



HUW H. THOMAS

STRATEGY | TRANSFORMATION | LEADERSHIP

NINE ESSENTIAL SKILLS

FOR TRANSFORMATION LEADERS

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huwthomas.com.au



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Huw is the go-to speaker, facilitator, high-performance coach and trusted advisor to corporate leaders with a transformation mandate.

After leading dozens of major consulting projects across more than 15 industries and four countries, Huw has become a sought-after thought leader in strategy implementation, executive leadership and organisational change.

Huw applies an innate strategic mindset and proven behavioural psychology to dramatically enhance senior executives' leadership, strategic thinking, communication, decision-making, relationships and well-being.

Huw also possesses real executive experience. After years acquiring world-class consulting skills at a global firm, Huw led the scaling of several professional services firms, including the 5x revenue growth of one startup in under five years.

Huw is also a practicing non-executive company director with a strong understanding of corporate governance.



EXPERT PROFILE

WHAT CLIENTS SAY

"Huw confidently challenges and supports senior leaders, ensuring they take ownership, while bringing out their best."

Graham Millett, Chief Executive Officer

"Huw is an exceptionally talented individual who possesses an extraordinary ability to build relationships."

Caroline Jack, Director

"Huw's leadership coaching and facilitation greatly assisted our executive team to stay focused on performing at our best."

Jo Vaughan, Chief People Officer


"Huw has played an instrumental role in who I am as a leader today"

- Gareth Sheriff, General Manager

"Huw is a world class coach and mentor"

Kristine Condell,
Chief People & Culture Officer

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"The same thinking in the same environment leads to the same actions and the same results."

Want better results?

Be open to new ideas, seek expert advice and embrace the discomfort of growth."

Huw H. Thomas

THE MISSION

It has never been more important for organisations to successfully execute and capture sustained value from transformational organisational change.

With the disruptive threat of artificial intelligence looming, rising regulatory burdens and emerging competition bolstered by technology, the forces for change have never been greater nor more impactful.

In rising to this challenge as an executive or senior manager, you must become a transformational change leader. Static ways of working are no longer viable. The only way to thrive in the modern context is for your culture to become a learning-oriented, adaptive powerhouse.

Transformational leadership combines vision, inspirational communication, authentic role-modelling and people-centred communication to amplify your influence, nurture collaborative innovation and cultivate leadership at all levels for adaptive culture.

Also, at the senior executive level a fundamental shift in beliefs and capability is required from other management positions. While proficiency of your functional area is a given, you must also master inspiring communication, strategic thinking, expert decision-making, scaled influence, sophisticated relationships, politics and more.

These executive leadership skills are even more critical in a transformation context so investing in leadership development early in a transformation is valuable. This includes improving individual leadership traits, as well as the collective leadership and governance capability of the guiding executive team.



NINE ESSENTIAL SKILLS FOR TRANSFORMATION LEADERSHIP

SELF-TRANSFORMATION

As an executive leader, if you don't change, your organisation won't either.

How should I edit my beliefs and behaviours, to influence transformation & resilience?

VISIONING

If our destination isn't clear to all, we won't be motivated & we'll never arrive.

What will successful execution of transformation look and feel like?

CHANGE PSYCHOLOGY

Humans want the benefits but shy away from the discomfort & volatility of change.

How can I help our people overcome their psychological discomfort?

TEAM-ORIENTATION

Individual agendas break transformation. Challenge each other but always unite.

What should I let go of, for the sake of the leadership team and organisation?

CULTURE-CENTRICITY

People define the change. Technology & processes are merely tools & enablers.

What will our people think, feel and do differently as a result of transformation?

INTRAPRENEURSHIP

Like entrepreneurship, transformation is the risky, building of a new business.

What concerns & fears should I let go of, to embrace this new thinking & skill?

ADAPTABILITY

Using creativity & strategic thinking to pivot amid complexity & uncertainty.

When unforeseen issues arise, what will guide us to an innovative solution?

CHANGE GOVERNANCE

Prioritising, overseeing the change process, tracking & halting failing initiatives.

Do we know how to delegate & drive success without getting stuck in the detail?

GLOBAL FOCUS

A deep understanding of the outside events forcing change in your industry is essential to gain buy-in.

Do our people know the forces shaping your industry?

TRANSFORMATION CHANNELS OF INFLUENCE

Communication

It is essential to ensure all formal and informal communication channels are effective, utilised and trusted. While the above transformation skills require a reflective thinking and new beliefs, they are *applied* through communication.

Project Delivery

Project teams are the engine room of your transformation. Forming and governing effective project teams, utilising delivery methods appropriate for your organisation and transformation goals is a must.

Partnerships

Partnering effectively with the right mix of service providers and holding them to account, ensures massive progress, including those prized quick-wins.

