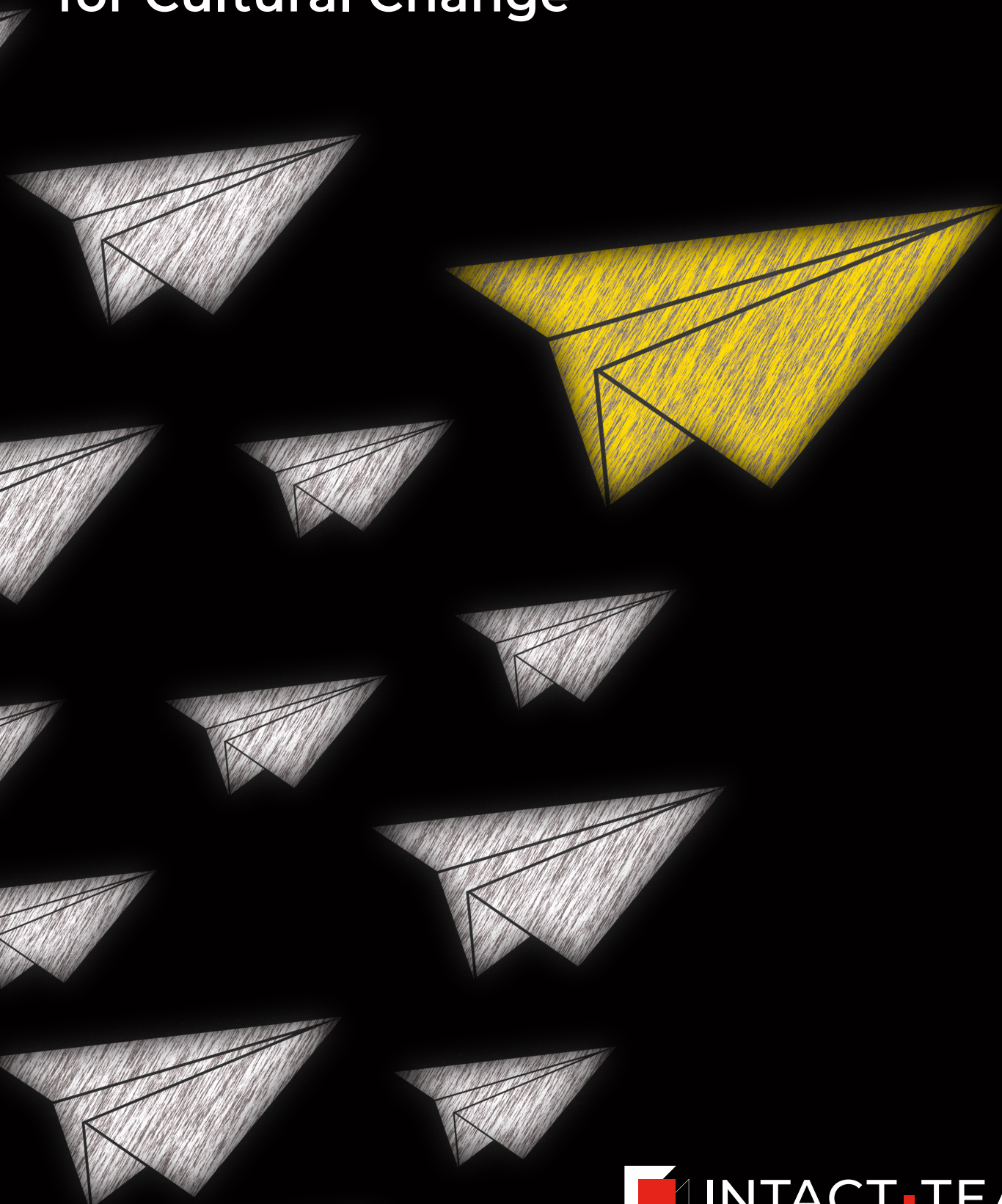


# CATALYST

A transformational Leadership Program  
for Cultural Change



# CULTURE WITH A CAPITAL



In today's fast-paced business world, the focus on goals, strategy, and performance often overshadows the critical element of company culture.

## WHY DOES THIS HAPPEN?

One of the big problems with company cultures lies in the elusive nature of it, often reduced to mere purpose and values statements listed on company's websites, rather than being actively nurtured and lived within the organization. This superficial acknowledgment fails to capture the true essence of culture, which is deeply rooted in the patterns of thinking and behaving within a company.

