

CAPABILITY STATEMENT

BEING

CONSULTING

Strategy Culture Change Collaboration Performance Growth
Specialists in the Challenges of Leadership

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We are a specialist consultancy focused on the challenges of leadership. We have offices in Sydney and London. We work with individuals, teams, organisations and networks to:

Develop impactful and implementable strategy

Transform culture

Inspire, initiate and embed change

Improve collaboration

Enhance performance

Stimulate and sustain growth

Our Clients

We are based in Sydney and London, but work extensively in other Australian and UK cities, and in other countries. Our four Directors have worked in over thirty countries on five continents.

Public sector | Private sector

Our **private sector** work spans a broad range. We have worked with pharmaceutical companies, banks, mining houses, global brewing companies, insurance giants, retail groups, manufacturers, petroleum companies, property developers, architecture firms, aged care companies, forestry corporations, renewable energy companies, media groups and legal firms, to name a few. Our work includes the full spectrum of our services, including strategy development, speaking engagements, conference and workshop facilitation, coaching, training and project management.

We have worked with **public sector** agencies in the UK, Europe, Africa, Asia, the USA and Australia. Highlights include international evaluation assignments for the United Kingdom Department for International Development, developing policies and procedures for the Ntsika Small Enterprise Development Agency in South Africa, and developing the leadership strategy for the Australian Taxation Office. Public sector assignments are interesting because of their scale and impact, and meaningful because of their social value. Areas of focus include - amongst others - international development, taxation, intellectual property, health, education, renewable energy, human services, security, foreign affairs and urban development.

Large | Small

We have been fortunate to work with **large** organisations such as the International Labour Organisation, government departments with more than 40,000 staff, one of the largest mining companies in the world, one of the largest banks, and with global pharmaceutical companies. Many of our clients are well known global brands.

We have also been fortunate to work with **small**, single-owner start-ups, aspiring entrepreneurs in disadvantaged communities, and small businesses of every variety. No matter how big we get, we always reserve a portion of our practice for smaller enterprises.

First world | Ancient world

Much of our work is conducted in global, **first world**, Western cities: Frankfurt, London, Brussels, Geneva – and new world cities such as Sydney, Canberra and Auckland.

We have also worked in fascinating, **ancient world** locations like Suzhou, Soweto, Mbabane, Bangkok, Lusaka, Yamoussoukro, Accra and Osaka, and in recent times Rory has assessed community development projects for the EU and UN Habitat in Kabul and Ulaanbaatar.



abbvie

Trinity Law



UN HABITAT



RioTinto



GibbGroup.



ARENA



AMGEN



AiGROUP



Sydney WATER

AUSTRALIAN OCEAN ENERGY GROUP

BEING CONSULTING

Our Staff



Team photo: February 2020

Being employs more than twenty full-time staff, including strategists, consultants, copywriters and designers.

Our consulting work is led personally by our CEO, Siebert Neethling.

Leadership Team

Siebert Neethling (Director and CEO)

Prof Julia Milner (Associate Director)

Rory Robertshaw (Associate Director)

Kerry Neethling (Associate Director)

Siebert Neethling

Siebert is an insightful strategist and consultant of the highest caliber, and a master facilitator, mediator and coach.

Real and diverse leadership experience

Unlike many consultants and speakers, Siebert has real and diverse leadership experience up to senior executive level. He has held leadership positions in the NGO sector, in an international media company, in the world's most successful brewing company and in several small and medium enterprises. He is a member of The Australian Institute of Company Directors.

Outside of business Siebert has worked with programmes for street children, marginalised youth and micro-entrepreneurs in developing countries, co-founded a pre-school for children with hearing and speech disabilities, and had a leadership role in the early years of Nelson Mandela's Makana Trust. He was made an Honorary Rotarian at the age of 29 for his work with street children in Africa, and in 1998 was honoured by President Nelson Mandela for his work with ex political prisoners.

