



Raquel Bosustow, My Personal Chef boutique catering.

The lack of a mentor is continually identified as being one of the major barriers to women's promotion into senior managerial roles. SANDY HALLEY shows us how some successful programs work in the corporate and public sector.

There is a mentoring explosion in big and small business. Google 'mentoring' and you will get 89,900 items in Australia alone. In the US a mentor is expected with every executive package in big corporates. Why does everyone suddenly need a mentor? Have traditional support, guidance and business/professional education mechanisms broken down? Does mentoring increase profits? Is mentoring just a fad?

#### BIG BUSINESS PROGRAMS

Twenty of the top 30 ASX companies have a mentoring or coaching program for their senior executives. They see nothing faddish about this investment. Large companies are finding significant bottom line value in mentoring. In a highly competitive market for skilled staff, mentoring is proving its worth by:

- retaining staff and reducing staff turnover
- developing high potential staff
- becoming an employer of choice
- increasing diversity in the senior management team to match the society and the customer demographic in the company's market

better business outcomes.  
Wendy McCarthy AO has run mentoring programs in some of Australia's leading companies: AMP, Citibank, UBS Warburg and Australia's largest law firm Allens Arthur Robinson. She explains mentoring as a confidential "one-to-one relationship where a wiser and more experienced person assists another to grow and learn.

"A mentor provides advice, listens, encourages, inspires, takes an interest, shares time, gives attention, clarifies a direction, gives suggestions for action, questions, suggests alternatives, can be trusted, provides constructive criticism, opens doors, guides, supports, builds self confidence, has attained a level of maturity, can empathise and is likened to a tribal elder. A mentor can be the person who can explain the software of senior corporate life. The most important thing a mentor does is to listen and reflect." ▶

# mentoring programs

business bank based in Hong Kong. She is the first woman regional manager appointed by Citi Australia. She had been the head of cash management and trade services in Australia and was part of Citi's global and corporate bank.

Dianne has been involved in the Citi mentoring program and has been involved in the Citi mentoring program for two years. As well as helping her develop career options and work carefully through them, Dianne highly values the conversations she's had with her mentor. She has felt able to discuss issues frankly and personally with her mentor that she could not discuss with colleagues and bosses.

"The air gets thinner as the altitude increases up the corporate mountain; it's hard to express vulnerability and uncertainty. In thinking about taking an overseas post, I also had to consider my husband. It was great to talk this over with a woman with a family who has done well in the business community and understands the pressures."

## THE MENTORS

**Barbara Cali:** Barbara has been a mentor in the Citi program from the outset. She has 30 years experience in the publishing industry and built a magazine stable including Portfolio, then a revolutionary magazine addressing important issues women faced in the 1970s "beyond nail polish, hair styles and pavlova recipes, which were the stuff of women's magazines of the time."

Barbara sold the Portfolio title and later the publishing company, retaining two specialist hi-tech subscriber titles which her son now produces for Asia Pacific B2B markets.

in the very same footsteps of another who has rapidly risen up the law firm ladder.

Nicky can 'download' with her mentor and frankly discuss issues of the day. The mentoring program has given Nicky more confidence and self assurance. She feels more able to be herself and not feel that she needs to emulate the behaviour of successful men. "Legal culture is still masculine even though 58 percent of law graduates are now women," she says.

Allens Arthur Robinson: Lynne Peach is a senior associate in intellectual property, communications and technology. Lynne is one of a small group of women selected for a pilot mentoring program in the firm.

Lynne enjoys having someone acting as a sounding board who has no stake in the corporate outcome. Soon after external mentors were appointed, internal mentors were assigned to the mentees; they are senior partners in the firm to whom the mentees did not directly report and their role was to provide support and guidance on the internal processes of the firm and to encourage mentees in their career advancement.

Lynne has found the simultaneous appointment of internal and external mentors to be complimentary and mutually supporting.

Lynne says that the culture of law firms is very particular and intense. She says she gains insight and freshness getting the perspective of someone from outside the culture who has experienced similar issues in different contexts and has seen them played out.

Citi: Sapna Phasin has recently been promoted to the position of finance manager to the operations branch of the Citi consumer bank. She had been a financial analyst and the promotion gave her a managerial position for the first time; she now supervises a team of three.

Sapna has been in the mentoring program for 18 months and says it came at just the right time for her. It has helped her build her confidence and skill as a manager, beyond the technical skills required. She and her mentor structure their sessions to examine issues from all points of view, they rehearse presentations, do role plays and use other techniques including analysis of body language and communication styles adapted to real situations.