## WHAT'S THE IMPACT?

Research by MIT Sloan says a toxic culture can lead to significant issues in organisations, including decreased employee morale and productivity. A negative culture not only affects the internal workings of a company but also has far-reaching effects on society. It can lead to increased stress, burnout, and a general decline in well-being among employees, which in turn affects their families and communities.

Gallup's research shows the tangible benefits of a strong culture. Companies with robust cultures have experienced a 50-point increase in employee engagement over a three-year period, a 25% growth in workforce size within the same timeframe and an impressive 85% net profit increase over five years, reflecting how culture influences customer loyalty and business growth.

## COMPANY CULTURE CAN COST OR CONTRIBUTE. IT'S YOUR CHOICE.

As businesses continue to navigate the complexities of the modern world, those that invest in their culture and people will find themselves better positioned for success.

**And it will affect the bottom line.**



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

**Simon Sinek**



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# ARE YOU A MEDIUM SIZED ENTERPRISE OR A DEPARTMENT IN A LARGER ORGANISATION WHO

- ❑ experiences a lack of engagement in and between teams?
- ❑ faces high turnover of staff and constant costly recruitment?
- ❑ is not as productive and effective as you could be?
- ❑ scores low in employee engagement surveys?
- ❑ hasn't focussed on developing managers and leaders lately?

In today's dynamic business environment facing constant changes and global challenges, the interplay between strategy and culture is pivotal, and leadership is the linchpin that holds these elements together.



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Strategy, often viewed as the roadmap for a company's future, outlines the goals and directions an organization intends to pursue.

It's a logical, structured plan that delineates a clear path towards achieving business objectives.

Culture, on the other hand, is the softer, more elusive aspect of an organization. It embodies the values, beliefs, behaviours, and norms that shape the workplace. Culture is the social fabric that determines how employees interact, make decisions, and solve problems.

“

Culture eats strategy  
for breakfast

”

**Peter Drucker**

The adage “culture eats strategy for breakfast,” popularized by management consultant Peter Drucker, underscores the immense power of culture.

It suggests that even the most well-crafted strategies can falter if they are not supported by an appropriate corporate culture.

A strategy that aligns with the company's culture is more likely to be embraced and executed effectively by its employees.

Conversely, a strategy that conflicts with the established culture will likely meet resistance, leading to poor implementation and suboptimal results.



# LEADERSHIP WITH A CAPITAL



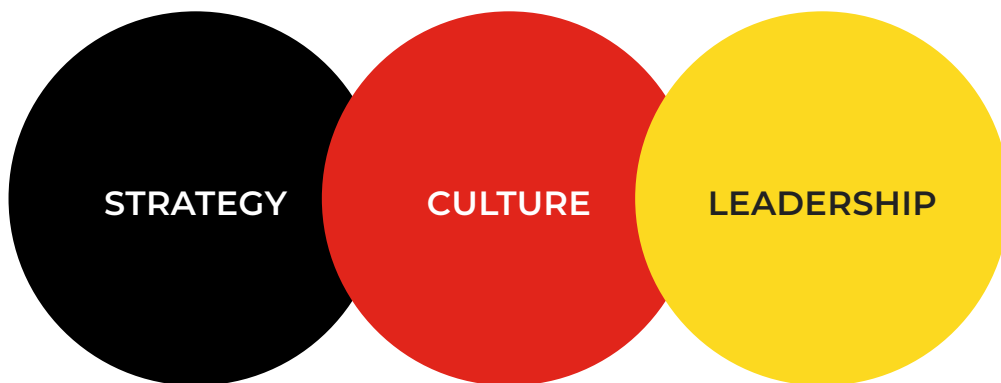
Leadership plays a crucial role in balancing and aligning strategy and culture.

## WHY IS LEADERSHIP IMPORTANT?

Effective leaders recognize that strategy and culture are not mutually exclusive but are deeply interconnected. They understand that for a strategy to be successfully implemented, it must resonate with the company's cultural values. Leaders are responsible for articulating a clear vision and strategy while simultaneously nurturing a culture that can support and reinforce these strategic objectives.

**Moreover, leaders are the architects of organisational culture.** Through their actions, decisions, and communication, they set the tone for the workplace environment.

**They have the power to shape and evolve the culture, ensuring it remains dynamic and relevant.**



This involves being attentive to the cultural undercurrents within the organisation, actively engaging with employees at all levels, and being open to adapting the culture as the company grows and the external environment changes.

Another hurdle is the **alignment of individual behaviours with the overarching values and vision of the company.**

Culture is how people collectively behave, implying that every action and decision by employees contributes to the broader cultural landscape.

