Leadership, Talent & Culture

Developing great leaders and teams

April 2017
Executive summary

In today’s globalised and volatile business environment organisations need to be smarter and leaner than before.

It’s critical to remain focused and responsive to market demands. Leaders need to ensure they attract and retain the best people for the right roles to remain competitive and innovative. Grant Thornton engages with business leaders to build and foster a resilient and collaborative workforce equal to the task.

Our Leadership, Talent & Culture team has extensive experience working with leaders to shape and deliver on their employee strategy. They bring a deep understanding of the complex issues leaders face in achieving the right outcomes.

Whether your focus is on enhanced results, high performing teams, future leader development or aligning your people to the business strategy, our consultants are ready to assist you achieve your business objectives.

Leaders within organisations we’ve worked with value our skills and know we make a difference. We’ve partnered with many clients; provided them with market-leading expertise to help them grow and succeed, and, during tough times, been there with them. Having access to high quality Human Resource professional advice and support is vital in fostering a productive, engaged and committed work environment.

What we do

We help our clients grow by designing and facilitating leadership, talent and cultural transformation programs that bring out the very best in people. Using our unique combination of business and organisational transformation skills and experience, our team:

- Designs and delivers cultural transformation programs to help organisations thrive and grow by building values-based cultures aligned directly to their strategy.
- Designs and delivers innovative, highly experiential and transformational leadership programs building the confidence and capability of leaders for today’s challenges and tomorrows opportunities.
- Places leaders, team members and customers at the heart of the strategic and business planning process.
- Delivers affordable and professional HR solutions and advice when it matters most.
- Helps you to attract and retain the best people to achieve your firm’s strategic goals.
We understand the challenges leaders face

Macroeconomic pressures continue to impact Australian businesses. For business leaders, this means an unprecedented demand to lead and deliver in an ambiguous environment.

Grant Thornton offers independent and objective support across a range of leadership, talent and culture landscapes, with solutions tailored to build resilient cultures and dynamic, high-performing organisations.

Leadership assessment & development
Designing and implementing innovative and integrated approaches to assessing and developing leaders.

Cultural Risk assessment
Identifying and assessing the organisational and cultural risks likely to adversely impact business success.

Talent & succession planning
Evaluating talent and implementing solutions to strengthen talent profile and succession.

Diversity & inclusion solutions
Building and implementing workplace solutions that unlock the potential for diverse and inclusive workplaces.

Organisational optimisation & redesign
Designing and implementing organisational structures and service delivery models to respond to changing needs.

Operational excellence
Designing and streamlining efficient and responsive business capabilities to support the delivery of high performing teams.

High performing teams
Leadership and people management systems that support organisational outcomes and purpose.

Human centred design
Co-designing solutions to complex management and leadership challenges.
Strategic business planning

Behind every successful organisation lies a strategic business plan that drives growth and resonates with your people and customers.

Delivering this strategic business plan takes skilled and experienced facilitators. Grant Thornton’s Leadership, Talent & Culture team take a structured approach.

Whether delivering a product or a service, we take the time to understand your customers, competitors and critical market forces.

**What we do**

We work to integrate your business objectives; your people and culture; your processes and systems, to co-design a strategy that suits your needs and grows your business.

Backed by best-practice proven methodologies, our consultants work with you to design and deliver tailored business planning solutions that align your key people with your strategic goals.

These solutions include:

- design-centred strategic planning workshops
- detailed business planning workshops
- cultural and behavioural alignment planning
- operating model and organisation design
- program design, management and evaluation
- reward and incentives program design
- strategic HR planning

**Health & Aged Care & Not for Profit**

Health & Aged Care providers face unprecedented changes to the way in which they fund and deliver services. These reforms give clients greater financial control over the services provided and how they are delivered. They will inevitably result in financial and strategic challenges for many.

Care providers will need to rethink their service delivery strategies to ensure the customer is at the heart of their operations.

