

# OUR SERVICES AND CAPABILITIES





# WHO WE ARE

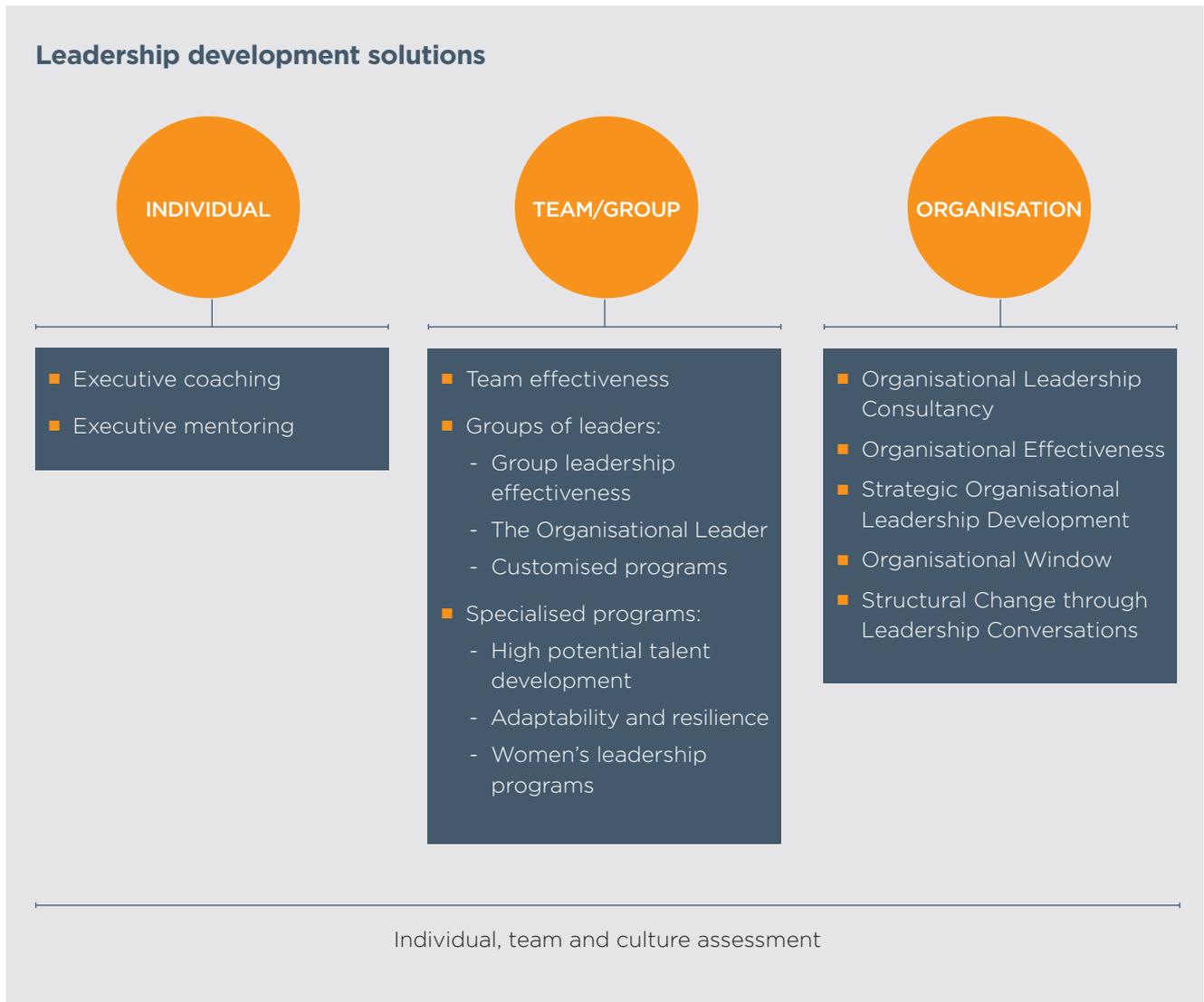
Operating domestically in Australia and New Zealand as the Stephenson Mansell Group (SMG) ([www.smgrp.com.au](http://www.smgrp.com.au)) and throughout Asia as the Centre for Integral Leadership Asia (CIL Asia) ([www.cilasia.co](http://www.cilasia.co)), we offer our clients contemporary leadership development programs and interventions to meet specific leadership and organisational development needs. Our processes embed deep and lasting personal and organisational transformation, resulting in robust, future-proof individuals and organisations.

