



Leadership Voice

Leadership Voice Case Studies



A Structured Evidence-Based Approach

This portfolio highlights strategic capability frameworks and systemic learning ecosystems through five examples:

01 Gladstone Regional Council

Building an adaptable leadership development strategy.

02 Tweed Shire Council

Building team connection and resilience post-covid.

03 Pacific Workforce Planning Conference

Connecting 16 Sovereign Nations through workforce planning

04 Queensland Government

Building Change Leadership and Resilience at Scale.

05 Mates4Mates

Turning Strategy into Coordinated Leadership Action.



Leadership Voice

A Leadership Voice Case Study

1. Building an adaptable leadership development strategy

Gladstone Regional Council



Leadership Voice

Gladstone Regional Council

Building an adaptable leadership development strategy

At a glance

The challenge: Strengthen the Senior Leadership Team's collective identity, reduce functional silos and build the capability to address organisational challenges at the appropriate leadership level.

Our work: A multi-year adaptive leadership strategy combining workshops, Learning Labs, Action Learning Groups, diagnostics, coaching, leadership transition support, and executive alignment.

The result: Stronger cross-functional relationships, greater confidence applying leadership learning, improved collective problem-solving and a shift from individual leadership toward shared organisational leadership.





Case Study Context

The challenge

Gladstone Regional Council faced increasing organisational complexity, significant change, and evolving community expectations. While they had capable individual leaders, the Senior Leadership Team lacked a strong collective identity and consistent ways of working across business units.

Leadership challenges were often approached through functional silos, leading to cross-organisational decisions escalating to the Executive Leadership Team. The imperative was to shift from individual leadership to one collective executive team capable of translating strategy into action, collaborating, and taking shared accountability.





Integrating Adaptive Frameworks

Rather than a fixed curriculum, we established four core capabilities to create a stable architecture:

01

Communication

02

Collaboration

03

Adaptability

04

Accountability

While this architecture provided stability, the learning interventions were intentionally designed to adapt to new organisational priorities, leadership challenges, and emerging evidence, aligning individual accountability with organisational performance.



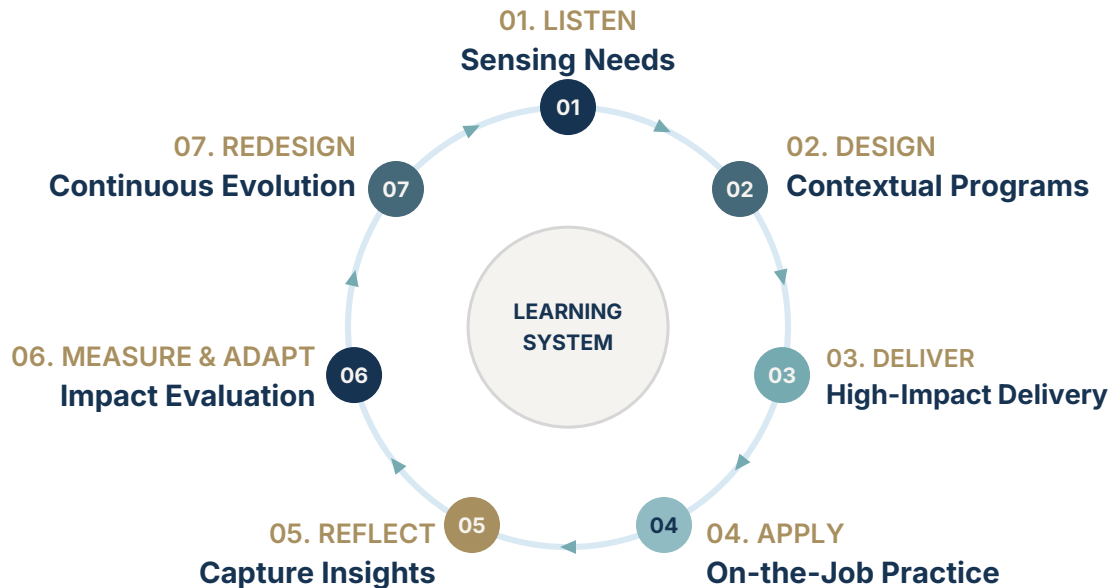
STRATEGY CYCLE

Continuous, Circular Strategy Cycle

For Dynamic Leadership Development

Every intervention generates insight that helps shape the next. The program operates as a learning system that continually senses and responds to changes in organisational capability, strategic direction, and the operating environment.

