

 **Steve Cartledge** *Leadership, Culture, Communication & Change Management*
CONSULTING PTY LTD

Credentials



Management Consultancy based in Perth, Western Australia specialising in:

Leadership & Organisational Development; Communication Strategy; Employee Engagement; Culture Change; Change Management Strategy & Implementation; Senior Level Facilitation; Internal & External Stakeholder Involvement; Corporate Social Responsibility

Scope of Work

- High Performance Team Programs of Work
- Executive Coaching – Sounding Board/Advisory as well as 360 Feedback & Observation Based Feedback
- Culture change projects and defining/building new ways of working
- Development and implementation of communication strategies
- Generating engagement around major change
- Strategic guidance/scoping of change projects as well as managing change programs on the ground
- Senior Level Facilitation
- ‘State of the nation’ type assignments

Types of Client Issues



What We Bring

- Led by former Partner of leading 100+ strong UK Organizational Development Practice with 30+ years experience of consulting in Leadership, Culture, Communication and Change Management.
- Track record of leading a variety of projects – from small \$10K strategic advisory assignments to leading large \$1m strategy / delivery / implementation projects.
- Developed reputation for:
 - Client focus.
 - Open, engaging and pragmatic way of working.
 - Energy, tenacity and ability to ‘make things happen’.
 - Long-term client relationships.
- Extensively networked with other independent consultants both in Australia and UK. Able to bring in small teams when required to create a focused, highly experienced and flexible way of meeting the needs of clients.
- Partnerships and relationships with some other Australian consultancy companies that complement our offering – so often work together.

Client Examples in 2022



Extensive High Performance Team programs of work including:

- diagnostics;
- team workshops;
- 1:1 coaching;
- 360 performance and leadership assessments;
- and implementation of changes to team operations



Client Examples in 2021



Extensive High Performance Team programs of work including:

- diagnostics;
- team workshops;
- 1:1 coaching;
- 360 performance and leadership assessments;
- and implementation of changes to team operations



Client Examples in 2020



City of Perth

RioTinto

wood.



Extensive High Performance Team programs of work including:

diagnostics;

team workshops;

1:1 coaching;

360 performance and leadership assessments;

and implementation of changes to team operations

MONDIUM
ENGINEERS AND CONSTRUCTORS



cdm
AUSTRALIA



Client Examples in 2019



Extensive High Performance Team programs of work including:



diagnostics;
team workshops;
1:1 coaching;



360 performance and leadership assessments;
and implementation of changes to team operations



Department of **Transport**

Client Examples in 2018



OPTUS STADIUM

PROUDLY OPERATED BY VENUESLIVE

wood.



Extensive High Performance Team programs of work including:

- diagnostics;
- team workshops;
- 1:1 coaching;
- 360 performance and leadership assessments;
- and implementation of changes to team operations



Client Examples in 2017



Government of Western Australia
Department of Fire & Emergency Services



Extensive High Performance Team programs of work including:

- diagnostics;
- team workshops;
- 1:1 coaching;
- 360 performance and leadership assessments;
- and implementation of changes to team operations



Client Examples in 2016



Government of Western Australia
Department of Fire & Emergency Services



Extensive High Performance Team programs of work including:

diagnostics;
team workshops;
1:1 coaching;

360 performance and leadership assessments;

and implementation of changes to team operations



Client Examples in 2015



Extensive High Performance Team programs of work including:

- diagnostics;
- team workshops;
- 1:1 coaching;
- 360 performance and leadership assessments;
- and implementation of changes to team operations



Client Examples in 2014

CLIFFORD
CHANCE

Clifford Chance - High Performance Team program with the Partner Team of this leading law firm to further develop and make more effective the leadership team.



Aspen Group - Facilitation of the Strategic Planning & Vision process as well as High Performance Team program with the Executive Team including LSIs and individual coaching.



Department of Lands - High Performance Team program with the Corporate Executive to build the foundations of a newly forming leadership team.



Gold Fields - Facilitation of the Strategic Planning process as well as High Performance Team Review to assess current levels of effectiveness of the leadership team.



EVT JV (Wheatstone Project) - High Performance Team program with the project leadership team including 1:1 feedback & coaching as well as team workshops to agree team priorities and action plans.

Client Examples in 2013



Project working with the Leadership Team of **Apache Energy Australia** on a major team effectiveness and leadership development program of work, using the LSI and involving coaching of their senior personnel.



High Performance Team Review of the Executive Team of **Austal** involving a bespoke assessment of the team looking at its alignment, dynamics, decision making & communication and what each person brings to the team. Putting in place the foundations to create a more effective team.



