



TRANSFORMATIONAL LEADERSHIP TEAMS

A program to elevate your leadership team
from status-quo to transformational.



Unlock growth, break barriers to
strategy execution and lead
through change and uncertainty.



huwthomas.com.au





Surrounded by the same people with the same thinking in the same environment, we get the same results.

Want change and growth?

Engage outside thinking, challenge existing norms and embrace the discomfort of growth.



- Huw Thomas

Read on to learn about transformative experiences that spark new levels of leadership, elevated growth focus and strategy execution success





ABOUT HUW

Huw Thomas is a change leadership expert, executive mentor and sought-after speaker who has spent his career helping senior leaders and organisations create change without the friction, fatigue and failures that commonly derail strategy execution. As an entrepreneur, non-executive director and former consulting executive, he brings rare credibility across both the boardroom and frontline of business.

For over two decades, Huw has advised thousands of leaders across more than 150 organisations spanning listed enterprises, government agencies, multinationals and for-purpose organisations. He has led award-winning projects across more than 15 industries and is a trusted executive coach at some of the world's most successful organisations.

Huw's expertise lies in influencing behaviour change, both individually and at scale. His central argument is simple and confronting: knowing why change is needed is never enough. What leaders lack is the how – the psychological, political and relational skills to move people from resistance to commitment. To that end, Huw has developed a practical, research-informed, behaviour change model that gives leaders a concrete framework for building the conditions people need to change, not just the case for why they should.

With an international audience spanning thousands of subscribers and followers, Huw publishes regularly on leadership and change and is a recognised voice in the field of change and transformational leadership.

What others say about working with Huw:

"Huw's work with our Board, executive team and managers has helped us reimagine leading and governing change"

- Mark Orr AM, Chief Executive Officer

"I have had the pleasure to work with Huw whose leadership coaching and facilitation greatly assisted our executive team to stay focused on performing at our best."

- Jo Vaughan, Chief People Officer

"We worked with Huw Thomas on an extensive change management program, supporting the complete restructure of a 1600 FTE public service agency. Huw has been an essential partner in this project and proved to be an excellent fit for us."

- Robert Quirk, Executive Director





NOTHING MATTERS MORE THAN THE TOP TEAM

Do you have a strategically-committed team or a just group of talented operators?

Picture your last leadership team meeting. Was every voice in the room genuinely heard? Were the biggest, most uncomfortable strategic issues put squarely on the table or quietly sidestepped in favour of operational updates and safe consensus?

If you answered no to any of those questions, you're far from alone.

Appointing talented executives is the easy part. The hard part is turning them into a team. Strong individuals bring strong convictions, different functional lenses, personalities and significant operational pressure. Without the right conditions, genuine collaboration is impossible.

If you're the CEO, you can't succeed with a 'group of individuals'. You find yourself moderating tensions that shouldn't exist, compensating for collaboration that should be happening naturally, and carrying a strategic load that should be shared. It's exhausting. And it's unsustainable.

Research by Patrick Lencioni showed that CEOs of high-conflict, misaligned teams spend up to a quarter of their working week managing tension and conflict that shouldn't exist.

The most powerful force for change and growth isn't a single exceptional leader. It's an exceptional leadership *team*. One that challenges itself, makes sacrifices for the greater good, and consistently chooses collective progress over individual comfort.

The question isn't whether your team could be more effective. It's how long you're prepared to wait before doing something about it.

McKinsey research found that organisational and leadership factors account for more than 70% of M&A value destruction. The same dynamic plays out every day in organisations whenever executive teams make big strategic plays.





THE COST OF INACTION

A connected, committed executive team with a clear sense of direction will deliver millions of dollars of value back to the organisation. A dysfunctional team will destroy stakeholder value in the blink of an eye.

50-70%

of large-scale change programs fail to achieve their objectives. Leadership and cultural factors are the most cited cause. A \$50m transformation portfolio could be wasting \$25-35m of the investment.

25%

is the portion of CEO time potentially spent adjudicating executive team tensions, conflict and lack of collaboration. This time, more than a day each week, could be spent driving strategy & commercial performance.

63%

of the financial performance a strategy promises is actually delivered. The gap is almost entirely an execution and alignment problem that starts with executive decision-makers.

