



KAREN TWEEDIE PCC

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KEY SKILLS AND EXPERIENCE

Karen has fifteen years' successful experience in Coaching, Training, Facilitating and Consulting. She runs *Knew Technologies Coaching* and *KT Consulting*. She is Director of Coaching for *Coachbroker Pty Ltd*. She has worked in both the private and public sector. Her personal and professional skills include:

Outstanding interpersonal & communication skills

- High level negotiation & conflict resolution skills
- Effective change agent
- Persuasive communicator
- Skilled facilitator
- High level conceptual and analytical skills
- Enthusiastic and committed team player
- Experienced public speaker
- Excellent networker

Karen is a **facilitation** and **coaching professional**: she is a leader (believing in the importance of walking the talk), a leadership and team coach, a trainer of coaches. She is a Past President of the **International Coach Federation Australasia**, and current **Secretary/Treasurer of the ICF Global Board**. Through these associations she has access to leading coaches worldwide, and the opportunity to shape the coaching profession. She is a Professional Certified Coach (with over 850 hours experience coaching individuals and teams).

Karen is an engaging presenter on all aspects of coaching, interpersonal and team communication. Her **coaching, facilitation and training** skills are based on a sound knowledge of change processes, human behaviour, communication and group dynamics. She notices where a group (and its individual members) is at, in terms of commitment and involvement throughout the process. She is able to show empathy and manage emotions (both her own and those of the individuals in the group). She believes that skilled coaching and facilitation contribute to the overall improvement of participants' insight, understanding and ability to smooth conflict which has flow-on benefits in all spheres of organisational and private life. She also values how it calls on her to continue her own learning - as a professional and as a person.

QUALIFICATIONS

- Diploma of Teaching
- Post Graduate Bachelor of Education
- Certificate IV in Workplace Training and Assessing
- International Coach Federation – Professional Certified Coach
- Certificate of Professional Coaching, CoachCorp

PROFESSIONAL AFFILIATIONS

- Secretary/Treasurer of ICF Global Board of Directors
- Past President, International Coach Federation, Australasia (ICFA), Board Member since 2002
- Interim Committee Member and ICF representative to the Australasian Institute of Professional Coaches (AIPC)
- Founding member and past Vice President of Executive Coaching Association (ECA)
- Coachbroker Director of Coaching - www.coachbroker.com
- Member of the Melbourne Business School and Mt Eliza Centre for Executive Education Coaching Panel

DEVELOPMENT TOOLS

- MBTI Accredited – (including Step II, the Expanded Interpretive Report)
- NLP Master Practitioner
- Hogan Assessment Systems – for Leaders (the Bright side, the Dark side, and the Inside)

SPECIALIST DEVELOPMENT ACTIVITIES OFFERED

- Individual Executive and Life Coaching
- Building Relationships of Influence in times of change
- Leadership and Team Coaching
- Facilitation and Mediation
- Manager as Coach
- Mentor Skills Training
- Creative Conflict Resolution
- Team and Leadership Development

INTERNATIONAL and LOCAL PRESENTATIONS

- Presenter at ASTD Conference on *Coaching and Learning with Interactive Media* – USA in 1995 and 1996
- International Coach Federation Regional Conference – *The Art and Science of Coaching* – 2003
- 2nd Evidence Based Coaching Conference , - Coaching the New CEO - Sydney 2005

PROFESSIONAL DEVELOPMENT

Psychotherapeutic Tools:

- Solution Focused Brief Counselling
- Hypnosis for the Non-Hypnotist, Advanced Hypnosis
- Dealing with the Issues of Depression
- The Language of Emotions & Body in Therapy
- Language in Action – Ontological Coaching
- Client-focused Approaches to Therapy
- Philosophical Counselling
- Keeping Your Soul Alive at Work
- Transpersonal Coaching
- The Neurobiology of Psychotherapy
- Hogan Leadership Instrument Accreditation
- Narrative Coaching
- Stages of Adult Development

PERSONAL DEVELOPMENT

- The Enneagram
- Avatar – Sections 1, 2 and 3
- Philosophy of Living
- Extensive Jungian-based reading

DEVELOPMENT FOR 2007

- Becoming a Successful Supervisor (August 2007)

EXAMPLES OF A RANGE OF PROJECTS

EXECUTIVE COACHING FOR INDIVIDUALS

Executive Coaching involves a **partnership between an individual leader and a coach, and is set within the context of organisational outcomes**. In the coaching partnership, usually an initial three-month collaboration, it is **the client who decides the desired outcomes**. The **coach has the responsibility for the process** and the **client for the results achieved**. Working one-to-one in this way, fast-tracks development and has the capacity to positively impact multiple stakeholders.

