

the

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for Senior Executive Women

with Jacquie Molloy



A rich conversation & learning environment
to explore & master the practices & behaviours you need
to develop & display your leadership authority
& create higher levels of credibility, influence and engagement.

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I know a lot of women's forums and networking events — you're probably familiar with them too — and these have their place, especially for casual community and the occasional event that creates interest. And every now and then a great networking contact comes from it. I also know women, myself included, who have been regularly disappointed by the depth and calibre and relevancy of conversation on offer. We all have experienced those conferences whose topics motivate you to attend in the first place but whose discussion ends up being so geared to be 'useful for everyone' that it fails to live up to its promise.

Everything has its time and place, that's for sure. But there does seem to be a real absence of unashamedly elite offerings for those who wish to invest in themselves and their career in addition to the professional development offerings allowed by their organisations (and, more and more, that pass the HR budget screening.)

For the woman who wants to get a shortcut to the kind of intel and perspectives that will enable her to be known for her credibility and common sense and practical approaches, make decisions quickly and well, and develop a strong and wise radar for when to take risks and for what.

For the woman who wants to understand more about what she can do to manage the expectations and influence those she reports to — both directly and beyond (Boards, shareholders, steering committees) and how she can be more visible and display more (genuine) gravitas in meetings and presentations.

For the woman who wants to create a strong reputation in her organisation and industry and have a map in her mind of where her aspirations and ambitions might lead her — including the most direct route, the places where she might need to take a sharp turn left, or that move 10° to the right.

For the woman who craves rich conversation with other like-minded women to share and explore issues, ideas, frustrations, accomplishments — and to mentor and learn from each other peer-to-peer. And for the woman who has a desire to excel — not for the sake of overachieving or being perfect or *getting* more but to *be* more of who she is capable of being (and then receiving the interesting role, salary bump and kudos that naturally come as a result) — a subtle but significant shift of perspective. (We often start out as perfectionists but we can choose to reframe that and be happier people for it!)

If this rings true for you then know that I created the Authoritas Mastermind for Senior Executive Women with you in mind: the woman who doesn't have a lot of time, often has competing and complex objectives and priorities, and has a proven track record of disciplined drive, but who is starting to feel a bit isolated and would love to be part of a professional mastermind to exponentially expand her visibility and credibility and influence by learning, failing and succeeding faster.

And I created the Mastermind from my desire to run it. It's no small thing to pull this kind of program together and facilitate it evenly and well over 12 months but that's my absolute commitment to you — there will be nothing lowest common denominator or half-assed here, just my desire to be of service to you (and have a lot of fun doing that!).

I hope you will join us. Read on,



Left untended, knowledge and skill, like all assets, depreciate in value — surprisingly quickly.

— David H Maister

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What is Authoritas?

It's my take on real know-it-when-you-see-it leadership authority. It's gravitas meets integrity meets power meets authority. To learn more you can watch the TED-length version of my Authoritas keynote here: www.jacquiemolloy.com/keynotes

Here's what makes the Authoritas Mastermind different

- **Entry by application** — this is not a one-size-fits-all offering and it won't be for everyone (expect to be challenged!). Entry to the Mastermind is limited to 6-8 women execs who are committed to showing up in the best way they can. The application process is simple but allows you and me to ensure the Mastermind is the right fit for you and that you are able to contribute to, and learn from, the conversation and the group.
- **'Thesis topics'** — each member of our Mastermind will decide on a 'thesis topic' to explore and 'deep dive' into that is attractive and relevant to them and their aspirations — and they will share their learning and discovery with the group at our two in-person group weekend retreats (and receive the benefits of the learning of others)
- **Reading assignments (think: curated articles and book chapters)** — these mini 'professional bookclubs' will provide a 'done for you' selection of hot topic and relevant 'short burst' reading over the 12 months that will exercise and hone the disciplines of critical thinking, 'perspective taking' and discovery of insights (as well as contribute to your knowledge base and provide you with resources you can share with your team). And without taking up huge amounts of your time.
- **Personalised coaching and accountability support** — as well as our group program, the Mastermind gives you regular 1:1 coaching and mentoring support with me to ensure you are getting the most value and relevancy from all aspects of the program and are prioritising the right things to implement and master during the year (and problem solve together if you are not).
- **Communications skills mentoring** - during our two group retreat weekends in particular you will have the opportunity — through role plays based on real cases and current situations — to improve your core skills like thinking on your feet, presenting to resistant audiences (like Boards) and influencing positive outcomes in tough meetings and difficult conversations — and get practical actionable feedback and 'tweaks'. *(This access to my inside knowledge of the executive suite and 20+ years of corporate comms experience is worth your investment alone.)*
- **Stagecraft insider knowledge** — My first career was as a stage-trained actor and the invaluable tools and techniques from this experience that I have shared with my CEO and Sen Exec clients have often proven to be game changers for them. Think charisma can't be learned? Think again. These are the important ways you are able to manage your energy and your state as well as free up your body and voice and give you an even richer suite of skills to play with — and have some fun! I'll be sharing these insider secrets with you at our retreat weekends.
- **Debates** — I'm known as an expert in Debate (I even wrote a book about the value of using debates for leadership decision making, and you'll get a copy of that too). From time to time, we'll use the principles of debate to expand your understanding of topics and approaches.