23%

higher profitability in organisations with highly engaged workforces – a direct downstream consequence of clear, purposeful leadership at the top.





ELEVATE YOUR TEAM UP THE TRANSFORMATIONAL LEADERSHIP TEAMS MATURITY LADDER ©

From looking down to facing the future.

The TLT Program helps executive teams align to bold aspirations, own their individual role and contribute to a collective leadership role with purpose, ownership and ambition.

The TLT Maturity Ladder (below) is the map, allowing simple diagnosis of where you're currently situated and the focus, outcomes and beliefs required to perform and a higher level. Every aspect of the TLT program centres around developing the team culture and dynamics that get your team to the Transformational level.

MATURITY LEVEL	FOCUS	OUTCOME	BELIEF	
Transformational	Impact	Purposeful Culture	"We inspire and leave a legacy"	High Impact Zone ← We'll get your team here
Strategic	Future	Measurable Impact	"We tackle the hard things"	
Integrated	Enterprise	Harmonious Operation	"We unite all functions"	Average Impact Zone ← Most teams are here
Coordinated	Collaboration	Stakeholder Responsiveness	"We deliver consistently"	
Reactive	Siloes	Status Quo	"We keep the ship afloat"	Low Impact Zone

Model: The Transformational Leadership Teams Maturity Ladder ©



JOB ONE: ADDRESS CORE ISSUES THAT HINDER TEAM DEVELOPMENT

The first step to escape the 'Average Impact Zone' is to establish productive foundations. This is done by breaking the bad habits and norms experienced in newly-formed or plateauing teams.

The leadership team is misaligned on enterprise strategy, team purpose and lack clear, concise priorities

Strategy is about making critical plays that are likely to succeed and avoiding everything else. Strategic focus beats dilution and confusion. If you don't know where you're going, you won't be motivated and you're never arrive. Strategy is about considered choices.



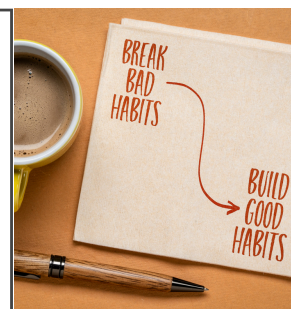
They don't define and hold each other accountable to agreed, collaborative ways of working

Teams perform when they commit to practices and standards for communication, collaboration, decision-making and accountability. Mistakes are fine but if just one team member repeatedly infringes team norms, it undermines trust, cohesion and risks spiralling.



They're in a reactive state of urgency and procrastinate the hard, important things

When we're habit-locked, in a frenzied state of urgent execution, we get stuck working IN the business when we need to work ON it. This is when teams need to pause and think strategically and creatively about the harder, most important things. Then, commit to tackle them.



It doesn't feel safe to challenge each other, to share feedback or take risks

Psychological safety unlocks feedback and accountability. When leaders reject feedback, no one gives it. This leads to blind-spots. It also leads to avoidance of the sacrifices, negotiation and compromise required tackle the biggest strategic challenges.





JOB TWO: ELEVATE EXECUTIVE LEADER IDENTITY & IMPACT

In the High Impact Zone, it's no longer about tasks and skills. It's about adopting a next-level identity, driven by self and team awareness, clear aspiration and commitment to the cause. The TLT program helps your leaders excel in three **Transformational Leadership Identities** to generate three powerful **Enterprise Outcomes**. Then the team really goes to another level.

Three Transformational Leadership Identities

A. Strategic Leader

- Customer-centred value driver
- Big picture, global thinker
- Creative, visionary, story-teller

(Strategic Leadership)

