








DAVID STEWART

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EDUCATION

Master of Business Leadership,
RMIT University

Bachelor of Education
(Physical Education
& Legal Studies), Rusden State
College

Graduate Diploma Sports
Sciences, Victoria College
(now Deakin Uni)

Certificate of Hydrotherapy,
La Trobe University

SUMMARY

David is a renowned speaker, author, and expert practitioner on how to implement a winning team mindset in any team. With over 30 years of proven Leadership, David has been at the forefront of many cultural transformations across a range of industry sectors both locally and globally. Culture always precedes performance – a lesson he learnt in his early days working with elite sporting teams like the San Francisco 49ers.

Developing a mission centred team culture does not happen by accident, it happens through a careful co-designed approach. Any cultural transformation requires a methodology that links both the front-end and back-end of an Organisation. There must be an authentic alignment with the mission, brand promises, business strategy, desired team culture, and an ability for teams to work interdependently (no silos). This requires a FROM and TO journey, typically over a 3-year period, led by the Senior Leaders of the Organisation and role modelled by Front-Line Leaders.

David has worked globally with a wide cross section of Executive Teams, Business Owners, Private Equity Investors, and Boards to help design, advise, oversee, and facilitate the successful execution of a strategy, and the pursuit of the desired culture

Qualified in Education, Sports Sciences and Business Leadership degrees, David has extensive board and governance experience in business, education and not for profit sectors.

ABOUT DAVID

Mantra: Facta non verba - Deeds not words

Beliefs:

- **Team culture is the point of difference of any business** – it is something that cannot be replicated by a competitor.
- **It is team culture which brings a brand to life** (upfront promises are indeed the lived experience)
- **Leadership is what fuels team behaviours and decision making**
- **Team chemistry and capability is the difference** between a strategic plan being successfully implemented or not
- **Culture** guides performance. **Strategy** drives performance
- **Simplicity is key** – If it cannot be recalled it cannot be enacted or role modelled

CORE CAPABILITIES

- Broad industry experience, strategic skills, and commercial acumen to grow and develop business strategy and the desired culture to adopt
- An ability to synthesise business strategy into a clear and structured Game Plan that is known and understood at all levels
- Designing and implementing effective Learning & Development approaches and syllabuses that build the capability of Front-Line Leaders and Executive Teams in line with organisational objectives
- Expertise in the engagement, alignment and implementation of an “achievement culture” which fuels the behaviours of accountability, agility, unity, resilience, proactivity and optimism
- Delivery of stated organisational goals and objectives through an engaging, transparent, direct, and pragmatic approach to Boards, Executive Teams, Investors and Front-Line Leadership Teams
- An ability to engage, inspire and motivate people via his well honed facilitation and coaching skills

CULTURAL TRANSFORMATIONS

A-Gas International: Global Supplier of Industrial Gases (2016-Present)

Bristol (UK) Based and owned by Private Equity (KKR) A-Gas International is a rapidly growing environmental services gas company that produces & reclaims greenhouse gases. It has a plan to drive growth through the pursuit of an enterprising culture, business excellence capability and an ability to successfully M&A. Key is the need to preserve and enshrine the enterprising culture that has served the business well, by anchoring and consolidating its culture globally, and incorporating it into recently acquired acquisitions.

Business has grown from \$75M to over \$200M+ and has won the Amazon Best Employer for 2020 (Globally) and Best Employer for 2019 (UK).

Actron Air: Australian Airconditioning Manufacturer (2013-Present)

A family owned Australian Air-Conditioning Manufacturer (Australia's largest) the business had grown to a point where it needed to mature, renew, refresh and formalise its approach to business, in order to build a platform for future growth. This required a bold strategic plan and proactive "can do" team culture.

Business has grown organically at 15% plus year on year, moved to a new \$60M purpose-built manufacturing site at Marsden Park and was awarded the Deloitte Best Managed Company In 2019.