Trusted adviser

As a consultant Siebert has worked with clients in twenty-three countries on five continents, with some of the world's leading corporations and with organisations and networks in all stages of development. His clients include, amongst many others, HSBC, Rabobank, Amgen, Novartis, Allergan, AbbVie, QBE, AMP, Rio Tinto, The Australian Broadcasting Corporation, Macquarie Bank, SABMiller, The UK Department for International Development, The International Labour Organisation (ILO), and Government Departments in eight countries.

Impressive credentials

Siebert's first degree was in Psychology, followed by an Honours degree in Literature, a postgraduate qualification in Education, business school studies in Managerial Finance, and a Master's Degree in International Business (awarded with Merit) from Sydney University's Faculty of Economics and Business, where he finished top of his year.

In recognition of his scholastic achievement Siebert has been inducted into the Beta Gamma Sigma Honour Society for outstanding scholars in the world's very best business and management programmes. Siebert is a guest lecturer on Master's Degree programmes in Australia and abroad, including at the University of Liverpool and the prestigious EDHEC business school in France. He has been a facilitator on leadership development programmes in several countries.

"You were a sensation! That of course was to be expected, as (the person who recommended you) is a hard judge of facilitators and does not impress easily."

**Jacqui Curtis. Chief Operating Officer.
Australian Taxation Office.**

"Everyone was very complimentary of your facilitation and the value you add, so thank you again for doing such a great job."

**Carolyn Scobie. Group General Counsel &
Company Secretary. QBE Limited.**

"It's amazing how quickly you grasped our business and our issues. And to deliver such a clear report so quickly and so well presented shows how much you practice what you preach."

John Irvine. Partner. Trinity Law.

"The independent counsel you have provided to senior management has been of great assistance to not only developing them as managers but also as people."

**David van Aanholt. CEO Asia Pacific.
Goodman Limited.**

"Thanks for the "light touch" guidance. A good day and ably assisted by you."

Kim Dalton. Director Television. ABC.

"Dear Siebert. It was a delight to listen to you, I really enjoyed all the examples you shared with us. I feel the session went very very well."

**Tran Huynh. Financial Director.
Southern Hemisphere. Zodiac Group.**

"As usual you gave a sterling performance and demonstrated so much of what all of us can aspire to in terms of professionalism, commitment and passion. I think it's great for our guys to spend time with you for these reasons."

Bill Cordingley. Senior Executive. Rabobank.

"On a personal note, I want to say that as a former planning manager and facilitator I thoroughly enjoyed and learned from watching you run this process. Your ability to allow a freewheeling debate to rage and yet lead it to a convincing, unanimous conclusion is remarkable. Thank you for a great learning experience and I look forward to sitting in the audience again next time."

**Rahmat Khaiami. Executive Officer.
Forestry Corporation.**

Our Services

Speaking

We deliver conference and event papers and talks on strategy, culture, change, collaboration, performance and growth.

Facilitation

We facilitate conferences, workshops, planning days and team building.

Training & development

We develop and facilitate dynamic, life-changing leadership, management, and specialist skills programmes.

Research & analysis

On behalf of our clients we conduct in-depth applied research in our six areas of specialisation.

Assessment & evaluation

We conduct gateway reviews, programme evaluations, organisation and team health audits, team assessments and comprehensive reviews of major organisational initiatives.

Organisation design & structuring

We help our clients design, develop and implement optimal structures, work-flows, and governance.

Project management

We manage, monitor and coordinate complex strategic and change projects with and on behalf of our clients.

Mentoring & coaching

We coach and mentor high-potential leaders, and also conduct remedial coaching at senior levels.

Writing

We write strategy documents, business plans, research papers, values documents, doctrine papers and other key documents for our clients.

Creative services

We employ a full-time creative team of graphic designers, web developers, copywriters, a photographer and a videographer to give life to our service offerings.