B. Culture Shaper

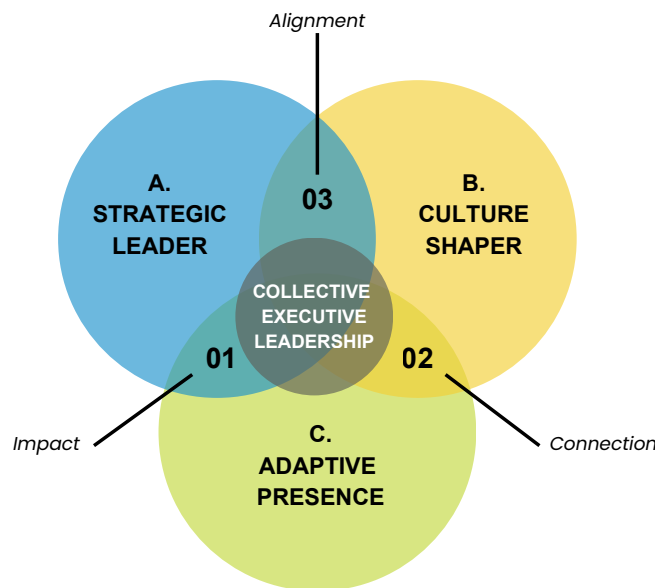
- Capability developer
- Performance driver
- Productivity enabler

(People Leadership)

C. Adaptive Presence

- Adaptive influence
- Self-regulated disposition
- Intrapreneurial, risk-taker

(Personal Leadership)



**TRANSFORMATIONAL
LEADER IDENTITIES
MODEL**

Three Enterprise Outcomes

01. Impact

- Strategy targets priorities & met
- Change is embedded
- Organisational maturity raised

02. Connection

- Committed engaged talent
- Sustainable culture
- People risks mitigated

03. Alignment

- Strategically aligned workforce
- Seamless momentum
- Reduced friction & distraction



RESULTS YOUR WHOLE ORGANISATION WILL EXPERIENCE

Leadership teams that work with Huw, capture the following benefits for their organisation:

Unlock growth & organisational maturity	<p><i>What got you here won't get you there. New levels of growth and development require new leadership behaviours.</i> When executives think strategically and act transformatively, they embrace new ways of leading to find the leverage required for growth and scale.</p>
Break barriers to strategy execution	<p><i>Strategy today = change. Employees make or break strategy and change but executives set the tone and direction.</i> Transformational leadership teams know the way, show the way and go the way, to bring their people on the journey.</p>
Elevate employee engagement & motivation	<p><i>Highly engaged workforces deliver 23% higher profitability and 18% higher productivity (Gallup, 2023).</i> Underperforming leadership teams damage employee trust and engagement. Strategy execution is an opportunity to engage employees in a vision that motivates discretionary effort and productivity.</p>
Capture greater returns on change investments (ROCI)	<p><i>The average large organisation wastes up to 70% of its change investment due to leadership failures.</i> The TLT program is designed to eliminate that waste. Get the building blocks of a quality executive team in place and you'll realise millions of dollars in value from transformation initiatives over multiple years.</p>



WHY CHOOSE HUW?

Huw's experience intersects strategy, change, executive leadership and governance. This blend is the key to unlocking all key factors in driving transformational success at the executive leadership level.



01.

REAL EXECUTIVE LEADERSHIP EXPERIENCE

Huw has led over 200 strategy, leadership development, & transformation programs at over 150 organisations including Accenture, Zurich, Foxtel, Astellas, Seiko, Nine Entertainment, Westpac and Cerebral Palsy Alliance. He also led the 5x revenue scaling of a start-up consulting business in five years, launched another consultancy and is a practicing non-executive director and company chair. Huw's real leadership experience shines through his programs.

02.

A RECOGNISED EXPERT THOUGHT LEADER

Huw is a thought leader in transformational leadership, strategy and change at the executive level. He has written columns for CEO Magazine, HR Leader, Business Insider, published numerous whitepapers, appeared on podcasts, regularly speaks at conferences and writes weekly blogs for thousands of LinkedIn and email subscribers. He has lectured MBA students at UTS and has been a contributor to UTS Business School's HRM Industry Advisory Panel.

03.

PERSONALISED, PARTNERSHIP APPROACH

Unlike many consultants, Huw has a strong interpersonal focus in client relationships. He positions himself as your trusted advisor, while ensuring your input and business context is factored into all solutions. Nothing will be 'done to you'. We will merge our expertise, build your leadership capability and create your improved future, together.



SOME OF THE 150+ ORGANISATIONS HUW HAS WORKED WITH



TRANSFORMATIONAL LEADERSHIP TEAMS MODULES

A variety of Modules are configurable to your needs. Each blends proven expertise with customisation to your context.