SMG has a professional gravitas born of its history, proven results and substance. As arguably Australia's longest established executive coaching and leadership development firm, our vision is to remain at the forefront of executive development and leadership – refining and enhancing our capabilities, services and intellectual capital with a clear focus on enabling executives to attain advanced levels of personal and professional performance, aligned with the priorities of their organisation.

Formed in 2005 from the merger of The Stephenson Partnership and The Mansell Group, SMG has been operating for almost two decades and, during that time, worked with more than 5,000 leaders and more than 30 of the top 50 ASX listed organisations. Further, our structure as a professional services firm serves to underscore our commitment to professional development, support a consistency of process, solidity of structure and quality of service as key ingredients to our ongoing success.

In 2017, together with two of Asia's premier leadership development companies, SMG founded CIL Asia to operate across the region.

# ABOUT US



# THE SMG DIFFERENCE

SMG provides organisations and individual executives with the opportunity to define and address specific development needs confidentially and in a way that sustains positive change.

The distinctiveness of our offering, approach and service delivery is based on the following attributes:



## Our Unique Value Proposition

SMG's coaches, mentors and facilitators bring a strong commercial orientation combined with training in deep psychological and behavioural science theory and practice, rigorous professional development and ongoing supervision. Of our 40 Australian-based team members, many have held senior level executive roles, with more than 12 being former MDs and CEOs of significant organisations. This sets them apart from many others operating in the leadership development field today and makes us the firm-of-choice for organisations that require executive development to connect specifically to business challenges and results.

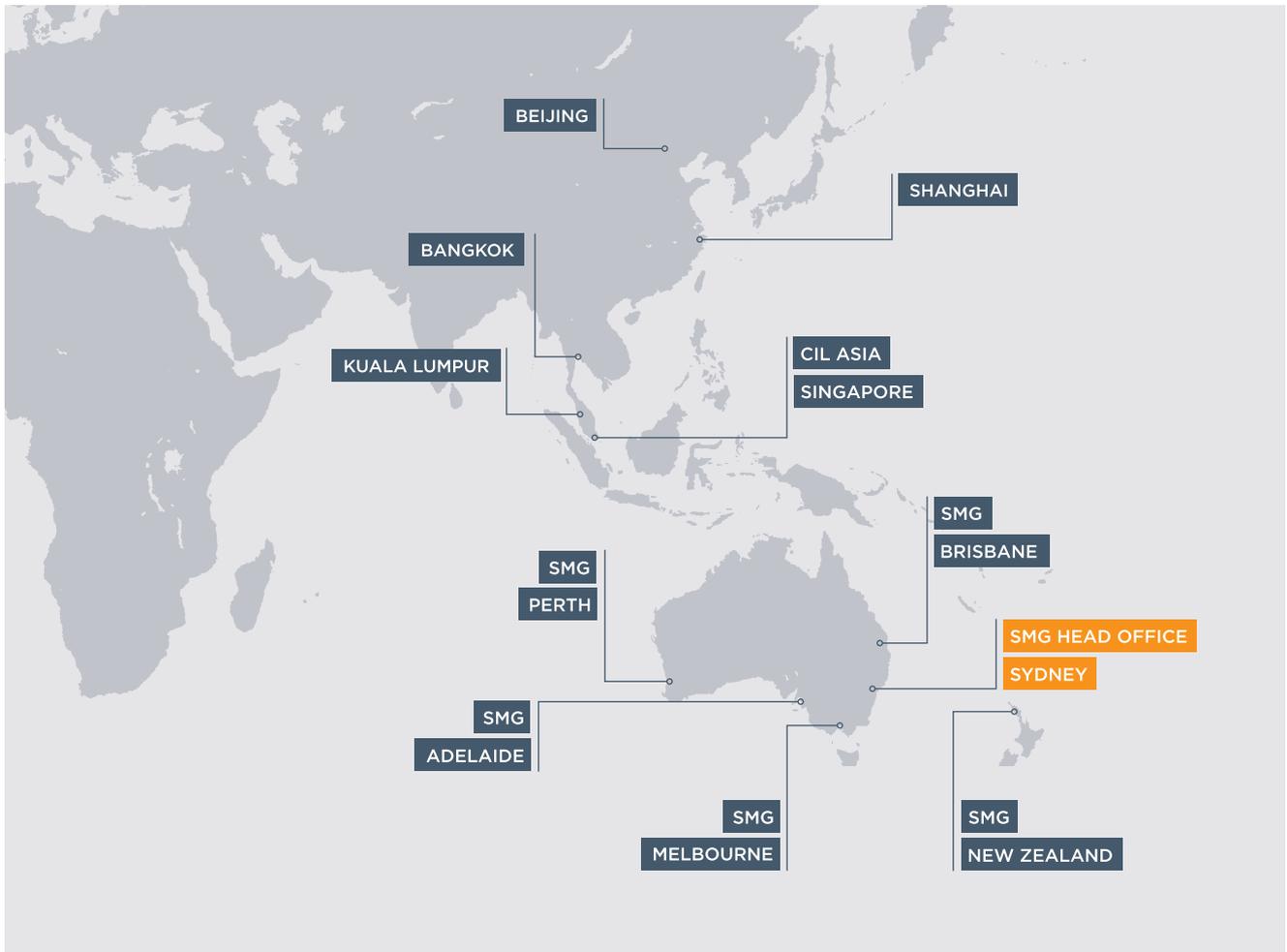
We are one of the few leadership development practices in Australia that operates as a professional services firm. This ensures we hold our coaches, mentors, facilitators and management to the highest standards, underpinned by detailed processes, quality control, case management and assigned program directors.

