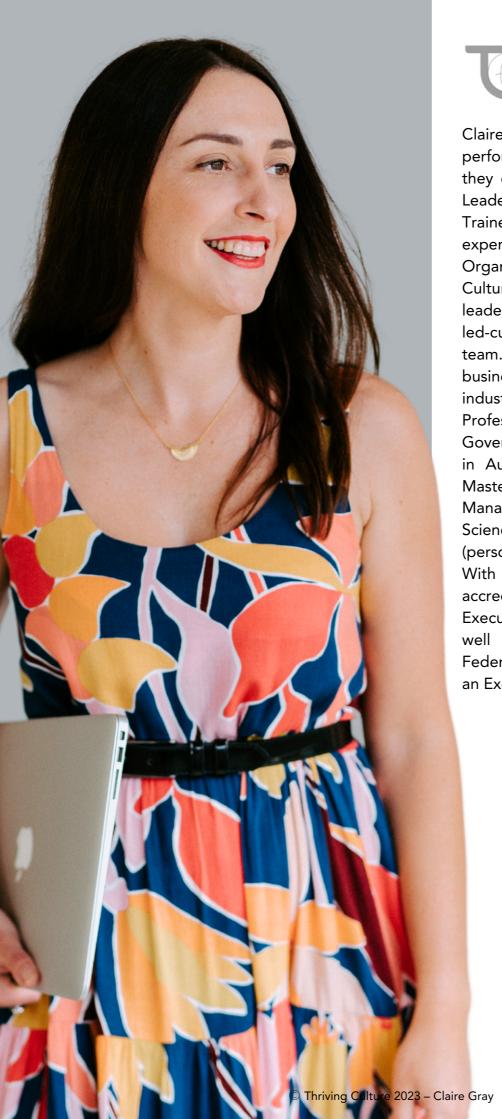


PREPARED BY
THRIVING CULTURE 2023







Claire is passionate about building highperforming teams and people so that they can thrive. She is an accomplished Leadership & Team Coach, Facilitator & Trainer and has over 18 years' of experience in Leadership Development, Organisational Development & People & Culture. Claire works to develop their leadership capability, embed a purpose led-culture and build a high-performing team. Claire has worked with small businesses and large corporates across industries including Financial Services, Professional Services, Transport, Government, FMCG, Education and NFP in Australia and the UK. She holds a Masters of Business (Human Resource Management), a Bachelor of Behavioural Science, and is a certified Facet5 (personality assessment) practitioner. With over 700 coaching hours and accreditation with the Institute Executive Coaching and Leadership as well as the International Coaching Federation, Claire works with clients as an Executive & Leadership coach.

CLAIRE GRAY

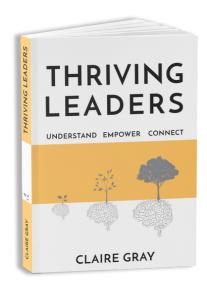
Leadership & Team Coach Facilitator & Trainer

<u>See Claire in Action</u> <u>With Greater Western Water</u>



BOOK THRIVING LEADERS

Learn the Skills to Lead Confidently



This book supports the learning through the programs and assists participants when they want to return to different themes covered in our sessions.

Often, leaders with solid experience and technical capabilities are promoted into leadership positions. They find themselves leading a team and facing a variety of situations they never encountered previously.

In Thriving Leaders: Learn the Skills to Lead Confidently, you will learn to use your authentic leadership style, adapt to each situation and lead effectively.

This book is for all leaders in all industries. It is also actionable, which means you can practice and implement the techniques straight away. You will learn to:

- Improve self-awareness and understand your natural leadership style.
- Build a high-performing team.
- Develop your team by effectively giving and receiving feedback.
- Empower your team members by taking a coaching approach.
- Hold your team members accountable, set expectations and goals.
- Communicate with impact through clear messaging.

The outcome of mastering these fundamental skills is a thriving and confident leader. MClaire Gray draws on her extensive experience as a leadership and high-performing team facilitator and coach who develops organisations, teams and leaders so they thrive.