*The top athletes are consummate pros
who work obsessively at their craft.
Approach yours the same way.
- Tom Peters*

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Here's what's included

Our 12-month Mastermind program will give us the time and space to build a tight community and go deep and really explore and personalise issues and solutions for you.

You receive the ultimate in personalised attention while receiving all the benefits of peer-to-peer mentoring.

- **Monthly structured group mastermind calls**, including our 'mini professional book club': come together to learn and share and discuss and take turns in leading the mastermind. Calls will be scheduled, as much as humanly possible, for the same time each month and will either be on a weekday evening or early morning or over a weekend — our group will determine the right choice.
- **Three extended 1:1 coaching sessions**, including your kick-off intensive session, when I'll help you to decide your thesis topic for the program. The other two you will schedule when you need them most to address topics that require more in-depth discussion or prepare you for a high stakes meeting or presentation.
- **Monthly 1:1 progress calls with me** — 30 minutes — same time each month so you can schedule ahead.
- **Monthly 'mp3 podcasts'** delivered to your inbox on subjects that are relevant to, and for, our discussions and reading — including interviews and chats with guests handpicked from my own CEO and Chair network.
- **Two group retreat weekends** — one in Sydney; one in Melbourne — to enjoy each other's company over beautiful food, share information with each other, practise skills, and participate in R&R experiences like private yoga classes and other activities inspired by our locales (TBD/within 1 hour drive of each city. *Flights and transportation are not included*). Retreat months are (early) August 2015 and February 2016 (dates tbc).
- **Password-protected access to the virtual home and hub of the Mastermind**, where you can share insights, run ideas and questions past each other, continue our discussions, flag topics and questions as they occur to you and stay up to date with group communications and download pdfs and mp3s.

Jacquie has been involved with business at the highest levels for more than two decades and knows how to coach and counsel those who are entering the senior corporate space — whether that is senior management or Board level — to 'hit the ground running'.

— Alison Watkins, CEO, Coca-Cola Amatil

And some nice extras!

- Webinar recording (and pdf transcript): 'The Power of Archetypes and Communications Heroes – how to use them to build courage, improve dynamics and take risks.' This is time-honoured information that will help you to create and ask for the opportunities you want most.
- Special deliveries during the year of some of my favourite books — long-time classics and current bestsellers — for your personal library.
- A copy of my book, *Debate! Use differences of opinion to drive leadership decision making*.
- 'Christmas break-up' event (two in fact: one on Sydney, one in Melbourne — come to one or come to both).
- 40% reduced fees for any further private work with me in 2016 upon completion of our mastermind.

Showing up is not all of life - but it counts for a lot.

- Hillary Clinton

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How will you know if our Mastermind is right for you?

The application process itself is there to serve us both. Complete the application form and then schedule the conversation (a coffee meet-up if we can swing it), which does not obligate you in any way but it will help you to clarify your position.

During our conversation, we will talk about the kind of performance improvements and career advancement goals you have in mind right now and whether the Mastermind can help you achieve those.

Her years of experience working with senior corporates mean that our discussions get specific very quickly ... Jacquie is a truth-teller and her feedback and guidance is always direct and spot-on.
— **Managing Partner, Global Management Consultancy, Asia**

Jacquie Molloy: a little about me

I've spent more than two decades in the Executive suite, starting with my 8 years at McKinsey & Company here and overseas. A lot of my work is 1:1 with CEOs and their most valued Senior Execs, which is a trusted position that I feel very privileged to hold.

I guide senior leaders to develop and display leadership authority (what I call Authoritas) and help Boards to discover the power, and imperative, of exploring differences of opinion through Debate. I also work with organisations to share the practices and behaviours for creating a culture of personal responsibility, leadership authority and high performing teams (especially as it relates to embracing and championing gender diversity and inclusion).