**The rapid pace of change in business models and technological advancements further complicates the cultural landscape.** Organizations must adapt their culture to remain relevant and competitive, which often requires a shift in long-standing norms and practices. This evolution can be met with resistance from employees, especially if the changes are not effectively communicated or if they contradict established values and behaviours.

Re-skilling and upskilling employees is front and centre in a fast changing business world. Leadership development has never been more important for continuous cultural change.

# LEVELS OF CORPORATE CULTURE

Corporate culture, often considered the lifeblood of an organization, plays a pivotal role in shaping behaviour, influencing work ethics, and driving innovation. Research by Harvard Business Review emphasizes the critical importance of corporate culture in achieving organizational success. For leaders, the opportunity to mold and improve this culture is immense. It involves understanding the current cultural dynamics, identifying areas that align with the organization's strategic goals, and actively working to cultivate a culture that fosters growth, collaboration, and adaptability.

Having worked with hundreds of organisations, we find that they typically go through these levels of cultures:

	ACTIVITY	CULTURE	FOCUS	PERFORMANCE
5	CASCADE	EMPOWERED	MOBILISATION	110%
4	DEVELOP	INSPIRED	LEADERSHIP	90%
3	ALIGN	STRATEGIC	VALUES	50%
2	PLAN	CHAOTIC	STABILITY	30%
1	REPAIR	TOXIC	CHANGE	-10%

©Jessica Schubert | Intact Teams

- Toxic:** little social interaction, gossip, blaming, lack of meaningful contribution, command and control, micromanagement, office politics, power dynamics, fear
- Chaotic:** silos, lack of real connection, focus on self, chaotic, ambiguity, little focus on developing as a team, staff attrition
- Strategic:** transparent company goals and KPIs, strategic vision, clear business objectives, rigidity, lack of motivation, command and control
- Inspired:** active participation in meetings and conversations, collaboration, leadership development & training, guiding leadership style, back delegating
- Empowered:** common goals, alignment of strategy & culture, constructive feedback, high level of trust, productive conflict, leader as coach and empowerment



What is the Culture level in your organisation?



The only competitive  
advantage is the culture  
and values of the  
company

**DAVID CUMMINGS**

# A SYSTEM'S APPROACH TO CULTURE

Cultural growth doesn't happen in vacuum and can't be restricted to the boardroom. You need to take a systemic view to culture to put the right steps, activities and leadership interventions in place.

A systems approach helps you see both, yourself, and the world around you in a more comprehensive and effective way. To make sense of this, we are leaning on Ken Wilbur's Integral Theory and look at Culture in a systemic way.



©Jessica Schubert | Intact Teams

## HOW DO I READ THE INTEGRAL CULTURE MODEL?

**INDIVIDUALS** come with their emotions, thoughts, sets of values and beliefs, all of which are not observable (top left **MINDSET**) but drive how they show up and are perceived by others (top right **BEHAVIOURS**).

Behaviours are an external representation of emotions, thoughts and mindset. Realising that individuals have an internal and external world already helps taking a more systemic view to culture as developing both, mindset and behavioural skills are important to create better cultures.

In the integral model we also consider the **COLLECTIVE** (bottom 2 quadrants), where other people come in to play. In the bottom left quadrant we look at **CULTURE**. It's not observable or documented but often 'felt'. It shows up in relationships, social norms, collective values and power dynamics.

And the bottom right quadrant (**SYSTEMS**) considers the external, collective world we experience. Think of how strategies, policies, structure, SOP's and organisational objectives are documented and visible and shape the system as much as the other quadrants.

## EVERYTHING IS CONNECTED

The first thing we need to understand is that all systems are connected all the time. You change one thing in one system and another system is impacted. For example: an organisational re-structure (bottom right) will impact how people feel (fear or excitement, but often fear, top left) which will impact the way they behave and communicate with the people around them (top right).

If this change is not managed well and fear drives collective behaviour of potentially making mistakes, not taking risk, or even backstabbing and playing power games this inadvertently shapes the culture of the organisation. A change in the bottom right impacts all other quadrants.





# SO WHAT DOES THAT MEAN FOR OUR CULTURAL CHANGE PROGRAMS?

Workplace Culture is the experiences that shape employee beliefs which in turn drives actions and results. In a nutshell:

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**‘Behaviours drive Culture,  
Culture Drives Performance’**

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When working with you, we work with all systems. Because they are all connected. The Systems Approach to Changing Culture is a like an operating system for your reality that allows the most effective programs to be used.

Our Leadership Program Catalyst is a systemic solution focussing on the skills and tools helping leaders shape the Culture you want for organisational growth.