**Public Sector**

Recent changes to government policy – requiring an organisational merger, demerger or internal reform – frequently require revisions to strategies and operating models, to ensure services are delivered more efficiently and expenditure is contained. As with the Not for Profit and Health & Aged Care sectors, a customer-centric approach is essential.

**Consumer Products & Retail**

The introduction of omni-channel retailing is resulting in sector-wide disruption. Add to this competition from international brands, online retail, and auction sites like eBay and traditional businesses face the perfect storm. This highly competitive retail environment calls for a radically different strategy and operating model. One that’s flexible enough to respond to the changes and delivers measurably better outcomes will be critical to long-term success.
Leadership

Helping our clients develop transformational leaders and high performing teams

During volatile and uncertain times, the best leaders embrace change. Highly effective and resilient leaders, who drive change, attract high performing teams and create inspiring organisational cultures are the most successful.

Developing such leaders takes time and a genuine commitment to strengthen leadership at all levels, from the CEO to the newly appointed graduate.

What we do
Working with leaders across multiple industries, Grant Thornton’s Leadership, Talent & Culture team has developed innovative and transformational leadership development programs that challenge many of the traditional models of leadership development.

Our team have had outstanding success in delivering unique, innovative and compelling leadership programs. We create a learning environment which is challenging, creative and encourages experimentation in a supportive way.

Building leadership capability, we can assist with:

- c-suite leadership development
- executive and senior leadership development
- accelerated leadership development of future leaders

Focus areas include: innovation, resilience, strength based coaching, agility, growth mindset, empowerment and courageous leadership.

Health & Aged Care & Not for Profit
Transformational leadership will undoubtedly be the cornerstone of transforming Australia’s health and aged care sector and will require leadership courage and resilience.

Professional services
The professional services sector is currently undergoing significant disruption. The introduction of low cost, web-based solutions is generating considerable competition sector-wide, and the relationship between professional services firms, their people, and their clients has never been more important requiring Leaders with the ability to deal with an increasingly complex and volatile environment.

Consumer Products & Retail
Leaders in the retail sector are facing considerable pressure from every perspective. Understanding how to lead through this uncertainty requires retail managers and their teams to think differently about how they tackle the big challenges of productivity, customer engagement and supply.
Talent & capability

Helping our clients grow by finding the right talent for their business needs, while identifying leadership risk and mitigating its impact on business performance.

To be successful, organisations must balance internal demands with the external factors that drive change, like mergers and acquisitions, innovation and ensuring sustainability.

Talent and capability management is a key part of your success. It’s powered by a belief that your people’s talent not only differentiates workplace cultures but creates big competitive advantages, with benefits for both employees and the organisation.

What we do
Grant Thornton’s Leadership, Talent & Culture team have a proven track record aligning talent with your business strategy, helping clients to identify and mitigate leadership and organisational impacts on business performance.

Our talent solutions help business leaders attract and retain the right people in the right roles across all industry sectors. We can assist with:

- talent and capability assessments against business objectives
- executive search and selection
- leadership assessment for development and/or selection
- board and c-suite services
- pre and post-merger talent assessments of leadership teams
- succession planning and management
- diversity and inclusion planning
- talent pipelining
- talent management – design, development and implementation

Health & Aged Care & Not For Profit
Health & Aged Care providers face new and agile for-profit competitors, funding and market uncertainties and serious challenges attracting and retaining high-quality talent. But times of change create significant opportunities. With future clients likely to be more focused on price and service flexibility, health and aged care providers will need to engage and collaborate regarding the care and support required. These changes will require a fundamental rethink on how to attract and retain the right talent to meet the challenge.

Professional Services
A professional services firm is only as good as the people it employs and competition among these firms to attract and retain talent is keen. Successful firms with effective talent management and retention plans are better placed to manage their talent, diversity and succession pipeline.

Consumer Products & Retail
The retail sector has gone through significant disruption, with international and online competition reshaping the landscape. The sector now demands future skills and capabilities beyond traditional retail, like e-commerce, online marketing, and data analytics.
Cultural transformation

Helping our clients grow and achieve their strategic objectives through cultural transformation programs.