Designed within a professional local government context.





The Leadership Development Ecosystem

An interconnected strategy integrating multiple development mechanisms



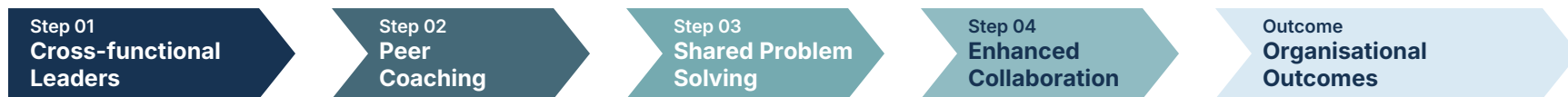
Continuous Cycle: Leaders repeatedly learn, apply, reflect, and refine their practice within this ecosystem.



Practical, Peer-Led Coaching

Cross-functional Action Learning Groups (ALGs) addressing enterprise-wide strategic blockers

ALG Continuous Application Process



Evaluation Cohort

Peer learning groups mapped to real enterprise challenges.

Members designed actionable solutions, practiced skills, and maintained shared peer accountability during the 2026 check-in.

100%

Sustained Impact
Of groups meet regularly to collaborate

91%

Problem Solving
Stated it helped actively solve daily workplace challenges

92%

Alignment
Improved overall cross-functional collaboration

Sustained Growth Reflected in Qualitative Cohort Feedback

ELT OBSERVATION

The Executive Leadership Team observed noticeable improvement across communication, collaboration, adaptability, and accountability. Senior Leaders increasingly addressed organisational issues with decreasing levels of executive intervention.

COHORT OUTCOMES

Participants described:

- Stronger alignment between Senior and Executive teams.
- A shift from “my team and my work” toward “our organisation and our outcomes”.



“It feels like we are operating at a more strategic level...”

Participant Feedback

Following June 2026 Workshop



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2. Building team connection and resilience post Covid

Tweed Shire Council



Case Study 02

Tweed Shire Council: Building Team Connection and Resilience Post-Covid

The Challenge

Reconnect leadership teams following a period of disruption, strengthen shared purpose and build the leadership capability required to improve culture, collaboration and customer outcomes.

Our Work

A sustained program of strategic planning, leadership development, strengths-based team development, culture action planning, change leadership and executive coaching.

The Result

Stronger leadership connection, clearer divisional purpose, improved cross-functional collaboration and greater alignment between leadership behaviour, organisational culture and customer experience.





CASE STUDY: TWEED SHIRE COUNCIL

Overcoming Crisis Fatigue to Establish Long-Term Culture & Strategy

Tweed Shire Council needed to strengthen leadership capability and reconnect teams following the disruptions of the COVID period and complex operational pressures.

Leaders were navigating changing community expectations, organisational change, and the need to translate culture survey findings into action.

The imperative was to transition leaders from operational triage back to long-term strategic alignment, creating the structure and energy needed to move from aspiration to coordinated action.





Leader led design

Program Overview

We designed a sustainable program combining strategic planning, leadership development, and action learning.

01

Emerging Priorities

Identify emerging priorities and collaboration opportunities.

02

Performance Measures

Establish shared divisional priorities and performance measures.

03

Divisional Vision

Develop a shared divisional vision and "winning aspiration".

04

Collective Capability

Apply CliftonStrengths to understand individual and collective capabilities.