Typical clients:

- State Manager of a Building Materials Company
- Marketing Executive of Major Utility Company
- Senior Consultant of Private Sector Consulting Company
- Director of State Government Authority
- CEO of a Community Medical Facility
- Chief Operating Officer of Major Insurance Organisation
- GM/Owner of a specialist IT Recruitment Company

Executive Leadership, Team Building and Facilitation

This involves working with leadership teams to help them realise synergies by clearing the air of old issues and working to design an agreed approach to working together in the future. In preparing for & designing a team facilitation Karen spends time **speaking with each individual in the team** to be sure to gain **the broadest perspective** on the **issues** facing the team. This approach gives the message that **the individual's view does matter**. **As she is well briefed with the real concerns of people, this opens them up to solution oriented discussion** (and helps avoid the situation where unstated objections stymie progress and hold people back from really committing to any changes that are necessary). Further, her discussions with individuals allow her to **identify patterns of perception, thinking and behaviour within the team**. This enables her in the way she facilitates to **encourage those behaviours that are moving the team to where it needs to be** and to work through and discard those that are working against its success.

- Telstra
- Melbourne City Council
- Western Power
- ATSIK Kalgoorlie
- Department of Human Services

Organisational and Leadership Communication

This involves working with organisations and their leaders to ensure that the **ways in which they communicate with their people sends a message that is consistent** with the organisations outcomes and cultural intent.

- Department of Education, Training and Youth Affairs (DETYA) Team Briefing
- Senior Executive Leadership Program (SELP).
- Telstra Learning

EXAMPLES OF A RANGE OF PROJECTS

EXECUTIVE COACHING FOR INDIVIDUALS – CASE STUDIES

- **State Manager of Building Materials Company**

This person had **progressed rapidly** through a number of organisations and with 18 months in his current role **felt that his career had stalled**. He wanted **help to work out the next steps to achieving his ultimate goal of CEO** in an organisation. He felt he was not yet skilled enough for his ideal role and that he needed to leave the current organisation. He was not happy about this. As a result of the **Leadership Coaching Program** he has taken a State Management role in the same organisation where he is **deliberately testing himself to broaden his skills in preparation for the CEO position** to which he aspires. His state has, over the 15 months he has lead it, **consistently outperformed all other states** in terms of staff stability and revenue. He has recently **overseen a merger** and managed that whilst maintaining high levels of staff morale.

- **Marketing Executive of Major Utility Company**

This person took on the **Executive Coaching Program** due to a **personality clash with her senior manager** and a **resultant "poor image"**. She attributed her **lack of success in acquiring other roles within the organisation** to this situation. Through coaching she **learnt to manage herself with this manager** and to effect a **temporary change of role** where she was **able to establish clear behavioural and organisational outcomes, which she subsequently delivered**. The **improved profile and broader organisational exposure** she achieved through this has allowed her to enhance her reputation. She has recently **achieved a glowing Performance Management report** and a **new role within Marketing** allowing her to work directly with clients, an aspect of her work she values highly.

- **Senior Consultant of Private Sector Consulting Company**

This person decided on the **Leadership Coaching Program** when she was **promoted from Manager of a HR Consulting Team to a new role**. This role **involved client liaison and business building for other internal consulting teams**. The role was **newly created and there were no clear or formal measures** in place to gauge her. In a fiercely competitive environment where the generation of income is highly prized this was an **extremely risky role - the results of her efforts subsumed into those of others**.

As a result of the Coaching Program she designed **clear strategies for tackling the role, key players within the organisation were identified, a "marketing" approach planned and measurable success indicators** (level of business growth, client satisfaction, \$\$\$ generate etc) were formulated. In **recognition of the results** achieved this person has again **been promoted** and moved interstate **to set up a new product initiative** for the organisation. She is now very close to reaching her **ultimate goal as partner**.

- **CEO of a Community Medical Facility**

This person began the coaching program soon after taking the reins as CEO of her organisation – her first role at this level. She won the role after being in a senior management role in the organisation for some time. She inherited a leadership team that the **previous CEO had led in a "divide and conquer" manner**. The different divisions within this facility were working well, very successful in their own divisions but as a **leadership team displayed little leadership and no team capability** – there was a **high level of personal animosity between some team members**. The CEO recognised that team work, vision and leadership were going to be vital over the next 9 months as **constant changes** to levels of government funding **signalled enormous changes to organisational structure and staffing levels**.

Through the coaching program the CEO learnt to **work to each of the leadership team member's strengths** and to **unite them to chart a shared course** through the looming changes. She was able to **establish her own leadership values** and use them as a compass to assist her in the important task of **changing the leadership team culture**. As part of endeavour she successfully let go of one of the key managers and brought his replacement into the team whilst keeping a positive mood and modelling for the remaining team members the new ways they needed to work together.

EXAMPLES OF A RANGE OF PROJECTS

EXECUTIVE LEADERSHIP, TEAM BUILDING AND FACILITATION

Department of Human Services, Regional Centre

Worked with Corporate Services Leadership Team for the 12 months of 2005. Team members were widely different in terms of education level, skill, attitude and experience. Project consisted of a series of workshops and facilitated discussions over the year. These workshops assisted the Leadership Team to jointly identify important projects and initiatives and provided a support structure to skill them up for the challenges they would face in working with each other and their staff to accomplish them.

