our faculty speak a language other than English and 52 percent have worked overseas. This diversity is also represented in our student body.

“Australia’s underlying cultural diversity will be our strength. Diversity creates new and interesting cultures, fosters ideas and innovation, and builds relationships with others around the globe,” says Associate Professor Boyle.

A diverse generation of young people will be able to capitalise on Australia’s competitive strengths, and innovate to increase productivity and help our economy thrive. By providing a solid foundation through education, we can support young Australians to progress their ideas, enterprise skills, and global connections to build their experiences so they are ready to confront, and prosper in, their future career.

“Clearly the playing field has changed, and will continue to change, but we are doing the very best to ensure our students are equipped with the right skills for the future, and are ready to face the world.” ●

For more information, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)

Young people need drive, persistence, the ability to question the status quo, ingenuity, agility, vision, confidence, and a tolerance of risk.



DAVID PATERSON

is an Industry Professor of Innovation at the University of South Australia, his alma mater. He was previously the Chief Innovation Officer of World Vision, the world’s largest international development NGO.

## SURFING THE WAVE OF CHANGE

**We hear a lot about the rapidly changing career landscape for graduates and wonder how to prepare ourselves for that.**

Our Prime Minister rightly says, “...there has never been a more exciting time to be an Australian”, given the ever-expanding range of opportunities to effect positive change through innovation. On the other hand, it may be equally valid to say, “There’s never been a more challenging time to plan ahead for one’s career”, given the social and economic megatrends that are reshaping employment prospects. We are simultaneously experiencing both exploding possibilities and tightening constraints. New options are opening up, while others are closing down.

As former South Australian Thinker-in-Residence, Charles Leadbeater, has said, “The next few decades will have to be the most creative and innovative in the earth’s history as we mobilise untold creativity, technology and imagination to tackle huge shared challenges. There will be nothing normal or average about it. Hold on tight.”

Whether these coming years are to be “the best of times” or “the worst of times” for us depends largely upon two things. Firstly, our mindset—that is, how we embrace this emerging future and whether we choose to view these shifts principally as opportunities or threats. And, secondly, it depends on the extent to which we equip ourselves with the innovation skills needed in an era of constant change.

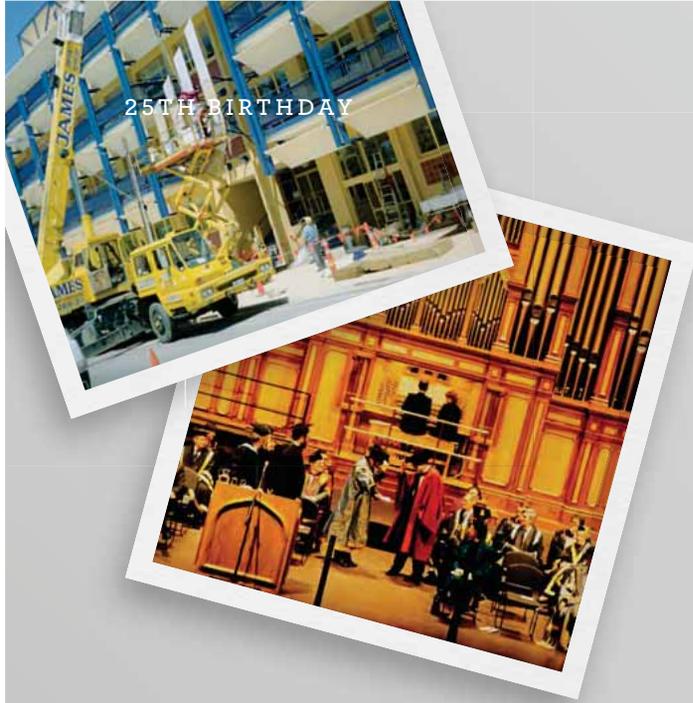
Perhaps one of the best things students can do is to combine their core professional degree with additional studies in innovation and enterprise—giving them both a robust foundation and the ability to be the explorers, the innovators, the change-makers themselves. Surfing the wave of change rather than being tossed around by it.

To this end, UniSA is planning to introduce an Honours degree in innovation. This is the subject of a creative process involving University experts, industry and students—using the very innovation processes we teach to co-design what an ideal offering might look like.

Watch this space. ●

For more information, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)

25TH BIRTHDAY



# 25 YEARS OF ENTERPRISE

While the country was going through the 'recession we had to have', the South Australian Parliament was deliberating the University of South Australia Act. In 1990, legislation was passed to create a third university for the state; a university designed to improve access to tertiary education for all South Australians and to advance teaching, research and scholarship with real-world application. The result has been more than 180,000 work-ready graduates and billions of dollars in research impact since UniSA commenced in 1991.