Beyond Australia our Asian company, CIL Asia, is one of the Asia-Pacific Region's largest independent coaching and leadership development firms. Formed by three of Asia's premier leadership development companies, Australia's Stephenson Mansell Group, Thailand's Slingshot Group and China's The Leadership Group, CIL Asia has over 100 coaches and facilitators in China, Thailand, Malaysia, Singapore, Australia, New Zealand and the Pacific delivering leadership development solutions to domestic, regional and multinational client organisations.

We hold our coaches, mentors, facilitators and management to the highest standards.

## Operations

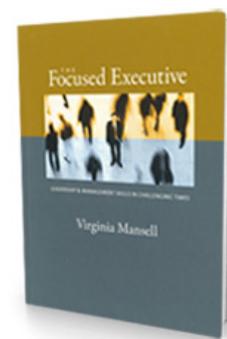
SMG is headquartered in Sydney, with local offices in Melbourne, Brisbane, Adelaide and Perth. We also have a presence in Auckland and Singapore and Alliance partnerships in Beijing, Shanghai, Kuala Lumpur and Bangkok.



## Industry thought leader

We pride ourselves on being a thought leader in the field of coaching and leadership development with several of our leaders having authored leadership texts. SMG's Founding Partner, Virginia Mansell, has authored a critically-acclaimed book on coaching and leadership *The Focused Executive* (revised 2014) and is a sought-after speaker at leadership symposia and forums.

Further, SMG was one of only a few organisations invited to provide practitioner input for the Coaching Masters Degree program at the University of Sydney during its 10 year review.



## Values

At SMG, our core values inform everything, from who we are to what we do:

### WE VALUE RESPONSIBILITY

SMG values the role it plays in developing the business leaders of today and tomorrow. This is not a responsibility we take lightly. It compels us to deliver the highest quality in everything we do and comes with a very clear accountability.

### WE VALUE OUR PRACTICE TEAM

Core to the success of SMG are our Faculty. We value their knowledge, experience, commitment and determination to achieve the best available outcomes and we value their appetite for new knowledge and experience. SMG hold ourselves accountable for ongoing continuous improvement within the profession.

### WE VALUE OUR KNOWLEDGE

We operate in a world of change. Globally the thirst for leadership development has never been greater. With the employment landscape changing rapidly, more regulation and legislation and changing micro and macro environments, the knowledge base is growing daily and with our Faculty at the forefront, we are constantly evolving our approach and desire to improve.