I just read your book, and I think you have done an amazing job of collecting, synthesising and illustrating the breadth of leadership thinking. You really punched out so many topics in this book — which is easy to read, erudite and very practical all at once — a very rare combination! You promise in the intro not to repeat a single idea in multiple ways, and you delivered. And for almost all of the topics you give additional readings if you want to go deeper on a topic. Reading your book reminded me of so many lessons (some I practise and some I need to come back to). Whether you are starting out, or whether you just need a refresher on what you've learnt before; and to gleam a few fresh insights look. One of my favourites insights is on the challenging of limiting beliefs — and how often our own stories hold us back from realising our potential."

John Cox, CIO at Coles





WHY WORK WITH THRIVING CULTURE

Thriving Culture is a Leadership and Team Development practice led by Claire Gray, that delivers training, facilitation, coaching and speaking experiences to clients. We spend time with businesses to understand their strengths and key people challenges and develop a strategy to meet their needs.

Our services include:

Thriving Leaders Program	Leadership Development	Facilitation
Team Coaching	Coaching	Keynote Speaking

We are a small team of 4, that focus on high impact, quality experiences that develop leaders, teams and cultures.

WHAT WE PROVIDE

VALUE TO YOU

Extensive leadership, team, organisational development and culture experience

Enable your business strategy through your people, to build highperforming leadership teams and cultures

Passion for embedding sustainable change that sticks

We understand the common pitfalls faced when implementing behavioural change and navigate this in a practical way

Innovative and intuitive approaches

We provide best practice insights, theory and frameworks coupled with hands-on-experience focused on leadership and performance-based outcomes



THRIVING LEADERS



THRIVING LEADERS MODEL

UNDERSTANDING SELF AND OTHERS

Here you will develop the skills to understand and articulate your authentic leadership style. We will explore how to build a high-performing team through purpose, relationships and accountability.

EMPOWER AND DEVELOP TEAM

This is where you get practical on how to deliver and receive feedback and face difficult conversations. You will build skills to empower your team by taking a coaching approach. You will make the shift from telling your team what to do, to asking powerful questions so they can solve their own problems.

CONNECT TO PURPOSE

The final section explores the skills you need to hold your team accountable. You will learn to provide clarity and set goals. You will learn to better understand communication and how to influence your team through clear messaging.

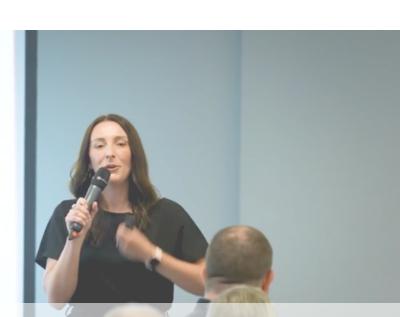
Claire brings a fantastic model of leadership that really fits with our thinking about thriving and leadership at Greater Western Water. So, we're loving working with Claire.

Maree Lang - Managing Director, Greater Western Water



LEADERSHIP DEVELOPMENT TRAINING





"Claire has the ability to be able to engage a group of people in those concepts and make them feel like they have the confidence and the capability to apply them. She's fantastic at what she does, and it's been a real pleasure to work with her."

Louise Meadows - Chief People Officer, Greater Western Water

At Thriving Culture we design leadership development programs to build the relevant capabilities that you need to develp in your organisation. We create tailored programs to suit your business objectives, culture and the capabilities most needed to be developed.

Sessions can be full day, half day, 2 hour or 90mins, face to face or virtual.

The focus of our leadership development programs is to build leadership capability for high performance. We design learning that delivers lasting behavioural change, focused on your organisation's leadership capabilities and values, using evidence-based insights combined with practical models and applications to embed learning.

Tailored leadership training that has been delivered includes:

- Authentic Leadership
- High Performing Teams
- Feedback Cultures
- Leader as Coach
- Communication
- Managing People Through Change
- Accountability
- Effective Decision Making
- Resilient Leadership



THRIVING LEADERS PROGRAM

Select an individual topic or use as part of a Thriving Leaders Program

Sessions can be facilitated as Full Day, Half Day, 2 hour or 90min. Face to face or virtual.