Writer Carole Lydon



What is most remarkable is the rapid progress that UniSA managed to achieve, when just a few short months later the State Bank of South Australia collapsed and took a fairly fragile South Australian economy with it. In the 1990s, the world seemed fragile and uncertain, with the end of the Cold War, the rise of the Gulf War and the onset of what would become the 'digital disruption'. The Australian Stock Exchange, which was only four years old, had converted all stocks to electronic trading and closed its trading floors forever. NASA launched three space shuttles in one year and, for the gamers, the Super Nintendo was released. For other gaming interests, the Adelaide Crows was launched as South Australia's first team in the Australian Football League.

Adelaide was becoming used to being on the world stage when Ayrton Senna won the controversial 7<sup>th</sup> Australian Grand Prix which was shortened due to dangerous wet weather conditions. Presumably, spectators made their way down to the newly opened Myer Centre for some family fun at the rooftop Dazzleland Arcade, or if they were early adopters, they may have winched out their new 'brick' mobile phone to call a taxi. They would have been crazy to drive because Adelaide City Council parking inspectors were testing 'mini computers' to issue parking fines.





**Emeritus Professor Kevin O'Brien**

Pro Vice Chancellor Division of Business and Enterprise • 1991-2004



**Emeritus Professor Gerry Griffin**

Pro Vice Chancellor Division of Business 2004-2013



**Professor Marie Wilson**

Pro Vice Chancellor UniSA Business School 2013-present

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**In many ways, it was the perfect time to build a new university in South Australia. Everybody's world was getting bigger. Technology was about to take a monumental leap as the internet moved from being a research tool to a public right. Access to information was opening out to a far broader group of people and with it came an interest in and demand for tertiary education.**

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In 1991, UniSA's current Vice Chancellor, Professor David Lloyd, was in his final year of school in Dublin, Ireland, and deciding where to study next; a big decision for the first in his family to attend university. Professor Marie Wilson, the current Pro Vice Chancellor, UniSA Business School, was moving her family across the world from the United States to New Zealand upon deciding to become an academic. She had just left her role as an executive in one of the world's largest IT companies.

Little did Professor Wilson know that one of the world's newest IT companies was opening its business doors in Adelaide as Internode Systems Pty Ltd. Internode was the brainchild of Simon Hackett, who was determined to ensure that South Australia's researchers, IT dabblers and gamers had access to the best possible internet services in the country.

While the task of combining the cultures of UniSA's antecedent institutions may have seemed daunting, the first University leaders had a rare opportunity to keep the historical expertise and apply it to a brand new canvas. Emeritus Professor Kevin O'Brien, formerly of the South Australian Institute of Technology, was appointed the inaugural Dean of the Faculty of Business and Management. His vision, innovation and entrepreneurship, underpinned the thriving international business school that we have today.

It was a time of unprecedented expansion, according to Professor O'Brien.

"We had the largest number of international students in the University and a rapidly expanding transnational education program," says O'Brien. "It was a time of huge growth in international activities with about 10,000 international students in the early 2000s."

While this was true for many Australian business schools, the growth and complexity of the UniSA programs was exceptional. The number of international students coming to Adelaide continued

to increase, but the most rapid growth took place in offshore programs.

"We offered bachelor degrees through to MBAs, PhDs and DBAs in Singapore, Malaysia, Thailand, China, Hong Kong, Taiwan and Switzerland. Strategic partnerships were established with several international universities in China.

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**It was a time of unprecedented expansion. The growth and complexity of our programs was exceptional and our international numbers soared.**

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"At the same time, our first set of challenges was around building an integrated faculty with a new organisational structure and set of educational programs. Developing a common culture across a diverse group of staff was central to the success of the new faculty and, importantly, shifting to a research culture meant that staff would need support and encouragement to update their qualifications," says O'Brien. "Assistance for staff undertaking doctorates was introduced, including teaching-free semesters and grants for appropriate publications."



When Professor Gerry Griffin took over the mantle as Pro Vice Chancellor in 2004, he inherited a thriving Division of Business and Enterprise. “The scale of international activity was immense and the challenges of uniting behind a new, clear vision were evident, but the staff and leadership were so committed. It was an exciting time to join the University,” says Griffin.

Griffin acknowledged that it was also time to be recognised on the world stage. “Kevin had laid the groundwork for EQUIS accreditation, an important recognition of the quality of our education and research programs. UniSA was the second Australian institution to achieve this recognition and is now the longest-term holder.”