### WE VALUE ETHICAL & PROFESSIONAL BEHAVIOUR

SMG is entrusted with considerable confidential information, which we treat with complete respect. Our growth has come from strong relationships built over time, supporting both individual and group development outcomes. Trust and ethical behaviour underpin all our relationships, hence the success of the model and our organisation.

### WE VALUE OUR RELATIONSHIPS

Our clients are our most valued asset. They, in turn, give us access to their most valued assets – their current and future leaders. It is these relationships, nurtured over 20 years, which provide us with opportunities to demonstrate our strength and our capability. This further supports our reputation as one of the leading coaching, mentoring and leadership development organisations in Australia.



## Ethics

Significantly, SMG was a member of the Working Committee which prepared Australia's first guide to coaching in organisations published in June 2011. Our ethics are also supported by membership of the following Associations and Industry bodies, including:

- Australian Institute of Company Directors (AICD)
- International Coach Federation (ICF)
- Australian Human Resources Institute (AHRI)
- Society for Human Resource Management (SHRM)
- Chartered Institute of Personnel and Development (UK CIPD)
- Australian Institute of Management (AIM)
- Australian Psychological Society (APS)
- The Diversity Council of Australia (DCA)
- The University of Sydney Coaching and Mentoring Association.

## OUR PARTNERS

A defining characteristic of our service offering is a commitment to maintaining global best practice through partnering with international leaders in the coaching and leadership development arena.

SMG maintains a substantial library of evidence-based leadership materials and models, sourced, and in some cases founded, with partners with whom we have a strong affiliation, such as the US based Centre for Creative Leadership and the Centre for Coaching, Graduate School of Business, University of Cape Town, South Africa. We also partner with the Career Engagement Group, a global leader in the field of executive career planning and development:



As SMG develops its footprint geographically, our clients require a more global presence. Partnering with outstanding businesses helps support our growth and that of our clients whilst also offering us the ability to create and evolve our thinking – working with other thought leaders on an international stage.

This has further been evidenced by our affiliate partners with whom we work closely in Asia:



China (Beijing), Malaysia (Kuala Lumpur)



Thailand (Bangkok)

### FOR MORE INFORMATION

For further information regarding our services and capabilities, please contact us.

**P** 02 9950 2000 **E** [info@smgrp.com.au](mailto:info@smgrp.com.au) **W** [www.smgrp.com.au](http://www.smgrp.com.au)

# EXECUTIVE COACHING & MENTORING

As one of Australia's most reputable organisations with regard executive development, our coaching and mentoring programs enable participants to attain advanced levels of both personal and professional performance in full alignment with organisational priorities. SMG can assist in areas and contexts such as:

- Creating a mindset shift for individuals within the leadership team and creating behavioural change.
- Enabling senior leaders to grow into their roles or supporting them through periods of change.
- Organisations wanting to support emerging and high performing leaders in realising their full potential.
- Organisations where senior managers or leaders may need to improve self-awareness and change certain behaviours.
- Individuals wanting to develop a coaching style in supporting and nurturing their own teams.
- Providing a support to managers and leaders to achieve their performance development targets.
- Organisations looking to create organisational change and wishing to support leaders to role model the desired culture.
- Providing group, team or peer coaching on specific areas of focus.

## Example engagement over 12 months



**Profiling:** Using third-party interviews with key stakeholders and/or a 360-degree framework such as The Leadership Circle.

**Triangular:** A meeting with coachee, coach and sponsor.

**One-on-one sessions:** 1.5 hour sessions between the coachee and the coach at approximately 4-weekly intervals.

# EXECUTIVE COACHING

## What is it?

Executive Coaching enables people to grow and develop to enhance their performance. It is a process which is outcome orientated, supported by a facilitative coach who supports the executive to achieve their own personal and professional goals.

SMG's Coaching Framework is based on:

- **Assessment:** A comprehensive needs analysis gained through discussions with the coachee and their manager, third party interviews and existing or new 360 degree feedback data.
- **Relationship:** Building trust and rapport, and understanding the executive behaviours, drivers and motivations.
- **Outcomes:** Helping the executive to acknowledge the impact of their behaviours on themselves, team members and the business and supporting change to enhance business performance.