Extensive programs of work across the year with the leadership team at **MZI Resources** to build a High Performance Team by benchmarking how they are tracking and then working with them over several months to make some real improvements in team dynamics, communication, decision making and accountabilities.



Project to measure the culture of a Division within the **Department of Fisheries** and facilitate a process of action planning and change management to achieve desirable shifts in effectiveness and performance.



Coaching program of work at **Evolution Mining** focusing on Leadership Style, Behaviour and improving effectiveness.

Client Examples in 2012



Project working with the Executive Team and Change Leadership Team at **Synergy** to shape and roll out a major Customer Focus Change Program including 'checking in' with various stakeholder groups on what is working well / needs further consideration.



Project working with a Divisional Leadership Team at **LogiCamms** to put in place the foundations of a High Performance Team including Team Charter of Accountabilities, Team Vision & goals and facilitating 360 feedback for each member of the team.



Programs of work with two key Leadership Teams at **AECOM** assessing how they are tracking and working with them over several months to make some real improvements in team dynamics, communication, decision making and accountabilities.



Project to measure the culture of the Department and facilitate a process of action planning and change management to achieve desirable shifts in effectiveness and performance.



High Performance Team Review of the Executive Team at **Technip** including 360 feedback & coaching using LSI and facilitating a process of continuous improvement in the effectiveness of the team.

Client Examples in 2011



‘State of the Nation’ project to assess the functioning of the Leadership Team, the **Apache** Culture, Communication and Stakeholder Management, bringing together the findings, and working with the Leadership Team to put in place key strategies and actions moving forward.



Project working with the **Department of Treasury** Leadership Team and engagement of the entire organisation over 6 months on the 2010 OCI-OEI results and developing corporate and individual directorates / team strategies and actions to achieve desired organisational culture shift.



Project working with the Development Team within the **Fortescue Metals Group** to assess the degree to which they are a High Performance Team and working with individuals and the team identifying and putting in place key actions required to achieve the desired state.



Working with the **SKM Cape Lambert Port B Project** to create ‘One Team Approach’ between Perth & Site and improve teamwork, communication, reporting lines and delineate clearer roles and responsibilities .



Project working with **Technip** to facilitate strategy development process including workshops to agree strategic objectives and plan of action for next few years.

Client Examples in 2010



Working with the Executive Team at **AGC** to create a High Performing Team and undertaking a LSI program with extensive individual coaching and results sharing.



Undertaking an OCI-OEI audit for **Newmont Boddington Gold** in late 2009 across the gold mine to measure the culture, engage people in the results and set in train a major action planning process to begin shifting to a more constructive culture.



Conducting a High Performance Team Review for **LandCorp** looking at the alignments, dynamics and functioning of the Executive Team. Providing individual feedback and facilitating team sessions to agree actions now required. An individual and team development program.



Working with the Regional Leaders at **Technip** to agree a communication strategy to communicate some important news and reviewing the effectiveness of office communication, including extensive consulting with staff.



Department of
Fisheries

Working with the Leadership Team at the **Department of Fisheries (WA)** to facilitate a major strategy review and develop their next 5 year business plan. This involved facilitating a major forum with the CEO and his team.

Client Examples in 2009



Project for **Sodexo Australia** to develop a High Performance Team of Leaders of the Australian business (working in Sydney, Melbourne and Perth) by focusing on individual and team effectiveness and behavior using the LSI; 1:1 coaching and team sessions.

Project for **Fremantle Ports** to measure their organisational culture using the OCI-OEI tools and engage the senior team and rest of the business on the results and actions now needed to achieve the shift required.

Project for **Panoramic Resources** to undertake a 'State of the Nation' review of Leadership, Culture, Communication and Stakeholder Management through 1:1 discussions with key internal and external Stakeholders, plus groups of employees leading to a detailed report assessment and working with the Lead team on priorities and recommendations.

Project for **Marine & Civil** to measure their organisational culture using the OCI-OEI; engage the entire business on the results; and work with the Leaders to generate a strategy and actions to move forward.

Project for **CSC** to assess, in the spirit of openness, learning and continuous improvement, one of their major accounts looking at the nature of the relationship; what is working well and needs to be improved; the Governance and the Partnering Charter arrangements (and so forth); and then working with senior players on action planning the areas requiring further focus. Project involved a detailed consultation process and a major workshop with key members of CSC and client organisation.

Client Examples in 2008

The logo for AMEC, featuring the word "amec" in a lowercase, sans-serif font with a blue circular icon containing a white stylized 'A' to the right.

Project for **AMEC** to develop a High-Performance Team of Leaders across South-East Asia (working in Perth, Singapore, Kuala Lumpur & Manila) including creating a Vision for the business and Team Charter; and focusing on Individual and Team Performance.