I also speak and deliver dynamic keynotes on the topics of Authoritas and Visible.

My experience and longevity in the corporate world means I understand the issues, the challenges (and frustrations), the demands and the highs & lows. And I'm able to provide those who are ready for the next level with a unique perspective of what the CEO and Chair value most. And when they have made that successful transition, I help individuals to determine their real priorities, develop their own voice and 'presence', and know what they stand for.

My mission is simple: I want to positively influence our corporate leaders to think and act with full integrity and create legacies that reflect brightly on them and empower others to do the same.

Being fit and healthy is super important to me and so I run, swim and box and practice what I preach when it comes to good self care habits. My favourite way to unwind and recharge is by being in nature and observing animals and the elements at play. (Or drink red wine, watch anything by Aaron Sorkin, play cards and read books!) And my biggest gig is as an aunt and godmother to six extraordinary girls and young women and den mother to two ginger & white imps called Archie and Mozz.



*Experience is not the best teacher. It is not even a good teacher.
It is too slow, imprecise, ambiguous.*

— Russ Ackoff

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You are accountable for your own development. Period.

But when our brains and days are crowded with deadlines and priorities and emails and to-dos, a year can come and go lickety-split (and best laid plans along with it) and then it's so easy to fall back on organisation-sponsored professional development, right? (Trouble is that comes with its own agenda. Obviously. And it's not yours.)

If you are accepted for the Authoritas Mastermind for Senior Executive Women, then you will also be investing in *your* intelligence and knowledge base, *your* personal brand of leadership authority, *your* skill development, *your* awareness of self (and others), and, most importantly of all, your *commitment* to yourself.

Who will you allow yourself to be?

Skin in the game is a powerful motivator (and financial investment is the most powerful of all) — and why those low-cost and no-cost memberships to networking, forums and conferences will never fully satisfy you. You can miss them and it's no big deal. Lose momentum? Who would notice?

After a while — have you noticed this? — it actually begins to hurt when you fail to require more from yourself. It becomes *more* challenging to demand less of yourself than it does to step up!

Having the right structures in place to ensure accountability is key. The Mastermind you are considering is a high level of accountability. Expect to feel your heart beat a little faster and some mental back-chat when considering both the time & energy commitment and the financial investment. That's a good sign. It's a natural and entirely appropriate response when you are about to do something significant.

The truth is that until you make an investment in you — to support what you desire and what will make your life richer, better, smoother — you are not invested in the outcomes.

The women-only thing ... let me be clear here

This Mastermind is for women senior executives. Yes. But it's not because we are up to some super secret women's business. From my side, much of the information that I will share with you is equally applicable to men *and* women. (I am *not* the woman who wants to perpetuate the adversarial men/women thing. I want us *all* to show up as our best.)

The fact is, however, that *some* of your issues and situations will contain some genuine gender-based concerns or queries — and they will more than likely be shared experiences among those in our group. Hopefully nothing as outright as overt sexism or blatant disrespect based on your gender — but if it does then we will address that and help you to manage the situation to a positive outcome. Sometimes it will come down to some honest-to-goodness 'wiring' differences between men and women (that are unintentional but very real) and *unconscious bias* because of that (and thanks to social conditioning).

Understanding the difference between this and a lack of self-awareness on the part of others (and you perhaps) is important. And understanding how unconscious bias can play out and what you can do (and don't need to do) will become a necessary part of your toolkit now and influence how you manage up and down (and how you model this to both the men and women you lead).

Our 2015 Authoritas Mastermind is women-only for one reason: to create a *shared* experience that allows you to reveal, and get what you need, without compromising or censoring yourself.

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In addition to accountability, there are four main benefits of our Mastermind program

1. Get a fresh and real perspective

- Explore issues and questions that are common to senior exec roles openly and frankly with like-minded peers.
- Talk through, tease out and 'mind map' tough, awkward or emotionally-heightened scenarios.
- Test and outline ideas and observations that are 'mission-critical' for your role and its current priorities.
- Work with someone 1:1 who can remind you of what you stand for no matter what the context.
- Work with someone 1:1 who is able to be a mirror and 'play back' to you — and even question — your motives and rationale.

Jacquie has been a valuable resource and trusted adviser, providing external insights and a lens for my personal development as a leader of people. Valuable conversations and tools have assisted in keeping me focused on the end outcomes for the betterment of the organisation, especially pertaining to communications strategies.

— CEO, Super Industry, Melbourne

2. Set clear and confident direction

My conversations with Jacquie are always very worthwhile and insightful — and always serve to remind me what's most important.