Sapna says the mentoring program has fast tracked her learning as a manager because she has had a private and confidential opportunity to develop with an experienced, skilled and generous mentor.

Citi: Dianne Challenor, 29, has just been appointed Asian regional manager of financial services in Citi's

"New people may have the qualifications and the skills but they don't have networks, relationships, trust and team membership. Women who are brought into organizations at senior levels are at least as well qualified as their male counterparts but their progression is often impeded by being outside the culture and the networks. I am always interested in who is not in the club and why," McCarthy says.

Citi also wanted to promote diversity from within and to fast track existing high potential staff. The strategy of an external mentoring program came out of the cultural analysis that McCarthy conducted throughout the retail bank.

She matches the people identified by the executive with mentors she selects from her vast network of executive leaders with whom she has worked. Her approach is demand-driven because the matching of mentors and mentees is crucial. It is a relationship of trust. Typically a mentoring relationship will last up to two years with reviews after the first three months and then at six-monthly intervals. Generally mentors and mentees meet for two hours once a month away from either office, sometimes over a meal. They set their own agenda. Mentors are encouraged to share their networks with mentees and this is part of the matching process.

Starting in the first year with direct reports to the CEO, McCarthy selected male and female mentors who had been through major cultural change processes themselves. After a year, the program was cascaded down to the next level in the bank and it has progressively been extended further to senior middle managers and high potential staff as a reward to people making a major contribution to the company.

The Citi mentoring program has been extremely successful. Within a year, employment turnover in the senior executive team was dramatically reduced and over the five years of the mentoring program, it has remained low. More women have been appointed to executive positions. For the first time, women have won some line management positions and overseas branch office postings. Mentees consistently report an increase in confidence, an ability to find their voice and put their point of view. They feel encouraged to develop their skills and, most importantly, feel valued by the company.

## THE MENTEEES

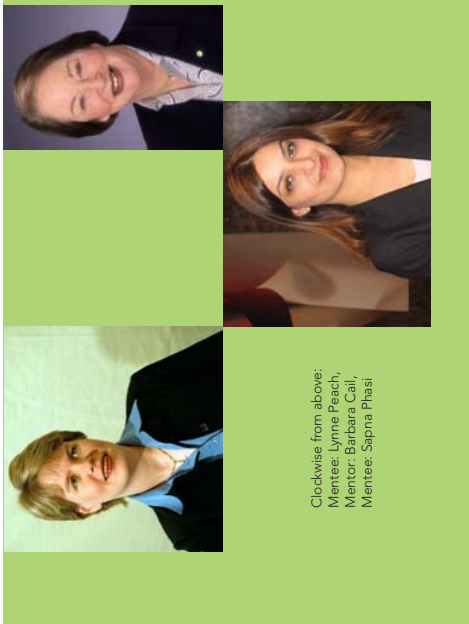
Allens Arthur Robinson: Nicky Andrews is a newly appointed banking and finance partner, specialising in securitisation, structured finance and debt capital markets. The mentoring program is more than reaching her expectations. She hoped to meet someone who would share her successful career experiences and her success as a woman in other aspects of her life. She is pleased that her mentor is not a lawyer because she brings a different, multi-dimensional perspective and because Nicky's expectations of mentoring are not about putting her feet

QUALITIES	
Mentor	Mentee
Commitment to mentoring	Willing to assume responsibility for growth and development
A good record for and interest in developing other people	Receptive to feedback and coaching
Strong interpersonal skills	Active in seeking challenging assignments and greater responsibility
Ability to share credit	Able to learn from mistakes
A wide range of current skills	Self aware
Technical competence	Conscientious and well organised
Patience and risk taking	Positive minded
Status and prestige	Talented
Willingness to take responsibility for another person's growth	Goal oriented
A network of contacts and influence	
Personal power and charisma	
Source: McCarthy Management	

Wendy says, "Mentoring requires insight and wisdom; it is an intergenerational exchange and requires skill and sensitivity. Many people think that mentoring does not require training and that anyone can do it. This is far from the truth. Some people, even those who have been very successful in their own careers, find it hard to listen, to share experience and wisdom rather than to instruct."

"The best mentors are challengers, role models, encouragers, leaders, trusted advisors, teachers, approachable counsellors, parent figures, supporters, friends. The principle qualities mentees [those who are mentored] need are to be willing participants and to want to grow."

