

the
consulting
space

Change Management
Learning & Development
HR & Workplace Relations Advisory
Organisational Culture
Strategic Planning



THE CONSULTING SPACE IS A BOUTIQUE CONSULTANCY

We specialise in helping your business to achieve results through effectively engaging, managing and developing your workforce.


We will help you get the best from your people, especially through times of transformation and change.


This catalogue outlines our standard offerings and gives insight into just some of the work we have undertaken with a range of both public and private sector clients.


With us, you're in safe hands...




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WELCOME

Welcome to the TCS Service Catalogue. We established TCS as a Management Consultancy firm that excels in working with organisations to help solve complex people related problems. We help implement change and transformation, help build capability and help organisations tap into their most important resource – their workforce. Since 2009 we've done this on some incredibly exciting projects.

We've helped Railways transform how they operate and maintain their networks, helped the Education sector in how it identifies and supports young people who are risk of radicalising to violent extremism, helped small businesses understand their obligations in the ever changing world of Australian Employment Law & Workplace Relations, we've even helped Federal Regulators deal with large scale legislative reform that entirely changes the capabilities they need and the way they interact with industry.

We've used the word 'help' quite deliberately here – our approach is to partner with our clients, get in the trenches with you and work together through these complex issues. Our aim is to leave behind a lasting

footprint of capability once our engagement has finished. Much of the work we do relies heavily on the relationships between leaders in an organisation and their teams. Our role is to help you maximise the benefits from this relationship and create lasting change in organisations.

Our core services leverage off the disciplines of organisational psychology & behaviour, learning & development, change & project management, communications & staff engagement and workplace relations.

Our service catalogue aims to explain in simple terms the work we do and the value it can bring to your organisation. We value every client engagement enormously and would welcome the opportunity of talking with you to discuss how our services can help you get the best out of your people, projects and organisational performance.

We look forward to having a conversation with you soon about the issues you are facing and how we can help.



ADAM & EMMA

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HOW WE WORK



OUR FOCUS IS ON LONG LASTING RELATIONSHIPS.

Whether you engage us on a standalone project or as a trusted advisor, our aim is to maintain a relationship with you for the longer term. We are proud of the relationships we've built with clients, many of which date back many years.



CLARITY ON SCOPE AND OUR VALUE ADD

Central to the success of any engagement is mutual agreement on scope and expected outcomes. We will work with you to define exactly what is required and construct a plan to deliver this.



ESTABLISH CLEAR PROCESSES FOR HOW WE COMMUNICATE AND ENGAGE WITH YOU

Keeping the client 'in the loop' as our work progresses is critical to the success of any initiative. We will work with you to define a process for how we keep you up to date with our progress and work through any issues that pop up as the engagement continues.



DELIVER ON OUR COMMITMENTS

We build and maintain your confidence in us by doing what we say we will within the timeframes and budgets we have committed to.



CREATING A LASTING FOOTPRINT OF CAPABILITY IN YOUR ORGANISATION

Our aim extends beyond delivering a successful outcome for you. We also aim to increase the level of capability within your organisation. We do this by bringing your key people with us on the journey with any engagement and ensuring we transfer knowledge. We also look for opportunities to improve your organisations systems, processes, skills and systems to ensure that any change we help you implement can be sustained over time.

AT THE CONSULTING SPACE WE BELIEVE THAT A SUCCESSFUL BUSINESS BEGINS AND ENDS WITH ITS PEOPLE.

We pride ourselves on working collaboratively with you and your team and increasing the capability of every organisation we work with. We specialise in HR and Industrial Relations advisory, managing change, training and development, coaching, and project management.

Established in 2009, The Consulting Space has a network of highly motivated and engaged consultants across Australia. This allows us to support small and large scale delivery programs as well as providing ongoing support to our long term clients.



WHAT IS CHANGE MANAGEMENT?

Evidence suggests that successful transformations are built on:

- Collaborative engagement of employees at all levels at all stages of the transformation journey
- Building leadership capability for the long term
- Celebrating success throughout the transformation

The single largest predictive indicator of project failure is the lack of effective staff engagement and change management. Often the most surprising element in a major business transformation project is the range of responses and reactions from staff and other stakeholders. Without preparation and engagement of stakeholders, these can quickly derail even a seemingly simple change or transformation.

In terms of dollar benefits, studies have found a significantly improved return on investment in projects with an excellent change management program, as opposed to projects with a poor or no change management program in place, which are likely to return a loss with heavily diluted benefits.