Session	Learning Objectives
SESSION 1: Leadership Style	 Understand natural personality preferences (using Facet5) Understand your values, purpose and strengths Impact of leadership style on others Aligning values with the values of the organisation
SESSION 2: Accountability	 Clarity on how to hold your team accountable Setting clear expectations with hybrid teams Goal setting framework (OKRs) Applying a goal setting framework in practice
SESSION 3: Thriving teams	 What it takes to build a high performing team How to build trust with your team Examine team dynamics – personality styles and inter-generational teams Develop positive leadership strategies for greater team impact
SESSION 4: Feedback cultures	 Learn how to effectively deliver actionable feedback Tools for difficult conversations Understand how you naturally receive feedback Your role in creating a feedback culture
SESSION 5: Leader as Coach	 What is coaching, when to apply to empower and develop your team Principles of effective solution focused coaching Practice the skill of coaching How to coach in the moment with your team
SESSION 6: COMMUNICATION	 Understand how to connect employees to purpose Consider the types of conversations you have with your teams Communicate with influence and impact Managing people through change



CORONERS COURT OF VICTORIA

We delivered the Purposeful Leadership Program for the Coroners Court of Victoria, using out Thriving Leaders model. The objective was to build leadership capability for high performance, which was achieved through the strong results received from the program. The program used evidence-based insights combined with practical models and applications to embed learning. Decentralised model, now facilitating Thriving Leaders Program to the Children's Court of Victoria, part of Court Services Victoria.

There was significant uplift in capability seen across all leadership capabilities, including:

LEADERSHIP				
32%	27%	25%		
I am confident in my leadership ability	I feel adequately trained and suitably skilled to be the leader my business demands	I am aware of my leadership style and how I work with others in the team		

FEEDBACK		COACHING	
26%	21%	23%	19%
I readily give actionable feedback	I actively address underperformance in my team	I ask questions rather than tell (direct)	I effectively coach my team to grow their capabilities and take on new tasks

COMMUNICATION	HIGH PERFORMING TEAMS
23% I ask questions rather than tell (direct)	18% The team I lead is currently high performing

ACCOUNTABILITY		
24% I am clear with team members in what I expect from them in their role	20% I hold my team members accountable	



CEO MASTERCLASS

Thriving Culture developed and facilitated a 10-month leadership development program for 16 Byron Bay CEO's. This was an initiative that was funded by AusIndustry to support their Entrepreneurs' Programme.

The program produced some phenomenal results:

9.62 53% 48% Improvement in feeling adequately trained and suitably skilled to be the leader their business demands 35% 33% 23% Improvement in readily Uplift in spending time Overall improvement in their leadership as a addressing on strategic or underperformance leadership tasks CEO

https://www.thrivingculture.com.au/leadership-development



DELIVER REAL BUSINESS OUTCOMES FACILITATION

Claire facilitates sessions with small to large groups that deliver business outcomes. She works closely with her clients to develop sessions that are meaningful and meet the objectives of the organisation. The impact lasts beyond the session itself.

Claire is a highly skilled facilitator who uses her intuition and ability to read the room to get the best out of the group. Her knowledge and experience ensure that everything is said that needs to be and allows the group to move together to achieve a shared outcome. Her strong commercial acumen and understanding of culture and people ensures that multiple outcomes can be met in one session.

Claire's energetic and authentic style allows her to quickly build trust and an empathetic environment, where participants feel safe to open up. This allows her to ask the challenging questions to push people out of their comfort zones. Programs we have facilitated include:

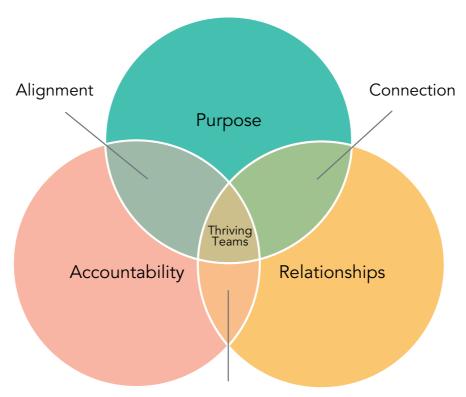
- Strategy Sessions
- Operationalising Strategy
- Culture Workshops
- Purpose, Values and Behaviours
- Team Days
- All Team Conferences
- Career Development Planning
- Workshops

Claire's approach allows for deep reflection, interaction and drives actionable outcomes. Claire is passionate about building capability to be effective at work and in life.