McCarthy set up her first mentoring program in 1996 when providing advice to Citibank on how to implement the company's global diversity policy in Australia. Women were one part of the diversity program. When it was decided to reach down into the organization to appoint women, two women were appointed to the senior executive team as part of a strategic, measured approach to creating diversity. Then the CEO decided to introduce some additional support and use a mentoring approach. "If you want to succeed when you bring new people to the table, you need to give the new people support and you need to assist existing people adjust to change. Generally, when people are brought in from the outside they are given education. By contrast, people coming up through the ranks get experience. Experience matters more when the big jobs are handed out."



Clockwise from above:  
Mentee: Lynne Peach,  
Mentor: Barbara Cali,  
Mentee: Sapna Phasi

# mentoring programs

bramble bushes of internal politics," Wendy McCarthy says.

A US survey of more than 100 professional women found that male internal mentors teach their female mentees differently from male mentees. Whereas men are taught leadership, risk management and are given direction and corporate intelligence, women receive encouragement and support, visibility and growth opportunities.

**What they say about internal mentoring**

In contrast to external mentoring, coaching is structured and is used to develop performance and produce results. More and more, direct supervisors are taking a coaching perspective to the development of their staff. However, a coach is accountable to the organization to produce performance results in the individual. A mentor relationship is strictly confidential and the mentor is accountable to the mentee.

"Mentoring is more reflective and organic. It allows people to have time out as they make their way. Mentoring is concerned with the whole person and their job within the context of their whole life. The purpose of mentoring is to be able to help people see their lives and careers fitted together strategically so that they make better life decisions. Mentoring helps them see themselves in the world, not just within the organization," McCarthy says.

"An important reason for having external mentors is to provide perspective. Most of the problems people face in corporations are common to all corporations. This is why I refer to mentoring as helping mentees understand the software of executive life. Mentors help mentees develop insight, generic skills in managing themselves and others and to build external networks. If you can learn, you will never be a business victim. This has to be a good thing," McCarthy says.

**MENTORING IN SMALL BUSINESS**

Small business mentoring programs abound in all States, operated by federal, state and some local

	Women	Men
<b>Mentor Crucial to Success</b>	No	Yes
<b>Expectation and Experience of Mentor Role</b>	Encouragement, support, growth opportunities, opening doors, visibility	Leadership, risk-taking, direction, information
<b>Experience</b>	Less experience in sharing and personal guidance	More experience in being 'coached', having 'godfathers'
<b>Selection and Initiation</b>	Respond to offer for mentoring or 'fall into' mentoring relationship	Identify the mentors they need and seek them out
<b>Time</b>	Lasting, often beyond effectiveness (average > 4 years)	Temporary and transitional to achieve specific goal (average < 3 years)
<b>Reason for Termination</b>	Geographic then organisational move	Conflict then geographical move
<b>Select boss as Mentor</b>	Predominantly Women accept their bosses as mentors even if they are not ideal	Rarely (Men want to separate mentoring from work performance, promotion or resignation)
<b>Number</b>	1-3 in career life. Usually 1 at a time.	3-5 in career life. Usually 1 at a time.
<b>Age of Mentor</b>	8-15 years older than mentee	8-10 years older than mentee
<b>Age of Mentee</b>	No age limit	>40
<b>Feelings for Mentor</b>	Respect, admiration, trust/confidence	Admiration, respect, gratitude
<b>Sex with Mentors</b>	No	No
<b>Desirable</b>	No	No
<b>Occurrence</b>	>10%	Nil reported
<b>Willing to Become Mentors</b>	Yes	Yes

Source: N Collins, 'Professional Women and Their Mentors', Prentice Hall

## INTERNAL AND EXTERNAL MENTORING AND COACHING

Many companies run internal mentoring and coaching programs as well as external mentoring. "These are all tools for getting the best personal development. Internal mentoring is valuable because it allows the 'elders' of the corporation to inculcate the up and coming leaders with the corporate culture and to shepherd them through the

coming to seek life work balance. "It is not that they want time to play golf, it is that they want to have more fulfilling relationships. They realise that if they put in a 12-hour day every day they are physically, mentally and emotionally incapable of having quality relationships with their partners and children when they get home. They don't want to be absent fathers and are also now much more involved in caring for their ageing parents."

**Jane Jose:** Jane's corporate communications practice in the property industry provides strategic, branding, marketing, public relations, issues management and community consultation advice. She has diverse and extensive experience in commercial, executive, governance, planning and regulatory capacities. She was Deputy Lord Mayor of Adelaide City Council and is now a member of the City of Sydney Planning Committee which assesses developments over the value of \$50 million.

