

HOW TO BE A LEADER

with a long-term mindset

The two keynotes at our recent MFA 5+ event had different experiences to share.

Paul Callaghan addressed the difference between western and indigenous leadership and Julie Hutchinson's lessons focused on working with a brand with a low share of voice. Both demonstrated the benefits of why a long-term mindset is a leader's best short-term strategy.

Here are three lessons from each speaker:



Paul Callaghan, Indigenous leader and author

An Aboriginal leader belonging to the land of the Worimi people, Paul has held many senior executive positions, including leading over 1200 staff as Director of TAFE NSW. Paul's passions are driven by his belief in the power of story to create a better world.

1. Seek inspiration from the indigenous style of leadership

The Western definition of leadership, according to the Harvard Business Review, is the accomplishment of a goal through the direction of human assistance. Paul said the Aboriginal definition of leadership is about taking responsibility "to care for my place and all things in my place for my children's children's children's children". This means all decisions are made with a long-term perspective, which we can also apply to the modern workplace.

2. Your job is an opportunity to do good things

"Your job doesn't define you," Paul said. "Your job gives you an opportunity to do good things." Referring to our industry purpose, We Are The Changers, he said we can claim to be able to save lives. "People like you are the influencers that can reshape Australia, create reconciliation, bring us together. And when you do that, you will save the lives of my people."

3. Information is not knowledge, wisdom is what a great leader has

While we live in a world of data, with information doubling every 12 hours, Paul reminded 5plusers that information is not knowledge. "Even though we have more data than ever, wisdom has evaporated," he said. "There's a lot of rubbish out there and you're getting a lot of it. If you're not careful, you're going to be shuffling it back out." His advice: we need to carve out time to think and be more conscious in our leadership decisions.

Julie Hutchinson, Marketing Director, Volvo Cars Australia

Julie is passionate about leaders having a long-term mindset, evident in her personal vision for Volvo to go all electric by 2030.

1. Adopt an abundance mindset

Focus on what you have rather than what you lack. As Marketing Director of Volvo Cars Australia, Julie doesn't have the marketing budget or resources of big-selling marques. She said: "So I try and look at, how can I outsmart my competition? How can I play the game differently?" Her advice to 5plusers: "Think about how you're going to play the game and look at what you have in your toolkit, and how you can build that further."

2. Nurture good relationships with all stakeholders

If you build good relationships then you'll always have people in your corner. After experiencing the friction between marketing and finance early in her career, Julie ensures she speaks the language of the finance department and nurtures that relationship. "What I can tell you is that my finance director is often in meetings and she's bought into what we're trying to achieve, and she's backing marketing in those meetings when I'm not there."

3. Practise patience and empathy

For Julie, consideration is an obsession metric: "If consideration is going up, that means sales will go up." But it's a slow-moving metric – and so requires patience. Focusing on the right metrics and setting milestones is crucial for managing patience for all stakeholders. As Julie said: "What's going to drive success for the business? Because we get lost in the details sometimes, and there's always an abundance of information. But it's really about knowing which levers are the most important."

Looking for ways to empathise with other parts of the business and partners is also important, Julie added. She quoted an insight shared with her by Paul Mitchell of The Human Enterprise: "Bring people in as a partner early, rather than a judge later."

From providing inspiration and new perspectives, to challenging the MFA 5+ community to think differently, as well as bringing peers together to engage in great conversation with industry leaders and insightful keynote speakers from outside the industry – the impact of these sessions extends beyond the two-hour events to shape the learning and development of our industry's future leaders.



▶ Click through to the photo gallery of the MFA 5+ Inspiration Series events in [SYDNEY & MELBOURNE](#).