



# Executive Assistant Masterclass

9th Annual Congress Series | Luna Park, Sydney 18-19 March

*Know what it takes to be the best.  
And how to demonstrate the great worth  
and value you deliver for your business.*

## PROGRAM HIGHLIGHTS INCLUDE:

4 sensational keynote presentations including

Nick Farr Jones, former Australian Rugby Captain  
and Patrick Schmidt, CEO of The Iconic

- 12 Senior Corporate Executives
- 10 Senior Corporate EAs or PAs
- 10 Amazing consultants, coaches or trainers

2015 SYDNEY  
CONFERENCE PROGRAM

For program or  
registration enquiries

CALL 02 8402 5000

OR VISIT EXECUTIVEASSISTANT.COM

AUSTRALIA'S MOST HIGHLY  
ACCLAIMED EDUCATIONAL  
FORUM FOR EAs AND PAs

## 12 KEY REASONS TO ATTEND

### Improve your strategic focus

To ensure that your actions and deeds have the correct prioritisation

### Act and think like a General Manager

Emulate them in attitude and breadth of knowledge if not in depth of knowledge

### Emulate the great executives and corporate leaders

Know what it takes to spot what really matters, what doesn't and, more importantly, what might matter in the future

### Learn

Why it is important for you to become a facilitator, a corporate barometer, an alliance builder and a tension alleviator

### Make your executive's goals yours

And understand their true business imperatives

### Discover

Why great EAs are perceived as leaders by all those they work with

### Examine

Areas where you can add increased value for your executive

### Executive Office Management

Celebrate what it means for EAs and PAs to be taking on the mantle of Manager of their Executive's Offices

### Challenge historical perceptions

And replace them with clearly understood role parameters

### Align your KPIs

With those of your executive to ensure unity of purpose and deed

### Remove subjectivity

In any assessment of your role and replace it with objectivity

### Learn how

To make the rationalisation of your EA and PA roles work for your assistants, for your executives and for your organisation

## EXECUTIVE ASSISTANT MASTERCLASS

Know what it takes to be the best

Dear Colleague,

### RATIONALISATION, MORE OBJECTIVITY AND AN EXPANDED ROLE

On the one hand, the growing acceptance within most organisations that a degree of rationalisation of the role must occur is incredibly exciting, especially as it is something we have been advocating for close to 8 years. Aligned to this, broader support and understanding within organisations around just how extensive the scope any expanded EA and PA role can have and the benefits this can bring to the organisation is also incredibly exciting.

On the other hand, however, there are those causing huge damage in the industry in accepting the need for rationalisation of the role and rushing headlong into such a program without taking time to fully examine the myriad of different benefits EAs and PAs can bring to their executives and organisations.

### EXTENSIVE BENEFITS, THE VALUE YOU DELIVER FOR YOUR ORGANISATIONS IN YOUR ROLE

Managing the office of a senior executive in a way that delivers substantial benefits for both them and the business is very different from being a mere assistant, and the benefits go beyond mere savings in relation to the executive's time or effort.

That's what great EAs and PAs do, they deliver substantial value, and that's what we will be examining, and celebrating, in this congress.

# INTRODUCTION

### MANAGING THE OFFICE OF YOUR EXECUTIVE

But managing the office of an executive is also substantially different from being an old school assistant. In this conference we will also examine exactly what those differences are and what areas of technical skills and knowledge EAs and PAs need to develop, in addition to the enhanced social and interpersonal skills they will need to have.

This is a conference not to be missed. Right now the future for great EAs and PAs is extremely bright, so we look forward to having you attend to find out exactly how you, your executive and organisation can benefit.

### REGISTER NOW

We believe this conference, the first in our national series for 2015, will be the most beneficial educational forum ever held for EAs and PAs in Australia. Your role and how it is perceived within business is continuing to evolve. We believe in a vision for the future of the role that will help ensure the best outcomes for EAs and PAs both now and into the future, a vision that has been derived with the help of literally thousands of EAs and PAs plus hundreds of executives around Australia over 9 years. The role of EAs and PAs has reached a really exciting juncture in its evolution, one we will celebrate and explore in depth in this conference.

So please, join us for what we know will be two days that will have a profound impact on how you and your executive operate, and the productivity that you both deliver.



**JONATHAN MCILROY**  
Co-founder and Joint  
Managing Director  
Executive Assistant Network

### SENIOR CORPORATE AND GOVERNMENT EXECUTIVES CONFIRMED AS PARTICIPATING AT THIS EVENT INCLUDE:

**ASHLEY FARR**  
Chief Executive Officer, McCann

**GRAHAM CATT**  
Chief Executive Officer, Australian Veterinary Association

**NEVILLE CARTER**  
Chief Executive Officer, College of Law

**PROFESSOR DAVID CURROW**  
Chief Cancer Officer, NSW and Chief Executive Officer,  
Cancer Institute NSW

**SALLY RUSTON**  
Head of Junior School, Abbotsleigh

**PATRICK SCHMIDT**  
Chief Executive Officer, The Iconic

**VICTORIA WHITE**  
General Manager, Portfolio Management, UrbanGrowth  
NSW, B Eng, MBA, GDEnv

**KELLY YOUNG**  
HR Director, Fairfax Media

**NATALIA VUKOLOVA**  
Chief Executive Officer, The Royal Australian and New  
Zealand College of Radiologists

### SENIOR EAs AND PAs CONFIRMED AS PARTICIPATING AT THIS EVENT INCLUDE:

**STACEY ALEXANDER**  
Executive Assistant to Group General Counsel and Group  
Executive, Group Corporate Affairs, Commonwealth Bank

**JENNI BEAUMONT-HUNT**  
Executive Assistant to Head of Junior School,  
Abbotsleigh

**GAYLE EDWARDS**  
Executive Assistant to Executive General Manager Business  
Lending, National Australia Bank Limited

**MEGAN HAIGH**  
Personal Assistant to the Managing Director (Australia and  
New Zealand), Dyson

**INGRID MOLLER**  
Executive Assistant to the Chief Executive Officer,  
South Eastern Sydney Medicare Local Ltd

**JENN PRYOR**  
Executive Assistant to Executive to Group Chief  
Financial Officer, Cover-More

**TRACEY ROBERTS**  
Executive Assistant to the Managing Director, Australia,  
Chubb Insurance Company of Australia

**ANWEN ROWE**  
Executive Assistant to Chief Executive Officer/Information  
Commissioner, and Privacy Commissioner, Information and  
Privacy Commission

**NIKKI SHERMAN**  
Legal Assistant: Finance, Corrs Chambers Westgarth

## SPONSORS



### CRYSTAL PALACE, LUNA PARK

Situated on the majestic harbour foreshore, Luna Park's versatile venues are recognised as Sydney's premier events facilities and are ideal for any occasion. With an unmatched vista capturing the iconic Harbour Bridge, Opera House and city lights, the heritage-listed 'Crystal Palace', the purpose-built 'Big Top' auditorium or our latest venue the elegant 'Palais', will exceed expectations and have your guests talking about your event for years to come.