Culture is what defines and differentiates an organisation’s competitive advantage. We work with leaders to align their organisational culture to meet their strategic objectives, values and higher purpose. This is achieved through designing and delivering creative and engaging initiatives that build the confidence, belief and advocacy from all their people. Organisations with high performance cultures demonstrate internal cohesion, attract and retain talented people, and create an engaged environment where employees are motivated to maximise their potential. High performance cultures are focused, driven by values and vision, with a high level of alignment to organisational strategy. The leaders of these organisations practice inspirational and values-based leadership coupled with a genuine concern and care for the wellbeing of their employees.

What we do
Grant Thornton’s Leadership, Talent & Culture Team bring national and global experience to help organisations thrive and grow by building values-based cultures. Through a combination of collaborative interventions and transformation programs, we help initiate, manage and embed the change process at the individual, team and enterprise level. Our approach focuses on putting your people and customers at the heart of the change. This relies on leaders and team members genuinely participating in the change through personal reflection of their connection to the higher purpose. We can assist with:

- cultural diagnosis
- executive and senior leadership culture alignment
- cultural transformation interventions
- improving employee engagement

Professional services
High-calibre professional service firms all owe their success to vibrant internal cultures. A high-performance culture invariably means a high-performance firm. Our experienced consultants will help evaluate and analyse the core elements of your culture (like risk, innovation and diversity) and provide insight into the changes that need to be made in order to grow. With extensive experience in these sectors and others, our team can designed and develop cultural transformation programs and initiatives that support the profound reorientation happening in many areas, as organisations respond to a rapidly changing.

Consumer Products & Retail
Disruption in the retail sector has required many to rethink how products and service are delivered. The customer is at the forefront of every business decision in this competitive environment where a sale is no longer simply a sale, but part of an ongoing experience. Opportunities abound to transform retail operations, entailing whole-of-service delivery: shop floor; supply chains; logistics and financials, backed by technological innovation in back-end operations.
Today’s business owners and leaders face significant challenges, not least of which is human resources and workforce management. Research has identified that the biggest HR challenges organisations face in the future are recruitment of talent, retention, employee engagement, leadership development and creating an attractive company culture.

Adding to the complexity of these challenges is that millennials will account for nearly half the global workforce by 2020. What we know is that with diversity becoming a strategic part of business and talent management, coupled with the complexity of a multi-generational workforce who is motivated by flexibility amongst other work practices, organisations need to look at creative solutions to how they engage and retain their employees.

Having access to high quality Human Resource professional advice and support is vital in fostering a productive, engaged and committed work environment.

What we do
HR Direct provides people leaders and business owners with on demand Human Resource access that helps business leaders overcome a range of people management challenges which can often be time consuming and risky if not handled well. Not only can HR Direct tailor solutions to your people challenges, HR Direct can also provide a number of benefits to your organisation:

- employee development
- regain primary focus
- risk management
- efficiency

Service offerings
- strategic workforce and succession planning talent assessment and management
- management and leadership coaching
- organisational redesign, restructure and redeployment support
- talent identification and management
- learning and development (including design and facilitation of training programs)
- performance framework design
- remuneration and policy development advice
- reward and benefits program advice
- employee relations advice and guidance
About us

We’re an organisation of independent assurance, tax and advisory firms, made up of 47,000 people in 130 countries. And we’re here to help dynamic organisations unlock their potential for growth.

For more than 100 years, we have helped dynamic organisations realise their strategic ambitions. Whether you’re looking to finance growth, manage risk and regulation, optimise your operations or realise stakeholder value, we can help you.

Grant Thornton Australia has more than 1,160 people working in offices in Adelaide, Brisbane, Cairns, Melbourne, Perth and Sydney. We’ve got scale, combined with local market understanding. That means we’re everywhere you are, as well as where you want to be.

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