THRIVING TEAMS



Challenge & Support

THRIVING TEAMS MODEL

Purpose - Why

- Team purpose
- Meaningful work

Relationships – How

- · Psychological safety
- Trust

Accountability – What and When

- Clear direction
- Hold each other accountable

Connection

- Team processes
- Togetherness

Challenge & Support

- Healthy debate
- Learning

Alignment

- Team
- Stakeholders



THRIVING TEAMS



DELIVERABLES

- 4-6 x full-day sessions to improve Team effectiveness over a 9-12 month period.
- Facet5 Profile
- 1:1 Facet5 debrief
- Interview with each team member to understand what is working well, and what can be improved with the team
- TeamScape report
- Activities in between sessions
- Book Thriving Leaders: Learn the Skills to Lead Confidently

OUTCOMES

- Build self-awareness and understand personality styles to help the team build trust and cultivate high performance.
- Work on real business challenges and priorities, including a Team Purpose that unifies the team.
- Improve relationships by developing psychological safety and trust, so team members can
 effectively challenge and support each other.
- Hold each other accountable and gain alignment of stakeholders.
- Develop leadership capability and improve ways of working with each other.
- Use researched practices and practical tools leaders can apply in their interactions and role model the expected leadership capabilities.
- Identify Executive Team strengths, limitations, risks and challenges to gain collective actionable steps to improve their effectiveness



FACET 5 PERSONALITY PROFILING



FACET 5 PROFILE

Facet5 personality profile is based on research done at Edinburgh University in the 1980s, using a Big5 model of personality, generally considered by psychologists to be the best way of understanding behaviour.

Reports use helpful, work-related, easyto-read language, and produce the following components:

- An individual profile and report: describes individual behaviour and preferences.
- The Family Portrait: compares the individual profile to one of 17 reference families.
- Competence: individual strengths and areas for development against six competencies: leadership, interpersonal, communication, analysis & decision making, initiative & effort, planning & organising.
- Leading Edge Guide to Leading: how to engage and manage someone to maximise engagement and job satisfaction.
- Work Preferences: individual intrinsic motivators.

TeamScape

TEAMSCAPE

TeamScape is a process that uses Facet5 Personality Profiles combined together for team development purposes.

It demonstrates team dynamics powerfully and succinctly, and clearly shows the culture of the team, how relationships are likely to work, and how the work will be managed and delivered.

Facet5 TeamScape is based on a unique work cycle model. Using this model, TeamScape highlights how individuals will naturally prefer to organise their work, manage conflict and respond to stress and pressure.

- The model consists of four phases:
- Generating ideas (Possibilities vs Practicalities)
- Evaluation (Evolution vs Revolution)
- Decision making(Deciding vs Reflecting)
- Implementation(Doing vs Understanding)

LINK TO REPORT HERE

LINK TO REPORT HERE



THRIVING LEADERS PROGRAM FOR INDIVIDUALS

The Thriving Leaders program focuses on the core skills leaders need to manage their team effectively so they are high performing. This group format allows individuals or small groups to join.

This program is delivered over 8-weeks consisting of 2-hour interactive virtual group coaching sessions each week. These practical and focused training sessions are facilitated in small groups to allow for tailoring, collaboration and sharing.

WHAT IT INCLUDES:

- 8 x 2 hour interactive sessions.
- Practical sessions in small groups to allow for collaboration, sharing, and practice.
- Facet5 Profile to build self awareness.
- A copy of the book, Thriving Leaders: Learn the Skills to Lead Confidently.
- Curated activities, readings, and videos are shared through our Learning Management System.
- Bound workbook with all activities to refer back to after the program.

3 REASONS WHY THIS PROGRAM IS DIFFERENT

All participants complete a Facet 5 personality assessment to understand their unique leadership style. We need to understand ourselves so we can effectively manage others.

Solve real leadership challenges and practical solutions with an accredited coach and gain insights from other leaders. Implement your solutions immediately.

Nothing is pre-recorded. We record our sessions so you can watch the replay to embed the learning.



THRIVING LEADERS PROGRAM FOR INDIVIDUALS

WHAT IS INVOLVED

Thriving Leaders has been specifically designed to teach leaders the skills required to manage others and how to build a high performing team.