Maurice Blackburn Lawyers (2010-2018)

The Practice had grown from a small Melbourne Based Plaintiff Law Firm – to become a National Group with over 80 offices. The market was becoming increasingly competitive, with many competitors turning to mainstream media to promote their services. The Partners recognised the need to engage all office staff and lawyers in the need to work effectively together – using a set of clear principles – to provide a consistent and unrivalled client and referrer lived experience.

During this time market share grew to become the largest plaintiff law firm in Australia, growing organically at 12-18% pa, NPS client service experience consistently over 90, and winning the AON Hewitt Most Engaged Company Culture Award.

CULTURAL TRANSFORMATIONS

RACWA – Insurance (2007 – 2016)

RACWA is a Member based organisation committed to enhancing and protecting the lives of Western Australians. Its insurance business faced a back drop of rapidly declining market share, the threat of increased competition, a succession of several departed CEO's and a workforce who were disengaged and required to move its culture from one of compliance to one of pride, unity, proactivity and commerciality.

Under a new Executive Team & CEO it was agreed a new culture needed to be pursued to grow market share and become the logical home and motor insurer in Western Australia. Motor Insurance Market share has grown to over 40% (up from 24%) and it has won the AIM most Trusted Brand in WA

NLC – A Better Way to Buy a Car (2014-2017)

Changing Government Legislation on the tax deductibility of financed automobiles threatened to destroy the business model, and thus all commercial value in the business. This subsequently forced the need to reduce its workforce by 50%. A new business model needed to be developed along with a proactive and commercially minded staff culture. A new market offer was developed that focused on a new value proposition which included a new sales offer, an intimate customer experience, new software, an updated brand story and promise, a revamped structure, and finally a commitment to employee morale and retention.

Within six months of launching its new brand promise – A Better Way To Buy a Car – and new website, they were approached by a range of local and overseas investors and sold.

OTHER CULTURAL & PERFORMANCE DEVELOPMENT CLIENTS

- **ESA:** 2014-2017 (Cultural Change Process)
- **Bell Partners:** 2012-2016 (Cultural Change & Succession)
- **Heatcraft Australia:** 2004-2009 (M&A Integration of Kirby & Lovelock Businesses)
- **Telstra:** 2001-2006 (Implementation of Telstra Care Program)



OTHER CULTURAL & PERFORMANCE DEVELOPMENT CLIENTS

- **Cuna Mutual:** 2001-2006 (Integration of Finsure & Cuna Mutual)
- **VIS Group:** (Adoption of an Enterprising Sales Culture Australia & USA) 2000-2004
- **Wormald:** (Wormald United Program) 2000-2003
- **Martins Transport:** (Business Turnaround) 1999-2003
- **Finemore Transport:** (Driver Ambassador Program) 1997-2000
- **Royal & Sun Alliance:** 1996-2001 (M&A of Royal & Sun Alliance Insurers)
- **VECCI:** 1993-1997 (M&A of State Chamber & Victorian Employers Federation)
- **Sedgwick-Marsh:** 1990-1996 (M&A Adoption of a High-Performance Culture)
- **Dowd Group:** (1984-1995) The Clothing Company – Maggie T – Dowd Corp (Succession)

COLLECTIVE IMPACT DESIGN & FACILITATION

Complex social issues can only every be solved by all stakeholders working together.

Cardinia Shire & Family Life: Together We Can: End Family Violence (2016-2018)

An Australian first, where multi agencies came together to collectively address family violence. Award winning campaign to end Family Violence in the Cardinia Shire that saw a 37% reduction in reported Family Violence Cases

Emerald Community Hub (2015-2018)

The Emerald Community were in need to develop a Community Engagement and Capacity Building initiative, after seed funding was provided by the Federal Government. Given an inherited deep mistrust of the Community in their Local Council it was agreed a Collective Engagement Process was required via an independent convenor. This \$8M project required the engagement of the Community and a broad church of Stakeholders. Community Hall was completed in April 2020.