### AVISUAL PRODUCTIONS

Avisual Productions began their business in 2008, vowing to become a leader in the audiovisual industry. To accomplish this, they deliver superior audiovisual services, technology, and coordination. In addition, they know it is not enough to simply sell goods and services to their clients. AVISUAL Productions' team is as equally versed in customer service issues as it is in audiovisual services. To achieve this, they implement four key service oriented components: value, performance, reliability and innovation. This combination of customer service, audiovisual equipment and dedicated teamwork are the cornerstones on which AVISUAL Productions company was founded. Today, four decades later, those core values are what separate them from the rest of their industry.



ICMI

ICMI are Australasia's Premier Speakers and Entertainers Bureau and the first bureau in the world to franchise its operation. ICMI now has 16 offices/franchisees throughout Australia and New Zealand. Founded in 1986 ICMI has brought many of the world's most outstanding leaders and celebrities to this country including the likes of Mikhail Gorbachev, Sir Bob Geldof, Sir Michael Parkinson, Bear Grylls and Nelson Mandela. ICMI in 2012 and 2010 won the Mice.net award for the Best Product/Service in the conference/events industry. ICMI over the years has won many Industry and non-Industry Awards including the Marketing Award for Excellence several times whilst ICMI's. ICMI handles in excess of 3000 bookings per year and include bookings with the likes of John Howard, Chrissie Swan, Christine Nixon, Ita Buttrose and Jeff Kennett. ICMI can solve any brief and help make your next conference the best ever.

## PROGRAM AT A GLANCE WEDNESDAY 18 MARCH 2015

### EXECUTIVE OFFICE MANAGEMENT : EXECUTIVE ASSISTANT MASTERCLASS

|         |   |
|---------|---|
| 7.45AM  | REGISTRATION OPENS  |
| 8.30AM  | INTRODUCTION AND OPENING ADDRESS  |
| 9.00AM  | KEYNOTE OPENING ADDRESS<br>BE THE BEST YOU CAN BE IN EVERYTHING YOU DO – THE WINNING ATTITUDE   |
| 9.45AM  | EXECUTIVE PANEL DISCUSSION<br>PROFILE OF AN EXCELLENT EA – WHAT DOES BEING THE BEST OF THE BEST LOOK LIKE?  |
| 10.45AM | MORNING COFFEE  |
| 11.15AM | EXECUTIVE PANEL DISCUSSION<br>THE RIGHT WAY AND THE WRONG WAY -<br>MAKING RATIONALISATION WORK FOR YOU AND YOUR ORGANISATION                              |
| 12.15PM | LUNCH   |
| 1.30PM  | KEYNOTE BUSINESS ADDRESS<br>CORPORATE HUTZPAH – LESSONS FROM A SUCCESSFUL ENTREPRENEUR<br>ON WHAT IT TAKES TO SUCCEED IN BUSINESS                         |
| 2.15PM  | EA PANEL DISCUSSION & WORKSHOP<br>INTANGIBLE BENEFITS – IDENTIFYING THE MANY AREAS WHERE EAs AND PAs<br>ADD SIGNIFICANT VALUE THAT AREN'T EASILY MEASURED |
| 3.15PM  | AFTERNOON TEA   |
| 3.45PM  | TECHNICAL MASTERCLASS WORKSHOP<br>BUSINESS MANAGEMENT FUNDAMENTALS AS THEY IMPACT ON THE<br>MANAGER OF AN EXECUTIVE'S OFFICE                              |
| 5.30PM  | CLOSE OF DAY 1 COCKTAIL RECEPTION WITHIN EXHIBITION AREA  |
| 7.00PM  | GALA DINNER   |

## PROGRAM AT A GLANCE THURSDAY 19 MARCH 2015

### EXECUTIVE OFFICE MANAGEMENT : EXECUTIVE ASSISTANT MASTERCLASS

|         |  |
|---------|--|
| 8.45AM  | KEYNOTE OPENING ADDRESS<br>TO INSPIRE AND LEAD – EXECUTIVES NEED EAs WHO CAN INSPIRE OTHERS<br>AND MAKE THEM WANT TO BELIEVE IN THEM   |
| 9.30AM  | KEYNOTE OPENING ADDRESS<br>IT'S ALL IN THE RELATIONSHIP –<br>ACCESSING SPONTANEITY IN YOUR WORKPLACE INTERACTIONS                      |
| 10.15AM | MORNING COFFEE   |
| 10.45AM | CONFLICT: WHY YOU NEED SKILLS FOR DEALING WITH IT  |
| 11.30AM | WE ARE ALL IN THE SELLING GAME – YES, THAT MEANS YOU TOO   |
| 12.15PM | LUNCH  |
| 1.30PM  | KEYNOTE OPENING ADDRESS<br>ENACTING YOUR PLANS AND GETTING THINGS DONE –<br>WHY FLAWLESS EXECUTION REQUIRES METICULOUS PLANNING        |
| 2.15PM  | KEYNOTE OPENING ADDRESS<br>VISUALISE AND CONCEPTUALISE –<br>INNOVATION AND CREATIVITY MASTERCLASS FOR THE BEST EAs                     |
| 3.00PM  | AFTERNOON TEA  |
| 3.30PM  | EA PANEL DISCUSSION & WORKSHOP<br>ESTABLISHING KPIs THAT ARE RELEVANT FOR YOUR ROLE<br>AND ALIGNING THESE WITH THOSE OF YOUR EXECUTIVE |
| 4.30PM  | CLOSING KEYNOTE ADDRESS<br>DISCOVER THE SECRETS FOR LIVING WITH PASSION,<br>LOVING WHAT YOU DO AND LIVING LIFE YOUR OWN WAY            |
| 5.15PM  | CLOSE OF CONFERENCE  |

7.45AM  
REGISTRATION OPENS

8.30AM  
CHAIRPERSON'S OPENING REMARKS

8.30AM  
INTRODUCTION AND OPENING ADDRESS

**GREAT EAs ARE INVALUABLE IN  
BUSINESS – BUT YOU STILL NEED  
TO BE ABLE TO DEMONSTRATE  
YOUR GREATNESS!**

When people seek to change who you are, what you do, what you believe in and what you stand for, it's important to focus on being the best that you can be, to demonstrate and prove yourself. Well this is happening right now in the realm of EAs and PAs. In many of the larger organisations the role as it has evolved is under sustained threat. In this opening session we will set the context and tone for the two days, outline the key things we want you to take away and the key messages we know you will hear. We want to celebrate the role of EAs and PAs and to focus on what being a great EA or PA means. That is what we intended to demonstrate. And more importantly, that is what we will teach you how to demonstrate within your businesses.