# TRANSFORMATION

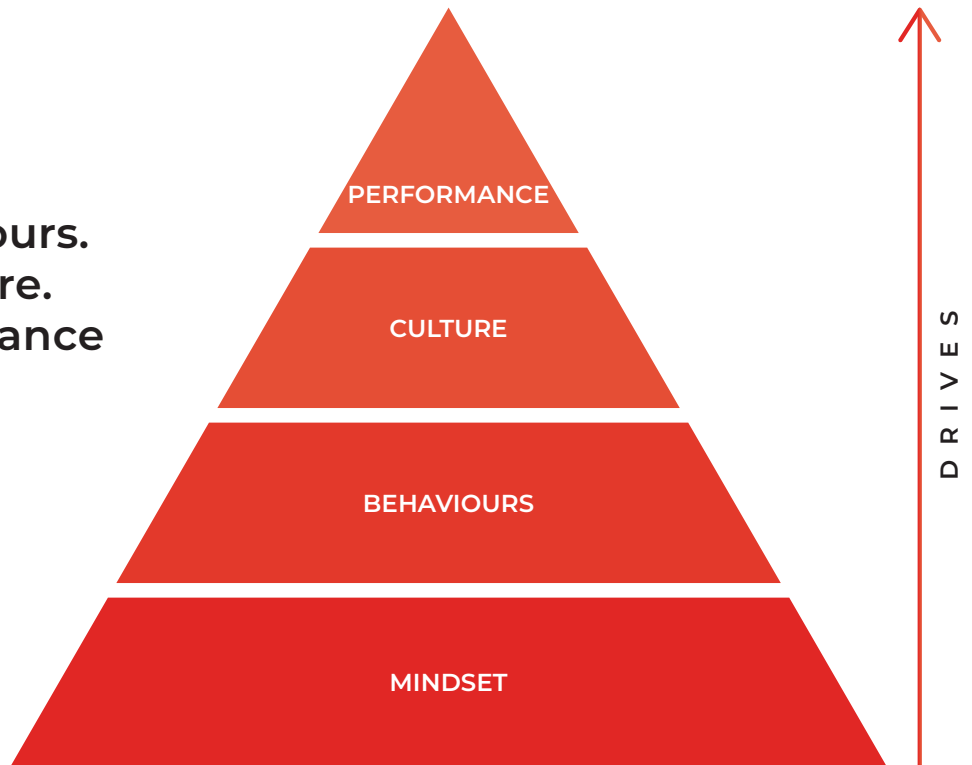


# CATALYST

## A transformational Leadership Program for Cultural Change

Catalyst has been designed to be transformational. Keeping the systems approach to culture and all 4 quadrants in mind, here is what we believe must be developed and present to influence performance:

**Mindset drives Behaviours.  
Behaviours drive Culture.  
Culture drives Performance**



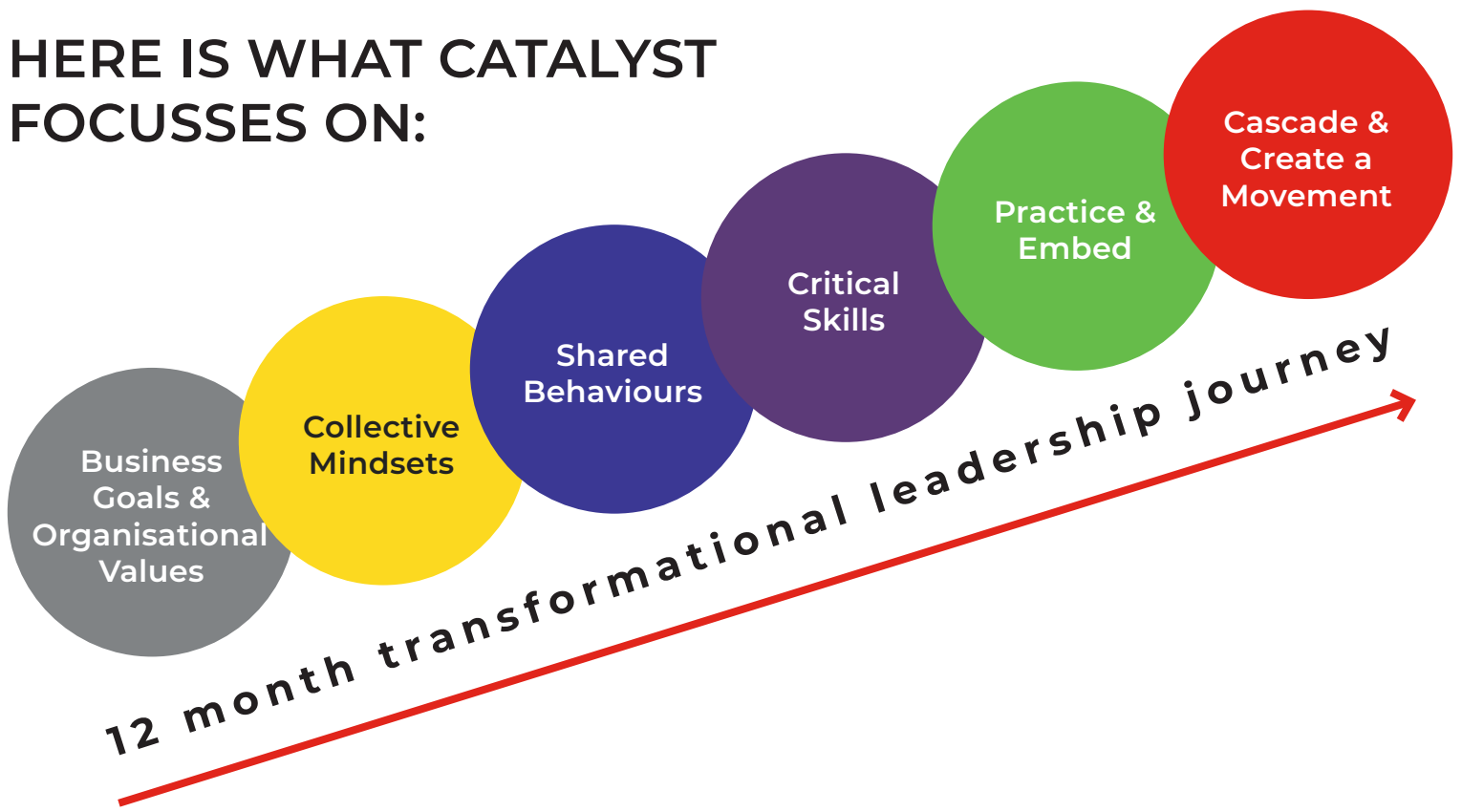
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## Walk before you run

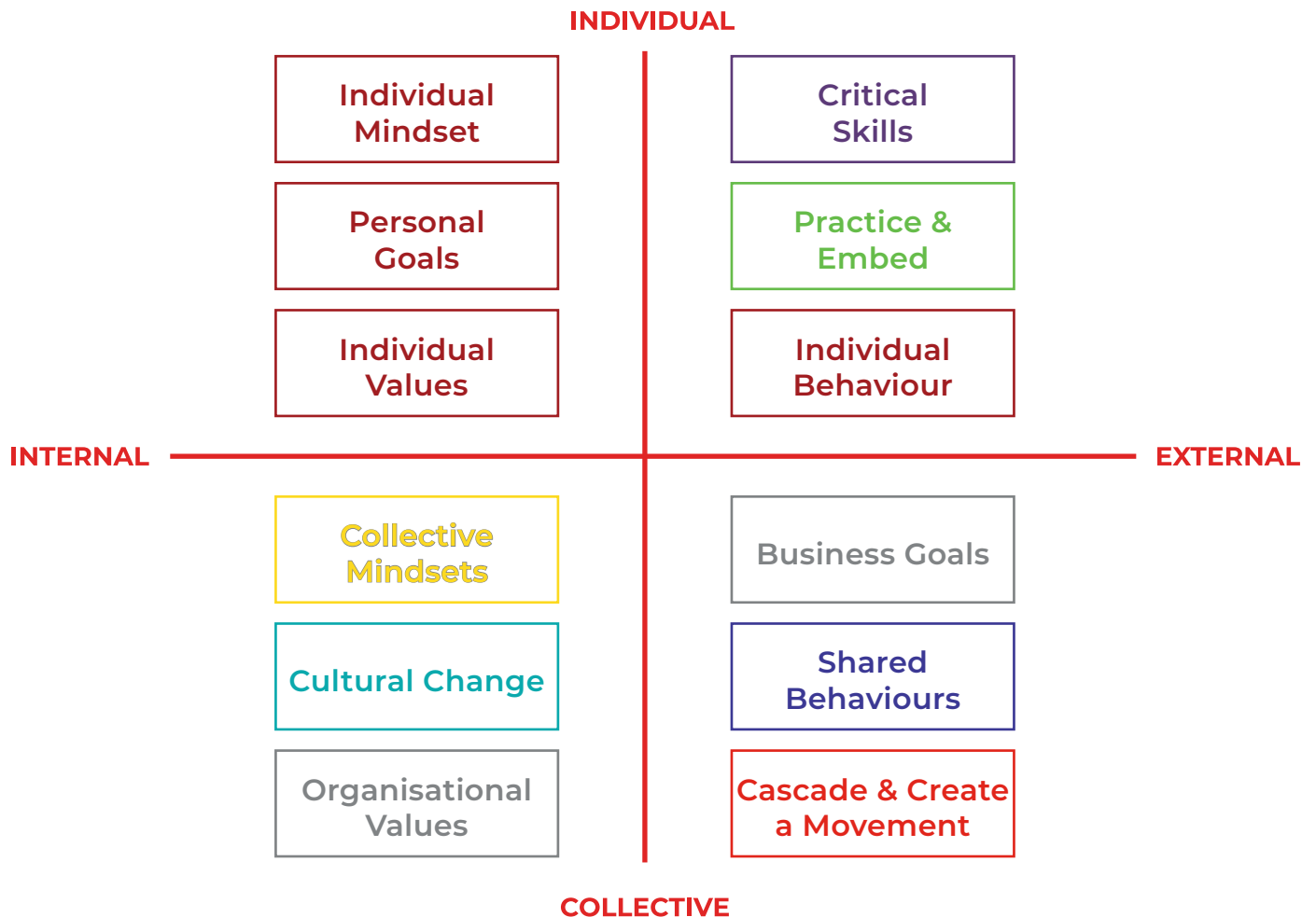
It's important to start by deciding what Performance means for you. What does success look like? For some this would be more effective work processes or higher sales results. For others it's all about increasing profit margins or reducing risk. Or do you want to focus on increased employee engagement and reduce attrition? No matter what it is, we help getting really clear on what you want to achieve with your leadership program.

