



**Gram
Consulting
Group**

Coaching, Facilitating,
Consulting & Speaking

**We offer world class
individual, team and
leadership development.**

Relationships are our business



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Gram Consulting Group is a community of facilitators, evidence based coaches, academics, organisational psychologists and highly experienced humans who specialise in:

- Executive coaching
- Leadership development
- Highly effective teams
- Leader as coach
- Specialist qualitative reports

To do that we have a multi-disciplinary and evidence-based approach using principles from:

- Coaching Psychology
- Social Psychology
- Organisational Psychology & Organisational Scholarship
- Positive Psychology
- Appreciative Inquiry
- Anthropology
- Sociology

We have an extensive client base including 11 of the top 20 ASX listed companies, three international organisations and many smaller organisations. We are creative, client focused and produce customised experiences. Our starting point is a deep understanding of your needs. Our end point is always about delivering results in a sustainable, meaningful and relevant way.

Benefits of working with us

We Listen

When an organisation chooses to work with us we deeply listen to understand the needs of all stakeholders and then deliver results. We care about the impact on people and performance

We Align

We purposefully align any work with the organisation's values, culture, leadership behaviours and vision.

We Empower

We create meaningful and sustainable change. That means we want you NOT to need us. It means we enable and empower individuals, teams and organisations to flourish from within. It means you are the experts in your organisational life and we enable it to grow, develop and flourish.

We Match

Gram is a community of dedicated professionals who truly love the work they do. Our network of highly expert and experienced professionals means that we can successfully match our expertise with your needs.

We Build

Creativity is not about painting over the old or deconstructing what exists. It's about working with the core positive force and building on what's strong, not just fixing what's wrong. Our team help to bring that positive life force back to individuals and teams across the organisation.



Founder & CEO

Margie Hartley

Margie is one of Australia's leading executive coaches and founder of Gram Consulting Group, an independent coaching and facilitation community. Having worked with 11 of the top 20 ASX listed companies, Margie's strong track record with enabling results has seen her and her team transform individuals through facilitation and executive coaching. Her podcast Fast Track: Career Conversations with Margie Hartley features weekly career insights from some of Australia's top CEOs and business leaders on how to, literally, fast track your career.



Executive Coaching

Find the best
in yourself and
your team.

Executive Coaching enables positive, purposeful and pragmatic development as well as building on stability and strength. It helps to unlock potential through professional and evidence based methodologies.

Gram Consulting Group uses solution focused coaching from coaching psychology as well as tools from a variety of sources including the latest scientific research and academic studies on human behaviour, workplace culture and performance. The use of self-evaluation and other feedback tools may be utilised if required.

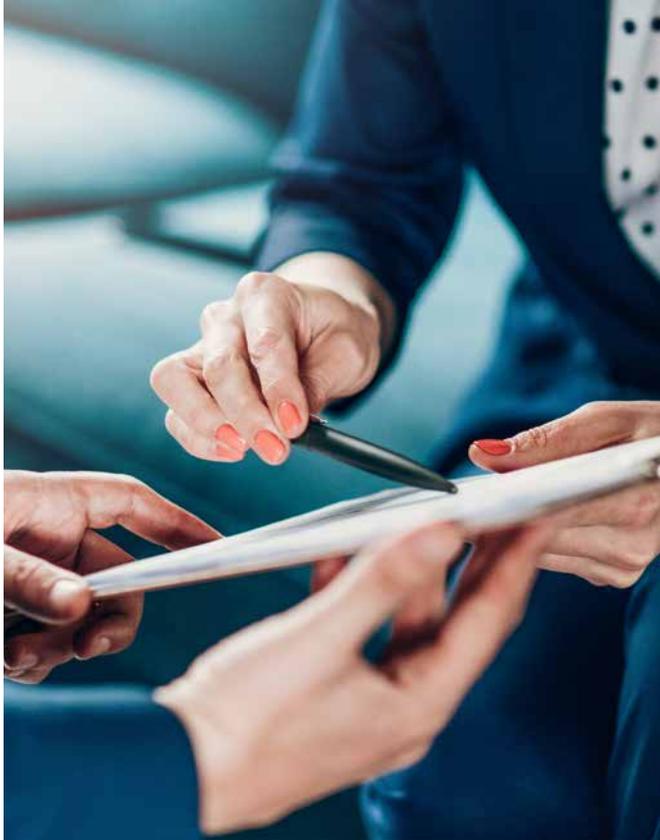
Coaching is a goal focused collaboration that assists the coachee to identify their full potential. This is achieved through an adult learning framework in an open environment that aims to encourage solutions and growth.