WHAT WE DO:

We work with our clients to effectively manage, engage and involve staff as an organisation looks to transform and optimise the way it operates. We can help you assess the impact of your transformation and plan and consult effectively to minimise disruption and maximise buy in.

We also apply our change management methodology to enable businesses to transition their workforce.

We partner with you 'in the trenches'. We understand that the primary challenge with effective change management is in the execution, not the planning.

TCS can help your organisation increase the likelihood of program success by setting up and running highly effective change and transformation programs.



WHAT CAN WE DO TO HELP?

- Change management planning & risk assessment
- Stakeholder analysis
- Change Impact Assessment
- Stakeholder engagement and consultation
- Communications strategy, planning and delivery
- Coaching for Managers in leading people through change
- Change program delivery and evaluation

CASE STUDY: DIGITAL SYSTEMS PROJECT

Digital Systems involves the development and implementation of in-cab signalling, automatic train operation (driver in-cab) and a Traffic Management System. The initiative is a part of Sydney's Rail Future long term plan to increase the capacity of Sydney's rail network and is essential to transforming Sydney's rail network.

TCS has been working with the Program to manage the early stage change impacts and stakeholder engagement requirements. This primarily involves:

- Facilitating the engagement with the Business in relation to the Operating Concept and future state scenarios. This involved coordinating and facilitating various meetings, briefings, workshops and Customer Central events.
- Presenting and facilitating various DS awareness raising sessions
- Conducting a Change Impact Assessment and baselining this back to the current versions of the key technical documents
- Establishing the Digital Systems Transformation Office to act as the key interface between the Project and the impacted Business
- Partnering with the DS Transformation Office to drive the early stage Business Change & Transformation Effort
- Conducting 'deep dives' with the impacted Business Areas to identify change impacts and required management approach
- Developing initial Change Management Plans for the impacted Directorates
- Developing the Change Management Framework to support the Final Business Case and the Change, Stakeholder Engagement & Communications (CSC) Plan to align with the Operational Integration Framework
- Presenting to Infrastructure NSW as part of the Project team to gain approval for the funding proposal to go to cabinet
- Developing a Workplace Relations Strategic Framework and partnering with the Sydney Trains WR Team to turn this into an applied Implementation Plan
- Coordinating the Stakeholder engagement to ensure ongoing buy-in and commitment
- Building a community of Subject Matter Experts across Transport to contribute on the Digital Systems journey
- Development and early implementation of communications plan

This Program represents one of the largest Transformation efforts ever undertaken in a brownfields Rail environment. TCS have been one of the key strategic partners to Transport from conception, through to funding approval and early stage implementation.

CLIENT ORGANISATION

Transport for NSW

COMPLETION DATE

Ongoing

TEAM

- Adam Libbis
- Aaron Travis
- Tegwyn Santos
- Virginia Pursell

SYDNEY TRAINS ACCOMMODATION PROGRAM

The Sydney Trains Accommodation Program was developed as part of the NSW Government's strategy to decrease the public sector's footprint in the Sydney CBD. The program engaged heavily with ST stakeholders, over a period of 3 years, to move over 2500 white collar employees into purpose designed ABW work environments in 4 strategically selected sites, outside of the CBD. The initial site at Burwood saw the development of Sydney Trains flagship ABW environment, co-designed through consultation with the occupying team, the program team and GHD (architects). This process was replicated to engage and accommodate a further 12 workgroups into approximately 8 neighbourhoods across the four sites. The process included the digitisation of records and development of ongoing records management protocols.

Space optimisation took ST from 13sqm per person to 10sqm per person, providing an ongoing financial benefit of \$ \$12M per annum, as well as providing attractive, fit for purpose workspaces for its staff. Delivery of bespoke Agile training ensured that all staff were equipped with the skills to make the most of their new environment.



CLIENT ORGANISATION

Sydney Trains

COMPLETION DATE

2018

TEAM

TCS Director, **Emma Hayward** was the Strategic Change Lead and developed the consultation and stakeholder engagement strategy and led the pilot design and transformation consultations.

KEY ACHIEVEMENTS

- Implementation of Activity Based Working across all stakeholder groups, including complex engineering and design teams, legal teams and records management teams
- Churn of over 2500 staff into new workspaces
- Zero industrial disputes
- Innovative technology delivered into workspaces including real time booking systems, quick access collaboration screens, electronic whiteboards, video conferencing and AV



"I brought in Emma from The Consulting Space to develop the Change strategy for the Sydney Trains Accommodation Program, because we had worked on ambitious programs together previously. Emma has an excellent understanding of how to engage stakeholders and bring people on the journey, however complex the transformation may be. She was able to articulate a roadmap for consultation from an early stage. This fostered ownership from the business and enabled the staff to develop ownership over their environment and buy in to their transition."

