



Welcome to the second edition of our e-newsletter on key leadership issues for sustainable success...



Submission to PC on executive & director remuneration. The focus is on the governance of director & executive remuneration including the role of advisors to company boards. Excerpts from



the submission by Specialist Advisor - Remuneration, Jasper Coghlan.

We provide a unique holistic approach to strategic leadership via our four practice areas making our firm a 'one stop shop' for leadership consulting. The benefit of our model is that clients can trust that OPPEUS is fully cognisant in their strategic direction and human capital issues.

- Nicholas Varigos, Managing Director

Finding the right talent...by search. Bill Buckley, our newest addition in the OPPEUS team, discusses some of the key points of difference in the OPPEUS search process and its importance, even in a tight economic climate.

We had an excellent response to our first newsletter and I hope you find this edition, on key leadership issues, just as insightful and thought provoking. Our core values around pragmatic change and talent development remain strategic.

- Peter Kronborg, Executive Chairman

Real Transformation - Is your organisation well designed? OPPEUS takes a holistic view of 'organisational design'. This involves looking at the complex relationship between accountabilities, processes, tasks, workflow and decision making authorities, ensuring these all support the objectives of the business.

- **Executive Search**
- **Director Search**
- **Organisational Review**
- **Accountability Maps**
- **Strategic Plan Design**
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PRODUCTIVITY COMMISSION SUBMISSION

REGULATION OF DIRECTOR & EXECUTIVE REMUNERATION

In our submission to the Productivity Commission we stated that, for boards to regain the full confidence of all stakeholders, it is necessary to strengthen the governance of director and executive remuneration. The resulting improvements in the effective governance will alleviate the need for detailed prescriptive legislative on executive remuneration.

“ *As an integral step in strengthening the governance of remuneration, all remuneration committees should be encouraged to obtain independent remuneration advice at least annually.* ”

While it is important for boards to obtain independent remuneration advice, it is still necessary for directors to exercise their own independent judgment on remuneration issues and not rely solely on expert advice and opinion. After all, they should know the company, its history, strategy and people better than any consultant.

Given the increasing complexity, impact and priority on remuneration issues, members of this committee must be of a high calibre with the skills and experience to exercise independent judgement on remuneration matters.

In addition, the independent advisor to the remuneration committee should be selected directly by the remuneration committee and should be different to the remuneration consultant used by management.

Finally, the board Remuneration Report to shareholders should name the independent remuneration consultant and provide details of any other work performed by the consultant for the company.

Contact Jasper Coghlan, Specialist Advisor, for more information

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FIND THE RIGHT TALENT
WHY USE OPPEUS SEARCH?



Having the right executives in place has always been critical to the success of any organisation – in today’s depressed global economy getting the right executive in place has become even more crucial. Utilising OPPEUS’ resources, knowledge and expertise, ensuring identification and attraction of the highest quality executive talent to your organisation.

“*Today’s stark reality is that appointing the wrong executive to a key role can have a devastating impact on your business.*”

Our consultants and research team work closely with our clients to clarify the very specific candidate skills and attributes required.

Knowing your organisation at a deeper level allows us to understand any unique elements that will attract executives and allows us to advocate your organisation to prospective candidates and enunciate compelling reasons for them to seriously consider the new opportunity.

Executive search significantly broadens the candidate pool well beyond those attracted through other recruitment approaches. Most quality executives are not actively seeking new roles - executive search reaches out to these individuals. Only through executive search is key talent identified and proactively approached.

Our process is targeted at your organisation’s specific needs. We look for candidates who match the needs and the imperatives of your specific executive position. Along with complete confidentiality, executive search could save you and your organisation time and money in the long run.

Contact **Bill Buckley, Principal Consultant**, to discuss your particular needs.

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IS YOUR ORGANISATION WELL DESIGNED?

A GUIDE FOR SUSTAINABLE SUCCESS

Do your structure, processes, people and rewards all support the achievement of your organisation's purpose and strategy?

Is the organisation design flexible enough to adjust to changing environmental or market conditions without significant upheaval?

Do you find the executive is spending too much time working in the business and not on the business? Do they run short of time to do the strategic work?

“ Organisation design is more than structural - it is about aligning people and processes to improve productivity and innovation. ”

Many people equate 'organisation design' with an organisation's structure. However, OPPEUS has a holistic view of this concept. This involves looking at the complex relationship between accountabilities, processes, tasks, workflow and decision making authorities. Ensuring these all support the objectives of the business will assist in bringing into alignment the vision and strategic direction.

Good organisational design helps communication, productivity, and innovation. It creates an environment where people can work effectively, have clear roles and responsibilities and understand how they fit into the fabric of the organisation. It aids in creating successful outcomes across all levels.

Many productivity and performance issues can be traced back to poor organisation design. A company can have a great mission, great people, great leadership, etc. and still not perform to its full potential because of poor organisation design.

Contact Sue Hurly, Executive Consultant, to discuss your particular needs.

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OPPEUS EXPANDS SYDNEY NETWORK



LES CUPPER

B.ECO (HONS), M.ECO, G.DIP EDU, FAHRI

We are delighted to welcome Les Cupper to OPPEUS in the role of Strategic Advisor to the business.

Les is a professional Company Director and Corporate Advisor with a diverse career in education, mining, manufacturing and financial services. He has held Board and senior executive leadership roles in line and human resources management in Australia and internationally.

“ *At OPPEUS, Les provides Strategic Advisory services to clients across the four domains of our business.* ”

Prior to his OPPEUS time, Les has held corporate roles with CSR, Rio Tinto and more recently the Commonwealth Bank. In 1996, as Group Executive HR, he led the transformation of leadership, workplace and people systems to enable the former government owned bank to compete successfully as a private sector business.

Les is a Director of ING Investment Management and a former Director of the ASB Bank (NZ) and was Chairman of Commonwealth Investments Pty Ltd. He later became Chairman of the CBA's Australian Staff Superannuation Fund and was also Trustee of the UK Staff fund.

In 2006, Les founded Invisible Hand Consulting to provide advisory services to CEO's and their senior leadership teams. Invisible Hand specialises in CEO, board governance, people leadership and capability assessment, organisational effectiveness and executive search and development services.

Contact Les Cupper, Strategic Advisor, to discuss your particular needs.

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