— CEO, National Not-For-Profit

- Ensure you make your own professional development a priority.
- Learn how to set and manage boundaries.
- Plan your year in 90 day blocks (map, manage, respond).
- Understand how each and every communications event — informal, formal, internal, external — gives you an opportunity to create a cohesive leadership 'brand' for your team and your department (set expectations & be 'known' for something).
- Get done what must be done — *and* experience the velocity of being able to get done what's been in the 'I wish' folder for too long.
- Manage transitions better and with great support — over this 12 months you might be considering maternity leave or a promotion or a new gig entirely in another organisation, or you might be back at work after having taken extend leave. This Mastermind program and our group of women will be so helpful for you, as a collective hub of experience and wisdom.

Continuous effort - not strength or intelligence - is the key to unlocking our potential.

— Winston Churchill

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3. Bring 'applied creativity' to your day, your work, your role

- Receive guidance and accountability to research a 'thesis topic' over the 12 months that will accelerate your understanding and application of a topic or skillset in your role and create high levels of visibility and new opportunities for you.
- Explore new ideas with a cohesive group who can suggest other (relevant, appropriate) ways of seeing, or responding to, a situation — and be a constant reminder of the power of healthy team dynamics that you can take back into your workplace.
- Enjoy the company of like-minded peers in regular monthly mastermind calls and also in informal settings and be able to share 'tweaks' and tips and insights that you can use to make your world richer, smoother, better.
- Remember the joy of learning new information through the 'professional book club' component of each month's call — feed your brain and notice how many more ideas and perspectives you generate day-to-day as a result.

Do not wait until the conditions are perfect to begin. Beginning makes the conditions perfect.

- Alan Cohen

4. Keep (or regain) your sanity

- Free up time in your schedule by being held accountable to leveraging your team well and making sure your schedule reflects your real priorities.
- Explore potentially inflammatory or delicate decisions first 'in theory' before they happen — either in the mastermind or in your 1:1 progress and coaching sessions.
- Have a safe and confidential place to vent, release, let go — and know that your mastermind sisters 'have your back' without fear or favour.
- Learn how to manage and recharge your physical and mental energy.

Working with Jacquie has been incredibly valuable for me at this stage in my career. She has extraordinary insights into the behaviours that are typical of the Board and Executive domains. And her theatre background is a rich source of energy/preparation techniques that complement her communication strategies to perform well in those environments.

— First-time CEO, Australia-wide Apparel Manufacturing & Retail company

I dream about a great discussion with experts and ideas and diction and energy and honesty

*- President Josiah Bartlet, played by Martin Sheen
(The West Wing, written by Aaron Sorkin)*

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Your membership investment

The full investment for the 2015 Authoritas Mastermind for Senior Executive Women is \$40,000 + GST.

Payment plans are available or you can pay upfront and in full by 15 May and enjoy a generous saving of \$7,000 resulting in a total membership investment of only \$33,000 + GST. (And you'll also receive a special gift.)

Here is all the information you need to decide what payment option is best for you:

Option 1

**Full upfront payment — \$33,000 + GST
(a generous saving of \$7,000) — due
15 May 2015**

plus

- A live and interactive lunchtime webinar for your team on 'The Top 5 communications skills and practices' — these are the core skills you need them to demonstrate to manage your expectations and protect your boundaries. *Consider this a huge quick win for establishing the kind of team processes and procedures that will help you free up your time.*

And you receive immediate access to

- My 60-minute audio podcast on creating the right environment — physical, social, mental, emotional — that can make your ambition and aspirations *inevitable*.

Option 2

**Two payment instalments — \$17,500 + GST
for each instalment — due 15 May 2015 and
15 November 2015**

Two instalments that allow you to split the total investment over two financial years and give you a saving of \$5,000, resulting in a total membership investment of \$35,000 + GST

and you receive immediate access to

- My 60-minute audio podcast on creating the right environment — physical, social, mental, emotional — that can make your ambition and aspirations *inevitable*.

Option 3

**Monthly payment instalments, starting with your immediate and non-refundable deposit-
instalment of \$10,000 + GST due 15 May 2015 followed by 10 instalments of \$3,000 + GST
due on the 15th of the month.**

We are what we repeatedly do. Excellence, then, is not an act, but a habit.

Aristotle

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leadership and authority

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how to develop & display
leadership authority

practices for
personal authority,
high-performing teams
and cultural excellence

visible

why differences of
opinion are essential for
leadership decision making

Debate!