



## CAPABILITY OVERVIEW

I've been a line and functional leader within major organisations.

I have worked at the general management level and understand what it is to be accountable both for individual and team performance.

Twenty years ago I established my own business and dedicated myself to the work I'm passionate about – the people work.

### I have focused on three key areas:

**Unlocking Potential  
To Leverage  
Leadership  
Effectiveness**

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**Unlocking  
Energy To Build  
Team Effectiveness**

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**Unlocking Value  
To Enhance  
Organisational  
Effectiveness**

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## Unlocking Potential To Leverage Leadership Effectiveness



It's fair to say this is the work to which I am most connected. Well before my career even kicked off, I had a fascination with world leaders. I often pondered what inspired them to take on such responsibility, how they thought such big thoughts, spoke so well and how, when they feel, they got back up again and again – resilience has a lot to do with long term success. My subsequent leadership path was unsurprising – I just had to test my mettle against this challenge.

Added to my practical experience as a leader, I've coached many hundreds of leaders, at every level, in a variety of organisations and industries. Each leader is different as is the context within which they work, so there is no standard approach, no one way to lead – it's about meeting each leader where they are at and helping them to take the next step forward.

I love the challenge of getting to know how someone ticks and then providing them with alternative insights and perspective. I bring this together with practical support and guidance to help enable them to be more effective in their leadership role within their organisational context, and achieve their full career potential over time.

I have spent many years studying the art and science of coaching and applying it within a commercial environment. I have also been privileged to coach others entering the discipline and be assured, the future is looking bright.

My specialisation is in the development of an effective leadership mindset – working from the inside out so whatever gains we make are sustainable. We can explore personality and relationship preferences, ethical, emotional and social functioning, cognitive processes, thinking patterns and beliefs working out to the articulation of desired leadership competencies and the development of overall leadership capability.

There is no “cookie-cutter” approach to leadership; it's about bringing out the best in the individual which they can then apply in the constant white-water of change. This enables me to dovetail into existing leadership development programs and help leverage their value via the transfer of theory and concepts into everyday leadership work practice.

**Becoming a leader  
is synonymous with  
becoming yourself.  
It is precisely that  
simple, and it is also  
that difficult.**

**Warren Bennis, Leadership  
Thought Leader, (1925 –  
2014)**

## Unlocking Energy To Build Team Effectiveness



Given my organisational experience, I often work alongside leaders in their workplace providing them and their team members with coaching, facilitation, mentoring and development support in real time, when the performance pressure is on. I am an experienced shadow coach and thrive on the sense of achievement that collaborative action through team cooperation provides.

I also help leaders build high performance team cultures, built on a foundation of trust and mutual respect (together they are the lubrication that makes organisations work). We all know that relationships provide the foundation for achievement the investment in strengthening those relationships is proven to build better outcomes than any individual alone could ever aspire.

I design and facilitate team workshops. Be it planning, problem solving or development-oriented, I love bringing to bear my experience of working with team dynamics to unlock the energy that lives within and between individuals and create something better within the team culture.

Chose your engagement terms. Often with this work, especially during periods of change, it is useful to bring me on board for an extended period of time

to work within the team. By working alongside a leader and shadowing the team, I can extend my reach across the full realm of people challenges (there is not much I haven't encountered) and respond, in the moment, to those challenges.

Alternatively, I am available to consult to your organisation. Standing a little more remote from the organisation offers a different perspective (there is no "better or worse", just more or less appropriate) and is often suited to more short-term organisational needs.

Given my experience with large and smaller scale change management projects, I have practical experience which can cut through to the core of what helps and hinders a team's progress toward a desired future state.

It's a fact; we often make change a very complicated affair. Of course we need to put in the hard yards planning a program but positive and productive change always happens when people choose it. As Peter Senge said, "People don't resist change, they resist being changed." Thus the strength of the relationship and the level of trust have a major bearing on the success or otherwise of any change initiative. So build a plan and then build the necessary relationships to enable (and not enforce) change.

**Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organisational objectives. It is the fuel that allows common people to attain uncommon results.**

**Andrew Carnegie,  
Industrialist and  
Philanthropist  
(1835 - 1919)**

## Unlocking Value to Enhance Organisational Effectiveness



For over two decades, I have had a deep involvement on the strategic side of people work. I have conducted organisational reviews, helped build and cascade strategic frameworks, led cultural change, designed and delivered team and leadership development programs, designed and embedded fit-for-purpose organisational structures, renovated the performance systems that support the work of leaders and even evaluated and designed remuneration systems (but once is enough on that front).

This work is the foundation for strategic alignment; where all organisational members understand the organisation's purpose, are aware how their contribution makes a difference and how work priorities and processes are directed toward the accomplishment of that purpose.

A line of sight from the organisational to the individual is a mandatory requirement for any contemporary business. Business gets complicated when this work isn't done well; it's the simplest way to achieve performance accountability right through the organisational layers.

We also know through hard-won experience that culture eats strategy for breakfast rather, it's best if they have breakfast together. Furthermore cultural entropy can chew through a bottom line like a colony of termites. Thus how we work

within an organisation becomes as important as what we are trying to achieve. Whilst the impact is often more difficult to measure, it's not impossible - culture impacts on the bottom line in tangible ways - it can work to inhibit or enhance performance. The challenge though is every organisational culture is unique and whilst the analysis of culture may be somewhat standardised, the response needs to be carefully tailored to suit the organisation and integrate with the strategic direction. This requires careful crafting.