Aligning Leadership and Employee Behaviour to Elevate Customer Experience

A central insight was that customer experience is shaped by leadership culture, communication, and alignment, not just service processes.

Customer experience improves when leaders communicate clearly, establish shared purpose, work across silos, and help employees understand how their work contributes to community outcomes.

THE MODEL





Integrating the Core Capability Pillars

Culture Agenda

The work was closely connected to Council's broader culture agenda and employee survey findings.

Leaders explored how organisational values appear in leadership behaviour across different levels.

Level 01

Self

Individual Alignment

Establish clearer expectations for personal contribution and individual values in daily behavior.

Level 02

Team

Collaboration

Connect team strengths to future performance, building open communication and collaborative pathways.

Level 03

Organisation

Culture Change

Take greater ownership of collective change, reinforcing a robust, strengths-based development culture.



Systemic Uplift Confirmed by Robust Performance Diagnostics.

The engagement generated both immediate workshop outcomes and longer-term capability development.

DIVISIONAL CLARITY

- Stronger clarity of divisional purpose and improved leadership connection.
- Practical action arising from employee survey findings.

SILO BREAKDOWN

- Leaders moving from functional silos toward a more connected, collaborative approach.
- Expansion of the work into another Council division (demonstrating organisational confidence).

STRENGTHS ALIGNMENT

- Increased confidence applying strengths-based leadership.

Validation of Capability Integration from Tweed Shire Leadership



"The team flourished and grew—setting us up for future challenges and opportunities.

Veronica is simply amazing—an excellent facilitator, highly engaging and adaptable. Importantly, she also kept us focused on the purpose—the why. We simply loved working with Leadership Voice and would engage them again in a flash. In fact, other teams in our organisation have already done so based on her fantastic reputation and the outcomes she has achieved with us."

Warren Van Wyk

Director Corporate Services, Tweed Shire Council



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3. Connecting 16 Sovereign Nations through Workforce Planning

Pacific Workforce Planning Conference



Case Study 3

Pacific Workforce Planning Conference — Connecting 16 Sovereign Nations

AT A GLANCE

THE CHALLENGE

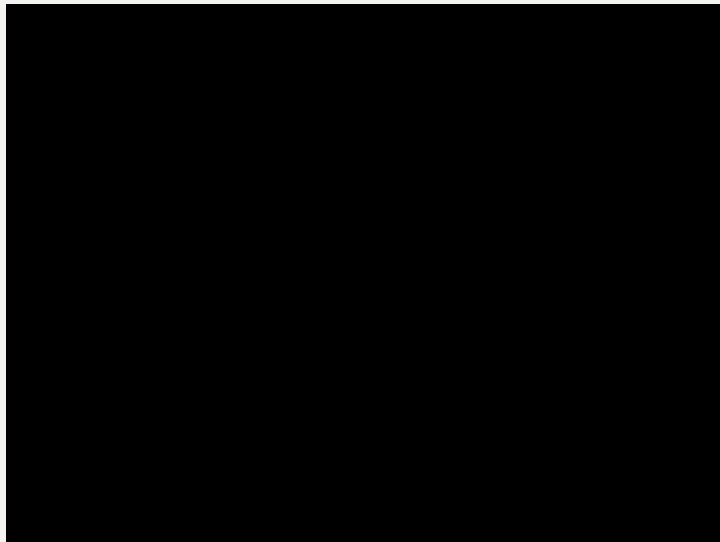
Create a coherent, engaging and culturally responsive three-day conference experience for delegates from 16 Pacific nations, while making complex workforce planning content accessible and actionable.

OUR WORK

Strategic conference design support, stakeholder and speaker preparation, Master of Ceremonies services, keynote presentations, workshop facilitation, thematic integration and peer learning.

THE RESULT

A highly engaged, psychologically safe learning environment in which delegates could connect complex content, learn from one another and identify practical country-level actions.