By 2007, Australian universities knew the government was moving to a national benchmarking process to evaluate research. “Excellence in Research for Australia may have felt like moving mountains in the early days, but its timing was perfect,” says Griffin.

“It offered our staff a clear framework against which their research could be ranked. It was a great source of validation and motivation for our researchers.

“I have so many gratifying memories,” reminisces Griffin, “and one that stands out is watching the graduation of the first round of UniSA Law School students in March 2011. We knew that to be a fully-rounded business school, we needed to offer law and business-law double degrees. We worked closely with local law firms to ensure that each of those first graduates found a position. They took a chance on a brand new law school and we wanted to repay their faith. It’s a different situation now, of course, with UniSA Law School being first preference for 80 percent of the students attending.”

It was this capacity for change and the potential for making a real difference through industry engagement that attracted Professor Marie Wilson to become UniSA Business School’s third Pro Vice Chancellor in 2013. “I was excited by a strong business school in an enterprising university, embedded in the South Australian culture which embraces and engages with its universities.

“We must think creatively about collaboration, investing in research that solves current questions in business.

**“The scale of international activity was immense...but the staff and leadership were so committed. It was an exciting time to join the University.”**

And we need to be prepared to invest in solutions to the industry problems we can anticipate over the next decades,” says Wilson.

Connecting with the business community is at the heart of what motivates Professor Wilson and the Business School.

“South Australia has strength in its sense of community. Never before has there been a time when we can harness the strength of our local businesses and simultaneously tap into the global community. The potential for making a difference to people’s lives through business is phenomenal.”

**“Never before has there been a time when we can harness the strength of our local businesses and simultaneously tap into the global community.”**

“The ability to support the growth and development of South Australia is fundamental to the Business School, and underpins the success of its graduates.

“We are the preferred Business School in South Australia for many reasons: our global reach, the quality and success of our

graduates and alumni, and the impact of our research endeavours and partnerships.

“Now is the time to take all of the amazing activities of the Business School and refine and discern. We want—and need—to create eye-opening, mind-opening experiences for our students and our community.”

All that in just 25 years. Not bad, not bad at all. ●

For more information and to read the reflections of our staff and alumni from 1991, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)



**A NEW UNIVERSITY**

The University of South Australia (UniSA) is founded in January 1991 through the amalgamation of the South Australian Institute of Technology (SAIT), and the Magill, Salisbury and Underdale campuses of the South Australian College of Advanced Education, thereby bringing together 150 years of academic excellence and making us the second oldest business school in Australia.

1991

**OUR FOUNDATION DEAN**

Professor Kevin O'Brien is appointed the inaugural Dean of the Faculty of Business and Management. The early years of establishment are challenging but through Professor O'Brien's vision, innovation and entrepreneurship, the Faculty thrives. In 1998, he was appointed the Pro Vice Chancellor of the Division of Business and Enterprise.

1992

**INTERNATIONALISATION**

In 1993 we pioneer transnational education, commencing with the International MBA in Singapore. Over the next 10-15 years our offshore teaching skyrockets, extending across most of Asia and parts of Europe. We become the leading provider for offshore teaching within UniSA and are awarded the Business SA Export award for education in 1999 (and also in 2000, 2001, 2004 and 2006).

1993

**OUR ALUMNI**

In 1997, our first offshore alumni chapters are established in Singapore, Malaysia and Hong Kong. Today we have nearly 8000 alumni members currently living in Asia.

**A NEW CITY CAMPUS**

The new City West campus opens in 1997, becoming the new home of the Division of Business. Located in the heart of the central business district, the campus flourishes. By 2005 two new buildings (Kaurna and Dorrit Black) are completed, followed by the iconic Hawke Building in 2007, marking the completion of a \$135 million capital investment across UniSA.

1997

**GLOBAL EXPERIENCE**

In 2011 our Global Experience program wins the Governor's Multicultural Award for Youth, for outstanding engagement with multicultural communities and promotion of cultural diversity.

**RESEARCH EXCELLENCE**

In 2011, the Federal Government's inaugural Excellence in Research for Australia rankings rank our research as 'world-class' in the core areas of business and management, accounting, auditing and accountability, law, and tourism. The outcome confirms both the Division's status as a leading research business school and the international reach of its research programs.

2011

**A NEW ERA**

The Division of Business and Enterprise is renamed University of South Australia Business School.

2012

2010

**TOURISM HALL OF FAME**

In 2010 our School of Management wins the SA Tourism Award for Tourism Education and Training for the third consecutive year, and the School is inducted into the 'Tourism Hall of Fame'.