Some comments about the CS Leadership Team at the beginning of the year:

- Needs pulling together – learn about different styles
- Is dysfunctional – strong personalities and miscommunications
- Not team players – focus on own turf – don't represent the whole
- Have met only once – not working as a team
- Is segregated – each functional team working in isolation and little cross-over
- "We all represent the whole of Corporate Services. If one thing goes wrong we all look bad."

Development Activities included:

- Practices of High Performing Teams
- Situational Leadership
- Emotional Intelligence
- Peer Coaching and Manager as Coach
- Advanced Communication Skills
- Customer Service Skills
- The Promise Cycle

Initiatives arising directly or indirectly from CS Leadership Development Program:

- High performing teams survey
- Corporate Services Key Messages (brainstorming session & document)
- Coaching conversations and resultant peer support
- Customer survey (designed, to be conducted)
- Process improvement plan (procurement project, new starter/departure project, all teams devising further areas for improvement)
- Visioning exercise – Corporate Services structure
- Agreement on four CS goals - Corporate Services planning process - CS Plan / Business Unit Plans (all teams)
- Review staff orientation program
- Shared chairing and minute taking of team meetings
- Marketing ourselves
 - Introducing ourselves as being from Corporate Services
 - Attending program team mtgs / CRU meetings
 - Signs stating team functions and/or staff member's names and roles
 - Team brochures / signs
 - Development of team charter and mission statement (WHU)
- Create pigeon holes related to functional areas rather HR workshop - combined meetings between different functional areas and multiskilling of staff (HR)
- Introduction of 'keeping customers informed of progress' initiatives

Manager and CS Team Members Report a excited and productive "vibe" throughout.

EXAMPLES OF A RANGE OF PROJECTS

EXECUTIVE LEADERSHIP, TEAM BUILDING AND FACILITATION (CONT)

Telstra

Designed and facilitated a program to:

- build relationships in the leadership team
 - assist the leadership team to model the desired organisational behaviours to support the organisational culture that best facilitates achieving the Strategic Plan
 - arrive at a shared way of moving forward in another of a series of restructures
 - further develop, in the leadership team, the skills and attitudes that bring out the best in others
 - allow the team to experience a different, enjoyable, stimulating way of conversing and learning.
- 2001 - 2002

The program ran over a period of 3 months and was supplemented with follow-up coaching and tutorials

Melbourne City Council, Division of Economic & Strategic Planning.

Facilitated team-building and planning day for the team. Aimed at assisting managers in restructuring the Division to best deliver results for the organisation, and to make the best use of the skills and career aspirations of personnel within the Division, outside of existing reporting line. Involved pre-meetings and planning with key personnel. 2001

Western Power

- **Corporate Strategy Division, Leadership Team** - team building process incorporating individual interviews, 2 day Team Building workshop and follow-up coaching and mentoring. Was engaged to do this work for two years running.
- **Corporate Affairs Branch** - Team Planning Day to set agreed ways of working together and implementing standard processes.

Department of Human Services, Victoria.

Facilitation of a training program to assist the Department to prepare staff for the use of the Department's new Performance Appraisal system (Performance Enhancement Scheme). This involved consultation on session content and structure and, subsequent, roll-out of 150 sessions for 1500 staff across Victoria. Throughout the project regular meetings and feedback to HR on issues and preparation of Interim reports. All staff concerns were considered and, where appropriate, program amendments were made. Authoring of stage 2 Training Session and Final Report.

ATSIC

The Kalgoorlie office of ATSIC had recently restructured and was being asked to deliver the same level of service to their remote client-base in the face of shrinking resources. The **Team Facilitation Process** gave team members the opportunity to **clear the air** on a personal level, to **examine the operational plan, work out their own priorities within it** and from this **set personal and team outcomes**.

Great Southern Regional College of TAFE and South West Regional College of TAFE, WA

Work with the corporate executives (through initial interviews and subsequent 2 and 3 day workshops) to help individual directors to work together in ways to equip them to operate in a more commercial context. These colleges are being called on increasingly to **generate their own funding base**. More than ever before their effectiveness directly effects the long-term survival of their organisations



EXAMPLES OF A RANGE OF PROJECTS

ORGANISATIONAL AND LEADERSHIP COMMUNICATION

- **Department of Education, Training and Youth Affairs**

(DETYA) Designed a **Team Briefing Process**, initially to run in a single Division of the organisation. Subsequently the whole Department has adopted the process. This project involved investigation to design process, wide consultation and training of senior management and staff to allow them to utilise the system most effectively. 1998 – 2001

- **Senior Executive Leadership Program (SELP).**

Faculty member for three years. Presenting the **Communication for Leadership** module. **SELP** was run by the Public Service and Merit Protection Commission and was the premier leadership development opportunity for Commonwealth Band 2 Senior Executives.

- **Telstra Learning**

Provision of Management and Communications Training. Courses included: Time Management; Train the Trainer; Communications Skills; Persuasive Writing; Problem Solving and Decision Making; Presentation Skills; Management Development

Training, also, with a wide range of Local Government organisations, Southern Healthcare Network, Building Commission, IELLEN - Mentor Training for kids at risk, and as part of CoachCorp Certificate in Professional Coaching

- **Bendigo Bank**

Manager as coach training for NSW area managers.