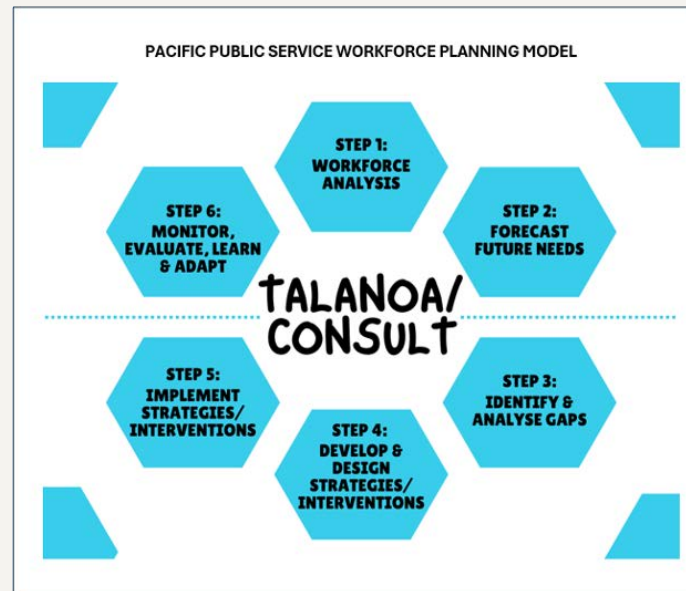
Bridging Cultural, Geographical, and Economic Dispersal in the Pacific

The Challenge

To connect individual presentations into a coherent learning journey, making complex material accessible while creating psychological safety and supporting communication across cultural differences.

Diverse Delegate Contexts:

- **Cultural & Language Needs:** English is often spoken as a second language.
- **National Priorities:** Variations in local public service environments.
- **Workforce Maturity:** Widest range of planning maturity.
- **Data & Strategy:** Differing levels of experience with analytical planning.





Creating a Shared Journey Grounded in Pacific Values and Peer Learning

Facilitation was designed around accessibility, inclusion, and connection.

A standardised approach was insufficient; we remained responsive to cultural differences and varying technical knowledge.

- **Clear Language:** Using clear language and explaining links between technical concepts.
- **Practical Context:** Connecting theory to practical public service examples.
- **Local Interpretation:** Allowing delegates to interpret concepts within their own country context.
- **Delegate Expertise:** Treating the expertise and contextual knowledge of Pacific delegates as central to the conference.



Peer Learning & Collaborative Journey Maps

A significant part of the role involved helping delegates “connect the dots” across three days of complex content, co-creating strategic pathways and practical solutions.

“Transitions were used as learning moments to reinforce key ideas and bring delegates back to the broader purpose of the conference.”

DAY 1 Workforce Decisions

How data supported workforce decisions, establishing an empirical basis for subsequent planning.

DAY 2 Practical Implementation

How strategic planning translated directly into practical implementation models and processes.

DAY 3 Cross-Country Learning

How examples from one country could inform, contextualize, and shape strategic thinking in another.



Empowering 16 Nations with Actionable Workforce Strategies



“Veronica was instrumental in managing the energy levels of the room... Perhaps Veronica’s greatest contribution was her ability to help delegates connect the dots. At the end of the three days, she facilitated peer learning activities that helped delegates synthesise three days of intense information and prioritise tangible, country-level actions.”

— Bronwyn Armstrong, APSC

Regional Impact & Outcomes

The final stage focused on synthesis and application. Peer learning activities helped participants consolidate content and identify tangible country-level actions.

16

Nations
Represented

Workforce Advancements:

- **Active Participation:** Delegates shifted from listening to active co-creation.
- **Shared Solutions:** Successfully mapped out regional challenges and localized strategies.



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4. Building Change Leadership & Resilience at Scale

Queensland Government



The Challenge

We partnered with the Queensland Government to build leadership capability, resilience, and connection across large and diverse leadership cohorts. These leaders were operating through significant organizational complexity, evolving workforce expectations, and profound operational change.