2008

**A NEW LAW SCHOOL**

In 2008, we open our new Law School, with 75 students enrolling. In 2011, our first cohort of students graduate.

2007

**TEACHING EXCELLENCE**

In 2007, our MBA achieves a top 10 result in the Australian Financial Review BOSS survey of MBA alumni, a ranking we maintain to the current day. In 2009 and every year since, our MBA receives the maximum 5-star rating from the Graduate Management Association of Australia, making our MBA one of only two institutions in Australia to receive this honour.

2005

**WORLD-CLASS MARKETING INSTITUTE**

In 2005, we officially launch the Ehrenberg-Bass Institute, the world's largest centre for research into marketing. Renowned for busting pseudo-science and marketing myths, the Institute helps companies all over the world to develop and benefit from a culture of evidence-based marketing.

2004

**INTERNATIONAL ACCREDITATION**

In 2004 we become the second business school in Australia to receive EQUIS accreditation, awarded by the EFMD Quality Improvement System EQUIS, the most prestigious international accreditation for business schools. EQUIS accreditation demonstrates high quality in all our activities, including research, teaching, student services, internationalisation and connections with the corporate world. We are now one of only eight Australian business schools accredited by EQUIS.

**OUR NEW PRO VICE CHANCELLOR**

Professor Gerry Griffin is appointed the Pro Vice Chancellor and Vice President of the Division of Business in 2004. This era builds on our foundations and marks our ascent as a leading, quality-driven business school. Under Professor Griffin's leadership we achieve world-class research rankings, international accreditation, foster quality international partnerships, and achieve excellent teaching outcomes.

2013

**A NEW BRAND OF LEADERSHIP**

Attracted by the vibrancy of the University, and the potential to make a real difference to the business and professional communities of South Australia, Professor Marie Wilson is appointed as the new Pro Vice Chancellor (Business and Law) of the University of South Australia Business School. Professor Wilson exemplifies the modern academic leader, combining excellence in research and scholarship with significant achievement in private sector roles, from CEO to Board memberships.

2014

**INDUSTRY CONNECTIONS**

2014 sees UniSA Business School foster key corporate connections through the establishment of the Centre for Business Growth and the Institute for Choice.

The Centre for Business Growth—an innovative new partnership between the University of South Australia and ANZ—gives small-to-medium enterprises the knowledge, tools, and expertise they need to grow their businesses.

The Institute for Choice works with partners in government and private industry, applying economic models to better understand how stakeholders make choices and how this feeds into institutional planning and decision-making.

**NEW JEFFREY SMART BUILDING**

UniSA officially opens its new \$90 million student learning centre, the Jeffrey Smart Building. Based on our City West campus, it provides cutting-edge facilities, integrated learning spaces, library and support services. The following year the building receives three architecture accolades for its design.

**20-YEAR PARTNERSHIP WITH HKBU**

UniSA celebrates a 20-year partnership with Hong Kong Baptist University, marking the anniversary by launching a suite of jointly offered full-time degrees.

2015

**TOP 1% WORLDWIDE**

UniSA Business School goes from strength-to-strength, with the MBA awarded five stars in the category Program Strength in the QS Stars Business School rankings. UniSA Business School is also awarded overall five star rating in the 2015 QS Stars Business School rankings—putting us in the top 1% globally.

**TOP 50 UNDER 50**

UniSA is ranked 25 in the QS Top 50 Worldwide Institutions Aged Under 50 and 288 in the 2015 World University Rankings.

**ENTREPRENEURIAL ACTION**

Business growth, and driving innovation and entrepreneurship in South Australia is firmly secured as a focus for the University, with the launch of the Innovation and Collaboration Centre—a strategic partnership between UniSA, the Government of South Australia and anchor industry partner Hewlett Packard Enterprise.

**NEW RESEARCH CENTRE**

The new Centre for Workplace Excellence is launched (combining the Centre for Human Resource Management and Centre for Work+Life). The Centre researches current and future workplace challenges to enable organisations and employees to be innovative, agile and adaptable in a dynamic, global environment.

2016

**RESEARCH EXCELLENCE ASSURED**

UniSA Business School is ranked in the top 150 in the world for Accounting and Finance, Top 200 for Business and Management and top 200 for Law, in the QS World Rankings by Subject.

**KOREAN CONNECTION**

The University of South Australia is selected to establish a King Sejong Institute in Adelaide, as a hub for Korean culture, business and language education. The Institute builds upon already productive research and student exchange relationships with Korea and spearheads a local focus on the language and culture of what is one of the most innovative economies in the world today.