Jordan O'Neill Director Mt Hotham Ski Resort

What I found most useful from the Thriving Leaders Program was understanding the key components of a high-performing team and then learning how to achieve these components. For example, building trust in a team and developing a unified commitment from the team. I feel I have a tangible guide on how to improve the teams motivation and performance. Learning how to coach has enabled me to help team members grow, develop and find their own answers. I have also been able to support my team to give and receive feedback to ensure this is a part of our culture.

Hailey Spry Senior Environmental Scientist Easterly Point Environmental

I recently completed the Thriving Leaders Program with Claire. As an environmental scientist thrown into the leadership role,! soon come to realise that I should invest in my leadership 'soft' skills, just as I would invest in my technical skills. The program was full of relevant, useful and interesting content that I have already began applying One of the biggest wins for me was when I applied the learnings from the feedback and coaching session immediately to a performance meeting with one of my team members which allowed for an open conversation where my team member was able to articulate her goals for the future and develop a plan on her own on how to achieve them.

Katie Munro General Manager Arnhem Clothing

I had no real concept of what I would be exposed to when I started this program and I can honestly say it has far exceeded my expectations. Each week I uncovered gaps in my leadership that I had not previously identified, and I felt like I was provided with clear frameworks and guidance to improve and evolve as a leader. The content was relevant and I intend to share what I have learned with my leadership team. I recommend the program no matter what stage you are at in your professional journey. Thanks Claire!

Working through phases of leadership development allows you to evolve from being a great team player or technical resource to being a confident and inspirational leader. Each session will teach new skills that participants can take back to their workplace and implement immediately and embed in the team culture. Learnings from activities can be discussed in our sessions, or in between sessions in our Learning Management System, which is also a collaboration tool. Learning from leaders in other industries allows participants to understand similar and different challenges that other leaders face.

The outcome of mastering these fundamental skills is a thriving and confident leader. Together, we will cover how to:

- Improve self-awareness and understand your natural leadership style.
- Build a high-performing team.
- Develop your team by effectively giving and receiving feedback.
- Empower team members by taking a coaching approach.
- Have the confidence to hold your team members accountable, set expectations and goals.
- Communicate with impact through clear messaging.



1:1 EXECUTIVE COACHING



Coaching is a great way to clarify your purpose and values, learn and set meaningful goals towards the life you want to live.

Claire's approach to coaching:

- Strengths-based
- Challenges limiting beliefs
- Builds confidence
- Drives action
- Holds you accountable

Areas that Claire has worked with leaders on include:

- Become a more effective and confident leader
- Building self-awareness and understanding how your own style can impact others
- Build an empathetic leadership style
- Become a more assertive leader

Working with clients face-to-face, by phone or Zoom, Claire uses personality and strengths diagnostics to build self-awareness.

Claire has completed over 700 coaching hours and is accredited with the Institute of Executive Coaching & Leadership, the International Coaching Federation and the Global Team Coaching Institute.

DELIVERABLES

- 5 x 90min one-to-one coaching sessions over 3-6 months
- 45-minute video call with sponsor dialling in for 20 minutes to confirm their aspirations from the coaching sessions
- Coaching agreement to define goals and outcomes you wish to achieve from our coaching sessions
- Facet5 Personality Assessment profile and debrief to build self-awareness
- VIA Character Strengths Survey to understand your values and strengths
- · Relevant leadership readings and activities between coaching sessions
- Unlimited emails and phone calls between sessions
- Includes a copy of Claire's book, Thriving Leaders: Learn the Skills to Lead Confidently

INVESTMENT

\$5,750 + GST per person



COACHING DIAGNOSTICS





Facet5 personality profile is based on research done at Edinburgh University in the 1980s, using a Big5 model of personality, generally considered by psychologists to be the best way of understanding behaviour.

Reports use helpful, work-related, easy-toread language, and produce the following components:

- An individual profile and report: describes individual behaviour and preferences
- The Family Portrait: compares the individual profile to one of 17 reference families
- Competence: individual strengths and areas for development against six competencies: leadership, interpersonal, communication, analysis & decision making, initiative & effort, planning & organising
- Leading Edge Guide to Leading: how to engage and manage someone to maximise engagement and job satisfaction
- Work Preferences: individual intrinsic motivators.