The more options chosen, the greater the value for your leadership team and organisation.

Select a Package or talk to Huw about your preferred blend of Modules.





Module 1

COLLECTIVE EXECUTIVE

This team development experience is the optimal starting point

Outcome:

Break siloes and develop a 'team first' attitude for ultimate execution leverage.

Value:

- Increased team trust
- Reduced unconstructive conflict
- Elevated commitment to team above self
- More effective communication
- Clarity of decision-making process
- Clear delegations of decision authority

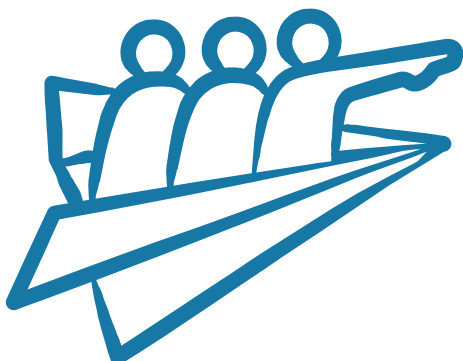
Scope and Objectives:

Offsite Day One - Elevate team strengths and power-up connectivity:

- Evaluate current team maturity and commit to elevate
- Develop and agree to a Leadership Team Charter to guide ways of working, including documentation of the charter post-offsite
- Self-assess against three Transformational Leadership Identities and commit to change
- Individuals reflect on their own and others' strengths - optional inclusion of Gallup Strengths Assessment and report sharing (or incorporation of your existing psychometrics)

Offsite Day Two - Raise the bar through bold, collective leadership practices:

- Cultivate psychological safety and accountability
- Enhance collaboration and capacity for courageous conversations
- Foster team culture of giving and receiving feedback, challenge, advice and support
- Further break down trust barriers and misalignment of expectations.





Module 2

STRATEGIC LEADER

Strategy development & leadership experience



Outcome:

An insightfully-crafted strategic leadership development experience resulting in a multi-year strategy to lead your industry.

Value:

- Clear strategic priorities & bold aspiration
- Faster, higher-quality decision-making
- Alignment across executive leaders
- Immediate organisational focus
- Greater execution velocity
- Stronger cross-functional collaboration
- Clear & consistent strategic narrative for org
- Reduced organisational friction & rework

Scope and objectives:

Core Scope Includes:

- Two-day offsite, preparation, facilitation & outputs
- Pre and post offsite briefings with CEO/MD
- Brief review of past company strategy & performance
- Concise interviews with executives
- Documentation of decisions, priorities, and outcomes
- Post-session summary & recommendations
- Follow-up half-day review and finalisation session
- Documented concise 1-3 Year Strategy



Comprehensive Scope = Core Scope plus:

- Translate strategy into prioritised, sequenced initiatives with clear, measurable business outcomes
- Sharpen clear leadership actions for heightened accountability and short-term wins
- Documented Year-1 action plan
- Strategic Narrative + Communication Pack (one-page cascade, leader talking points, 90-day plan)
- 30 and 90-day Executive Check-in Sessions (virtual)
- Facilitation of a manager-level briefing to cascade priorities
- Deepen understanding of stakeholder impacts



Module 3

ADAPTIVE PRESENCE

A personal transformation experience



Outcome:

An inspired, purpose-led executive leadership group, with unyielding commitment and capacity to drive growth, change and innovation.

Value:

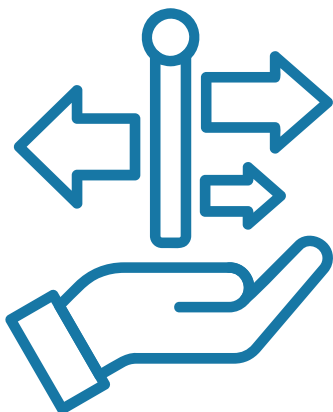
- Elevated readiness to lead through ambiguity
- Raised individual self-awareness
- Sharpened personal leadership clarity
- Enhanced emotional intelligence
- Increase ability to inspire change & growth
- Enhanced team resilience & well-being

Scope and Objectives:

Day One (Personal leadership awareness): raise self-awareness and how leaders show up under pressure and change; surface personal patterns of resistance, avoidance and self-protection; clarify the real change challenge, barriers to identity shift and capacity constraints.