The logo for BHP Billiton, featuring three stylized orange and red vertical bars of varying heights to the left of the text "bhpbilliton" in a lowercase, sans-serif font.

Project for **BHP Billiton Nickel West** to undertake a significant feedback and diagnostic of Individual & Team behaviour, effectiveness & performance; and facilitating a major workshop across the Leadership Team to share/discuss the findings and focus on building further team alignment.

The logo for the Department of Industry and Resources, featuring a circular emblem with a globe and the text "Department of Industry and Resources" to its right.

Project for **Department of Industry & Resources** to diagnose the current state of play on Leadership, Culture & Communication, including facilitating several Discussion Groups with Leaders & employees, and workshopping the findings with the Board.

The logo for WorleyParsons, featuring a stylized 'W' and 'P' in a red square to the left of the text "WorleyParsons" in a bold, sans-serif font, with "resources & energy" in a smaller font below it.

Project for **Worley Parsons** working with the WA Leadership Team undertaking LSIs of Individual & Team behaviour/Leadership Styles; 1:1 coaching of Individuals; and facilitating a major workshop to share Individual & Team results.

The logo for GESB, featuring the letters "GESB" in a large, bold, sans-serif font with a green stylized 'S' in the middle, and the tagline "MAKES SENSE" in a smaller font below it.

Project for **Government Employees' Superannuation Board** (GESB) to co-design, develop and facilitate a major Leadership Communication Program including focusing in on communicating in times of change; communication planning; channel management and personal communication styles.

Client Examples in 2007



Project for **SKM** on a 'Testing the Temperature' assignment to assess levels of alignment/understanding on Vision, Strategy and Key Challenges; Current Culture and shifts required; Communication; and Leadership through 1:1 interviews with senior management and several discussion groups with employees – leading to a major workshop and implementation of recommendations.



Project for **Office of State Revenue** to engage all employees on the results from the OCI-OEI by running 20+ communication sessions around the organisation on the current and desired culture, and behavioural shifts required.



Project for the **Water Corporation** continuing the Culture Change Program started in mid 2006 including working extensively with the Executive Team on their own personal style / behaviour (using the LSI tool) and helping to develop the Implementation Plan and Strategies to achieve the required organisational culture change.



Project for **iinet** to design and facilitate Communication Skills Training Sessions for the senior management group rolled out in Perth, Sydney and Auckland to enable them to better manage internal communication and play their role more effectively as communicators.



Project for **Norilsk Nickel Australia** on an OCI/OEI intervention to engage the Senior Management Group on the desired and current culture and then rolling this out to the mine operations in Western Australia. Working with key members of the Leadership Team to assist the organisation to develop its Corporate Social Responsibility Strategy.

Client Examples in 2006



Project for **Perth Airport** on a 'state of the nation' type assignment to assess levels of agreement / understanding on common shared vision and strategy, diagnose current / desired culture, measure communication and leadership alignment plus facilitating a Senior Management Forum and communication sessions around the business.



Project for **Water Corporation** on a major culture change program including running several engagement sessions on culture around the business and facilitating the Executive Team and the Senior Management Group.



Project for **Perilya** undertaking a communication audit - including facilitating discussion groups on their mine sites in Broken Hill - leading to specific recommendations to improve communication and the development of a company communication strategy.



Project for **BHP Billiton Iron Ore** to provide front-end support for a major change program; running a series of culture change workshops with employees on various mine sites as part of an engagement strategy to identify current culture and shifts required, working with MODAL.



Project for **iinet** running communication strategy workshops with the General Manager, Human Resources and the Communication Team to develop a company-wide communication strategy, based on best practice, and guiding its promotion and roll-out across the business.

Client Examples Overseas



Leader on project for **National Australia Bank** in UK/Ireland to develop an approach to engaging senior employees around organisational and behavioural change; to help establish a new communication team and define its roles and responsibilities; and to develop a framework for managing internal communication within a global, matrix environment.



Leader on project for **Siemens** to communicate a new Staff Share Scheme across the UK in a way that ensured maximum profile and take-up – including communication planning, getting senior people ‘on board’, content development and channel management.



Leader on project for **Jersey Post** to equip the organisation to deal with major change by working to create a more cohesive and effective Leadership Team; building a new culture (through defining the values and behaviours required to succeed); scoping and planning the change program; and designing and developing an internal communication strategy to encourage more open, two-way communication.



Leader on project for **Britannia Airways** to plan and scope a change programme and develop a communication strategy to support it, including the design and execution of Senior Management Forums to kick-start the change process.



Leader on project for **Zurich Financial Services** to re-energise and refocus a key ZFS Division to create a common sense of purpose and identity around its vision, new role, and desired culture as well as developing and implementing specific recommendations to improve internal communication.