VALUES IN ACTION (VIA CHARACTER STRENGTHS)

Character strengths are the positive parts of your personality that make you feel authentic and engaged. You possess all 24-character strengths in different degrees, giving you a unique character strengths profile.

Research shows that understanding and applying your strengths can help:

- Boost Confidence
- Increase Happiness
- Strengthen Relationships
- Manage Problems
- Reduce Stress
- Accomplish Goals
- Build Meaning and Purpose
- Improve Work Performance

Discover your greatest qualities and begin using your strengths to build your best life.





KEYNOTE SPEAKING

Claire provides experiences and speaks at conferences and all team events.

These can be face-to-face or virtual.

Keynotes range from 45mins, 60mins to 90mins.

Keynotes that can be delivered include:

HOW TO BUILD A HIGH-PERFORMANCE CULTURE

2

UNDERSTANDING YOUR AUTHENTIC LEADERSHIP

3

THE ART OF ACCOUNTABILITY

1

LEVERAGE YOUR STRENGTHS

Claire is an energetic, insightful and memorable keynote speaker. She takes the audiences on a journey to challenge their thinking, reflect on their own leadership style and provides actionable ideas for the audience to take away to create a high-performing team culture.

As the author of Thriving Leaders - Learn the Skills to Lead Confidently, she uses evidence-based research coupled with compelling and relatable stories to engage and entertain the audience. Her keynotes are highly interactive allowing space for reflection and a plan for action.



KEYNOTE DELIVERABLES

PURPOSE. RELATIONSHIPS & ACCOUNTABILITY: HOW TO BUILD A HIGH-PERFORMING TEAM

A high-performing team focuses on its common purpose and goals. Team members work together through strong relationships and shared accountability to deliver exceptional business results.

In this keynote, Claire explores practical ways to build a high-performing team.

In this keynote you will:

- Unpack empirical research and high-performing team theory in the context of real teams
- Understand the three fundamental components of a thriving team
- Analyse your own team dynamics using the Thriving Teams Model
- Discover practical ways you can build a high-performance culture
- Create REAL-ationships within your team





KEYNOTE DELIVERABLES

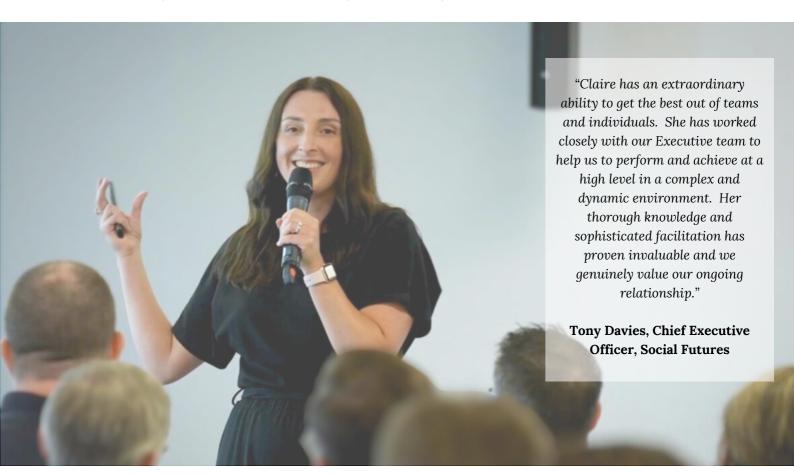
DISCOVER YOUR AUTHENTIC LEADERSHIP STYLE:

Leadership is not one size fits all. The more you understand yourself, the better you can effectively understand and lead your team. Authentic leadership is about being transparent, honest and genuine. Authenticity is about purpose more than style.

In this talk, Claire explores authenticity and the different parts of your personality that make you, you.

In this keynote you will:

- Learn it's ok to bring your true self to work.
- How to show vulnerability to further humanises you as a leader and shows others they can be vulnerable too.
- Realise the many roles you play as a leader
- Understand your own authentic leadership.
- How to dial up and dial down different parts of your personality based on the situation.





DELIVERABLES

THE ART OF ACCOUNTABILITY

Accountability is about providing clarity for your team. Accountability is delivering on a commitment, using initiative to follow through and taking responsibility for an outcome. It eliminates ambiguity, creates boundaries and ownership, and provides clarity for moving forward. Accountability involves understanding what is required in terms of quality and timeframes.