**JONATHAN MCILROY**  
Joint Managing Director,  
Executive Assistant Network

**SHANE GARROTT**  
Manager, Education and Training,  
Executive Assistant Network

9.00AM  
KEYNOTE OPENING ADDRESS

**BE THE BEST YOU CAN BE  
IN EVERYTHING YOU DO  
– THE WINNING ATTITUDE**

Successful people aren't born that way. The great don't just become great. It takes toil, countless amounts of hard work, determination and a will to persevere no matter what. To be a great EA takes a lot of things, but most of it comes from within you – you have to want it. In this inspirational keynote presentation our opening speaker will set the tone for two days where we examine everything that it takes to be the best of the best. Importantly, you will learn that how the attitude you take to approaching even the most mundane of tasks determines how successful you will be in everything else you do. Mindset matters. Make sure yours is attuned to the right frequency for success in everything you do.

**BILL NELSON**  
Appearing courtesy of ICMJ  
speakers and entertainers



9.45AM  
EXECUTIVE PANEL DISCUSSION

**PROFILE OF AN EXCELLENT EA  
– WHAT DOES BEING THE BEST  
OF THE BEST LOOK LIKE?**

***This highly interactive session panel of executives will help build a consensus around what it takes to be a great EA or PA. Just some of the premises around what attributes great EAs and PAs need to have that we will discuss will include:***

- Honesty, integrity, loyalty, basic skills and corporate knowledge (traits that should be a given for all EAs and PAs?)
- Working in a sense of partnership where you manage the office of your executive
- The breadth of knowledge of a great General Manager – if not perhaps the depth of knowledge
- The highest levels of social skills in the team – so they can be the glue in the team, the alliance and rapport builders
- Skilled political animals to negotiate the pitfalls of the office and protect their executive
- Develop the corporate intuition that all great corporate executives have
- Act as leaders in their role as the manager of their executives office

**PROFESSOR DAVID CURROW**  
Chief Cancer Officer, NSW and  
Chief Executive Officer, Cancer Institute NSW

**ASHLEY FARR**  
Chief Executive Officer, McCann

**NATALIA VUKOLOVA**  
Chief Executive Officer, The Royal Australian and New Zealand  
College of Radiologists

**VICTORIA WHITE**  
General Manager, Portfolio Management,  
UrbanGrowth NSW, B Eng, MBA, GDEnv

10.45AM  
MORNING COFFEE

11.15AM  
EXECUTIVE PANEL DISCUSSION

**THE RIGHT WAY AND THE  
WRONG WAY - MAKING  
RATIONALISATION WORK FOR  
YOU AND YOUR ORGANISATION**

Having established what a great EA or PA looks like and what they bring to their role that benefits their executive and the broader organisation, in this second executive panel discussion our executives will discuss the business imperatives driving the push for greater rationalisation in all roles and what that means in practice for EAs and PAs. They will also provide insight into what you can do to help demonstrate your value as a great EA or PA.

- The issues and concerns around subjectivity in EA or PA assessment
- Why measures of output and performance matter
- Your goals and objectives in relation to those of your executive
- The limits of a rationalised model – why an overly industrialised approach falls down in practice
- Dealing with intangible benefits – the many things you bring to the partnership, relationship and business that can't be measured

**GRAHAM CATT**  
Chief Executive Officer, Australian Veterinary Association

**NEVILLE CARTER**  
Chief Executive Officer, College of Law

**SALLY RUSTON**  
Head of Junior School, Abbotsleigh

**KELLY YOUNG**  
HR Director, Fairfax Media

12.15PM  
LUNCH

#### 1.30PM KEYNOTE BUSINESS ADDRESS

#### CORPORATE HUTZPAH – LESSONS FROM A SUCCESSFUL ENTREPRENEUR ON WHAT IT TAKES TO SUCCEED IN BUSINESS

What does it take to be a successful entrepreneur? And what does that have to do with EAs and PAs? Well, the simple truth is, most successful people in business share a lot of similar traits and characteristics.

***In this enthralling session Patrick will take you through their keys to success so you can glimpse how you should be thinking and acting in business if you want to be the best of the best.***

- Focus
- Flawless execution
- Ability
- Passion
- Flexibility
- Courage
- Creativity
- Risk tolerance

**PATRICK SCHMIDT**  
Chief Executive Officer, The Iconic

#### 2.15PM EA PANEL DISCUSSION & WORKSHOP

#### INTANGIBLE BENEFITS – IDENTIFYING THE MANY AREAS WHERE EAs AND PAs ADD SIG- NIFICANT VALUE THAT AREN'T EASILY MEASURED

***In this interactive panel discussion and audience workshop our panellists will first outline some areas identified in discussion ahead of the conference with EAN. They will then take on the role of facilitators in group discussions where individual topics will be examined in greater detail and outcomes recorded for the full group.***

- The emotional and physical welfare of your executive
- Protecting them from others and themselves – your role as a conduit rather than a gatekeeper
- Filtering the white noise and working out what is important information
- Keeping your executive aware of the emotional and psychological mood in the office – your role as corporate thermometer
- Having their back when it comes to office politics and other executives
- Networking internally and externally to facilitate easier access to others for your executive

**STACEY ALEXANDER**  
Executive Assistant to Group General Counsel and  
Group Executive, Group Corporate Affairs, Commonwealth Bank

**JENNI BEAUMONT-HUNT**  
Executive Assistant to Head of Junior School, Abbotsleigh

**JENN PRYOR**  
Executive Assistant to Executive General Manager  
Colonial First State

**NIKKI SHERMAN**  
Legal Assistant: Finance, Corrs Chambers Westgarth

#### 3.45PM TECHNICAL MASTERCLASS WORKSHOP

#### BUSINESS MANAGEMENT FUN- DAMENTALS AS THEY IMPACT ON THE MANAGER OF AN EXECUTIVE'S OFFICE

Developing the breadth of knowledge of a good General Manager means being across, and understanding, everything that impacts on the successful operation of a business; from strategy to product development, marketing and sales to product delivery, and logistics to business administration.