# HIGHLIGHTS

## KING SEJONG INSTITUTE

### A HUB FOR KOREAN CULTURE IN ADELAIDE

UniSA has been selected to establish a King Sejong Institute in Adelaide as a hub for Korean culture, business and language education.



In a highly competitive field of applicants, the University of South Australia was recently selected to establish a King Sejong Institute in Adelaide, as a hub for Korean culture, business and language education.

UniSA was one of nine successful applicants, from a global pool of 40, and the only successful Australian bid.

UniSA Vice Chancellor Professor David Lloyd said that the new Institute will build on UniSA's existing productive relationships with Korea, and will spearhead a local focus on the language and culture of what is one of the most innovative economies in the world today.

"We have given Korea a very high priority in our global engagement strategy as a country with great scientific and technological research and of growing importance in the Asia Pacific," Professor Lloyd said.

"We are also keen to support Australian—and especially South Australian—companies to be better equipped to do business in Korea and this will be a special mission for the King Sejong Institute here at UniSA."

The King Sejong Institute will strengthen the work of the UniSA Business School's Australian Centre for Asian Business, and the Asia-Pacific Centre for Arts and Cultural Leadership.

Korean Ambassador to Australia, His Excellency Kyoung-ha Woo, said he was pleased to see the Institute established at a university that is so internationally engaged.

"I am delighted that the University of South Australia will host the Institute because I can see this is a university that values cultural engagement through language and through fruitful partnerships."

● [UnisaBusinessSchool.edu.au/kingsejonginstitute](http://UnisaBusinessSchool.edu.au/kingsejonginstitute)

CELEBRATING  
**25** YEARS  
1991 - 2016

### 2016 MARKS UNISA'S 25<sup>TH</sup> BIRTHDAY.

After only 25 years, we have become the largest university in South Australia with more than 33,000 current students and a global alumni network of over 180,000 professionals.

Globally connected, with industry-informed teaching and innovative research, we are engaged in solving today's challenges.

Our graduates are the new urban professionals, ready to create and respond to change. significant milestone.

● [unisa.edu.au/25-birthday](http://unisa.edu.au/25-birthday)

## NEW AFFILIATION

### LEADERS INSTITUTE OF SOUTH AUSTRALIA

The UniSA Business School joined forces with the Leaders Institute of South Australia in August 2016, in a move to boost innovation and leadership creativity and a prosperous local economy.

Enabled by co-location on UniSA's City West campus, the new affiliation will see the expansion of leadership development and executive education in South Australia.

Professor Marie Wilson, Pro Vice Chancellor of the UniSA Business School, says that the affiliation is a significant step in the Business School's mission to support the development of leaders in all sectors of the economy, in growing their own careers as well as in growing SA companies and organisations.

"We need business in this State with the leadership capacity and courage to 'start-up' and then 'grow-up' if we are to be the innovative and more flexible economy we aspire to be," said Professor Wilson.

"Our affiliation will provide established and emerging CEOs and business leaders with a wider professional development choice and I know we are going to be able to build and evolve our current programs with the shared experience and knowledge we each bring to the table."

The affiliation expands on the current suite of academic degrees and short courses, as well as adaptive leadership and action learning programs delivered in a unique format. ●

**YUNGONDI BUILDING**

**\$5 MILLION REFURBISHMENT**

Due for completion in March 2017, the UniSA Business School will soon commence a refurbishment of the Yungondi Building on the North Terrace face of our City West campus.

The new Business School Hub will integrate learning and service facilities with new-generation teaching spaces, to transform the experiences of our students.

The development will create a unique collaborative space for our community of students, alumni and industry, and will feature:

- An *Executive Education Suite*, including professional seminar spaces and meeting rooms.
- A state-of-the-art *Finance Trading Lab* for financial market simulations, trading techniques and strategy testing, and collaboration with the global derivatives trading industry.
- An *Internships, Exchange and Programs Advice Centre*, giving access to mentoring, careers advice, study assistance and peer supported study for both our Bachelors and Masters students.
- Club lounge-style facilities, conducive to work and relaxation.

The modern and versatile on-campus business environment will combine flexible teaching and meeting spaces, as well as stylish and comfortable surrounds that encourage a productive and professional atmosphere.

● [unisa.edu.au/yungondi](http://unisa.edu.au/yungondi)



Yungondi Atrium refurbishment.



Winter garden view of the new Yungondi Building.



**VENTURE CATALYST**

**INTERNATIONAL AWARDS**

UniSA's Venture Catalyst program has won two 2016 Knowledge Commercialisation Australasia Research Commercialisation Awards for their innovative work supporting start-ups.