Clients Served Over the Last Three Decades

Charities / NFPs

Activ (WA)
Anti-Slavery International
Carbon Neutral (WA)
Family Planning Association of WA
Linear Clinical Research (WA)
Ngala (WA)
Perth Institute of Contemporary Arts (WA)
St John of God (WA)
St John's Ambulance (WA)

Finance / Banking / Insurance

Asgard Wealth Solutions (WA)
Barclays Bank
BZW
Clydesdale Bank
Gallagher (WA)
HBOS Australia (WA)
Marsh
Nat West Life
National Australia Bank
National Commercial Bank
Norwich Union
P&N Bank (WA)
Royal Bank of Canada
Sedgwick Group
Scottish Amicable
Standard Life
Yorkshire Bank
Zurich Financial Services

Government / Public Sector

City of Perth (WA)
Curtin University (WA)
Edith Cowan University (WA)
Dept of Education (WA)
Dept of Employment (UK)
Dept of Fire & Emergency Services (WA)
Dept of Fisheries (WA)
Dept of Lands (WA)
Dept of Health (UK)
Dept of Industry & Resources (WA)
Dept of Justice (WA)
Dept of Local Government, Sport & Cultural Industries

Government / Public Sector (cont.)

Dept of Primary Industries & RD (WA)
Dept of Social Security (UK)
Dept of Transport (WA)
Dept of Treasury (WA)
Disability Services Commission (WA)
GESB (WA)
LandCorp (WA)
Jersey Post
Office of State Revenue (WA)
Shire of Harvey (WA)
The Whittington Hospital (UK)
WorkCover (WA)

Manufacturing / Pharmaceutical

Acordis
Austal (WA)
Hydro-Agri
Phillips
Waterford-Wedgwood

Media / Entertainment / Leisure

Scottish Media Group

Professional Services

Chamber of Commerce & Industry (WA)
Clifford Chance (WA)
Deloitte (WA)
Minter Ellison (WA)
MODAL (WA)
Turner & Townsend (WA)
Reuters

Property

Aspen Group (WA)
Mirvac (WA)
Stockland (WA)
National Lifestyle Villages (WA)

Resources / Engineering / Construction

AECOM (WA)
ACJV (WA)
AGC (WA)
Albemarle (WA)
AMEC (WA & SE Asia)
Apache (WA)
Arcadis (WA)
Atlas Iron (WA)
BGC (WA)
BG&E (WA / NSW / VIC / Dubai)
BHP Billiton Corporate (VIC)
BHP Billiton Iron Ore (WA)
BHP Billiton Nickel West (WA)
BHP Billiton Stainless Steel Materials (WA)
Cap Drilling (Mauritius)
Cape Lambert Port B (WA)
Civmec (WA)
Cooper Energy (WA)
CPB-Downer Alliance (WA)
DNV GL Oil & Gas (WA)
Doorn-Djil (WA)
Evolution Mining (WA & Qld)
EVT JV (Wheatstone Project) (WA)
Fluor (WA)
FormAction (WA)
Fortescue Metals Group (WA)
Georgiou (WA)
Gold Fields Australia (WA)
Iluka Resources (WA)
KCGM (WA)
Laing O'Rourke (WA/NT)
Leighton Contractors (WA)
LionOre (WA)
LogiCamms (WA)
Lycopodium (WA)
Marine & Civil Construction (WA)
Mirvac (WA)
Murchison Metals (WA)
Mondium (WA)
MZI Resources (WA)
Newmont Mining (WA)
Ngarda (WA)
Norilsk Nickel Australia (WA)
Panoramic Resources (WA)
Perilya (WA / NSW)
Rio Tinto (WA)
Sinclair Knight Merz (WA)
TechnipFMC (WA)

Territory Resources (WA)
Thiess (WA)
Wood (WA)
Woodside (WA)
Worley Parsons (WA)

Retail, Food & Facilities Management

Elida Faberge
IKEA (WA)
Somerville
Sodexo Australia (NSW / VIC / WA)
Tesco

Telecommunications / Technology

ASG Group (WA)
CDM Australia (WA)
CSC (WA)
Hewlett Packard
iinet (WA)
Mercury
Pawsey Supercomputing Centre (WA)
Siemens
Vodafone

Transport / Travel

AVWEST (WA)
British Airways
Britannia Airways
Fremantle Ports (WA)
Great North Western Railways
Perth Airport (WA)
RAC (WA)
Stena Sealink

Utilities / Energy

British Energy
British Gas
North West Water
Nuclear Electric
Scottish Nuclear
Synergy (WA)
Water Corporation (WA)
Wesfarmers Kleenheat Gas (WA)