Jane was a mentor to colleagues on an informal basis for many years before she was invited to mentor with Wendy McCarthy. "Having managed an organization yourself, sitting outside a company and being a mentor provides clarity. You see things strategically because you are not involved in the day-to-day operations, in much the same way as non-executive directors do on a board. As a mentor you can provide clear insight into options and choices that your mentees have.

"I have mentored women 20 years younger than myself and helped them work through issues of career/marriage/children. People inside a corporation are constrained in the conversations they can have about personal life. There are limits to frankness between a woman and her boss whose focus has to be on what is best for the company. A mentor can also offer a long view. This is especially valuable for women who may be tempted to accept offers without thinking through the long term consequences."

**Tony Williams:** "I have been very fortunate to have had many mentors in my 30 year career in the pharmaceutical industry in Australia and overseas. They helped me make many of the important decisions I have made in my working life. So I have been happy to be a mentor for others," says Tony Williams who is now a management skills consultant with The CEO Circle as well as being a Citi mentor.

"I have a genuine interest in seeing bright intelligent people reach higher levels of performance as soon as possible. I like to see people having a sudden insight, it is very gratifying. I am a mentor, not a coach. A coach teaches skills, a mentor provides understanding," he says.



Clockwise from above: Mentors: Jeni Wilcock, Kit Peters, Jane Jose, Susan Lenehan

She was the founder of Chief Executive Women, has been and is still a sought after company, government and charity board director and was appointed to the three year Karpin Inquiry (which advised government on leadership) as a specialist in women's leadership education.

Barbara sees her contribution as a mentor deriving from "having been down a very long road with many bends". "I listen and reflect. I am like a prism offering a different way of looking at things. Often this leads to moments of insight for the mentee and this is very satisfying. In a private and trusting professional relationship with a mentor, mentees can download. They can say things to mentors that they can't say to their life partners or to their colleagues. The chemistry has to be right. It helps if the mentor and mentee have interests in common but it is not essential."

**Susan Lenehan:** As a mentor, Susan sees herself as a resource for young senior executives, helping them make career choices, handle everyday management challenges and create work life balance. She helps them see that they have more options than immediately appear and helps them work through them. Susan has mentored seven men and women in Wendy McCarthy's programs in Citibank, AMP, UBS Warburg and Allens Arthur Robinson. Originally a teacher, she is former CEO of a national industry association and for six years was a senior Minister in the South Australian government. She now works as a company director and consultant. She has served on many government, business and community boards.

Although men and women face similar structures in corporations, Susan says that their approach to them is often different. "Sometimes men are restricted in the options they see by not taking into account how the other people involved feel or where they are coming from. Women are more likely to be perceptive about the views of other people and the need to take them into account." Susan has noticed that men as well as women are

## LUCY MENTORING PROGRAM

When she launched the Lucy Mentoring Program in April this year, the NSW Minister for Women, the Hon Sandra Norri MP said that it aimed "to equip young women with the advice, networks and experience they need to take on leadership and senior positions in the private and public sectors."

Considering that there are so few women at the top in either the public or private sectors, this innovative leadership program for young women could really make an impact in senior management positions over the next decade, increasing the pool of women from which middle and senior managers are recruited. Women need to gain an understanding of their work environment and knowledge about networks in order to progress through the ranks.

"Lucy" is designed to help young women at university who are studying business, finance, economics and accounting. The Office for Women, NSW Premier's Department is responsible for managing the Program and works in partnership with the University of Western Sydney, the University of Sydney and Women Chiefs of Enterprises International.

- The Lucy Mentoring Program aims to:
- Communicate to young women the diversity of opportunities available for them in the private and public sector and the personal advantages of achieving job satisfaction.
  - Provide an opportunity for young women to work with businesswomen, professional women and women of influence.
  - Provide young women, particularly those from disadvantaged backgrounds, with access to a network of senior women in the private and public sector.
  - Provide young women with a Program which will encourage active decision making about their careers.

For further information, see the following websites: [www.women.nsw.gov.au](http://www.women.nsw.gov.au) (Office for Women), [www.uws.edu.au](http://www.uws.edu.au) search for 'Lucy' Program (University of Western Sydney), or [www.ecocon.usyd.edu.au/lucy](http://www.ecocon.usyd.edu.au/lucy) (University of Sydney).

governments, private and community sector organizations in capitals and regions. The most well established women's small business mentoring program operates in New South Wales and other States are considering adopting it.