COLLECTIVE IMPACT DESIGN & FACILITATION

Our ICE Challenge Geelong & SW Victoria: Victoria Police + ADF (2014-2016)

At the height of the ICE epidemic, SW Victoria was one of the hardest hit regions in Australia. After a series of forums, frustrated community members wanted to see a more proactive, action orientated approach to focus on Prevention rather than Treatment. These ICE Challenges engaged Employer, Education, Youth, Local Media, Sport and Community Groups to actively participate in the ICE Community Challenge focusing on Youth, Employers and Sporting Groups. A marked downward trend in new cases was observed

Under 25 Driver Safety Risk Taking Campaign: Victoria Police & TAC (2014)

A unique campaign to engage and empower Under 25 Youth Leaders to become the face and lead a Communications Campaign to their Peers and Colleagues in their community

Warrnambool Time To End Alcohol Fuelled Violence: SW TAFE & Victoria Police (2012-2013)

Community led campaign to reduce the rate of Alcohol Fuelled Violence – Especially Weekends. Resulted in a 10% reduction of reported violent alcohol incidents

Fatigue Management Program Pilot: QLD Transport & BHP Supply Chain (1995-1999)

Working closely with a range of Industry Regulators, Government Agencies, Operators, Drivers, Suppliers, Freight Forwarders, Academics and Customers, designed and piloted the first ever Driver Fatigue Management Program in the World that involved the entire supply chain.

TruckSafe: A Self-Regulated Industry Owned Safety Program (1993 – 2000)

Focusing on four pillars of Driver Health, Vehicle Maintenance, Driver Training, and Quality Management System, the project was co-designed, piloted and launched over 7 years. At the time it became the largest preventative men's health program in Australia, which delivered a benchmark of the most kms travelled and fewest truck accidents in the World

NON-EXECUTIVE BOARD ROLES

My Word Connect Through Stories - Chair & Co-Founder (2015-Present)

Start-up Business whose purpose is to empower families to connect on a deeper and more meaningful basis. A range of DIY Products, Services and Impactful Events have been developed.

Family Life - Deputy Chair & Foundation Chair (2017 - Present)

An NGO seeking to strengthen families and reduce Family Violence

Beaumaris Community Bank (Bendigo Bank) - Board Member (2016-2019)

Oversaw the induction of a new CEO, redevelopment of a new business plan that drove growth from \$95M – to \$135+M in footings

NLC Novated Leasing Company - Board Member (2014 - 2017)

Oversaw the redevelopment and renewal of a new disruptor business model and business plan, which saw an unprecedented growth in the business and impact on the novated leasing and car sales market

Mentone Girls' Grammar School - Chair (2005 - 2013)

Oversaw the appointment of a new Principal, development of a new strategic plan and culture, whilst growing enrolments by 60% and achieving a top 100 benchmark international school rating

Baldasso Cortese Architects - Chair (1998 – 2016)

A Private Business who grew into a multi-million – multi office – multi award winning Practice (Aust / NZ)

RAC Security - Independent Board Member (2010 – 2012)

Part of the RACWA Family of Businesses, this was a long-forgotten business that required to be modernised, restructured, and relaunched onto the WA Market, resulting in a dramatic growth in demand and new set of products



NON - EXECUTIVE BOARD ROLES

Equa Finance - Chair (2008 - 2012)

A Private Property Development Investment Mechanism that partnered developers and financial service firms to provide case by case private property investment

Cavendish Developments - Chair (2003 - 2009)

A rural Victorian property developer that focused on transforming suitable rural land into affordable housing developments

LEADERSHIP & TEAM DEVELOPMENT PROGRAMS

Navigator: Front-Line Leadership Development Program

The award-winning Navigator Program targets Front-Line Leaders over a 12-month period, focusing on learning and application under three broad headings: Coaching, Business Acumen, Business Excellence. Builds depth, succession, and capability of Existing & Emerging Leaders.