Reach

The initiative achieved substantial scale, reaching a total of 150 leaders. This began with an initial intensive program for 60 departmental leaders, which subsequently expanded into a comprehensive statewide leadership program for 90 managers.

Our Work

Leadership Voice delivered a comprehensive intervention encompassing strategic planning, Organisational Development, change leadership, team resilience, feedback capability, cultural capability, and the application of wise compassion.

The Result

We delivered practical, strategically aligned leadership experiences that demonstrably strengthened connection. The programs successfully equipped leaders to navigate ongoing organizational change with greater clarity, enhanced resilience, and practical empathy.



The Challenge: Evolving Operational Demands and Change Complexity

Operating Environment

A Queensland Government department was actively seeking to strengthen its leadership capability across a highly complex and diverse service environment. The leadership cohorts were operating through a period of significant organizational change, compounded by rapidly evolving workforce expectations and intense operational pressures.

Strategic Objectives

The department required targeted development experiences designed to achieve multiple strategic objectives simultaneously: aligning leaders with core priorities, strengthening change leadership, building team resilience, improving feedback and cultural capability, and connecting disparate functions.



The work needed to create meaningful connection across a large cohort while directly addressing real organizational priorities. It was imperative to provide practical tools that could be applied immediately.



Strategic Objectives & Context

To ensure maximum relevance and impact, Leadership Voice worked closely with the departmental sponsor to meticulously co-design development experiences that were completely aligned with the department's strategic objectives and operational context.

Holistic Leadership Capabilities

This integrated approach seamlessly combined multiple disciplines to create a holistic development journey. The core components included strategic planning and Organisational Development, paired with targeted modules on change leadership and resilience development. We also integrated essential skills such as feedback capability and cultural capability.

Reflective & Practical Methodology

Crucially, the methodology was underpinned by reflective practice and collaborative learning. This ensured that the focus remained on practical workplace application, bridging the gap between theoretical frameworks and the daily realities of leading teams through complexity.



Translating Theory into Workplace Practice

Active Engagement & Reflection

The learning sessions were explicitly designed to be highly interactive and deeply engaging. Rather than positioning participants as passive recipients of information, leaders were actively invited to reflect, discuss, practise, and apply the learning directly to their own teams and pressing organizational challenges.

By utilizing this active learning framework, participants were able to immediately test and refine their approaches, ensuring that the theoretical concepts were robustly translated into sustainable workplace practice.

Systemic Behavior & Performance

This methodology fundamentally shifted the dynamic from knowledge acquisition to behavioral application.

Throughout the sessions, a strong and continuous focus was maintained on the critical connection between leadership behavior, the resulting employee experience, and ultimate organizational performance.



Leading with Wise Compassion: Balancing Care with Accountability

The framework helped participants move beyond the false choice between being supportive and being accountable. Leaders critically considered how deep compassion, absolute clarity, and sound professional judgement operate together synergistically.

Care and Empathy

Leaders deeply explored how to respond to their people with genuine empathy and support, navigating intense workforce pressure and ongoing organizational change with compassion.

High Performance Standards

Simultaneously communicating honestly, clarifying explicit strategic expectations, and maintaining rigorous operational standards to protect key outcomes.

Constructive Accountability

A robust framework providing practical, structured guidance on how to address performance issues directly and heavily support accountability within teams.

Sound Strategic Judgment

Enabling leaders to make difficult strategic decisions and successfully protect essential long-term team and organizational outcomes during times of transition.



“What sets Leadership Voice apart from other firms is its commitment to delivering outcomes that truly make a difference. Veronica invests significant effort into planning and execution, ensuring every session is engaging and aligned with our strategic objectives. Participants consistently describe the sessions as some of the most effective and valuable leadership experiences they have had, and I wholeheartedly agree. I enthusiastically recommend Leadership Voice to any organisation seeking to enhance leadership and organisational capabilities and drive meaningful change.”

— Kerri Wyeth, Queensland Government



Sustainable Strategy: Embedding Tools for Ongoing Workplace Practice

The overarching strategy is sustainable because the programs were meticulously designed around **practical leadership application** rather than mere theoretical knowledge acquisition.