**- LUKE ANDERSON, PROGRAM MANAGER
SYDNEY TRAINS ACCOMMODATION PROGRAM**

LEARNING & DEVELOPMENT



WHAT WE DO:

At The Consulting Space we design and implement developmental programs that are engaging, experiential and effective. We partner closely with our clients to ensure our training products are fit for purpose, whether it is a large scale 'Train the Trainer' program or a bespoke leadership workshop. Our experience tells us that our Learning & Development capability aligns with our change management capability – with training often being one of the levers required to successfully deliver a change program.

Our model is to work closely with our clients to understand what they are trying to achieve as an outcome of investing in capability development. From this point we work on engaging with subject matter experts within our client's business to develop an engaging and varied learning experience to meet the needs of the business and to accommodate the individual differences present in adult learning. Outcomes can be met in the classroom, but also through a more holistic L&D plan, including coaching interventions, mentoring, on the job development and eLearning solutions.

In the leadership development space, our coaches are accredited in the Human Synergistics Life Styles Inventory and associated tools, Hogan and Genos EQ coaching tools, as well as having a wealth of skills and experience in leadership coaching.

WHAT WE CAN DO FOR YOU

- End to end training scoping, design and delivery
- Workshop facilitation services
- Train the trainer Programs
- L&D strategy and framework development
- eLearning solutions
- Training evaluations and analysis
- Capability analysis & mapping
- Training Needs Analysis
- Training Development & Delivery
- Leadership and Organisational Coaching
- Bespoke Leadership Development Programs
- HRD Program Evaluation

ORGANISATIONAL DEVELOPMENT

At The Consulting Space we partner with our clients to help them understand their capability requirements and construct programs to address any development needs.

We deliver a range of services in this area:

THE TCS APPROACH TO DESIGNING & DELIVERING ORGANISATIONAL DEVELOPMENT INITIATIVES

We collaborate closely with clients throughout the design and delivery stage of training, often engaging guest speakers and subject matter experts from the business in workshops to provide credibility and clarity to the training process. We also design and run train the trainer programs where there is a requirement to run multiple workshops, optimising the initial outlay for material design and development.

We have experience in designing and delivering projects such as large-scale legislative changes, organisational induction courses and IT systems implementations.

We also design and deliver non-technical training including, dealing with difficult behaviour, managing conflict/workplace stress and leadership skills. We can work with you on a specific training outcome or on a larger scale L&D strategy.

COACHING

In the organisational development space, we utilise

Human Synergistics tools in order to deliver results. The 360-degree feedback tool, the Life Styles Inventory (LSI), which delivers a comprehensive self and others' assessment of an individual's style of interacting within their workplace. This assessment provides an excellent grounding for development and growth towards becoming a more effective leader. The LSI tool has an enviable evidence base on which to build its picture of 'effectiveness' in leadership and has been utilised by millions of leaders globally. We believe that building an effective coaching relationship, coupled with a strongly evidence-based tool is the key to effecting meaningful change in leadership capability.

L & D FRAMEWORK DESIGN

As businesses grow, change and adapt, their learning and development needs change too. Adhoc training may no longer meet the needs of the company or the induction training may no longer be viable for a geographically dispersed workforce.

We look at your business's strategic direction and help you to create a learning framework which supports and develops a culture of learning.

We help you to understand where to access quality training, to design bespoke where necessary and to utilise eLearning and peer learning where appropriate. We will also guide you through the requirements for effective on the job learning, as well as design effective evaluation solutions to ensure that you are on the right track.

"LIVE AS IF YOU WERE TO DIE TOMORROW. LEARN AS IF YOU WERE TO LIVE FOREVER."