Engagement is a critical indicator of future performance and can be hard-wired into any organisational performance system to ensure the organisation remains connected to the individual producer. You will most likely be aware of the three levels of engagement; engaged, passive or actively disengaged and the associated impacts of each level. For a long time, we knew it (even if just intuitively) but struggled to identify the levers for change in a particular workplace environment. We've matured this endeavour; we can now target organisationally-specific levers so that the cost/benefit is managed and you increase your prospect of a positive result.

**The bottom line is, when people are crystal clear about the most important priorities of the organisation and team they work with and prioritised their work around those top priorities, not only are they many times more productive, they discover they have the time they need to have a whole life.**

**Stephen Covey,  
Leadership Thought  
Leader, (1932 - 2012)**



## Education & Experience



### Education

Bachelor of Arts (IR and Politics/  
Public Administration)

Master of Industrial Relations/  
Business Administration Master  
of Business Administration  
Qualifications in Organisational  
Behaviour, HR Management and  
Business Research  
Teaching Scholarship awarded  
by Economics and Commerce  
Faculty at UWA Certified  
Master Coach Prosci Change  
Management Accredited  
LSI/GSI Accredited Practitioner  
Accredited MBTI and  
Interstrength Administrator  
EQ-I and EQ-360 Certified  
FIRO Certified CPI Certified  
360-Feedback Leader Survey  
Accreditations; Benchmarks,  
Executive Dimensions, SkillScope,  
Prospector Breckenridge  
Type Indicator Strong Interest  
Inventory NLP Practitioner (in  
progress) WorkLife Indicator  
Certificate IV in Assessment and  
Workplace Training

### Experience

Organisational Development  
Leadership, Team and  
Performance Coaching Org  
Psych Assessments Workshop  
Facilitation Mentoring and  
Graduate Programs Leadership  
Transitions  
Learning and Development  
Planning, Design, Delivery  
and Assessment Culture  
Change Organisational Change  
Management Strategic Planning  
and Org Alignment Team  
Development HR Management  
Communications Planning and  
Execution People Systems  
Design Structural Review  
and Role Design Speaking  
engagements on Leadership,  
Culture and Engagement Project  
Management University Lecturer  
and Tutor for Under and Post  
Graduate Programs

**We want to  
understand what  
works here rather  
than what worked  
at any other  
organisation.**

**Laszlo Bock, Senior  
Vice President – People  
Operations, Google.**

## Selected Assignments



- **Led New Way of Working Cultural Change Program** – involving organisational, team and individual effectiveness initiatives and requiring project, change and communications management.
- **Strategic Planning Workshops** – design and delivery to support the creation of an organisational strategy and then to cascade that strategy into the work environment. Working alongside the people leaders to ensure the strategic initiatives were translated and the work output was aligned and prioritised.
- **Vision and Values Workshops** – designed to facilitate discussion and feedback in relation to the organisation's vision, strategy, culture, values and associated behaviours. Feedback was then collated and fed back to the Executive Management Team to ensure optimal strategic alignment to the organisational reality.
- **Business Transformation Project** – incorporating business engagement strategy development, key stakeholder analysis, communications planning, story development plus change management and coaching to support strategy implementation.
- **Leadership Mindset Development Program** – designed and delivered the Leadership Mindset program heralding the shift from behavioural to cognitive-based development within the organisation. This program underpinned a broader leader-led cultural change program.
- **Leadership Development Workshops** – design and delivery, focused on skill development and covering the full suite of leadership capabilities.
- **Organisational Effectiveness Review** – established a strategic framework to better balance the strategic and operational business imperatives and cascaded the framework through the organisation involving a full suite of engagement and change management approaches and incorporating extensive leadership coaching.
- **Cultural Change Program** – design and delivery to shift an organisational culture from a service to sales focus. Involved individual, team and organisational strategic initiatives.
- **Organisational Design Initiatives** – to develop structures to align with the organisational strategy and culture. Key objectives were to establish role clarity, build performance accountability, clarify and amplify team purpose, identify and manage interdependencies.
- **Graduate and Mentoring Programs** designed and delivered programs to accelerate the transition of new professionals into organisations. Programs have included the development and articulation of recruitment strategies to align new entrants to the future state organisational reality, design and coordination of onboarding workshops, establishing and managing a mentoring program and providing individual coaching and development.
- **Workplace Surveys** – design, delivery and analysis of work engagement, cultural and climate surveys and the facilitation of follow-up focus groups to access qualitative insights. Findings presented to leaders to provide input into the development of a fit-for-purpose engagement strategy for incorporation into the strategic plan.
- **Coaching** – across all levels of leadership using a tailored mix of techniques and assessment tools. Coaching assignments have included one-on-one, three-way (to include the leader where appropriate), shadow coaching (to observe real-time behaviours and interactions) and intact team coaching (to blend individual and team effectiveness objectives and build leadership on-the-job competency). I have also mediated relationships in crisis.
- **Organisational Psychological Assessments** – administered to individuals and teams to address a broad range of personal and team effectiveness objectives. Assessments aren't done to you; rather they are done for you. They offer you insight and clarity into what you do well that you may choose to leverage and what you may need to work on to release your full potential.