

**AUSTRALIAN LEADERSHIP AWARDS
‘INSPIRING LEADERSHIP’
SUNDAY 17 MAY 2009
DAVID MOFFATT, GROUP MANAGING DIRECTOR
TELSTRA CONSUMER**

Welcome to The Honourable Sir Ninian Stephen and Lady Stephen, ladies and gentlemen.

INTRODUCTION:

+ CONGRATULATIONS.....IMMENSE PRIDE.....THINKING ABOUT THE MENTORS, COACHES AND INFLUENCERS....YOUR FAMILY.....LITTLE BIT OF ANTICIPATION.....BECAUSE LEADERSHIP IS AN ENORMOUS OPPORTUNITY....BUT IT IS ALSO A MEASURED AMOUNT OF RESPONSIBILITY....AND EXPECTATIONS OF YOUR CONTINUING LEADERSHIP CONTRIBUTIONYOUR ABILITY TO CREATE AND SPREAD IDEAS... WILL REMAIN HIGH.....BECAUSE IT IS WHO YOU ARE AND IT IS WHY YOU ARE HERE TONIGHT!

+ MY LEADERSHIP JOURNEY 4 COUNTRIES....8 CITIES....10 ORGANISATIONS

**DROUGHT....JUNGLES...JACARANDAS....WIND
SWEPT....SUNBAKED.....HARBOUR TOWN.....BAYSIDE.....**

+ RICH AND INTERESTING.....COULD NOT HAVE PREDICTED THE CHALLENGES, HIGHS, DISAPPOINTMENTS, FUN...BUT IT WAS NEVER ABOUT THE CV OR THE AWARDSIT WAS ALL ABOUT THE JOURNEY

FOUR CORE THOUGHTS AS YOU EMBARK ON THE NEXT STAGE OF YOUR LEADERSHIP JOURNEY:

1. THE PARADOX OF SIMPLICITY;

+ WE LIVE IN A COMPLEX WORLD....HARD TO MAKE SENSE OF GLOBALISATION, SECURITY, GFC, ASCENDANCY OF BIG GOVERNMENT, UNCERTAINTY OF INCREASED REGULATION, TECHNOLOGY, IDENTITY, CLIMATE CHANGE AND THE POLITICAL/MEDIA NEXUS....

+ YET EVERYWHERE PEOPLE ARE SAYING ‘SIMPLIFY’”KEEP IT SIMPLE” AND A MAJOR CONSUMER...

‘COCOONING’ TREND IS ABOUT US! SO “SIMPLICITY’ IS INHERENTLY APPEALING BUT.....

+ BEWARE BECAUSE TO SIMPLIFY YOU FIRST NEED TO UNDERSTAND DEEPLY.....AND THAT IS HARD!!

+AND THERE WILL ALWAYS BE WELL CREDENTIALLED CV’S WHO OFFER SIMPLISTIC SOLUTIONS BUT FAIL IN THE TRUE ESSENCE OF THE LEADERSHIP RESPONSIBILITY OF THIS CONCEPTWHICH IS TO BALANCE THE ‘TRUTH’ OF WHAT LEONARDO DA VINCI SAID..... “SIMPLICITY IS THE ULTIMATE SOPHISTICATED” ...WITH WHAT EINSTEIN SAID WHICH IS TO “KEEP THINGS AS SIMPLE AS POSSIBLE....BUT NOT SIMPLER.”

IN PLAIN ENGLISH AS A LEADER FIND JOY IN THE DETAIL OF EVERYTHING.....AND MAKE IT FASCINATING TO OTHERS THROUGH THE DISCIPLINE OF SIMPLICITY AND PASSION FOR TRUTH.

2. THE ROLE OF “CONFIDENCE” IN LEADERSHIP;

+ LEAN INTO THE FUTURE....BE FASCINATED BY EXTERNAL CHANGE....CHALLENGE THE “STATUS QUO”LEADERSHIP IS EXCITING AND IT MATTERS MORE THAN ANY SINGLE ATTRIBUTE IN TAKING OUR SOCIETY FORWARD.

+ GOOD NEWS IS YOU CAN LEARN FROM EVERYONE....DON’T CLONE ANYONE....SEEK “COACHES” MORE THAN “MENTORS”...

+ LEADERS CONTINUE TO TAKE RISKS.....THEY DON’T ALWAYS HAVE ALL THE ANSWERS.....BUT MY FEAR IS WE COULD BE ENTERING A “BEIGE” PERIOD.....LOWER GROWTH....LESS DIFFERENTIATIONMORE REGULATION...BE CONFIDENT TO TAKE YOUR ORGANISATION BEYOND ITS COMFORT ZONE..... ‘PLAYING SAFE’ IS A METAPHOR FOR OUR TIMES AND IT WILL RESULT IN LESS INNOVATION....WE ALL NEED TO FIGHT THAT!!