***In this workshop style session you will receive a thorough run down on all the key things managers are looking for when assessing key parts of a business and its performance. We can't hope to train you in all aspects of business management in one short session, rather to open your eyes to areas you should explore further for development of your knowledge and understanding.***

- It all starts with strategy, goals and plans
- Where do values, purpose and mission fit it?
- Different business types – knowing what really matters in each type of organisation
- Budgets, forecasts and financial reports – what measures or indications matter and which ones don't?
- Clients, customers, stakeholders, shareholders – make sure you know the relative importance of different people to your business
- Delivery and doing what it is your business fundamentally is designed to do - why sometimes it's important to keep this in mind

**DR STEPHEN TRELOAR**  
Senior Lecturer, University of Notre Dame, Sydney  
and Principal, Coaching & Mentoring Australia

5.30PM  
CLOSE OF DAY 1  
COCKTAIL RECEPTION  
WITHIN THE EXHIBITION AREA

7.00PM  
GALA DINNER



***The conference is a must for any EA or OM whether in a small firm or large, the information sharing is comforting for those doing it right and encouraging for those who need to make a change.***

**LYNNE LEE,**  
PKF Lawler

3.15PM  
AFTERNOON TEA

**8.45AM  
KEYNOTE OPENING ADDRESS**

**TO INSPIRE AND LEAD – EXECUTIVES NEED EAs WHO CAN INSPIRE OTHERS AND MAKE THEM WANT TO BELIEVE IN THEM**

Having a champion mindset is one thing, but once you have the right attitude, believe in your abilities and have a greater sense of self-worth and purpose, you still need others to believe in you. But they will only do that if to some degree you inspire them. The reality is that you have a leadership role and if you are to excel in managing the office of your executive, then that all starts with your ability to inspire those around you.

***In this compelling session, you will examine the secrets to:***

- Inspiring others to action
- Inspiring others to unite
- Inspiring others to listen
- Inspiring others to see
- Inspiring others to believe

This is what being a leader is and it's what executives need their great EAs and PAs to be able to achieve.

**NICK FARR-JONES**  
Appearing courtesy of ICM! speakers and entertainers



**9.30AM**

**IT'S ALL IN THE RELATIONSHIP – ACCESSING SPONTANEITY IN YOUR WORKPLACE INTERACTIONS**

In managing the office of your executive, you sit at the hub of a network, playing a role in many interactions involving you, your executive and the rest of the world. You are a highly connected person!

So, how do you go about playing this crucial role? Are you the glue that holds things together? The lubricant that keeps things flowing? The thermostat that keeps things from over-heating? The nature and quality of your relationships with others is a key determinant of your effectiveness. Glue can hold things together. But it can also gum things up! Being at your best as an EA/PA requires awareness of what flows between you and others, an awareness of the relationship as a presence in its own right. Your capacity to access your own spontaneity – your capacity to be open, un-defended, flexible and responsive - in relationship in the heat of everyday here and now interactions is crucial. It is what enables you to creatively rise up and meet new challenges or develop fresh responses to old problems in your work interactions.

***In this session we will explore some playful but practical ways in which you can grow your spontaneity and be at your best and most effective in your interactions with others.***

**JENNY POSTLETHWAITE** Principal, Reach Coaching

**10.15AM  
MORNING COFFEE**

**10.45AM**

**CONFLICT: WHY YOU NEED SKILLS FOR DEALING WITH IT**

As soon as two or more people work together, the potential for conflict exists. Do you sometimes find yourself trying to smooth ruffled feathers or create viable solutions to politically sensitive situations? Then you need to master the art of conflict resolution. As the manager of your executive's office, you're responsible for managing difficult situations professionally. Not only do you need to stay calm yourself, you need to help other people calm down. And you're expected to help everyone work collaboratively to sort out conflicts.

***That's why you need to attend this session, where you'll:***

- Hear how to use a four step process for sorting out issues
- Work out what the real issue is
- Gather everyone's perspective on that issue
- Present your own viewpoint without inflaming the situation
- Find win/win options for solving the problem

If you want less stress and more success, this session will give you practical tools for getting it.

**ELEANOR SHAKIBA**  
People Skills Expert, Think Learn Succeed

THURSDAY 19 MARCH 2015

**FULL PROGRAM IN DETAIL**

**11.30AM**

**WE ARE ALL IN THE SELLING GAME – YES, THAT MEANS YOU TOO**

Some call it persuasion, some call it influence, others selling – but the reality is, no matter what you do in life, at times you need to be able to get other people to come around to your way of thinking. None more so than EAs and PAs. In managing your executives office and working to ensure that they can achieve all their goals, in being the social fabric that connects everyone in the office or in being the 'doer' and the 'achiever' in the team, it is unfathomable for you to believe you don't have to be an adept influencer and persuader. From selling a vision or idea to persuading your executive's direct reports to adopt a new way of working with your office, you need to be highly skilled at convincing and influencing others.

***In this session you will learn how to:***

- Frame and articulate ideas or concepts
- Build rapport with colleagues
- Implement a proven influencing strategy into your discussions
- Identify hidden agendas and establish common ground

**MICHELLE BOWDEN**  
Director, Michelle Bowden Enterprises

**12.15PM  
LUNCH**

## FULL PROGRAM IN DETAIL

1.30PM

### ENACTING YOUR PLANS AND GETTING THINGS DONE – WHY FLAWLESS EXECUTION REQUIRES METICULOUS PLANNING

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So, how do you go about playing this crucial role? Are you the glue that holds everything together? The thermostat that keeps things from over-heating? The nature and quality of your role relationships with others is a key determinant of your effectiveness. Glue can hold things together. But it can also gum things up! Being at your best as an EA/PA requires awareness of what flows between you and others, an awareness of the relationship as a presence in its own right. Your capacity to access your own spontaneity – your capacity to be open, un-defended, flexible and responsive - in relationship in the heat of everyday here and now interactions is crucial. It is what enables you to creatively rise up and meet new challenges or develop fresh responses to old problems in your work interactions.

