

# Belinda Brosnan

MAHRI

After a career in the corporate world, Belinda Brosnan now runs her own coaching business.



## Can you tell us about key moments in your career to date?

During the GFC, my role was as a sales and marketing director for Mirvac with a \$4 billion-plus portfolio and more than 17 projects across WA. I led my teams through a very difficult period and learnt so much about the financial challenges a publicly listed company faces and how that impacts people. When I left the corporate world, I wanted to challenge traditional ways of working, so I completed executive coaching accreditations before setting up on my own.

## What advice do you have on changing organisational culture?

Make sure your leadership team is rock solid before undertaking broader organisational change. That means being very clear not just on company values, but personal values. As David Morrison is famous for saying in his video to the Australian Army, the standard you walk past is the standard you accept. Actions, language and communication are critical to success.

## What are the secrets of team building?

Encouraging curiosity and having a common language. Help people increase their self-awareness around their talents: the way they think, feel and behave. When they understand this, and how talents might also be perceived as weaknesses by people who are different to them, it creates a new conversation about working together more effectively.

## You are currently studying the neuroscience of leadership. What interesting insights can you share?

Understanding that the brain is wired for safety and efficiency. This means we are driven to avoid threat over seeking reward. I can read when a person is speaking out of fear because they will talk about what they don't want rather than what they do want. This allows me to engage in a conversation that will help shift their mindset and move them to action.

## What do you consider your greatest career achievement to date?

Having the courage to start my own business, HR Junction, and winning the Telstra business women's award for the start-up category. 🍀



## TIME OUT

### WHAT IS YOUR FAVOURITE BOOK AND WHY?

*Half the Sky* by Nicholas Kristof and Sheryl WuDunn. It's confronting, but it is based on the Chinese proverb that 'women hold up half the sky'. There are case studies around the plight of women, particularly in developing countries, but also how women are pivotal to ending hunger and poverty. More importantly, this book gives practical insight and examples of ways we can all get involved and make a difference.

### WHO WOULD YOU INVITE AS YOUR IDEAL DINNER PARTY GUESTS?

A dinner party is about laughing so much that your face hurts, so I would invite my closest family and friends and my favourite British comedians including Dawn French, John Cleese, Ricky Gervais and Jennifer Saunders.



### WHERE IS YOUR FAVOURITE PLACE TO VISIT AND WHY?

I love the Margaret River area around Bunker Bay down to Denmark, especially the drive along Caves Road with its amazing Karri pines.

# Guest commentators

## Q WHAT ARE THE BIGGEST HR ISSUES IN TODAY'S WORKPLACES?



**BELINDA BROSANAN**  
MAHRI  
PROFESSIONAL COACH,  
OWNER HR JUNCTION

For HR, it's having the required level of business acumen. Understanding the business's objectives and being able to add value in the commercial space. Clients that I have worked with who are doing this well, have a clear concept of ROI, knowing that the work we are doing in that people space will contribute to the commercial results of the business.

If you are curious about the neuroscience of leadership or starting your own HR business, meet Belinda Brosnan on page 46.



**TED BRADSHAW**  
FAICD, FAUSIMM,  
FAIM, CAHRI  
DIRECTOR, KIMBERLEY  
CONSULTING GROUP

From the HR director's perspective, get a seat at the executive table (or leave it), understand the business, provide strong counsel to the CEO and your peers, lead from the front, drive high performance culture and engagement initiatives, develop execution and implementation skills throughout the business and deal with poor performers more quickly. Never forget that culture eats strategy for breakfast! If you don't have the right culture in the office, your strategy will never get implemented.

On page 37, Ted Bradshaw reflects on the mentor/mentee relationship after participating in AHRI's mentoring program.



**LYN ROBERTS**  
DIBP  
MANAGER PEOPLE,  
VICTORIA

We need good leaders, particularly good change leaders and HR should be at the forefront of developing good leaders – not just good managers. Being able to recognise people with leadership potential within an organisation and support them and develop their skills is hugely important for HR.

On page 33, Lyn Roberts discusses the challenges and rewards of taking AHRI's professional certification program.



**JOHN AKUAK,**  
MAHRI  
HUMAN RESOURCES  
ADVISOR, AUSTRALIAN  
MEDICAL COUNCIL

The main challenge for HR is the ability to understand the constantly changing business needs and be able to continuously adapt to meet those needs. Change is inevitable in today's organisation – and managing people during change can be extremely difficult and complex. HR professionals need to take responsibility and play an active role in helping people negotiate change in their organisations.

John Akuak knew that he wanted to help people. On page 38, he details his incredible journey from 'Lost Boy' to HR professional.

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