In systemic fashion we then start working on individual and collective mindsets and beliefs followed by clarifying purpose and values of the team or organisation. This often involves workshopping the charter and agreeing on the behaviours you want to encourage and discourage. Only then will we design workshops and coaching sessions focussing on developing these behavioural skills in a quest to support your people to create a Culture that thrives.

# HERE IS WHAT CATALYST FOCUSSES ON:



The systems approach we apply to the Cultural Transformational Program looks like this:



**SEE! WE ARE WORKING IN ALL SYSTEMS!**

# HOW THE CATALYST PROGRAM WORKS

The twelve-month program combines consulting, planning session, a series of skills workshops, 360 degree feedback, 1:1 executive and team coaching.

<b>DESIGN</b>	<b>Pre-program stakeholder meeting</b>	<ul style="list-style-type: none"> <li>Culture Assessment, could be a SWOT or Spencer Stuart Framework</li> <li>Leadership Alignment: what good leadership means to your organisation</li> <li>How to measure Success</li> <li>Create frameworks &amp; scope; custom-design program</li> </ul>
<b>VALUES / BEHAVIOURS</b>	<b>Culture Foundation Workshops</b>	<p>Create or revisit Company Charter:</p> <ul style="list-style-type: none"> <li>Purpose/Mission/Vision</li> <li>Company Values</li> <li>Critical Behaviours</li> </ul>
<b>SKILLS</b>	<b>Leadership Skills &amp; Behaviour Workshops</b>	<ul style="list-style-type: none"> <li>6-8 full-day leadership skills workshops (tailored)</li> <li>DISC Behavioural Assessments &amp; Reports</li> <li>4-6 Group Coaching Sessions to embed skills</li> <li>Learner Material &amp; Online Support (MSTeams or Slack Channel)</li> </ul>
<b>ALIGNMENT &amp; MOMENTUM</b>	<b>Individual 360 Feedback and 1:1 Coaching</b>	<ul style="list-style-type: none"> <li>GENOS 360 Leadership or Flow 360 Feedback &amp; debriefs</li> <li>Coaching Panel for leaders: 6-8 Executive Coaching Sessions</li> <li>Support with Communication, Process &amp; Feedback</li> </ul>
<b>INTEGRATION</b>	<b>OPTIONAL Team Coaching</b>	<p>Optional Team Coaching Sessions for</p> <ul style="list-style-type: none"> <li>Executive Leadership Team</li> <li>Senior Leadership Team</li> <li>Leadership Team</li> </ul>

**12 MONTHS TRANSFORMATIONAL LEADERSHIP JOURNEY**

The Leadership Skills & Behaviour Workshop will be custom-designed but here are some examples of skills our clients have focussed on in the past:

- ⇒ Creating self-awareness of own leadership style & impact on others
- ⇒ Developing Emotional Intelligence Skills & manage behaviour
- ⇒ Influencing team members and stakeholders without authority
- ⇒ Giving & receiving feedback and applying radical candor
- ⇒ Having difficult conversation & managing conflict
- ⇒ Adopting a Growth Mindset and moving from below to above the line communication
- ⇒ Adopting Leader as Coach skills and coaching for performance
- ⇒ Leading change and change agility skills

# CATALYST PROGRAM FEES

The following options enable you chose how you would like to scale your transformational program and how much support you need (pricing below based on 15 participants):

	GOLD	SILVER	BRONZE
<b>Pre-program assessment &amp; meetings</b> (valued at \$2,500 per 2-hour session)	2	1	1
<b>Cultural Foundation Workshops</b> (valued at \$4,000 per half-day)	2	1	1
<b>Design of Program</b> (valued at \$5,000)	✓	✓	✓
<b>DISC Assessments &amp; Reports</b> (valued at \$2,925)	✓	✓	✓
<b>Program Kick-off Session</b> (valued at \$1,000)	✓	✓	✓
<b>Full-day Skills Workshops</b> (valued at \$7,000 per workshop)	6	4	4
<b>Learner Material</b> (valued at \$1,995)	✓	✓	✓
<b>90-minute Group Coaching Sessions</b> (valued at \$1,750 per session)	4	2	2
<b>Online Support</b> (valued at \$3,000)	✓	✓	✓
<b>360 Feedback with Debriefs</b> (valued at \$1,095 per participants)	15	7	n/a
<b>1:1 Executive Coaching Sessions</b> (valued at \$3,300 per program)	15	7	n/a
<b>3-hour Team Coaching Sessions</b> (valued at \$3,500 per session)	3	n/a	n/a
<b>Investment</b>	<b>Price on application</b>	<b>Price on application</b>	<b>Price on application</b>

All prices exclusive of 10% GST



CASE STUDY

# TRANSFORMATIONAL LEADERSHIP PROGRAM

## MATTHEWS AUSTRALASIA



**Matthews Australasia** is the Australian leader in intelligent product identification, inspection and software traceability solutions.

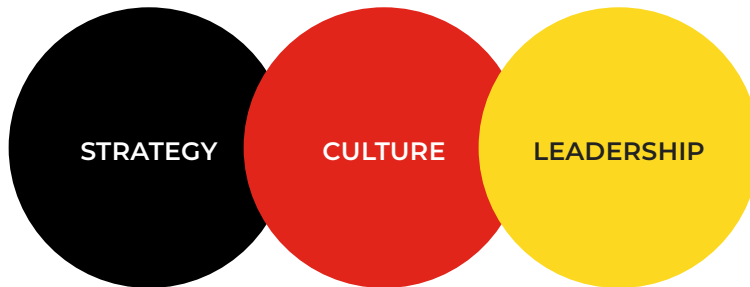
**Catalyst** is a transformational Leadership Program for Cultural Change

### Overview

Facing fast growth and coming out of the 'COVID Hangover', Matthew's Senior Leadership Team had identified a need for changing their culture in order to achieve their vision and goals. And they knew that the change had to start at the top of the organisation. In partnership with Matthews, we have designed and delivered a transformational leadership program aimed at the most Senior Leaders and also Managers who lead teams or departments.

### Objective

Catalyst (internally called leadership@matthews) is built around Matthew's strategy, what good leadership looks like, and which behaviours create the culture they need in order to achieve their organisational goals. This builds the 3 cornerstones of the program:



### Catalyst's high-level aims are to

- 🎯 align business strategy and company values
- 🎯 develop core leadership skills
- 🎯 increase team member engagement
- 🎯 empower people to make decision and become confident in leading their teams
- 🎯 Work collaboratively and build relationships across the business

### Solution

To enable & embed long-term behavioural change the participants are taken on a learning journey

- Pre-program culture assessment and alignment
- 1-2 Culture workshops: Purpose, Values & Behaviours (charter)
- 6-8 full-day leadership skills workshops
- 4-6 group coaching sessions to embed skills & behaviours
- 360 Feedback and 1:1 coaching
- Optional: additional team coaching



## 'Behaviours drive Culture, Culture Drives Performance'

**Catalyst** is a 12 month transformational program that takes a holistic approach which starts with getting really clear on what 'great culture looks like', connecting to business goals and values before equipping leaders with the mindset and skills in order to lead by example and create a movement.