The only awards of their kind in Australasia, the accolades acknowledge excellence in practitioners that facilitate public sector research outcomes for use in the wider community.

Vice Chancellor, Professor David Lloyd said that as Australia's University of Enterprise, the awards are a fantastic achievement that further consolidates UniSA's reputation as an outward facing institution that is inspired by challenges and opportunities.

"Universities are playing a key role in transforming how Australians live, work and communicate and how businesses deliver economic prosperity," Professor Lloyd said. "The success of the Venture Catalyst program shows that with guidance and support, innovative Australian businesses can tackle the challenges they come up against commercialising new ideas and deliver lasting social and economic benefits."

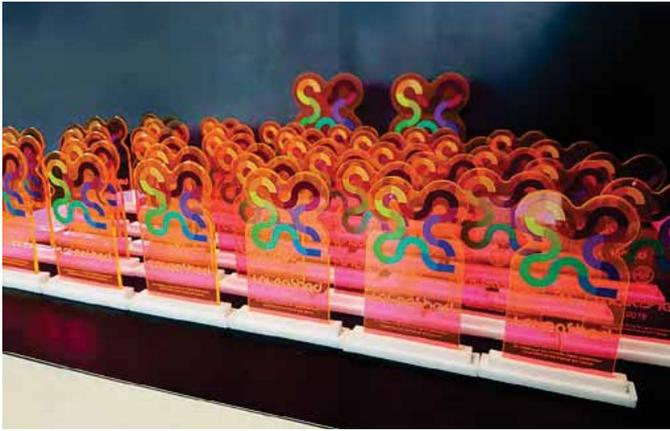
The Venture Catalyst program supports the brightest of UniSA's student and recent graduate led start-ups, by providing a grant of up to \$50,000 to innovative and scalable enterprises.

UniSA's Innovation & Collaboration Centre manager Jasmine Vreugdenburg says it is a great opportunity for students and recent graduates to develop their entrepreneurial skills and make an impact in South Australia through their new commercial ventures.

"What is so exciting about Venture Catalyst is that it provides funding, resources and support to student ventures with no expectation of equity or ownership of the venture. Our only interest is in its success."

● [icc.unisa.edu.au/venturecatalyst](http://icc.unisa.edu.au/venturecatalyst)

## INTERNATIONAL OPEN DATA COMPETITION: UNLEASHED 2016



More than 150 entrepreneurs, innovators, coders, artists and makers of all different ages came together at UniSA's Innovation and Collaboration Centre to participate in *Unleashed*, South Australia's Open Data competition.

30 teams competed 24/7 over two days, to create and develop new ideas, strategies and designs.

Unleashed is part of the GovHack competition, which is held across Australia and New Zealand to encourage and celebrates technical and creative capacity, and build upon the

social and economic value of Open Data published by government.

Entrants create a proof of concept plus a video that tells the story of how they've used datasets.

Winners were selected across different categories, with the two teams who competed at UniSA's Innovation and Collaboration venue, Splash, and Tinman, taking out five prizes, including the coveted Premier's Awards.

● [icc.unisa.edu.au/newsroom/unleashed-state-awards-night](http://icc.unisa.edu.au/newsroom/unleashed-state-awards-night)

## VIEW FROM THE TOP

### EXECUTIVE SEMINAR AND NETWORKING SERIES

The UniSA Business School is proud to present *View From The Top*, an exclusive seminar and networking series.

Our presenters share leadership and industry insights to advance debate on issues that affect the business world and our society.

The series aims to connect executives and thought-leaders with our MBA, alumni and high achieving postgraduate and final year undergraduate student body.

Our upcoming seminars for the remainder of 2016 are:

**31 October: Identifying and Realising the Benefits of Emerging Sectors: Ageing Well**

**30 November: The 12 Powers of a Marketing Leader.**

● To register or view online, visit: [unisabusinessschool.edu.au/connect/view-from-the-top](http://unisabusinessschool.edu.au/connect/view-from-the-top)

## CAREER EXPERIENCE MAKES UNISA #1 FOR GRADUATE EMPLOYMENT

Close links with industry and an ongoing commitment to initiatives that help prepare students for the workforce are a core part of the UniSA student experience.

So it is perhaps no surprise that the 2017 *Good Universities Guide* recently found UniSA to be well advanced in terms of our graduate employment outcomes.

Currently leading the higher education market in South Australia, our positive graduate employment outcomes are the result of significant work.

One of the largest of UniSA's initiatives to support students to gain career skills beyond their curricula learning, is the UniSA Business School's *Business Career Mentor Program*,

which offers close to 200 current students the opportunity to work with an industry mentor before they graduate.