+ OPPORTUNITY TO LEAD NOT A RIGHT TO MANAGE.....LEADERSHIP IS A PRIVILEGE.....THE BEST WAY TO THINK OF THIS IS THAT MANAGEMENT IS ABOUT THE MANAGEMENT OF SAY A RISK OR A CRISIS.....LEADERSHIP IS AN ENABLER!!...IT ABOUT CREATING THE ENVIRONMENT WHERE

OTHERS CAN BE THE BEST THAT THEY CAN BE.....SETH GODIN SAYS... “CREATING AND SPREADING IDEAS.....TELLING A STORY (YOUR STORY)...CONNECTING A TRIBE....LEADING A MOVEMENT....MAKING CHANGE..... BECAUSE THE WAY WE MAKE CHANGE IS BY LEADING”.

3. “VALUES” THE HEART AND SOUL OF IT ALL;

+ INTELLIGENCE IS “VALUES” NEUTRAL....BE CONFIDENT ENOUGH TO ENGAGE IN THE STIMULATING DEBATE BUT ASK “WHAT IS TRULY DRIVING THINGS”REALITY CAN BE CONFRONTING BECAUSE TRUE VALUES ARE THE “SPIRIT” OF THINGS OVER THE “LETTER” OF THINGS.....AND IN A RULES BASED WORLD....ESPECIALLY WHERE YOU DON’T LIKE THE RULES, THIS IS AN INHERENTLY HARD CONCEPT....BUT...

+ IF YOU HAVE TAKEN THE TIME TO THINK ABOUT INTEGRITY, COURAGE, DISCIPLINE, TRUTH AND TRUST YOU WILL HAVE THE BEST ‘ROADMAP’ FOR LIFE.....IN PRACTICAL TERMS, THIS MEANS SELECT LEADERS WHO HAVE A COMMON SET OF VALUES IN ADDITION TO INTEGRITY, CAPACITY AND ENERGY.....AND SEEK TO WORK WITH ORGANISATIONS WHO ARE ALSO TRANSPARENT AND CONSISTENT AROUND A SET OF VALUES.....MORE SO THAN MISSIONS AND VISIONS....

+ BECAUSE IN THE END IT’S THE WAY YOU DO THINGS THAT LET YOU SLEEP WELL, NOT THE BRAGGING RIGHTS THAT COME FROM HOW MANY IMPRESSIVE THINGS YOU HAVE DONE!

4. INTEGRATION “WORK, LIFE AND COMMUNITY”

+ THE BEAUTY OF FAMILY IS WE DON’T HAVE TO BE PERFECT!! YET SO MANY LEADERS SEEK TO BE “WORK PERFECT” I HAVE OBSERVED THAT LIFE IS NOT A SERIES OF PARALLEL DISCONNECTED UNIVERSES, IT IS A RICH, COMPLEX AMALGAM OF “INTEGRATED” EXPERIENCES.....

+ I JUST GOT BACK FROM TRAVELLING 600KM ON SKIDOOS AND DOGSLEDS UP THE IDITAROD TRAIL IN ALASKA... WITH MY SON NICK....AN AMAZING 10 DAYS....WE SKIED, DUG SNOW CAVES, PHOTOGRAPHED, SURVIVED A VOLCANOSHOWERED IN A

BLANKET OF ASH....AND WE RAISED SOME MONEY FOR “BOOK OF LIGHT”. A PROJECT TO PROVIDE KIDS FROM THE BUSHFIRE IMPACTED AREAS AGED BETWEEN 6 AND 12 WITH A PHYSICAL MEMORY OF THEIR LIVES....PART OF A CYBER SAFETY INITIATIVE OF SUPERCLUBSPLUS.

ABOUT 10 YEARS AGO NICK CALLED ME AT MY OFFICE.... “DAD I WILL BE 10 NEXT BIRTHDAY”.....I SAID, THAT IS GOOD YOU CAN COUNT!...BE SERIOUS NICK SAID, “WHEN I AM 10 YOU WILL HAVE BEEN TRAVELLING HALF MY LIFE”...I PUSHED BACK, IF I DID NOT DO WHAT I DO, I WOULD NOT BE ME.....HE SAID “I WANT YOU TO BE YOU, BUT I WANT YOU HERE MORE OFTEN”.....I WENT HOME....WE PLAYED TENNIS, WALKED THE DOG, HAD DINNER. WE READ A STORY AND NICK SAID..... “THANKS FOR COMING HOME!”

LEADERS HAVE TO GIVE PERMISSION TO LIVE AN INTEGRATED LIFE.....WITHOUT DROPPING INTENSITY, QUALITY OR DISCIPLINE.

CLOSE;

+ DREAM GREAT DREAMS.... TRUST.....LOOK FOR THE TRUTH IN EVERYTHING YOU DO.....TAKE RISKS.....LEAD.....CHALLENGE THE STATUS QUO AND LET VALUES BE YOUR GUIDE.....THINK.....BUT MORE THAN ANYTHING, NEVER LOSE YOUR PASSION FOR WORK, FOR LIFE, FOR YOUR COMMUNITY!

CONGRATULATIONS.... AND ALL THE VERY, VERY BEST FOR THE REST OF YOUR LEADERSHIP JOURNEY. THANK YOU