In this talk, Claire explores how to shift the mindset of accountability into a positive. This should feel empowering because someone is trusting your skills, knowledge and experience. It is a privilege.

In this keynote you will:

- Relate to the many barriers to holding people accountable
- Understanding the underlying issues when there is lack of accountability
- Explore the 4Cs of Accountability
- Reflect on practical ways you can hold your teams accountable
- · How to role model accountability





KEYNOTE DELIVERABLES

LEVERAGE YOUR STRENGTHS AND BELIEVE IN YOURSELF

It is powerful to understand your strengths, to focus on them so you can feel energised. Our beliefs are ideas we hold to be true. This may be based on a fact, opinion or assumption. Our beliefs are influenced by our perceptions, which become our reality.

In this keynote, you will learn positive psychology techniques to be your best self.

In this keynote you will:

- Learn the power of strengths, how to understand yours and leverage the strengths of others
- Understand imposter syndrome and the impact it can have
- Discuss brain psychology and the impact of the stories we tell ourselves
- Challenge your limiting beliefs and build your confidence
- Walk away with a practical reframing technique



"Claire facilitated a series of sessions with our SLT, there was real value in spending this time together as a team.

Claire demonstrated to us that a high-performance culture comes from the top and through skilful facilitation was able to build greater trust within our team.

This coupled with a commercial focus in our sessions has supported our high-performance culture and resulted in excellent business results. We look forward to our continued partnership."

James Whitehill, Director, JVAT Australia



CLIENT TESTIMONIALS

"Thanks for yesterday, it was awesome. Pretty powerful, pretty heavy, pretty deep, really well facilitated. I really appreciate that."

Michael Leung, Director at Balanced Earth

"Excellent guidance with just the right amount of input into the sessions from Claire. Most presenters are full of their imagined awesomeness and wax lyrical, expecting us to worship...not in this case. It's a hard gig to pull off well. Well done, Claire. Looking forward to engaging with you more in future.

If you have been able to read something from my Facet5 profile, it is that I don't give out praise often and am normally vastly underwhelmed by presenters/ consultants, especially in the leadership space. I'm too old and have been around for too long and have heard most things before! So, when I praise, as I have, it puts you in quite special company.

I don't feel like most people deserve my praise so very well done. You present well and facilitate very well also.

If you had an NPS, I would indeed be a promoter"

David Thomson, Executive Team, Social Futures

"Working with Claire at Thriving Culture has helped us not only expand our business but build a team of high performing consultants that are in demand. Our partnership has allowed our leadership team to adapt to changing environments and grow both personally and professionally."

Jimmy Stewart, Managing Director, JVAT Australia

"I found Claire's facilitation style to be polished and professional, whilst being engaging and relatable. This is a balance that is perfect for coaching our leaders within our professional services environment. She received excellent feedback from all of our attendees, and we are excited to continue working with her to deliver future programs."

Emily Gousmett, People & Culture Learning Consultant or RSM Australia

The surprising part about the course was the comradery. And to be honest, the retention rate how everyone stayed engaged. Like, really engaged...It was a really content rich course and I'm probably going to have two years of implementation coming to me, but the best thing was, I realised, okay this is my job now..my job is to look for opportunity in all the issues in my organisation.

Mason Taylor, Founder, Superfeast

Claire was really an effective coach and I believe some of this is about the connection she created. Very relatable and a good listener, followed by options to consider in terms of approach and style. What was most valuable was the different strategies to solve different leadership challenges.

Kristy Simmonds, Executive General Manager, Claro Aged Care

The CEO Masterclass has impacted my leadership by really giving me implementable tools. that had an immediate positive impact. As a group we were able to be candid and honest with each other about where we sat in our business and where our businesses sat, the things we needed to learn. Having those peers to talk to has been incredible.

Will Brook, CEO, Brookfarm



THRIVING CULTURE TDUCTED CLIENT DEL AT

TRUSTED CLIENT RELATIONSHIPS

















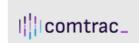














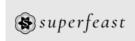






























CONTACT CLAIRE GRAY



+61 402 345 749



claire.gray@thrivingculture.com.au



www.thrivingculture.com.au