“Margie is the best coach and facilitator I’ve worked with for the simple fact that her methods are grounded in science and her approach really helps to embed new behaviours. She’s cracked some of the toughest nuts, no matter the seniority or even their resistance to change. More than anything she’s become the little voice on my shoulder that brings me back to my core... she’s egoless, intelligent, thoughtful and connected.”

— Di Everett, General Manager, Brand and Social, CBA

“...has an unique ability to facilitate discovery in every coaching session. I learned an awful lot about myself and what was really important to me and this resulted in clear actions that absolutely changed my life.”

— General Manager, insurance



Outcomes:

- Improved leadership skills, behaviours and mindset
- More advanced communications skills
- The ability to think strategically in terms of outcomes and capability to deliver those outcomes
- The ability to maximise goal setting skills to priorities and manage time more effectively
- Improved self-knowledge
- Increased knowledge and insights into themselves and their organisation which allows them to become more flexible and versatile

Duration:

One on one coaching is provided in sets of 6, 8 or 10 sessions and delivered on a fortnightly rhythm. For clients looking for more ongoing support, we offer monthly retainer packages.

The community of executive coaches at Gram have an average of 12 years executive coaching experience.



Highly Effective Teams

The greatest competitive advantage you have is team work.

Being a team and doing team work is more difficult today than any other time in history.

The modern team is more connected yet disconnected than ever before. They work remotely, across geographies, at speed, in matrix reporting lines in a variety of structures. Modern teams have to work with ambiguity and make quick decisions. Modern teams have multiple stakeholders, complex interdependencies and frequent changes of membership. Research cites that only 21% of senior teams are effective.¹

To combat this Gram:

- Facilitates teams to connect to each other in an effective way
- Facilitates teams to get the clarity they need
- Facilitates teams to have the conversations they need to have
- Helps leaders have the best impact and shape the behaviour of the team

“A big thank you for helping us articulate what it is we want as a team. What I took from the program was that everyone understands where we want to get to, but we don’t always know how to say it in a way that supports, encourages and inspires those around us. Armed with our new purpose and vision statement, I’m excited to see what we can achieve as a group in the next three years.”

1. Wageman, R., Nunes, D.A., Burruss, J.E. & Hackman, R.J. (2008) Senior Leadership Teams – What it takes to make them great. Boston: Harvard Business School Press.

“Teaming is a way of working that brings people together to generate new ideas and solve problems and find answers. People have to learn how to be a team as it doesn’t come naturally in most organisations”

— Harvard Business Review 2017



For those teams who seek the highest performance and engagement Gram Consulting Group provides an outstanding, original program of work that delivers.

We have a proven track record of sustained team improvement including significant increases in performance, engagement, flexibility, NPS and wellbeing.

Our program works in a 6 stage approach

- | | | | | | |
|--------------------------|------------------------------|-------------------------------|----------------------------|---------------------------|----------------------------------|
| 1 | 2 | 3 | 4 | 5 | 6 |
| Stage 1
Design | Stage 2
Diagnostic | Stage 3
Preparation | Stage 4
Delivery | Stage 5
Debrief | Stage 6
Accountability |
| Custom built | Assessments & interviews | Workshop prework | 1 – 2 – 3 day options | Ensuring outcomes | 90 day check in |



Leadership Development

Who we are is how we lead – Who do you choose to be?

Leadership programs don't often get the results they promise because they overlook four crucial factors; context, relevance, mindset and a failure to measure results.

– McKinsey 2014

At Gram Consulting Group we don't just set and forget, we partner to build the very best leadership program for you and your people by assessing readiness, understanding context and building capability with you.

Our workshops have been delivered internationally, face to face and via webinar.



Leading Self

Before we can lead others' we need to be able to lead ourselves. Self-leadership is having a developed sense of who you are, what you do, where you are going coupled with the ability to influence your communication, emotions and behaviours on the way to getting there.

Self-leadership enables you to better understand yourself so that you can be a more effective and inspiring leader.

“What an amazing day, not only did we learn about ourselves but in the process we learnt so much more about each other. Wish I'd done this years ago”

– International Technology Company

Leading Others

Leading others is more than just leading a team. It is about influence, communication and intent. It is about helping others think and enabling their performance. We stretch the thinking about who we lead and how we impact and grow those around us.

“I knew the basics about leading others and then I did the Gram Leading Others workshop. It opened my eyes to so much more and my people and I are better for it”.