## How it works

- SMG's executive coaching methodologies are evidence-based and solutions-focused.
- Our programs enable executives to attain advanced levels of personal and professional performance in full alignment with organisational priorities.
- SMG works in partnership with the sponsor organisation to ensure the goals and success measures are fully agreed.
- The results produced are observable and measurable for both the individual and the organisation.
- Coaching occurs in an environment of complete confidentiality in which the executive is encouraged to explore key issues and is given the opportunity to gain deeper insight and understanding.

## Benefits of executive coaching

- Increased overall effectiveness for executives and managers as leaders within the organisation.
- Generating more quality time for key people to concentrate on the business.
- Greater empowerment through effective delegation techniques focused on priority and time management.
- Enhancing executive presence and personal branding.
- Developing tools and techniques to more effectively deal with challenging relationships and people.
- Achieving more balance between work and home environments.

## WHAT PARTICIPANTS SAY

*"Thanks for your insights, accurate and powerful coaching. I am now busy in my new post as CEO and feel that I am really implementing what I learned from you. I have been able to have the difficult conversations I need to have with my team, and feel as though I am now well on my way to becoming the leader I would like to be." - CEO, Healthcare*

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# EXECUTIVE MENTORING

## Our mentoring process

Effective mentoring programs have four key characteristics:

- Clear development objectives and specific goals in line with mentee aspirations, and the sponsor organisation's strategic direction and operational priorities.
- Detailed analysis of mentee needs.
- Regular reviews of desired success against goals with the program sponsor, mentee and other key stakeholders.
- Evaluation of program outcomes.

## Our mentors

SMG provides training, ongoing professional development, individual case supervision and review for mentors. This ensures our mentors have a proven process to follow.

Key attributes required of our mentors include:

- Senior executive experience and proven track record.
- Highly developed interpersonal skills.
- Effective listener and empathetic.
- A passion for helping others.

## Individual mentoring

Mentor and mentee are introduced by Stephenson Mansell to ensure the right match and experience level, to maximize outcomes. Meetings are conducted in a confidential environment at agreed meeting times.

## Outcomes of mentoring

The benefits of our mentoring services and expertise for executives and organisations, include:

- A confidential environment to explore ideas and to self reflect.
- Opportunities to gain insight and understanding.
- Acquiring deeper and more varied strategic perspectives.
- Improved management of diverse stakeholder interests.
- Greater clarity of organisational goals.
- More effective interpersonal relationships.
- Continuing personal development of leaders – both current and future.
- Improved individual effectiveness and positive ROI for the sponsor organisation.

## Benefits of executive mentoring

- A confidential environment to explore ideas and to self-reflect.
- Opportunities to gain insight and understanding.
- Acquiring deeper and more varied strategic perspectives.
- Improved management of diverse stakeholder interests.
- Greater clarity of organisational goals.

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### WHAT PARTICIPANTS SAY

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*“My mentor is one of those rare individuals who concentrates on who you are, not what you want or what you’ve done. His belief in the importance of character and personal congruence to professional aspiration are enormously valuable. He has provided me with perspective, with counsel, with challenge and with opportunities. – Financial Services Executive*



# TEAM, GROUP & ORGANISATIONAL EFFECTIVENESS

At SMG we have significant experience in designing, delivering and facilitating leadership development programs. Our approach is pragmatic and solutions-focused, adding to the cultural insight and fabric of your business.

Following a comprehensive assessment process, SMG partners with client organisations to determine the most appropriate solution to meet assessed needs. We then offer a set of core and customised leadership development programs to enable leadership teams to function at the highest level of capability in pursuit of organisational goals.

SMG leadership programs draw on adult learning, behavioural and leadership theory with a strong action and application orientation.

- We target areas that our research informs us will increase the effectiveness and readiness of leaders to thrive and perform in an increasingly challenging environment.
- Our program design can include diagnostics, coaching, workshops or action learning projects, group coaching and individual coaching and mentoring.

## Benefits of leadership development programs

- Increased team and individual performance, effectiveness and trust.
- Greater self awareness.
- Enhanced clarity of communication.
- Providing individuals and the team with tools and techniques to become self-sustaining.
- Increased effectiveness and resilience.
- Higher levels of collaboration and trust based working relationships.
- Improved communication skills and ability to speak up authentically and constructively.
- Increased leadership competencies such as agility, influencing, personal impact, coaching and empowerment.