- MAHATMA GANDHI



CASE STUDY: TRAIN THE TRAINER PROGRAM – FEDERAL DEPARTMENT OF EDUCATION & TRAINING

COUNTERING VIOLENT EXTREMISM TRAINING FOR SCHOOL LEADERSHIP TEAMS

CLIENT ORGANISATION
Commonwealth
Department of Education

COMPLETION DATE
2018

PROJECT BRIEF
Design Train the Trainer program

TEAM

- Adam Libbis
- Emma Hayward
- Renee Brunt

TCS worked closely with the Department of Education, Federal Attorney General’s Department, multiple Police representatives and RADAR Solutions to develop a train the trainer program for School Leadership Teams (SLTs) to raise awareness and lift capability in SLTs working with youth at risk of becoming involved in violent extremism

TCS facilitated consultations with the stakeholder group, developed the training program and associated materials and facilitated 9 Train the Trainer (TTT) workshops nationally, qualifying approximately 120 school leaders to deliver the three-hour workshop

As well as designing and developing the TTT and workshop participant training manuals, TCS were responsible for delivering the ‘how to facilitate’ workshop content. This involved training future trainers in why certain activities were included,

how to run them, the importance of maintaining consistent key messages and always linking back to learning outcomes.

OUTCOME

The average satisfaction response from the TTT workshops was 4.5 out of 5 across 117 participants. Despite the challenging content matter, 90% of those who undertook the TTT workshop reported feeling confident to run their own workshop.



"Their down to earth, engaging and collaborative style meant that, despite the challenging nature of the subject matter, they were able to create an open and vibrant learning environment and to break down the content in such a way that participants were able to confidently deliver the program to their leadership colleagues.

The Consulting Space is one of the most professional and savvy training organisations I have ever worked with."

- LYNNE NICHOLAS (ASSISTANT DIRECTOR)
STUDENT NEEDS POLICY TEAM, DET

PILLAR HR: HELPING BUSINESSES

WHAT IS IT? - TAILORED SMALL BUSINESS HR SUPPORT

Pillar HR is The Consulting Space's tailored human resources and industrial relations support service. It gives you access to Human Resources and Industrial Relations professionals who can link their advice to a real operational understanding of the business involved. We ensure that information is 'pushed out' proactively to small business when changes occur and that issues can be resolved quickly when a question or issue appears.

HOW WE CAN HELP

It can be difficult to know if you are doing the right thing or not.

TCS provides comprehensive information and risk management strategies to assist you through managing staff effectively, dealing with disputes and essentially 'doing the right thing' by IR legislation.

We ensure you have access to the right kind of HR experts to give you the support you need when you need it, whether you are managing a crisis or preventing one.

The Consulting Space can help you to navigate the Australian Workplace Relations landscape, and provide best practice advice on managing workplace issues and legislative change.



"The amount of executive and management downtime devoted to 'people issues' can become unmanageable and costly long before reaching this point.

Many small businesses do not have extensive knowledge in relation to the Australian Workplace Relations system. Whilst some effort has been made by Government to simplify the system, it remains very complex."

PILLAR HR: THE PACKAGE

TCS undertake a review of your existing HR policies, highlight any gaps where there is risk and provide any required policies to bridge these gaps.

We conduct a preliminary review of your business's terms and conditions against the relevant award or legislation to ensure that your business is compliant.



HR HEALTH CHECK

The Consulting Space will conduct a review of your existing HR practices, to identify any gaps or risks and ensure compliance with relevant legislation. We provide analysis and recommendations for your HR policies and procedures, contracts, Awards, and Employment Agreements



TRAINING AND PROFESSIONAL DEVELOPMENT

Regular opportunities increase the capabilities of your people and your business. We offers courses in:

- Industrial Relations
- Leadership Development
- Workplace Wellness
- Customised training, and 1 to 1 Coaching for Executives



ON-CALL EXPERT ADVICE AND SUPPORT

As part of Pillar HR, you have on call access to:

- HR/IR experts (up to an agreed number of hrs p/m).
- Relevant updates on HR/IR legislation
- Information and analysis that incorporates business acumen, compliance essentials and considers the broader business context



CASE STUDY: WORKPLACE RELATIONS IN THE HOSPITALITY INDUSTRY

The restaurant industry has been under intense scrutiny from both the Fair Work Ombudsman and the media over the past year and we understand the need to proactively help the industry to become compliant within a very complex industrial legislative system.

Based on the needs of some of our clients within the hospitality sector we developed and piloted a workshop for restaurant and café businesses to help them navigate their compliance requirements under Australian workplace legislation.

Participants at the training developed a deeper understanding of their responsibilities as employers and sought to make immediate changes to ensure that their staff were receiving the correct wages and entitlements. We are now looking to partner with the Restaurant & Catering Industry Association to roll this training out to a broader audience.

We have a long history in training workplace legislation since 2006, so have an excellent grasp of the industrial relations landscape, including historical and transitional arrangements. Our training programs are highly practical and we use plain English to explain complex legislation.