Examples

Strategy projects

1. Facilitated and developed a comprehensive strategy for the corporatisation of Forestry Corporation of NSW, changing it from a Government Department to a business
2. In support of the global merger of Fluidra and Zodiac, facilitated strategic merger leadership conferences in Australia and South Africa on behalf of the Southern Hemisphere executive
3. Facilitated strategy development for Goodman Limited in Australia, Japan and Europe
4. Facilitated strategy development for the Australian Renewable Energy Agency (ARENA).

Culture projects

5. Advisor to AMP Limited on changing the culture of Financial Advice. This included internal conference presentations (in Melbourne and Rome), workshop participation, training and consulting up to the highest level of the company
6. Conducted a comprehensive evaluation of the ATO's culture strategy, and recommended improvements to the strategy and its implementation
7. Facilitated and supported implementation of a comprehensive culture change program for Trinity Law, leading to improved performance and staff retention
8. Delivered lectures in Organisational Culture to Master's Degree students at France's prestigious EDHEC Business School.

Change projects

9. Developed and implemented a comprehensive commercial equity change program for global brewing company SAB Miller
10. Advised the senior leadership of the ABC on developing and implementing strategic change, ran change workshops for ABC News and coached editors on implementing change
11. Advisor to the ATO on strategically re-aligning its L&D function, developing a contemporary leadership program with a strong change management focus to prepare leaders for the 2020 change program, and guiding leaders through the change process. The contract was augmented and extended twice on the basis of the success achieved
12. Delivered 22 separate iterations of an agency-wide diagonal culture change program (EL2, SES1, SES2) for the Attorney General's Department.

Collaboration projects

13. Facilitated a collaboration process for QBE's global legal function, integrating international legal teams to meet Australian ASIC standards
14. Implemented a comprehensive collaboration program for Novartis in Australia, focusing on internal processes and relationships, and interactions with the global Head Office in Basel
15. Developed a collaboration strategy for the Heart Foundation, including competing, independent research institutes in a state-wide collaborative approach to developing cardiovascular research capability
16. Contributed to the development and implementation of a collaborative multidisciplinary team approach for the Department of Foreign Affairs and Trade.

Performance projects

17. Supported performance improvement of the leadership team of the prestigious Fitzpatrick and Partners firm of architects
18. Conducted review workshops for performance improvement of the significant Service Delivery Reform program of DHS
19. Conducted a gateway review and advised the APSC on performance improvement in its Centre for Strategic Leadership
20. Ongoing performance coaching for senior leaders in several agencies and businesses, including Novartis, Rabobank, Trinity Law, Department of Agriculture and the Attorney General's Department.

Growth projects

21. Developed a growth strategy for GibbGroup, a prestigious property development company operating in five states in Australia
22. Facilitated three consecutive Innovation Conferences for Defence Housing Australia to stimulate business growth
23. Supported Interacoustics to win the prestigious Specsavers account through strategic marketing and branding
24. Facilitated growth strategies for Australian Radio Network clients.

Selected Testimonials

"Thanks so much for these past two days. You are brilliant to watch in action. Simply inspiring. The feedback is excellent."

Dr. Natalie Ferres. Associate Director. Bendelta.

"Siebert brings a very structured but versatile approach to change management and mentoring that is engaging, encouraging and thought provoking. He is a very values focused person who seeks to improve your performance because he wants to not just because you have asked him to. He tailor makes his approach to suit your style and comfort zone, although he will use the opportunity to stretch your reach and vision and get you into a place where the not so comfortable but important issues are dealt with in a meaningful and productive way. I always looked forward to my time with Siebert over the 3 years that I had the good fortune of involving him in my work life."

Dr. Antonio Penna. Chief Executive. The Children's Hospital at Westmead.

"I thoroughly enjoyed the day and found the content and the presenter absolutely on the money. In particular, I think Siebert's ability to connect with the SES group was just fantastic. He came across as engaging, widely experienced and very credible which resonated strongly with the group and added to overall success of the day. Would thoroughly recommend the workshop to any SES."