#### JULIA Checcia

Project Management Practice Manager, ANZ, Hitachi Data Systems and President, Board of the Project Management Institute Sydney Chapter

2.15PM

### VISUALISE AND CONCEPTUALISE – INNOVATION AND CREATIVITY MASTERCLASS FOR THE BEST EAs

With the many tasks and projects you get handed or just absorb daily, it is essential that you can come up with creative solutions that achieve the best possible outcomes in the most efficient and effective way. Being able to visualise and conceptualise different outcomes and different ways of doing things every time is essential.

**In this session you will examine:**

- Instant idea generation techniques used by the world's greatest innovators
- How to know which ideas have the best potential or are the most suitable with the least risk
- Simple techniques for integrating your ideas into your projects more effectively and more efficiently

#### LYNNE CAZALY

Owner, Lynne Cazaly

3.00PM  
AFTERNOON TEA

3.30PM

### EA PANEL DISCUSSION & WORKSHOP

#### ESTABLISHING KPI'S THAT ARE RELEVANT FOR YOUR ROLE AND ALIGNING THESE WITH THOSE OF YOUR EXECUTIVE

Rationalisation of your role in a way that we believe is sustainable and places real value on what you do requires that you are able to fully demonstrate your worth to the business – and importantly that you can demonstrate the extent to which you, in managing the office of your executive, increase their productivity. For months EAN has been working on concepts for developing some relevant and consistent frameworks for EAs and PAs to use to create their own meaningful KPIs.

**In this session we will unveil our ideas and then discuss these with the panellists, and ultimately workshop the main ideas with the whole audience, working in groups, to help establish simple consistent ways for attendees to use these in their offices.**

- Tasks versus objectives - aligning the two
- Outcomes that matter – how do you assess their relative importance?
- Can intangible benefits somehow be included?
- Working 'the essence' of your executive's KPIs into your own

#### GAYLE EDWARDS

Executive Assistant to Executive General Manager Business Lending, National Australia Bank Limited

#### MEGAN HAIGH

Personal Assistant to the Managing Director (Australia and New Zealand), Dyson

#### INGRID MOLLER

Executive Assistant to the Chief Executive Officer, South Eastern Sydney Medicare Local Ltd

#### ANWEN ROWE

Executive Assistant to Chief Executive Officer/Information Commissioner, and Privacy Commissioner, Information and Privacy Commission NSW

#### TRACEY ROBERTS

Executive Assistant to the Managing Director, Australia, Chubb Insurance Company of Australia

4.30PM

### CLOSING KEYNOTE ADDRESS

#### DISCOVER THE SECRETS FOR LIVING WITH PASSION, LOVING WHAT YOU DO AND LIVING LIFE YOUR OWN WAY

Many of us fail to unlock our potential or live fulfilled and happy lives because we are blocked by our own mental barriers. But we can all live lives filled with greater passion, love and joy if we can just break through those barriers and learn how to live life in the moment. In this moving and inspirational closing keynote session be prepared to challenge your own preconceptions on living, give in to a new way of looking at your own world and break down some of the barriers that are holding you back. Regain your joie de vivre. Keep focussed on the moment. Learn to love who you are and what you do.

#### SUE PIETERS-HAWKE

Appearing courtesy of ICMI speakers and entertainers



5.15PM  
CLOSE OF CONFERENCE

## SENIOR EXECUTIVE SPEAKERS



**GRAHAM CATT, CHIEF EXECUTIVE OFFICER, AUSTRALIAN VETERINARY ASSOCIATION**

Graham has 15 years' experience as an executive manager in both commercial and not for profit organisations. He represents the veterinary profession in a range of industry and government forums, is an active participant in business networks, and regularly speaks on issues impacting associations and the not for profit sector. In his six years as AVA CEO, Graham has led reforms across all aspects of the organisation, and significant growth in membership, revenues, professionalism and influence.



**PATRICK SCHMIDT, CHIEF EXECUTIVE OFFICER, THE ICONIC**

Patrick Schmidt has a proven track record of building market-leading ecommerce companies. He brings 12 years' experience in the Online, Retail and Marketing sector, and joins theiconic.com.au from his recent role as International Vice President of Groupon Latin America where he headed nine countries and 2000 employees. Previously, Mr Schmidt co-founded Groupon Australia and led the company to market leadership as its CEO.



**DR LYNN WEEKES AM, CHIEF EXECUTIVE, NPS MEDICINEWISE**

As inaugural Chief Executive Officer, Lynn has contributed significantly to the development of quality use of medicines (QUM) resources and services for health professionals and consumers in Australia since 1998. She has a strong professional interest in quality assurance, behaviour change and pharmacoepidemiology. In 2013, Lynn was appointed as a Member of the Order of Australia for her significant service to Australian community health through the promotion of quality use of medicines.



**VICTORIA WHITE, GENERAL MANAGER, PORTFOLIO MANAGEMENT, URBANGROWTH NSW, B ENG, MBA, GDENV**

Victoria's role is to position UrbanGrowth NSW to be a centre of excellence for portfolio and project planning, development, delivery, governance and collaboration. She was most recently a General Manager at Infrastructure Australia and has previously held senior advisory roles at the NSW Department of Premier and Cabinet and Infrastructure NSW. She moved to Sydney to manage Sydney Water's capital investment program.



**KELLY YOUNG, HR DIRECTOR, FAIRFAX MEDIA**

Kelly is Human Resources Director for Australian Publishing Media within the Fairfax Media group. She has worked with diverse groups including The Sydney Morning Herald, The Age, The Australian Financial Review and digital brand teams. Kelly is working in the front line of transformation, continuing to drive change and build the culture and talent to meet the needs of an ever-changing media business.



**NATALIA VUKOLOVA, CHIEF EXECUTIVE OFFICER, THE ROYAL AUSTRALIAN AND NEW ZEALAND COLLEGE OF RADIOLOGISTS**

Natalia holds the degrees of Bachelor of Business Management and Master of Social Development, is an Associate Fellow of the Australian College of Health Service Management and a Graduate of the Australian Institute of Company Directors. She has a strong background of management experience across public sector, health, charity and member-based not-for-profit organisations.