Day Two (Clarity, commitment & adaptive practice): define the personal leadership transformation required; apply a practical adaptive leadership model; strengthen own ability to respond to ambiguity, discomfort and resistance; anchor leadership in purpose and impact.

Day Three: (Master behaviour change & influence): build a practical, mastery-level capability in the psychology of behaviour change; overcome organisational change resistance; apply narratives and coaching to inspire others; navigate structural and political barriers to change.



Note:

- Huw will attend a team dinner on day one
- Days 1-2 should be consecutive.
- Day 3 can be scheduled consecutively or later
- Up to 15 attendees permitted.



Module 4

CULTURE DEVELOPER

The culture shaping experience



Outcome:

Leadership teams leave with a shared understanding of their current culture, a compelling and agreed vision for where it needs to go, and the capability and tools to lead the human, structural and operational changes required to get there.

Value:

- From insight to action, in two days
- Mitigate operational risk of cultural issues
- Culture change that sticks with leaders who own it
- Diagnosis and execution, not just advice
- Trigger lasting organisational change
- Evidence-based. Leadership-led. Workforce-felt

Description:

Day One (Culture Transformation): A hands-on, structured diagnostic session that aligns your leadership team on the honest reality of your current culture, surfacing the patterns and tensions holding you back. Together, we co-create your Target State Culture and leave with agreed principles, behaviours and actions to begin shifting the dial.

Day Two (Lead Culture Change): Using Huw's proprietary behaviour change model, this day builds your leadership team's capability to lead people, process, technology and structural change with confidence. Teams leave with a shared framework, common language and practical tools to drive transformation from day one.

Optional: Workforce Culture Diagnostic: for elevated engagement and ownership of the broader management and workforce team, Huw can interview and influence an additional 25 key managers and frontline employees to capture direct input to feed into leadership offsites and to cultivate engagement of your frontline 'culture influencers'.





CHOOSE YOUR OWN MODULE CONFIGURATION OR SELECT A PACKAGE BELOW

The following packages are indicative and configurable. Speak to Huw to select the support for your needs.

Module / Scope Inclusions	Foundation Package	Strategic Altitude Package	Transformational Impact Package
Duration	<ul style="list-style-type: none"> Four Months 	<ul style="list-style-type: none"> Nine Months 	<ul style="list-style-type: none"> 12-18 Months
Collective Executive Alignment	<ul style="list-style-type: none"> 1-day offsite 	<ul style="list-style-type: none"> 1-day offsite 	<ul style="list-style-type: none"> 2-day offsite
Strategic Market Leader	<ul style="list-style-type: none"> Not included 	<ul style="list-style-type: none"> Core Scope = 2-day Offsite + Strategy Developed 	<ul style="list-style-type: none"> Comprehensive Scope = 3-days of Offsites + Strategy Developed + Planned & Integrated
Adaptive Leadership Presence	<ul style="list-style-type: none"> 1-day offsite 	<ul style="list-style-type: none"> 2-day offsite 	<ul style="list-style-type: none"> 3-day offsite
Cultural Talent Developer	<ul style="list-style-type: none"> 1-day offsite 	<ul style="list-style-type: none"> 2-day offsite 	<ul style="list-style-type: none"> 2-day offsite Culture diagnostic
Group Coaching & Mentoring Circles	<ul style="list-style-type: none"> Not included 	<ul style="list-style-type: none"> 4 x Coaching Circle days (3x 90-minutes per day) 	<ul style="list-style-type: none"> 8 x Coaching Circle days (3x 90-minutes per day)
Individual Coaching (for selected executives)	<ul style="list-style-type: none"> Not included 	<ul style="list-style-type: none"> Not included 	<ul style="list-style-type: none"> 6 x 3-month coaching programs

Contact Huw for package pricing or to configure a package to your needs and aspirations.

AVOID THE COST OF INACTION

BOOK A 30-MINUTE DISCOVERY CALL TODAY

EMAIL YOUR ENQUIRY TO: enquiry@huwthomas.com.au

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