Greg Williams. Deputy Commissioner Tax Crime. Australian Taxation Office.

"Over the last three years we have worked with Siebert on a couple of occasions as we have looked to make our business more commercial following its conversion into a State Owned Corporation. Most recently Siebert has helped work through a bottom up strategic planning process. This has involved small regional meetings with senior and middle level managers and finally a two day workshop involving 90 of our staff in Sydney. The process Siebert has run for us has worked particularly well. He has enabled meaningful engagement by our staff, collated their ideas where useful but able to diplomatically keep things on track where more

speculative. Importantly he has very skilfully reworked our Vision, Mission and Values into a new Statement of Purpose and Values utilising a wide range of input from the organisation. He worked closely with myself and my senior management team throughout the project which has produced a bottom up plan that we as senior management are happy to sign off on and take to our Board. It has been a very worthwhile process."

Nick Roberts. CEO. Forestry Corporation of New South Wales.

"Siebert is a highly engaging speaker. By using his personal experience from having worked in several countries around the world, he was able to captivate our audience in way that made them question their own approaches and identifying personal areas for improvement. He is motivational, but at the same time grounded. He balances strategy on one hand with down to earth execution on the other. His talk balanced strategy implementation with everyday actions, giving his audience a great framework to effectively reaching the goals we strive towards as an organization."

K. Erik Skullerud. Director. AMGEN.

"Thank you very much for yesterday. I enjoyed it immensely and always enjoy getting your insights. Everyone in the team has commented on the very thoughtful and well run sessions you provided throughout the day so well done."

Mark Schulz. Market Access and Health Economics Director. Novartis Pharmaceuticals.

"Siebert facilitated my team planning day and it ran like a well oiled machine from start to finish. His use of story telling, visual imagery and engaging activities challenged the team to think and act differently. The pace was high but we never felt rushed. There was a good balance of practical activities interspersed with management theory and lots of laughter. We moved fluidly from one activity to the next - steered and supported by Siebert. It made me realise that the difference between a 'good' facilitator and a 'great' facilitator is huge. Siebert's professionalism, knowledge and

passion for building better teams are evident in his facilitation style. He has a way with people that instantly puts you at ease and makes you want to participate."

Joanna Battersby. Director. NSW Department of Family and Community Services.

"Your presentation hit the right note exactly. I've had a lot of people talking about it to me, both on the day and since. Thank you again for your time and a thought provoking presentation."

Catherine Dolle. Business Continuity Manager. Allianz.

"The feedback from staff was very encouraging with many rating your culture and change presentation and evening keynote as excellent ... Staff enjoyed and I believe respected the opportunity to be actively involved in discussions where they could make a contribution. Professionally and personally it was a pleasure to work with you. Thank you again for your inclusive, engaging and thought provoking contribution."

Christina Cummins. Human Resources Manager. Forestry Corporation.

"It was a pleasure working with you Siebert. The Minister's Office and all of the staff here were very impressed with the way you facilitated the Roundtable."

Gregor Macfie. Director, Policy and Research. NSW Commission for Children and Young People.

"Thank you again for helping us with our strategy sessions. You were unanimously voted a huge success, and the team appreciated your gentle, insightful, entertaining approach. We are discussing the next combined offsite... [we] will be speaking with you very shortly."

Suzanne Westgate. Head of Land & Approvals. AGL.

"I have called upon Siebert's expertise throughout the previous year to support leadership teams to understand the power and potential of collaboration and the practical tools and strategies that can be applied for the type of collaboration that accelerates enterprise agility. Siebert

also explores with leaders the pitfalls and obstacles of collaboration and how to avoid and overcome these. The icing on the cake for me is Siebert's engaging style he always impresses the room with his unique balance of master story telling, interactive activities and practical strategies for leaders to take away and apply."

Ally Doyle. Service Manager. Pharmaceutical Benefits Scheme Services. Medicare.