**JONATHAN MCILROY, JOINT MANAGING DIRECTOR, EXECUTIVE ASSISTANT NETWORK**

Jonathan has over 14 years experience in senior management and executive positions and has worked in industries as diverse as banking and finance, education and training, events management and even politics before co-founding Executive Assistant Network.



**NEVILLE CARTER, CHIEF EXECUTIVE OFFICER, COLLEGE OF LAW**

Neville Carter has served as the Group Managing Director and now Chief Executive Officer of The College of Law since 1996. He has extensive experience in the design and management of large professional education programs as well as a strong background in business and management training for the legal profession.



**PROFESSOR DAVID CURROW, CHIEF CANCER OFFICER, NSW AND CHIEF EXECUTIVE OFFICER, CANCER INSTITUTE NSW**

David was appointed to the CEO position the NSW Government's cancer control agency in March 2010. Before that he was the foundation Chief Executive Officer of Cancer Australia, the Commonwealth's cancer control agency. He leads a team of 200 people whose expertise and remit include prevention, screening, service performance, development, and strategic research and investment.



**ASHLEY FARR, CHIEF EXECUTIVE OFFICER, MCCANN**

A hands-on CEO with a passion for strategic excellence, Ash was part of the SMART team that oversaw the transformation of McCann into Australia's most awarded agency of 2013. He began his career as part of Ogilvy & Mather London and he has since worked in four continents across numerous brands, including stints client side at Virgin Group and running a record label and technology start-up.



**SALLY RUSTON, HEAD OF JUNIOR SCHOOL, ABBOTTSLEIGH**

Sally Ruston's career in education, teaching in independent schools, spans over 30 years. She has both a Degree and Masters in Education and a Graduate Diploma in Computers in Education. For the past 15 years she has been Head of Junior School at Abbotsleigh and contributed extensively to IPSHA (Independent Primary School Heads Association) APPA, and as a member on several boards of the Association of Independent Schools.

DS



*I found the 2 days very enlightening and inspirational. Definitely gave me an increased awareness and focus around my personal and work possibilities/responsibilities. The next 12 months will be very interesting..my boss won't believe his eyes.*

**RHONA SHARPE, KPMG**

*Year after year EAN deliver an inspiring Congress full of 'Aha moments'!*

**MICHELLE GIANNIS, Department of Social Services**



## INDUSTRY CONSULTANTS



**MICHELLE BOWDEN**, DIRECTOR, MICHELLE BOWDEN ENTERPRISES

Michelle Bowden is an authority on presentation & persuasion in business. Michelle is a CSP (the highest designation for speakers in the world), co-creator of the PRSI (a world-first psychometric indicator that tests your persuasiveness at work), best selling author (Wiley), editor of How to Present magazine, and a regular commentator in print, radio and online media. [www.michellebowden.com.au](http://www.michellebowden.com.au)



**DR STEPHEN TRELOAR**, SENIOR LECTURER, UNIVERSITY OF NOTRE DAME, SYDNEY AND PRINCIPAL, COACHING & MENTORING AUSTRALIA.

Dr Stephen Treloar holds Master of Commercial Law (Macq), Master of Business Administration (SGSM), Doctorate in Business Administration (SCU), Diploma in Foreign Trade, Advanced Diploma, Australian Institute of Company Directors. Stephen has served on numerous boards and is currently the Chairman, Finance & Governance, Western Sydney Academy of Sport. He is currently, Senior Lecturer, University of Notre Dame, Sydney and is the Principal, at Coaching & Mentoring Australia.



**LYNNE CAZALY**, OWNER, LYNNE CAZALY

Lynne Cazaly is a speaker, mentor and the author of: Visual Mojo: How to capture thinking, convey information and collaborate using visuals and Create Change: How to apply innovation in an era of uncertainty. She works with leaders on major change and transformation projects and helps people distil their thinking and apply their ideas to innovative projects. Lynne is on the faculty of Thought Leaders Business School.



**BILL NELSON** 

Bill Nelson is widely regarded as one of this country's most outstanding business presenters in the areas of "Building successful Teams" and "Improving individual Performances." He was the Men's Long Distance Swimming Coach in the late 1990s and changed the Team from an "I" to a "We" mentality. Some of the swimmers he was responsible for included Kieren Perkins, Michael Klim, Ian Thorpe and Grant Hackett. Bill was also the performance coach for the Sydney Kings Basketball team during its record breaking three successive Championships from 2003 - 2005. Bill's results at organisations such as Ray White Real Estate are legendary.



**ELEANOR SHAKIBA**, PEOPLE SKILLS EXPERT, THINK LEARN SUCCEED

Eleanor teaches people to relate, create and communicate for business success. She has written over ninety training courses and has trained over 48,000 people to create, relate and communicate with flair. She started her career as a writer and theatre director. She next moved into training and management roles at the University of Sydney. Today, she is one of Australia's leading trainers in the field of breakthrough communication.



**NICK FARR-JONES AM** 


Former Rugby Union World Cup Captain Nick Farr-Jones is a natural leader with an ability to motivate that has been clearly demonstrated throughout his career in Rugby, Law and Finance. Nick was captain of the team, which brought home the Rugby Union World Cup in 1991, the 1992 Bledisloe Cup and the team that convincingly defeated the Springboks in August 1992. Nick was Australia's most-capped scrum half and its most-capped captain. Motivation, leadership and teamwork are a winning combination for Nick Farr-Jones.



**JENNY POSTLETHWAITE**, PRINCIPAL, REACH COACHING

Jenny works with individuals and groups in organisations. She uses action oriented methods with clients, enabling them to access their inherent spontaneity and vitality and bring it to the immediacy of here and now moments, energising them to creatively rise up and meet new challenges or develop fresh responses to old problems.



**SUE PIETERS-HAWKE** 

Sue Pieters-Hawke is the author of the bestselling book "Hazel's Journey", the story of her mother's experience with Alzheimer's disease, which has sold over 50,000 copies. Sue has become a sought-after speaker, especially regarding issues of personal empowerment and social responsibility. Sue's style is honest, open and humorous and her often unconventional insights are firmly grounded in personal experience.

**JULIA CHECCHIA**, Project Management Practice Manager, ANZ, Hitachi Data Systems

Julia is a highly qualified project management professional and facilitator with many years of experience across numerous fields, industries and countries. She works for Hitachi Data Systems as a Project Management Office Director and lectures at University of Sydney as well as Curtin University, Sydney. Julia has consulted for Qantas, Arnotts, AGL, Vodafone, and Telstra and has presented in conferences in Australia, New Zealand, Singapore, Hong Kong, Indonesia and USA.