### WHAT PARTICIPANTS SAY

*“Leadership development has been a key focus for us; working with the Stephenson Mansell Group provided an approach that built on existing work and opened up new avenues, especially ones that led to a broadening of the commercial skills of our more senior leaders.” - Airline Industry Executive*

# OUR LEADERSHIP DEVELOPMENT PROCESS

## STEP 1

### What needs to happen? What is the required change agenda?

- Understand the organisation's leadership strategy and alignment to business strategy.
- How will the CEO/Board/top teams work differently?
- How will this impact performance and culture of the group?
- What does success look like for the organisation in relation to overall business strategy and leadership development agenda?

## STEP 2

### How will it be achieved? Listening, partnering and collaborating

SMG partners with the organisation/key stakeholders to understand the business context and change agenda. This includes:

- Comprehensive needs analysis, especially organisational context and how business leader/s would like team/s to develop to the next level.
- Alignment of key stakeholders (i.e. dedicated resource team customises program design based on needs analysis – includes, for example, 360 analyses) and selection of facilitators/coaches to meet specific needs.
- Client and resource team collaborate to finalise program design, engage key participants for program launch, initiate new leadership agenda.

## STEP 3

### Implementation via superior delivery, engagement and continual refining

- 360 diagnostics processed; workshops, team observation sessions and one-on-one executive coaching sessions conducted over 6–9 month period (depending on program design).
- Focused workshops dealing with 'live' business issues and core leadership/adult development learnings every 4–6 weeks, supported by one-on-one sessions in the interim.
- Client review of workshop conducted and co-designed for next workshop – integrating ongoing business issues with key team/leadership learnings.
- Refinement of program goals; support executives' development to achieve success goals for sustained outcomes.

## STEP 4

### Program evaluation and review: What was achieved?

- Evaluate outcomes with key stakeholders.
- Ensuring ongoing maintenance of new high performance leadership culture.
- Recommendations for sustaining change.
- Final report and evaluation submitted.

## KEY CLIENT

## OUTCOMES

- Powerful success outcomes in line with organisational strategies.
- Alignment between key stakeholders and participants.
- Measurement against agreed change agenda and required organisational performance/culture shifts.

## FOR MORE INFORMATION

For further information about executive coaching, mentoring and leadership development, please contact us.

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# THE LEADERSHIP ACADEMY

At SMG, we firmly believe that by developing leadership strength in our clients, we enable leaders to create a ripple effect of positive change for their teams, clients, business and community.

Our commitment is to provide high quality leadership development offerings based on adult learning principles that focus on practical, organisationally relevant outcomes. We work closely with both individuals and organisations in order to ensure that our impact goes beyond programmatic approaches and actually creates sustained results.

Since inception, SMG has coached, mentored and facilitated programs for thousands of participants who, in turn, have returned to their organisations to lead in new ways. As a result, our intellectual property (IP) evolves with changes in the organisational landscape, keeping up to date with contemporary leadership practice development strategy.

We partner, we collaborate and we think with our clients in supporting their development strategy. As a consequence, we have built the SMG Leadership Academy, offering:

- An opportunity for attendees to learn, develop and network with a cross-section of people from multiple industries and organisations and;
- Organisationally specific programs which can be tailored and ultimately delivered inside your organisation as 'in-house' learning. Examples of this would include programs such as SMG's *The Confident Decision Maker* and *Perspectives on Leadership for Women*.

Being thought leaders, being flexible and adaptable is key to how we co-create and design solutions for our clients. It is a practical and pragmatic view on learning that distinguishes SMG from the market in that the learnings are immediate and in 'real' time, applicable to the individual – both from an impact on self but also team and group dynamics. In this context, the impact is also felt in both organisational effectiveness and understanding.



## The 'new economy'

Understanding our client needs in response to leadership requirements is key to the success of the Academy. Our belief is that this new economy demands the following; the leader who is self-aware, can grow and be authentic as a person, both demonstrating strength and vulnerability.

At SMG, understanding context, culture and adapting to specific needs is what we do. Our aim is focused on the individual's development in enabling them to grow and develop within their specific work context. One of the many goals we have is to support and align their role with passion, drive and enthusiasm to perform and be effective.

The critical skills of self-awareness, trust, empathy and presence is how leadership is evolving. How to develop within your role at work to be effective quickly, adapt, build relationships, get results and then adapt again and again.