Continuous reflection, peer discussion, and immediate practical application ensure a successful, long-term return on the capability investment.

Everyday Communications

Routine Interactions

- **Routine team meetings** equipped with structured, immediate check-in protocols.
- **Critical change communication** framework to navigate organizational alignment.
- Proactive tools to deliberately improve **everyday interactions** with employees.

Performance Conversations

Accountability & Growth

- Tactical frameworks for executing **complex feedback conversations**.
- Structured blueprints for **formal performance discussions**.
- Clear alignment maps to drive ownership, clarity, and ongoing **professional accountability**.

Resilience Planning

Adaptive Leadership

- Structured exercises for **proactive resilience planning** across business units.
- Actionable strategies for confidently **navigating difficult situations**.
- Customized **team resilience frameworks** designed for long-term capability building.



Why This Work Matters: Building Capability and Shared Experiences



Leadership Voice

The Value of Strategic Context

Large-scale leadership programs create genuine value only when participants can directly connect the learning to the complex realities of their daily work. By expertly combining strategic context, highly practical leadership tools, and meaningful peer connection, organizations can successfully build capability at scale without ever reducing leadership development to generic, theoretical content.

Across the two engagements, Leadership Voice successfully supported 150 leaders and managers to fundamentally strengthen their capability to lead through complexity and change.

Program Deliverables & Outcomes

The programs directly contributed to stronger change leadership capability, increased systemic understanding of team resilience, and improved feedback awareness.

- Fostered greater connection between leaders and provided practical strategies for navigating uncertainty.
- Built stronger awareness of cultural capability and alignment with organisational priorities.
- Increased confidence in successfully balancing compassion with accountability in everyday leadership.



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5. Turning Strategy into Coordinated Leadership Action

Mates for Mates

Mates4Mates: Turning Strategy into Coordinated Leadership Action



The Challenge

Strengthen alignment across the Executive Leadership Team and senior leadership cohort, clarify governance and leadership roles, and translate strategy into coordinated action.

Our Work

Strategic planning, Organisational Development, governance alignment, leadership development, team effectiveness, resilience and executive coaching.

The Result

Clearer priorities, stronger collaboration, improved understanding of leadership and governance, and greater capability to operationalise strategy.

Clarifying leadership and governance

A central objective was to improve understanding of the different roles played by:

- the Board
- the Executive Leadership Team
- Senior Managers
- operational leaders

Participants explored the distinction between governance, leadership and management and considered how these roles need to operate together.

This helped build clearer understanding of decision-making responsibilities, strategic oversight, and operational accountability.

Organisational Hierarchy

1

The Board

Focuses on governance, strategic oversight, and setting the organizational direction.

2

Executive Leadership Team

Drives strategic execution, alignment, and executive decision-making.

3

Senior Managers

Translates strategy into planning, cross-functional management, and core operations.

4

Operational Leaders

Accountable for day-to-day delivery, tactical execution, and team engagement.

Operationalising strategy

The program supported leaders to connect Mates4Mates' strategic and operational plans.



Strengthening Team Resilience

Resilience was an important component of the work. Participants explored practical approaches to:

- maintain performance through challenge
- recognise pressure within teams
- strengthen connection
- create supportive ways of working
- communicate during uncertainty
- build collective capacity to adapt
- protect wellbeing while maintaining delivery



The impact

The partnership helped Mates4Mates strengthen the connection between organisational strategy and everyday leadership action. The work contributed to:

- clearer governance and leadership role understanding
- improved strategic and operational alignment
- stronger team and project priorities
- increased leadership capability
- improved communication and collaboration
- greater awareness of leadership strengths
- stronger resilience
- more coordinated ways of working
- practical actions arising from leadership conversations



"The partnership helped Mates4Mates strengthen the connection between organisational strategy and everyday leadership action."

Emma Whitehead, CEO Mates4Mates