The NSW Department of State and Regional Development (DSRD) has been running a Women in Business Mentoring Program for nine years; more than 1,600 women have participated in it. The program assists emerging women small business owners who are matched with experienced business people (mentors). Preference is given to women who have at least 50 per cent equity in the business.

Over four months the 40-hour program consists of 15 hours business skills workshops, five hours of business forums and 20 hours mentoring. The workshop topics are business development planning, marketing and financial management and at the end of the program

each participant has a business plan containing all these elements. The two business forums are a Mini Expo and a Business Panel Discussion. The workshops and business forums are held in the evening to avoid women having to take time out during business hours.

In a metropolitan area a course will typically contain 15 to 20 participants. The program is open to all industries but is becoming most popular with service businesses such as retail, IT, design, marketing with some representation from manufacturing and construction.

The program is promoted through local government Councils, Chambers of Commerce and the 35 Business Enterprise Centres (BECs) located around NSW. More and more, the program is promoted through word of mouth as mentors and mentees encourage their colleagues to participate. On completing the program, many mentees offer to become mentors themselves.

Mentors give their time free of charge. In addition to contributing one hour a week for 20 weeks, they participate in a one-day training workshop briefing them on their role. Mentors are generally women in their 40's and 50's who are motivated to participate in the program because it is support they would have loved to have had themselves when they were starting out in business.

Julie Scott, now DSRD Executive Director Small Business, has been involved in the women's mentor program for six years, having first developed it in the area in which she was a regional manager. She says Mentor has been extremely well received since its inception and is going from strength to strength. "Formal evaluations of the program by mentorees have consistently demonstrated a 90 per cent satisfaction rate with 50 per cent reporting a major increase in turnover following the program and 100 per cent increase in business skills. Even more gratifying is the lasting effect of the program. At the beginning there are 20 strangers in all kinds of businesses from the same geographic area. By the end, there is a strong network of ongoing support.

"About 70 per cent of the mentorees are in family-owned businesses. They do not always see eye to eye with other family members. The mentor program gives them some air and light. These women are often working with their husbands/life partners up to 16 hours a day. Having an external person to talk to creates a safety valve. When those young women become mentors themselves they also get a lot out of it because helping others work through their business challenges often help the reflect on their own businesses as well." Julie said.

## MY PERSONAL CHEF - THE MENTEE

Raquel Bosustow read about the women's mentoring program when she had a six figure job in a travel company which jettied her around the world. She really wanted to start her own business and was a keen cook so she began catering for friends' engagements parties on weekends.

Word of mouth expanded the business rapidly, so she made the leap and went out on her own and established My Personal Chef, a boutique catering business that specialises in fresh healthy and delicious food with an Asian influence.



Mentee: Raquel Bosustow and My Personal Chef boutique catering

Raquel waited a year to be eligible for the mentoring program. She had a marketing background and wanted to learn the basics in business and financial management. Being allocated Jeni as a mentor who was an accountant and business advisor provided just the skills and encouragement she needed. Jeni and the workshops

helped Raquel develop a marketing plan, a cash flow plan, a budget plan and leadership skills in working with a team. Mentoring and working with other participants developed Raquel's confidence. "It got me excited about my business. I had a clear idea of my goals, but working with Jeni really helped



## Would you like to be a 'Lucy' Mentor in 2005?

Are you a woman in a senior management position in the finance industry?

Would you like to assist in the development of future women leaders?

Do you enjoy the opportunity to network with other women in senior management?

## What does being a 'Lucy' Mentor Involve? 'Lucy' Mentors:

- Attend four 1-1.5 hour Sessions during the course of the Program
- Have a Mentee in their workplace for at least 35 hours under a flexible arrangement
- Share knowledge and experience which will help equip Mentees meet the challenges often experienced by women in their chosen industry.

Mentors can register for participation in either Semester 1 (between March-July 2005) or Semester 2 (between August-December 2005). For more information contact Kate Parker, Office for Women on (02) 9228 3197 or email: [kate.parker@premier.nsw.gov.au](mailto:kate.parker@premier.nsw.gov.au)



## mentoring programs

me achieve them, put them into practice. In a way I felt accountable to her and I was committed to bringing back to our meetings the results of investigations and work for plans that we mapped out."

Raquel moved to a new commercial kitchen earlier this year and her customer base has expanded. She now has 20 people working for her. A large part of her revenue derives from return corporate business including Channel 7, Sydney Swans, Pan Macmillan and Colonial First State.