**SHANE GARROTT**, MANAGER EDUCATION AND TRAINING, EXECUTIVE ASSISTANT NETWORK

Bringing 12 years of training and management experience (8 years within RTOs), Shane is an engager who champions the 2000 year old art of rational thinking in the workplace. As a presenter, he challenges your preconceptions on service, finance and management. As EAN's Education & Training Manager, he supports your development and future career path with a vigour and passion unmatched.

Know what it takes to be the best

SYDNEY  
CONFERENCE  
PROGRAM

9th Annual Congress Series  
Executive Office Management

EXECUTIVE ASSISTANT  
MASTERCLASS



*The EAN Congress was a wonderful experience to meet fabulous EAs from all age groups and all industries and to be able to share great ideas.*

**SUSAN MICHAEL**,  
Wentworth Chambers



*Attending the 2 day EAN Congress and Exhibition allowed me the time to just focus on my chosen career path, where I am at and where I would like to be. I felt inspired and refreshed and ready to take on whatever challenge was presented to me with a newfound confidence.*

**ROSLYN LUCAS,  
ANZ**



**STACEY ALEXANDER**, EXECUTIVE ASSISTANT TO GROUP GENERAL COUNSEL AND GROUP EXECUTIVE, GROUP CORPORATE AFFAIRS, COMMONWEALTH BANK

Stacey has worked within the Group for over 8 years in a variety of business support roles. During her career she has had experience in numerous industries including sales, motor finance, insurance, retail finance and banking. She is currently completing a post graduate certificate of Business Management at Swinburne University; and in 2009 was announced as the AIOP NSW Young Office Professional of the Year.



**JENNI BEAUMONT-HUNT**, EXECUTIVE ASSISTANT TO HEAD OF JUNIOR SCHOOL, ABBOTTSLEIGH

With a career spanning 23 years, Jenni Beaumont-Hunt skillfully and positively provides high-level proactive support to Heads of Industry and currently as EA to the Head of Junior School at Abbotsleigh. Her exceptional ability to organise and prioritise across a range of tasks is proven and outstanding. The professional and calm demeanour Jenni consistently presents ensures that all who meet with her are left with favourable impressions of the school and therefore the Head of Junior School.



**GAYLE EDWARDS**, EXECUTIVE ASSISTANT TO EXECUTIVE GENERAL MANAGER, BUSINESS LENDING, NATIONAL AUSTRALIA BANK

Gayle has worked at Senior EA level for over 15 years. Loyalty and trust are two of the most important traits she believes are necessary for a true EA role. Prior to this Gayle has spent the majority of her working life in the finance industry having worked at RetireInvest, ING Bank, Price Waterhouse Coopers, CS First Boston and Bankers Trust.



**MEGAN HAIGH** PERSONAL ASSISTANT TO THE MANAGING DIRECTOR (AUSTRALIA AND NEW ZEALAND), DYSON

Megan has worked in executive support roles for 15 years. She currently works for Dyson Australia supporting the Managing Director (Australia and New Zealand). She has 12 years legal industry experience as an Executive/Personal Assistant within departments such as Information Technology, Intellectual Property, Employee Relations, Health, Strata Law, Commercial Law and Business Administration.



**INGRID MOLLER**, EXECUTIVE ASSISTANT TO THE CHIEF EXECUTIVE OFFICER, SOUTH EASTERN SYDNEY MEDICARE LOCAL LTD

An award winning Executive Assistant, Ingrid helps bring out the best in the CEO's and people she works with. Previously a Director in her own business, the next eight years were spent working with CEO Father Chris Riley at Youth Off The Streets. Ingrid is now part of the Leadership Team working closely with the CEO and Board of Directors of South Eastern Sydney Medicare Local.



**JENN PRYOR**, EXECUTIVE ASSISTANT TO Group Chief Financial Officer, Cover-More

Jenn started with Colonial First State in 2000, and was promoted to EA to the EGM in May 2011. Prior to this, she was PA to the GM of Client Operations for 5 years, and has experience as a team assistant in both Client Operations and Distribution. Jenn is currently undertaking a Certificate in Professional Editing and Proofreading.



**ANWEN ROWE**, EXECUTIVE ASSISTANT TO CHIEF EXECUTIVE OFFICER/ INFORMATION COMMISSIONER, AND PRIVACY COMMISSIONER, INFORMATION AND PRIVACY COMMISSION NSW

Anwen Rowe is Executive Assistant to both the Chief Executive Officer/Information Commissioner, and the Privacy Commissioner at the Information and Privacy Commission NSW, a position she has held since 2009. Anwen has a background of 9 years supporting high level Executives in London, Western Australia and most recently Sydney.



**TRACEY ROBERTS**, EXECUTIVE ASSISTANT TO THE MANAGING DIRECTOR, AUSTRALIA, CHUBB INSURANCE COMPANY OF AUSTRALIA

Tracey completed various tertiary studies to obtain qualifications in business management, property and workplace training & assessment. Her career background has been within the travel industry, university campus, banking services, facilities and property management along with managing the office of a residential building and pre purchase inspection company, real estate sales and then onto the role of Executive Assistant.



**NIKKI SHERMAN**, LEGAL ASSISTANT: FINANCE, CORRS CHAMBERS WESTGARTH

Nikki works as an assistant to two partners at Corrs Chambers Westgarth, an independent National Australian law firm. Nikki has been awarded two scholarships, including the Graduate Certificate in Business Management (Executive Assistant). As part of her regular day, Nikki deals with all aspects of being an Executive Assistant from extensive diary management to speaking with CEO's, and their assistants, of Australia's leading blue chip companies.