ORGANISATIONAL CHANGE MATURITY LEVELS

Change Maturity Level	Key Strength	Critical Issue	Rating
Adaptive Cultural Phenomenon	<i>'Change is in our cultural DNA'</i>	<i>'We need to sustain this'</i>	<i>Mastery</i>
Transformational Leadership & Governance	<i>'We successfully oversee a complex range of changes with a majority success rate'</i>	<i>'Our people are change fatigued and at risk of burnout'</i>	<i>Advanced</i>
Project Change Management	<i>'We support those impacted to understand & adopt new technology & processes'</i>	<i>'Not all projects support our strategy. Sometimes we do too much at once and don't spot risks early, leading to too many failures'</i>	<i>Average</i>
Solution Implementation	<i>'We provide useful things for our people to use'</i>	<i>'Our people often don't understand or use the solutions and aren't well supported to do so'</i>	<i>Underperforming</i>
Frozen	<i>'We execute BAU'</i>	<i>'Any solution or change we implement fails to be supported or adopted'</i>	<i>Losing Relevance</i>

In the age of AI and other, global mega changes, building a transformational change capability and an adaptive culture is now a necessity.

While many organisations have mastered the science of implementing new technology and processes, these solutions alone yield no tangible value. In fact, at the point of implementation they have often absorbed millions of dollars of investment, with no return (yet).

It is not until those solutions are fully utilised by employees and when employees learn new skills and adapt their behaviour, that value is created. And people often don't use technology (or new products, processes and operating models) effectively, either because they don't understand it, don't see the value in it or simply haven't made time to think about it, amid myriad other priorities.

In addition, with the pressure to change rapidly, organisations must be able to implement many major changes in a single year. This creates a new problem for executive leaders: how do we stay across so many changes while also running the business and keeping investors, customers and regulators content?

This is where executive teams must invest in several critical transformation enablers to radically boost change effectiveness and lasting maturity level:

1. The transformation leadership mindset and skills of the executive team and managers at all levels
2. Change portfolio governance practices that simplify and streamline transformation oversight
3. The development of an adaptive culture, where the prevailing beliefs and behaviour of employees is one of openness and ownership for change.

WHY GET BETTER AT LEADING TRANSFORMATIONAL CHANGE?

Change is all anyone talks about but few have mastered how to do it. Is it time for you and your organisation to stand out from the crowd?

ORGANISATIONALLY

- ▶ Get greater ROI from your investment in organisational change
- ▶ Increase employee support and adoption of change
- ▶ Mitigate the psychosocial risk of chaotic change and the associated legal and financial implications
- ▶ Make strategy implementation work
- ▶ Reduce change resistance in your culture
- ▶ Equip leaders with the skills to create trusting, committed followers
- ▶ Gain a competitive advantage by being first to adapt organizationally to customer preferences
- ▶ Boost employee engagement, commitment and productivity.

INDIVIDUALLY

- ▶ Future-proof your career in a rapidly changing world
- ▶ Better influence team performance
- ▶ Routinely equip yourself with new perspectives and skills
- ▶ Stay on top of your workload
- ▶ Increase career fulfillment
- ▶ Stay engaged, productive and performing
- ▶ Stay relevant amid increasing talent competitiveness
- ▶ Be ready, willing and able to accept the best career opportunities
- ▶ Earn respect and industry recognition for your impact.



HOW HUW CAN HELP

Dramatically increase the capability of your change leaders with Huw's development programs:

Program / Module	Audience	Content
Transformational strategy development	CEO / C-Level / Executive / Executive Director	If your vision requires bold change, Huw can facilitate your enterprise strategy development process. He's expertise will ensure your strategy is plausibly focused on building new capabilities, achieving significant change and delivering unprecedented stakeholder value.
Strategic transformation leadership	CEO / C-Level / Executive / Executive Director	An executive development program blending offsite workshops and 1:1 coaching helping executive leaders master the leadership and governance of transformational change.
Strategic change leadership	Mid-senior managers / people-leaders	A development program giving people leaders the mindset, skills and ownership for creating an adaptable culture and driving support and adoption for change.
Sponsoring & governing successful change programs	Executives and senior leaders	A half-day program that gives senior managers and executives the skills to influence change success without getting lost in the detail.
Awake at the Wheel: how to find fulfillment, growth and prosperity in a changing organisation	Any employee	A virtual workshop program to help employees shift from change victim to adaptable performer as they understand the psychology and accept the strategic necessity of change.

Access Huw's expertise via strategic advisory consulting to bolster change capability and readiness:

Program / Module	Audience	Content
Enterprise transformation capability booster	CEO / C-Level / Executive / Executive Director / Project Delivery Leaders	A strategic review and strategy to uplift your organisation's change management, change leadership and governance capabilities. Includes a rapid assessment, expert advice, a documented strategy and alignment of critical leaders.
Transformation advisory service	CEO / C-Level / Executive / Executive Director / Project Delivery Leaders	A flexible advisory service giving you Huw's on-demand expertise when you need it, for an affordable fee, unlike day-rate-heavy consultancies.



MORE HELP!

Huw also provides 1:1 coaching for senior leaders and executives to develop transformation leadership skills and to perform at the executive level:

Program / Module	Audience	Content
Executive Performance	CEO / Executives and Senior Leaders	Develop & maintain the mindset & skills to lead a large organisation, working with high-performing peers in complex contexts.
Transformational Leadership Influence	Mid-senior managers / people-leaders	Learn to influence transformational change at scale with Huw's mentoring.
Beyond Your Own Limits	Executives and senior leaders	A program to help anyone break self-limiting beliefs, to think & act bigger.

NEXT STEP

BOOK A TIME WITH HUW



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