### THE MENTOR

Jeni Wilcock is an accountant with Sullivan Dewing in the Sydney southern metropolitan Sutherland Shire. She was asked to be a mentor by the St George and Sutherland Business Enterprise Centre. She agreed because she wanted to help a woman-owned small business prosper and she wanted to give something back to her local area which has a high concentration of small business, mostly owned by men. "Women often need less help in small business than men because they are used to juggling many activities at a time. Small businesses involves doing many, varied and some difficult things at once. What women need help with is structure and grounding."

As a mentor Jeni derived great satisfaction from helping Raquel to develop and grow her business. Their 20 sessions were quite structured, working first on the strategic issues (how to get Raquel's vision, strategy and structure in place), then on the operational issues (products and services, marketing and sales, people, systems, finance), using the same method Jeni uses with her large business clients.

Jeni says that she sees enormous value in an external mentoring program for small business. "Often in small business, women have no colleagues, no sounding board. Sometimes they use their partners and friends who may not have any business experience. Sometimes there are other things going on between them that get in the way of impartial, relevant and wise business support."

### CAFÉ ALLERJEAN - THE MENTEE

Jean Davy started making wheat and gluten free food for herself at home to manage her own allergies but was soon making food for people referred by the Royal Prince Alfred Hospital's Allergy Unit. Her friend Jane Hall, with a PhD in Marine Biology, helped Jean in her spare time. When the business grew, the pair decided to open a shop, Café Allerjean, in Warriewood on Sydney's northern beaches and Jane took two years' leave from work.

Café Allerjean serves 'functional food' which goes beyond nutrition to provide specific health benefits but "first and foremost, our food has to be delicious for everyone. Only 40 per cent of our customers have food allergies," Jane says. Clearly, it's delicious for everyone because, in September 2004, after only 18 months in business Café Allerjean won the Manly Daily's Community Business Award for Best Café on the Northern Beaches, a

and his ability to get to the heart of the matter. "I see business as a human enterprise. I am not a numbers man. I know what it costs a person to start a business up and how hard and lonely it is. I know how scary it is when it gets out of hand. It happens to everyone. I've been there." ■

### MENTORING IS AN ANCIENT TRADITION

As distinct from formal education, learning, training in specific skills and spiritual guidance, the giving of wise counsel, the passage of wisdom from the experienced, thoughtful leader to the protégé is an ancient tradition.

In male dominated cultures it often went hand in hand with patronage as a means of wise and powerful men selecting and developing their successors.

The mentoring tradition for women relates more to the mentors than the protégés because women have been developed as leaders in very few cultures. The notion of the crone, the wise old woman, is common to many cultures although it has often been associated with witchcraft and herbal medicine. Across many cultures, the mythical mentors providing guidance and inspiration to men and women have often been women.

#### Mythical Mentors

In ancient Egypt, Hypatia was revered as an oracle of unrivalled wisdom and was consulted by the most learned of her time.

Celtic Brigit represented learning culture and skills and her message was widespread, conveyed by travelling bards. She was attributed with inventing the written word to communicate creative thought and became Christian St Brigit.

Divinia, the Roman goddess of protection, closely associated with the moon, brought comfort, understanding and intuition about life's problems.

Freya, the Scandinavian goddess of leadership was attributed with creating the trance state from which knowledge and wisdom emerged, to be used by humankind.

Chinese 'I' ai Yuan's perfect intelligence created the Yin Yang symbol of wholeness and perfect balance created from the co-existence of opposing forces of dark (receptivity, earth, moon, intuition) and light (action, heaven, sun and reason).

Lakshmi, Hindu wife and equal of Lord Vishnu brought good fortune and material wealth and taught her followers (including many kings) to be truthful, philanthropic and sincere.

With great sensitivity and tenderness, Euruzile encouraged her Haitian followers to transcend the mundane and envisage a life of art and beauty, free of daily pressures.

**Source:** A Zerner and M Farber, Goddess Guide Me, Random House  
The difference between mythical and ancient mentoring and the corporate mentoring of the present day is that the latter is interactive and to do with the mentor listening to the mentee and reflecting back to her rather than the mentor passing down the wisdom of the ages to develop moral fortitude in future leaders.

Ancient Egyptian sages authored papyrus scrolls containing maxims making up a catalogue of virtues known as Instructions in Wisdom. These were passed from aristocratic and middle class fathers to their sons to instruct them in the ethical standards of their society and to present examples of their practical application in daily civic life. ■



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