ORGANISATIONAL CULTURE: THE WAY WE DO THINGS AROUND HERE...

Culture can mean different things to different people. Finding a way to articulate culture in a common language and to measure it using objective data are essential steps on the road to effecting culture change.



The Organisational Culture Inventory provides both of these steps, as well as the means to establish a shared preferred culture, a clear picture of the current culture and an evidence-based understanding of the factors causing 'the way we do things around here'.

THE ORGANISATIONAL CULTURE INVENTORY® (OCI)

measures an organisation's ideal culture and the actual operating culture. It specifically examines culture from the perspective of behavioural norms – how people believe they are expected to behave in order to fit in and thrive (or sometimes survive).

THE ORGANISATIONAL EFFECTIVENESS INVENTORY® (OEI)

measures the practices used throughout the organisation that cause the current climate and how that shapes the current culture. It also measures a number of research-based outcomes of the culture at the individual, group and organisational level.

The OCI process provides a structured approach to defining your organisations desired culture, assessing its actual culture and addressing the gap.

It provides reliable feedback for planning change with a common model and language that can be applied for development across all levels of your organisation.

The action planning process lends to supporting programs to enhance strategy implementation, employee engagement and inclusion, quality and reliability, and/or customer service.

WHAT WE DO:

At The Consulting Space we bring a data driven approach to workplace culture.

WHAT WILL YOU GET FROM UNDERTAKING AN OCI/OEI?

- Shared understanding of the term 'culture'
- Agreed ideal culture
- Understanding of operating (actual) culture
- Data driven view of the causal factors to your operating culture
- Understanding of the outcomes of your operating culture on the effectiveness of your business
- Facilitated action planning to close the gap between your business's ideal and actual culture

RESOURCES AVAILABLE:

1. OCI Accredited Practitioner



"Corporate culture matters. How management chooses to treat its people impacts everything for better or for worse"

- SIMON SINEK

CASE STUDY: CULTURE

We respect the privacy of our clients undergoing analysis of their culture, so we have used deidentified results to demonstrate the pre and post OCI results.

The team in question had experienced a number of major issues over a period of years and had reached the point where the culture was making it difficult to effect any change.

TCS undertook an OCI, in order to provide a subjective measure of where the issues were, and to provide a baseline to measure against, moving forward.



Primary Style: Oppositional
Secondary Style: Avoidance

CLIMATE

The survey identified that employee outcomes were poor – out of 12 measures, only one sat above the 50th percentile from the norm group. Least desirable outcomes (less than 10th percentile) were:

- Ability to adapt to external forces
- Departmental quality
- Motivation

CAUSAL FACTORS

The survey identified the following factors as negatively influencing the culture:

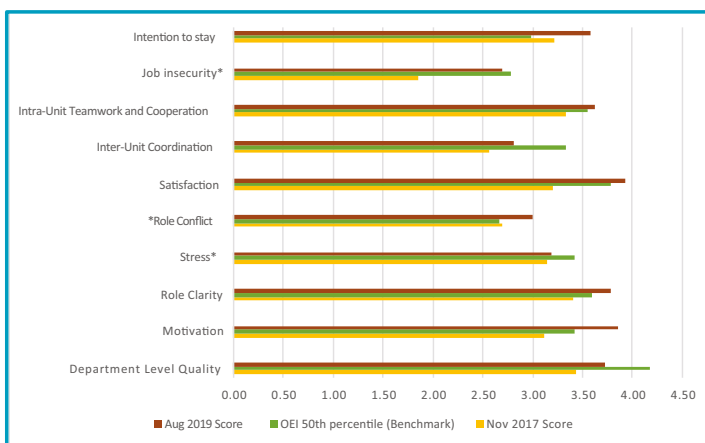
- Downward communication
- Empowerment
- Task facilitation
- Communication for learning
- Feedback
- Training & development
- Employee involvement

SITUATION

- 50% response rate to survey
- Serious onsite safety issues
- Several changes of leadership in 2 years prior
- Major organisational restructure 3 years prior

18 MONTHS LATER....

After undertaking a program of work to improve the workplace’s culture, TCS was invited back into the team to re-test against some of the climate measures and causal factors from the original survey. The results were astonishing. The climate measures are shown in the graph below – the causal factor results showed similar improvement.



HOW DID THEY DO IT?