– Energy Leader

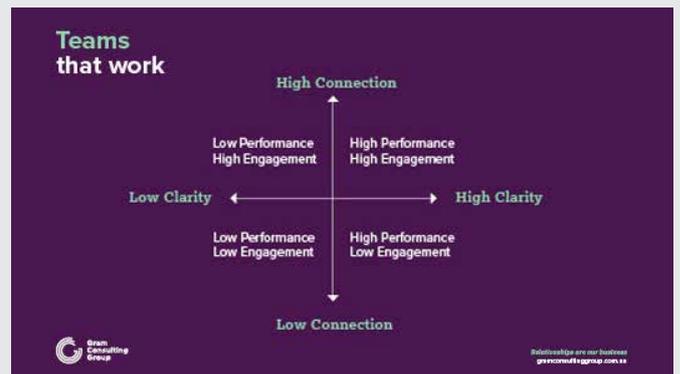


Leading Teams

Teamwork, teaming, working together. The art and skill of working as a team is incredibly challenging. Most people don't naturally know how to make this happen. In this workshop we offer practical and easy to follow frameworks of Clarity and Connection to help you bring out the best in yourself and your team.

“I finally have the recipe for success when I lead my team. The frameworks were easy to use and understand and I feel confident for the first time in ages.”

– Telco Executive





Leading with Resilience

Everyone's talking about resilience but what is it really and how do we build it and sustain and grow it in ourselves and our people? Research shows that 'advancing despite adversity' is part of a successful leaders toolkit.

In this outstanding workshop, developed from multiple disciplinary best practice you will discover the domains of resilience, the effective ways to build them and how to leverage the opportunities within your team to grow a resilient culture.

"An exceptional and useful day of great thinking, discussion and practical frameworks"

– General Manager, Banking and Finance



Leading the Business for Performance

Leaders are continually being challenged to build and design then execute strategy. How do you future proof your business? How do you build Capability in your people? How do you best manage resources? What are the best Performance Metrics and Measurement of your business? How does Systems Thinking and Network Analysis support growth? These questions and more are discussed and answered in this fascinating workshop.





Women in Leadership

Considering the many reported benefits of greater gender diversity, the persistent under-representation of women in leadership roles represents a significant set of lost opportunities for organisation.

In order to promote greater gender diversity across all levels of the business, organisations need their female leaders to perform well, remain healthy and be involved with the organisation and progress.

Today women face unique career challenges. This program provides women with the necessary skills and knowledge to be a successful leader in today's environment. It is a highly interactive program utilising a mix of directed discussion, education, reflection, group and pair activity, guest speakers and homework.

The program consists of a series of four workshops, with 4 x one-on-one executive coaching sessions. This enables the opportunity to work through personal goals and challenges as well as create alignment with the programs objectives and content.

A group networking event at the end of the program allows for participants to share their achievements and learning with the group, the organisation and their leaders.

“I’ve never been facilitated and led with such insight before 10/10”

– Leader Banking

Suitable For:

Existing or emerging female leaders

Outcomes:

- To learn to lead self
- To learn to lead and develop others
- To understand systems and networks
- A develop personal presence
- Develop and identify their leadership credo
- To maximize relationships at work
- To have clear frameworks for wellbeing and resilience

Duration:

6 months

Ideal Group Size:

10 – 30 women

Facilitators

Margie Hartley
Liane McGrath
Nicole Toohey



Leader as Coach

To be an effective leader is to be an effective coach

Creating and Leading a Coaching Culture

Effective coaching skills are an essential part of contemporary leadership. Not surprisingly, creating a coaching culture is increasingly important for organisations.

All too often organisations invest significant time, effort and money into developing the coaching skills of their leaders and managers only to find that these skills are not applied in the workplace. Gram Consulting Group have developed methodologies that maximise transfer of learning and embedding coaching into the workplace as the way of leading and ultimately to create a culture of quality coaching conversations.

These methodologies involve:

- Leadership endorsement and communication plan
- Evidence based, relevant and practical coaching development
- Simple and accessible embedding opportunities and interventions
- A measurable and consistent approach and common language

...and our methodologies work.

“Competitive advantage is a subtle and shifting concept. It is hard to predict with any certainty who will gain it and how they might do it. What is certain is that in order to understand and interpret the complex world we live in, organisations need people who can decipher information, make connections, see patterns, create networks and react quickly and adapt to circumstance.”

— Dr Anthony Grant

Why Create a Coaching Culture?

Organisations need ways to maximise both performance and well-being for sustainable high performance.

Third generation of workplace coaching goes far beyond first and second generation approaches which focused solely on skills development. The first generation of workplace coaching (circa 1990's) focused on how to have performance management conversations, often with "difficult" employees. The second generation of workplace coaching (circa 2000's) trained managers to use coaching models.

Both approaches focused on teaching managers how to have formal "sit-down" coaching conversations. These were highly mechanistic, with managers "doing coaching to" employees. Not surprisingly, both failed to create the cultural change necessary to embed a culture of quality coaching conversations.

The Third Generation of Workplace Coaching which is an evidence-based approach that focuses on the development of the participants as well as the acquisition of coaching skills.