## DINNER & NETWORKING DRINKS

### **More than Just a Conference A Networking Imperative!**

As well as boasting a reputation for having the best educational content of all conferences designed for EAs and PAs, our Annual Congress stands out for two other reasons, its networking opportunities and supplier showcases. All conference breaks and the cocktail drinks are hosted within the EAN Expo area. This provides delegates with incredible opportunities to meet and network with each other and of course to meet new suppliers with products and services that are essential for many EAs and PAs. Remember – Networking is essential for effective Executive Office Managers, not just Executives

### **Gala Dinner and Cocktails Crystal Palace, Luna Park**

WEDNESDAY 18  
MARCH 2015

- All delegates at the 2015 Annual Congress are invited to join us for an astonishing evening at our Gala Dinner!
- Enjoy Amazing Entertainment in the beautiful luna park dining venue
- Held within one of Sydney's most iconic venues with probably the best views in town, great food, fine wines, amazing company and a stellar show are all the ingredients we deem necessary to help ensure relaxation ahead of a second great day in the conference
- Networking is Easy and Effortless!
- Attendance at the dinner is included within the registrate fee for each delegate and additional guests can attend at a cost of \$150 inc GST

FOR MORE INFORMATION,  
OR TO PRE-REGISTER  
FOR THE EVENT VISIT :  
**EXECUTIVEASSISTANT.COM**



## EXECUTIVE ASSISTANT NETWORK EXHIBITION SYDNEY

### **The only Expo Designed purely for Senior EAs and PAs**

Even if you can't attend the full conference, come along and experience the Exhibition with Suppliers Who Care About You And What You Do! Held alongside the #1 conference for EAs and PAs in Australia, this is the Exhibition to visit if you want to save time and meet a range of suppliers in one location at one time, all of whom have products or services targeted at the needs of EAs and their companies. It's a key aspect of your job, so why not do it the convenient way!

### **Attendance at this extremely beneficial industry event is FREE so tell all your colleagues and friends to join us at the only targeted supplier showcase in town.**

18-19 MARCH 2015  
THURSDAY 10.00AM-5.30PM  
FRIDAY 9.30AM-4.00PM

Our 2015 exhibition will feature over 70 amazing businesses with services and products as diverse as:

Accommodation (Hotels & Apartments), Event Venues, Team Building Venues, Team Building, Corporate Gifting, Training Venues, Recruitment, Convention & Visitors Bureaus, Gift Companies, Speakers Bureaus, Venue Finding Services, Travel, Transport, Corporate Liquor, Event Organisation, Corporate Interior Design, Corporate & Event Catering, Corporate Relocation, Corporate Photography, Audio Visuals, Office Consumables and Stationery, Information Technology, Corporate Hospitality, Corporate Entertainment, Massage & Beauty, Office and Business Technology and much, much more

FOR MORE INFORMATION,  
OR TO PRE-REGISTER  
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Know what it takes to be the best

SYDNEY  
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Executive Office Management

**EXECUTIVE ASSISTANT  
MASTERCLASS**



*As a first-time conference attendee, and relatively new EA, I enjoyed hearing how other EA's work and cope with the changes to their workplace. Their insights were eye-opening and confirmed that the direction my position is heading in is a good one.*

**CHANTELLE POLLEY,**  
GlaxoSmithKline

# SYDNEY 2015 Congress Registration Form

Luna Park 18-19 March 2015

## SECTION A - DELEGATE

Surname ..... Title ..... Given Name .....

Organisation .....

Position .....

Organisation Address .....

Suburb ..... State ..... Country ..... Postcode .....

Telephone ( ) ..... Facsimile ( ) .....

Email .....

(required for your emailed confirmation details)

Dietary Requirements .....

(this is not dietary preferences but specific food allergies or vegetarian / vegan)

I have no special dietary requirements

## SECTION B - REGISTRATION FEES

|            | By Friday 20 February 2015 | After 20 February 2015   | Payment  |
|------------|----------------------------|--------------------------|----------|
| EAN Member | A\$1,200 + GST (\$1,320)   | A\$1,600 + GST (\$1,760) | \$ ..... |
| Non-Member | A\$1,600 + GST (\$1,760)   | A\$2,000 + GST (\$2,200) | \$ ..... |

The Member rate is only available to those registrants who are Full Members of the Executive Assistant Network at the time of registration. This excludes Associate Members.

## SECTION C - SOCIAL EVENTS

| Date                       | Event                    | Cost      | No. of tickets                                   | Payment  |
|----------------------------|--------------------------|-----------|--|--|
| 18 Mar                     | Gala DinnerFull Delegate | N/A       | Please tick box if you will / won't be attending | Yes <input type="checkbox"/> No <input type="checkbox"/> |
|                            | - Guest Ticket           | A\$150.00 | .....  | \$ .....   |
| <b>TOTAL SOCIAL EVENTS</b> |                          |           |  | <b>\$ .....</b>  |

## SECTION D - TOTAL PAYMENT

|                      |                         |                 |
|----------------------|-------------------------|-----------------|
| Payment Section B    | Registration Fees ..... | \$ .....        |
| Payment Section C    | Social Events .....     | \$ .....        |
| <b>TOTAL PAYMENT</b> |                         | <b>\$ .....</b> |

## FORMS OF PAYMENT

All cheques and bank drafts must be in Australian Dollars & drawn on an Australian Bank.

### CHEQUE

Please make cheques payable to "Calcon Communications Pty Ltd T/A Executive Assistant Network" and post to:

Executive Assistant Network  
PO Box 628  
Avalon NSW 2107  
Australia

### EFT

Please direct deposit funds to: Bank ..... Australia and New Zealand Bank  
BSB ..... 012 222  
Account No. .... 4835 35447

Please insert your name as the reference on any EFT payments

Please forward a Remittance Advice when using this form of payment to team@executiveassistant.com

### CREDIT CARD

MasterCard  Visa  American Express (Note - Diners is NOT accepted)

Cardholders Name ..... Expiry Date ..... / .....

Card Number

Security Code

Signature ..... Date .....

#### Terms and Conditions

Your place is automatically reserved once your booking is received. Payment is required to confirm your booking. You will be sent a tax invoice within 5 working days of your registration permitting you 7 days to forward payment to Executive Assistant Network if payment is not made at the time of booking. To receive the Early Bird rate a booking must be received by close of business on 20 February 2015 and payment received within 7 days of issuance of an invoice. In the event of the Congress booking out, we will not be able to reserve places outside of the 7 day invoice payment period.

#### Program Changes

Executive Assistant Network reserves the right to alter or change the program from that advertised at any time.

#### Cancellation Policy

If you are unable to attend, a substitute delegate will be accepted at no additional cost. Alternatively, a full refund, less a \$250 plus GST administration fee, will be made for cancellations received by Executive Assistant Network in writing (letter, fax, email) by close of business on the 20 February 2015. Regrettably no refunds can be made after this date. In the event that Executive Assistant Network has to cancel this conference for any reason, a full refund will be payable.

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#### Executive Assistant Network

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