The *Business Career Mentor Program* is an innovative scheme that pairs students and recent graduates with experienced business professionals to enhance employability and leadership skills.

Retired partner of PwC, Michael Browne—a UniSA Business School graduate and an active mentor since 2014—views the program as an opportunity to shape emerging stars.

“The job market is difficult so the benefit of mentoring is to help students be better prepared for the opportunities before them.”

● [UnisABusinessSchool.edu.au/bcмп](http://UnisABusinessSchool.edu.au/bcмп)



Finalist for People's Choice Award: Accounting for Environmental Impact

## PHOTOGRAPHY COMPETITION

### IMAGES OF RESEARCH

Congratulations to Professor Carol Tilt, who was a finalist in UniSA's 2016 Images of Research: Engaged Research, Enterprising Researchers photography competition. Designed to tell a story about the research we do at UniSA and the people who make it happen, Carol Tilt's photograph depicted concerns of the planet's future, posing the question of how and why organisations account for their impact on the natural environment through the pursuit of profit.

● [unisa.edu.au/Research/PhotoComp](http://unisa.edu.au/Research/PhotoComp)

## NEW PRO VICE CHANCELLOR ABORIGINAL LEADERSHIP AND STRATEGY

Congratulations to Professor Irene Watson, a Professor of Law with the UniSA Business School, who was recently appointed to the newly created position of Pro Vice Chancellor for Aboriginal Leadership and Strategy, and Unaipon Chair.

The new senior management role was created to further enhance the University's commitment to Aboriginal engagement.

A Tanganeakald, Meintangk-Bunganditj woman, solicitor, representative for First Nations Peoples at the United Nations and researcher, Professor Watson will lead the development of a whole-of-institution approach to the recruitment, support, retention and success of Aboriginal people at the University and meeting its ambition to be Australia's university of choice for Aboriginal people.

"We want to ensure there are not only more opportunities for Aboriginal people to attend university and pursue the full range of career programs we offer, but also that they are successful here and leave with the knowledge and skills to build both strong careers and strong communities," said Pro Vice Chancellor Professor Lloyd.

"Irene will provide strategic leadership and advice to staff at the University to develop the kinds of relationships across the community—in business, government and professional bodies—that support Aboriginal student and staff engagement.

"I am delighted to welcome Irene to the senior management group, a person who in her own career has shown great leadership locally and



UniSA's new Pro Vice Chancellor for Aboriginal Leadership and Strategy, and Unaipon Chair, Professor Irene Watson.

globally in advocating the rights and recognition of First Nations Peoples."

Professor Watson says she is eager to take on a role that has so much potential and opportunity.

"I am excited at the possibilities that the position presents to enhance and further the engagement between First Nations Peoples and the University," Professor Watson says.

"There is much work to be done and action to be directed and I look forward to the day that UniSA is not only the first choice of First Nations scholars, but is also integral to the future of our communities." ●

## ATTRACTING GLOBAL TALENT

**UniSA is the highest ranked university in Australia for the international diversity of its academic staff, with 39 countries represented within the UniSA Business School faculty.**

### Professor David Paterson

is our new Industry Professor in Innovation. Specialising in strategic and social innovation, and enterprise and entrepreneurship, he achieves breakthrough outcomes through strategic business practices.

### Professor Ruth Rentschler OAM

is our new Associate Dean: Research Education, and Professor Arts and Cultural Leadership. She has over 20 years' experience working in governance, management and marketing, both locally and nationally.

### Professor Irene Watson

has been appointed Pro Vice Chancellor Aboriginal Leadership and Strategy. A Professor of Law with our School of Law, her research focuses primarily on Indigenous Peoples in both domestic and international law.

### Professor Lin Crase

joins us as a Professor of Economics and Head of our School of Commerce. His research focuses on applied economics in the context of water and he has worked on projects in South East Asia, Japan, Europe and our own Murray-Darling Basin.

### Professor Barbara Pocock

joins the UniSA Business School as a Research Professor with our Centre for Workplace Excellence. She is a member of the Economic Development Board of South Australia where her research ranges from industrial relations, vocational education to inequality. ●

## READER SURVEY

### TELL US WHAT YOU THINK TO WIN

This year, *unisabusiness* is celebrating our 6<sup>th</sup> birthday.

To mark this milestone we're keen to hear from our readers about how we're doing.

Since the very first issue of *unisabusiness* was launched in 2011, we've strived to deliver interesting, useful, and topical articles that add value to you, and your business.