It develops and enables:

- Solution-focused thinking,
- Growth mindsets
- Coaching agility
- Situational and positive leadership

This generation of workplace coaching is explicitly aligned with the organisation's values, is internally branded (white-labeled), and is seen by employees as being organic and part of the organisation's culture. It can be used in both formal "sit-down" coaching and "on-the-run" corridor coaching situations. This is about developing "coaching agility".

The research clearly demonstrates that the Third Generation approach is effective in both large scale organisation roll-outs and on smaller levels.

The Approach

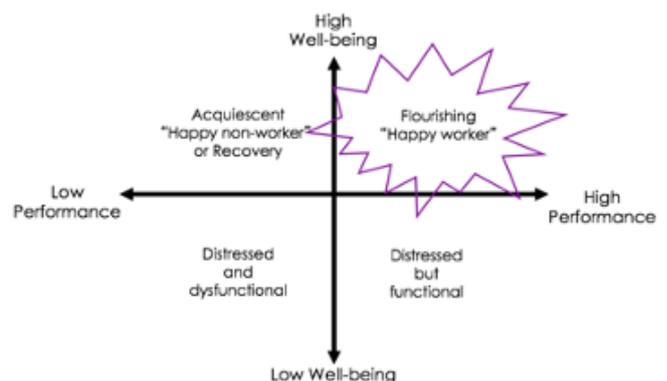
Our solution-focused perspective helps coaching to stay orientated towards the development of personal strengths and goal attainment. We have found this to be to be highly applicable in the workplace.

We work closely with our clients to fully understand their needs and develop customised material that is relevant and practical. Research has shown time and time again that organisational initiatives to boost performance and engagement typically fail because;

- There is insufficient buy-in from staff
- There is no solid evidence-base
- The program feels foreign, irrelevant, or overly-complex and does not sit within a coherent, easy-to-understand framework.

To counter these issues, we closely involve the client in the development of our program. Through this kind of partnership we find ways to echo the client organisation's values, brand and language within the program. Thus the material we co-develop resonates and feels "organic" to the organisation.

Gram Consulting Group takes great pride in our ability to develop customised, relevant and practical material that genuinely makes a difference to the client organisation. We have many peer-reviewed and published studies of the effectiveness of our approach which we can supply on request.





Program Objectives

- Understand what coaching is and how it fits into the organisation's culture
- Improve the quality of leadership through coaching conversations
- Recognise when to coach and when to delegate
- Develop key coaching skills through supervised practise
- Apply coaching in a wide range of situations
- Integrate coaching skills into your leadership practice
- To know what to coach in the context of driving successful outcomes in a leadership role
- To adopt leadership competencies through being a coaching leader and address challenges face in the workplace when coaching

Face to Face Program Process

2 day workshop
2 x 1.5 day workshop (total three days)



Virtual Program Process

10 modules x 90 minutes each
plus 2 modules x 60 minutes each



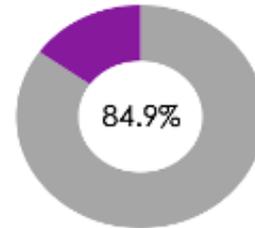
Success Criteria

As this is a customised coaching and leadership development program, the finalised, precise and measurable markers of program success will be developed in consultation with each client. However, based on our previous experience and research we can confidently predict that successes criteria will include:

- Significant increases in the number and quality of coaching conversations being conducted on a daily basis (66% increase in past programs).
- Enhanced quality of leadership through better coaching skills (64.1% increase in past programs).
- A significant increase in personal confidence in one's coaching skills (65% increase in past programs).
- Significant increases in ability to apply coaching techniques in a wide range of situations (63% increase in past programs).
- Better recognition in knowing when to coach and when to delegate (68% increase in past programs).
- An increase in workplace engagement (52.6% increase in past programs)

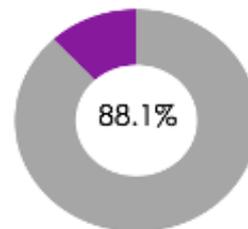
Impact in the Workplace

Transfer of Learning



84.9% found there was good transfer of learning from workshop to workplace

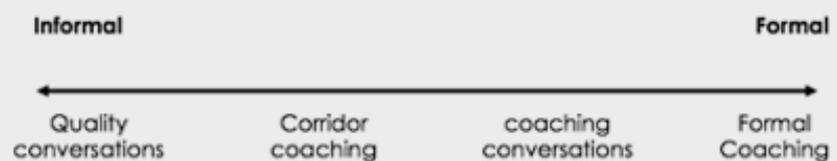
Implementation of Actions



88.1% implemented the action steps created in the workshop back in the workplace

Coaching Agility

The ability to hold quality conversations in a wide range of situations.



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**If you have a question or would
like to know more about our
programs, then please get in touch:
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