The SMG Academy hopes to harness individuals at various stages of their leadership life-cycle, to work with them in developing both the current and next generation of Australian and global leaders.

### FROM OUR EXECUTIVE CHAIRMAN

*“Since 1998, Stephenson Mansell has been working closely with Australia’s top organisations and individual executives to help them develop in ways that sustain positive change. Our new Leadership Academy allows us to stretch our impact by creating executive development and networking for you and your peers across organisations and industries. Our first program, Perspectives on Leadership for Women, has been inspired by conversations with thousands of clients, coupled with my personal belief that Australia’s female leaders will continue to thrive when we periodically take time from our busy schedules to refresh, recharge and reflect to remind us all why we do the important work we do.” - Virginia Mansell, Founding Partner, Stephenson Mansell Group*

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# LEADERSHIP ACADEMY PROGRAMS

Taking control of your own career journey and development is one of the most important steps you can take towards professional satisfaction and progression. The SMG Leadership Academy offers a range of solutions to clients in supporting the next generation of global leaders at each stage of the leadership life-cycle.

Courses range from intensive one day workshops through to integrated programs run both in house and publicly over months, and in some cases, years.

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## PERSPECTIVES ON LEADERSHIP FOR WOMEN

A core thought leadership program. This practical and relevant course brings together diverse groups of senior executive and high-potential women to explore contemporary leadership concepts in an environment of mutual learning, networking and leadership development. A two day program with the added benefit of individual coaching, one of the key objectives of this program is the ability to talk and reflect on specific challenges within a supportive environment. The impact is the ability to return to the workplace with increased confidence and support.

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## ADVANCED LEADER AS COACH

Designed for senior executives and HR professionals seeking to deepen their existing practice of employee coaching. With this thinking, participants gain higher levels of competence and confidence through exposure to the major psychological models which underpin the coaching framework and learn how to utilise and apply them effectively in the workplace. Coaching supervision from an experienced coach is also included with participants encouraged to choose their coach from SMG's extensive coaching faculty.

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Taking control of your career development is one of the most important steps you can take towards professional satisfaction and progression.

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# LEADERSHIP ACADEMY WORKSHOPS

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## EXECUTIVE PRESENCE AND IMPACT WORKSHOP

SMG's Executive Presence and Impact Workshop empowers clients to develop an authentic leadership presence. This solution will empower you to develop your confidence and become more influential. Not being heard at meetings, for example, or not engaging effectively with stakeholders, or not speaking persuasively to senior management are some of the most common barriers to career success. Designed for corporate influencers, this interactive program provides you with the techniques and skills to connect with your audience with meaning and purpose.

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## THE FOCUSED EXECUTIVE

Enabling leaders to create a ripple effect of positive change for teams, clients, business and community. The Focused Executive uses a blended approach of workshops, video, peer knowledge-sharing, experiential exercises, and reflection, which is supported by Virginia Mansell's book, The Focused Executive.

Made up of 6 independent modules, including High Performance Leadership, Influencing Techniques, and Trusting and Leading Change. Participants are encouraged to apply their learning back to the realities and challenges in their own workplaces and teams.

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## THE CONFIDENT DECISION MAKER

Meeting the demands of business today and the need for leaders to be agile and make decisions at speed, fuelled the creation of our one-day, highly experiential, real-world simulation based program focusing on becoming a confident decision maker. Covering the decision making process elements, the value of curiosity and, communication skills to remove ambiguity, this program focuses on delivering results. This program empowers leaders to become confident decision makers for when it really counts.

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## CHAMPIONING A SPEAK UP CULTURE

Championing a Speak Up Culture is a developmental pathway for senior leaders wanting to build one of the most important and emerging leadership traits - the ability to cultivate an inclusive culture in which people feel safe to ask questions, take risks, and challenge the status quo.

This SMG solution not only ensures development of specific leadership skills that cultivate a speak up culture, but has the added benefit of promoting cross-functional collaboration and high performance in teams.

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### FOR MORE INFORMATION

For further information on the Leadership Academy and programs associated within, please contact Mehul Joshi, Head of Leadership Practice:

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# CONTACT

For more information or a further conversation on our services and capabilities, please contact SMG.

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