To help us continue to provide you with the right kind of articles in the right way, we need some help.

Please complete our quick survey, tell us a bit about you, what you think about *unisabusiness*, and how the magazine has helped you with your business, and you could be selected as the winner of a brand new iPad\*.

Log in via the link below. Survey closes 9-12-16 (\*conditions apply).

● [UniSABusinessSchool.edu.au/magazine/survey](http://UniSABusinessSchool.edu.au/magazine/survey)



# CONNECT

The University of South Australia Business School is renowned for its concentration of global thought-leaders. We work in partnership with some of the world's largest organisations to uncover new knowledge, deliver responsive, clever and enterprising outcomes, and address local and global issues. [UnisaBusinessSchool.edu.au/research](http://UnisaBusinessSchool.edu.au/research)



**HOW BRANDS GROW**  
**Ehrenberg-Bass Institute for Marketing Science.** Through the science of marketing research, our distinguished team delivers landmark discoveries that provide high-impact results and insights for your brand. We work with 15 of the top 20 companies in the world, helping them understand how brands grow and develop.  
 ● [marketingscience.info](http://marketingscience.info)



**GROW YOUR BUSINESS**  
**Centre for Business Growth.** Accelerate your company's growth through our world-class business growth programs. Our business experts will enhance your leadership skills to help you compete in a global marketplace. We can help accelerate your company growth and unlock the potential of your SME.  
 ● [unisa.edu.au/cbg](http://unisa.edu.au/cbg)



**HOW WE MAKE CHOICES**  
**Institute for Choice.** Discover how individual choice affects society. We work with partners to apply economic models that explain how and why citizens, customers and other stakeholders make choices to inform institutional planning and decision-making for the future.  
 ● [unisa.edu.au/I4C](http://unisa.edu.au/I4C)



**LEADERSHIP AND PEOPLE**  
**Centre for Workplace Excellence.** We are committed to researching current and future workplace challenges to enable organisations and employees to be innovative, agile and adaptable in today's dynamic environment. We deliver practical solutions to contemporary people management issues for real organisational impact.  
 ● [unisa.edu.au/cwex](http://unisa.edu.au/cwex)



**ENGAGE WITH ASIA**  
**Australian Centre for Asian Business.** We deliver research insights on current cross-cultural business issues and long-term regional engagement strategies in the Asia-Pacific region. Our team helps governments and companies navigate the financial, legal and cultural complexities that arise in doing business with Asia.  
 ● [unisa.edu.au/asianbusiness](http://unisa.edu.au/asianbusiness)



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**Centre for Tourism and Leisure Management.** Aspiring to become one of the nation's leading research groups in tourism, hospitality, events, sport and leisure, our multi-disciplinary team can help guide your strategic and operational planning, to ensure you respond to the very latest trends in industry.  
 ● [unisa.edu.au/tourismleisure](http://unisa.edu.au/tourismleisure)



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**Strategic Partnerships and Executive Education.** We offer a broad range of leadership, management, business degree and executive workshops, tailored to your current and future organisational needs. We have 20+ years' experience delivering in-house, employer-sponsored programs.  
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 ● [UnisaBusinessSchool.edu.au](http://UnisaBusinessSchool.edu.au)



# GROWING SOUTH AUSTRALIA'S COMPANIES

The UniSA Business School's Centre for Business Growth has worked with over 150 CEOs/MDs to help them unlock their company's growth potential.

Led by international expert on entrepreneurial leadership and business growth, Professor Jana Matthews, the Centre delivers a Growth Assessment Clinic—an intensive one day program where CEOs/MDs work with Growth Experts to identify their company's growth inhibitors and opportunities, and develop an action plan to achieve growth.

The South Australian Government is fully subsidising the Growth Assessment Clinic fee (\$3,000 excluding GST) for 240 South Australian CEOs/MDs to help them grow their companies.

To find out if your company is eligible, visit  
[unisa.edu.au/cbg](http://unisa.edu.au/cbg)



University of  
South Australia

Business  
School



A \$5 million refurbishment of the Yungondi Building will deliver a dynamic hub for the UniSA Business School. Our community of students, alumni, and industry partners will benefit from new-generation learning and executive education spaces, a state-of-the-art Finance Trading Lab, integrated support services, and club lounge-style facilities. To find out more about this exciting development in the heart of UniSA's City West campus, visit: [unisa.edu.au/yungondi](http://unisa.edu.au/yungondi)

**For more information:**

[UnisABusinessSchool.edu.au/magazine](http://UnisABusinessSchool.edu.au/magazine)

Tel +61 8 8302 0179

Fax +61 8 8302 0904

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