- 360 degree feedback and coaching for all line managers
- Set the expectation of elevated behaviours for all leadership
- Consistent and supportive senior leader (no more caretakers)
- Replaced the onsite Safety Officer
- Regular ‘Leadership 101’ training bites (45-60 mins, small groups)

STRATEGIC BUSINESS PLANNING & FACILITATION

WHAT IS IT?

One of the keys to Business success is to be continually scanning the horizon and challenging the status quo. Taking the time to work 'on' the business is just as critical as working 'in' the business. This applies equally for private, public and not for profit organisations.

WHAT WE DO:

We help our clients define their preferred future and develop the pathway to get there. Our consultants facilitate the Business Planning & Strategy Development process for many clients. We work with the management group to design the planning process and then assist by facilitating workshops and adding rigour and structure to the outputs. We also bring a wealth of business acumen to the table and can assist clients with various corporate governance and tactical issues.

Our business planning workshops are tailored to ensure that they are relevant and engaging to your organisation and its overarching vision. We provide a healthy mix of activities to inject energy and foster involvement, as well as targeted activities to promote focus and development of defined and achievable business goals. To help streamline the discussion in the workshop we will often conduct pre-workshop interviews and conduct a survey to ensure that the known issues can be put on the table quickly.

We undertake a rigorous action planning process to ensure that strategic goals are translated into well defined work packages, while also identifying quick wins in order to create momentum.



STRATEGIC BUSINESS PLANNING

OUR APPROACH

TCS has worked with many organisations to facilitate the Strategic Business Planning Process and keep the Leadership teams focused on efficient execution.

Whilst we tailor an approach to suit the specific needs of each client, our methodology would normally involve:

- Interviews with Senior Management to identify key business issues
- Development and deployment of an on-line survey to assess organisational performance and identify issues
- Design and facilitation of off-site strategy planning workshops with 'Top 20' Senior Managers to review business performance and identify strategic priorities.
- Drafting of strategic planning document using workshop outputs
- Development of execution plan with timeframes and activities
- Follow up and engagement to ensure progress to plan execution

OUR CLIENTS

We have worked with clients across many sectors, including:

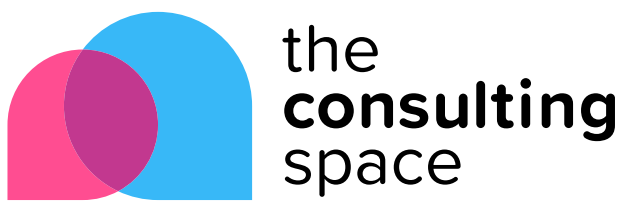
- Delta Building Automation – Construction & Building Management
- Peloton Capital – Financial Services
- Sydney Trains Future Network Directorate – Transport
- Navy Canteens – Food & Beverage
- Defence Force Cadets – Defence & Youth Development
- Fair Work Ombudsman – Federal Government Regulator
- Australian Sports Anti-Doping Authority – Sporting Regulation
- Equity Partners – Chartered Accountants
- Sportsman's Warehouse – Retail
- ACT Brumbies – Sport
- Kolling Institute – Medical Research
- Centrelink – Government Social Services
- Pharmacy Guild – Employer & Industry Association



"Adam has been a key part of our strategy and planning process for many years. He has the ability to cut through issues and ensures that our entire team has a sense of ownership of the forward plan. Apart from being 'business savvy' he is an incredibly good facilitator and creates a process with the group that achieves outcomes and effectively engages the participants."

- TIM DAVIS

MANAGING DIRECTOR DELTA BUILDING AUTOMATION



ADAM LIBBIS

MANAGING DIRECTOR

The Consulting Space's Managing Director, Adam Libbis is an Executive level Management Consultant with nearly 20 years' experience providing support to a wide range of clients. He has tertiary qualifications in Psychology (Bachelor), Human Resource Development (Post Grad) and Labour Law & Relations (Masters). Prior to establishing 'The Consulting Space' Adam was a Partner in a National Consulting and Accounting firm where he lead their Sydney Management Consulting Practice. Adam's main areas of expertise include organisational change management & business transformation, strategic business planning, organisational development & design, training & workshop facilitation, corporate governance and workplace relations.



EMMA HAYWARD

DIRECTOR

Emma Hayward is a Registered Psychologist who specialises in workplace behaviour, including change management, leadership and learning and development. Emma has worked in both Australia and the UK in the fields of human resources, learning and development and transformational change. She has also worked in the community and private sectors as a Psychologist and Program Manager.

Emma is an accredited OCI Practitioner and LSI Coach and has worked with organisations across both the public and private sectors to deliver programs which effect both cultural and transformational change.



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