"My thanks to you for speaking to our new editors about leadership. The feedback from them was overwhelmingly positive and there were many aspects of your presentation that they were still referring to in the days following. The other piece of feedback of course was that they would have liked your session to be longer. I've recommended that we should invite you to work with the group again shortly after we implement."

Michele Fonseca. ABC News Division.

"Thought I would just let you know that I met with my team yesterday around our business plan. The feedback on your session was overwhelmingly positive and people were really impressed with your ability to engage with them, draw out existing knowledge and help them to look at things in different ways. The case studies were brilliant."

David Galloway. Health Support and Business Services Division. Department of Human Services.

"Just a quick note to thank you for the wonderful job you did today! It was inspiring as well as providing the staff with some practical insights and tools. It was exactly what I had wanted for the last session of the conference. As discussed, we have only just embarked on a new leadership journey within this Division, and I look forward to working with you in the future, as we continue to better enable our staff to lead change and deliver results for Australians. It has been a pleasure working with you."

Bridget Brill. National Manager Smart Centres Division. Department of Human Services.

"May I take this opportunity to personally thank you for the effort you have taken in working through this project to get us to where we are now. I have enjoyed each encounter /

interaction with you. Your efforts have helped me rethink my role in adding sustainable value to this organisation."

Dallas Palm. Corporate Procurement Manager. Forestry Corporation of NSW.

"Thanks Siebert – a great outcome in terms of the overwhelmingly positive and supportive feedback. As per my phone message, we've received approval to continue rolling this program out – which is great news. Thanks again – and congratulations on developing and delivering an outstanding management program."

Senior Executive L&D. Department of Foreign Affairs and Trade.

"Thank you for your support and input to the Management Development Program Siebert – it has been a great success because of your work."

Tracey Frey. Assistant Commissioner Learning & Development. Australian Taxation Office.

"Everyone was very complimentary of your facilitation and the value you add, so thank you again for doing such a great job."

Carolyn Scobie. Group General Counsel & Company Secretary. QBE Limited.

"Just wanted to say thank you for your leadership presentation on Wednesday. The team is still talking about your examples and frameworks, so I expect they will have enduring resonance. It was good to see and hear you again."

Bridget Brill. General Manager Channel Operations. Indigenous & Intensive Services. Department of Human Services.

"Thank you for everything. I have very much enjoyed working with you and producing some impressive programs. Benchmark is really having an organisational impact and I am really proud of that program in particular."

Senior Executive L&D. Department of Foreign Affairs and Trade.

Feedback from recent leadership development programmes

"Siebert was an outstanding facilitator. He clearly has the breadth and depth of knowledge and experience to facilitate the program credibly. He is also clearly passionate about

what he does, which really showed. His personality is ideally suited to imparting knowledge, and he was friendly and approachable at all times."

"An exceptional facilitator. Clearly full of varied experience but also has taken the time to develop an understanding of the organisation."

"Siebert's enthusiasm, energy and expertise ultimately provide the foundation for this course. He knows his stuff and talks to it with confidence, authority and experience. An excellent presenter."

"Siebert has set a high standard for delivery of best practice management advice. He maintained energy and momentum for the full three days and always kept the focus on how we, as managers, can improve our organisation."

"Siebert's presentation style is very good and open. In all my years in public service, this is the best management course I have been on."

"Clearly very experienced, but more importantly, able to communicate that practical and theoretical experience very clearly and usefully. Absolutely valuable and directly relevant information. Also a great balance of interactive sessions/exercises. A great demeanour and presentation style, in addition to an impressive ability to keep things on track and on time. Genuinely fantastic."

"Excellent presenter. Very useful having someone with so much management experience and willing to provide real life examples teaching a subject he is clearly passionate about."

"High energy and engaged throughout. All examples relevant. Clearly experienced. Willing to talk about mistakes. Excellent!"

"So rarely do I attend a course that is both informative and practical but engaging and inspiring – Siebert achieved exactly that."

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