Intact Teams facilitates all parts of the program bringing in experienced facilitators and organisational coaches. You will experience blended learning, from pre-reading and assessments to live online and face to face sessions. Catalyst is not a sit and listen program. All our workshops are highly interactive. We lean on proven research and leadership models but aim to keep theory at a minimum.

### RESULT

We facilitated the program in 2022/23 with the 21 participants of the Senior Leadership and Leadership Teams. All participants have been reporting an improvement on their own leadership and the impact on the people they lead. Everyone agrees they notice higher levels of trust and team member engagement.

Learners feedback on most impactful skills:

Coaching skills

75%

Accountability  
(self/others)

75%

Growth mindset

69%

Leading Change

69%



Jessica delivered a leadership program that was tailored to suit Matthews, with a focus on building trust and alignment across the entire leadership team. Jessica is an engaging and skilled presenter, and the workshops offered a great blend of theoretical and practical insights and skills, to build capability in both emerging and existing leaders.

**MARK DINGLEY**  
CEO



Jessica's deep understanding of leadership and behaviour, and her willingness to work collaboratively to ensure the workshops and group coaching sessions really fit our business and could evolve based on ongoing feedback, made her an obvious choice to work with. She has an engaging, energetic, and authentic style, and excellent facilitation skills. This has made for a well-received program that has had tangible positive outcomes across our team, that include a new shared language and toolkit around leadership.

**MARION FERGUSON**  
HR BUSINESS PARTNER



# FREQUENTLY ASKED QUESTIONS

## ? HOW LONG DOES THE PROGRAM TAKE TO COMPLETE?

We will deliver the program in the timeframe that suits you and depending on the amount of support you require. However, typically the Catalyst Transformational Program takes 6-12 months to complete (depending on choice of Bronze, Silver, Gold).

## ? WHO SHOULD BE TAKING PART IN THIS PROGRAM?

Catalyst is about cultural change, and we recommend to start with your most senior people first. We typically run this program with the executive or senior leadership team first, followed by the wider team and mixed groups. If you are considering Catalyst for your team as part of a larger organisation, we recommend to include the entire team.

## ? WHO FACILITATES THE PROGRAM?

Our founder Jessica Schubert facilitates the development sessions and online group coaching sessions. We don't outsource these sessions to outside facilitators. For the executive coaching sessions, we offer a coaching panel for coaches to choose from if you see fit.

## ? WHERE IS PROGRAM FACILITATED?

This is flexible, however, we do recommend to run some of the sessions, especially the full-day workshops face to face. For face to face events, you will organise and cover the costs of the facilities. It can be facilitated in your conference rooms, or we can give you recommendations for external venues. If the sessions take place outside of Metropolitan Melbourne, you will cover the cost of staff and facilitator travel.

## ? WHAT IF NONE OF THESE PROGRAM LEVELS SUIT MY BUDGET?

We can tailor a program that suits you. We will do a needs assessment and include the learning tools and sessions that help you achieve the learning goals for your leaders.

## ? HOW DO I PAY FOR THE PROGRAM?

There is a range of payment options we can discuss. Some clients prefer to pay monthly instalments, others need to pay the entire program up front. A 20% deposit at the time of confirmation is required.

I often get asked 'Why do you do what do? Why coaching and developing people?' The answer is easy: I care! And I am curious. But I am also really passionate about business.'

Born near Cologne in Germany and educated in Business, English and French, I have lived and worked in 6 different countries and have spent most of my last 20 years in New Zealand, Australia, Hong Kong and Japan. No matter which industry I worked in, from hospitality to real estate and education, working with people and helping my teams to kick ass and be the best they can excites me. Helping businesses grow, operationally as well as in business development always has been front and center of what I do.

I am obsessed with empowering people to realise their potential and give them the leadership tools they need to create workplace cultures where people are happy AND productive.

I work with leaders in 1:1 coaching sessions, design and facilitate transformational programs and share insights in panels and keynotes globally. Industries span rom retail, travel, IT and finance to real estate, design and hospitality.

I truly partner with my clients, and my mission is to listen, understand and tailor learning solutions that fit the people and organisational goals.

My steps to create corporate cultures:


- CONVERSATION** – listen and understand challenges
- CONSULT** – suggest tailored learning solutions
- CO-CREATE** – include leaders in the design process
- COACH** – deliver, facilitate and coach
- CONSIDER** – feedback and go back to conversation

Clients include



**ARE YOU READY TO TRANSFORM YOUR CULTURE?**

Contact me for a confidential discussion on the program that will best suit your organisation.

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