Winning Team “Advance”: Experiential Team Building & Development

Don't have a “Retreat” – have an “Advance.” This is an experiential team development program like no other, that allows participants to safely practice, rehearse and apply agreed team behaviours and team skills of communication, problem solving, innovation and initiative. David has conducted over 1,000 of these programs over the course of 30 years for intact and cross functional teams. Always impactful yet never the same!

The Art of Coaching: For Coaches and Aspiring Coaches

Unpacking the ingredients of effective coaching and broadening the skills tool kit for people who lead teams to coach, motivate and inspire teams.

CONFERENCES, BUSINESS PLANNING & FACILITATION

David has designed, hosted, facilitated and overseen conferences and business planning workshops for organisations around the World. His client base is too numerous to mention. David's skill is his ability to engage, prompt, challenge, stimulate and motivate teams to think boldly and act locally.

Some Notable Global Conferences & Events Include:

- **The Diversity Matters Series for The Commonwealth Secretariat** (*London, Calcutta, Brisbane*)
- **The Advances in Leadership Series** (*London University - London*)
- **World Council of Credit Unions** (*Annual Conference and Board Strategy Session*)
- **Incredible Europe** (*Incubation Hub and Showcase - Vienna*)
- **My Big Year Series** (*UK & Scotland*)
- **Victorian Diversity & Inclusion Forum** (*VMC & State Governor*)
- **Strategy Sessions** (*ANZ, Telstra, Coles, Opportunity International, Siemens, Cuna Mutual, Victoria Police, Victorian State Government, Committees Office ACT, International Paint, Cadbury, Sick Sensory Systems, Schweppes, Twinings*)

MAJOR PROJECTS

More Than Gold – A Showcase of Liveability for Ballarat & The Region (2018)

Working with the Committee for Ballarat, a campaign was developed to capture and showcase the unique qualities of Ballarat and what makes it so liveable, as told by the locals

No Labels Just Stories - What Defines & Unites Australians (2016 - 2018)

AMF, Victorian Multicultural Arts & Department of Premier & Cabinet: A campaign to showcase the qualities of what unites and defines Australians, with an emphasis that diversity and tolerance is how we are defined, not labels or cultures, as told by average Australians

MAJOR PROJECTS

The 32 Hour Challenge - The Ultimate Team Event (2010 - 2015)

A touring experiential L&D program for intact work teams and next generation leaders to participate in a team development process like no other. This forced all teams to implement what is inherently known – the forming, norming, storming and performing of Team Dynamics, with 100 day follow up. The key themes explored included: resilience, adaptability, communication, collaboration and innovation.

The Genius of Leonardo da Vinci Exhibition - Co-Founder & Curator (2005 - 2008)

A touring exhibition that showcased the genius of Leonardo da Vinci in a manner that engaged, entertained, and educated patrons. Toured South America, North America, Australia

BUSINESSES OWNED

RYP International - Principal (1990 - Present)

Cutting Edge Corporate Advisory Business Linking Culture – Strategy – Brand Values on an International Stage

My Word Connect Through Stories - Co-Founder (2017 - Present)

Start-up business focused on empowering families to connect on a deeper and more meaningful level through stories

Melbourne Charter Services - Co-Owner (1997 - 2003)

A Yarra River Charter Boat (Rebecca) which included the refurbishment, commissioning, launch and operations of the Charter Service which still operates on the Yarra River.

Network Hydrotherapy - Co-Owner (1985 - 1995)

A specialist rehabilitation service targeting long term Work and Motor Accident Injuries, providing Hydrotherapy Sessions and Classes at 12 Centres. Covering all Metropolitan Melbourne and The La Trobe Valley.

BUSINESSES OWNED

Corporate Fitness Services - Co-Owner (1985 - 1989)

providing in house health, wellbeing, and fitness classes to corporations across the Financial & Professional Services, Manufacturing, Wholesale and Mining Sectors. An Executive Fitness Service was provided to over 60 sites in and around Victoria

Sports Reform - Owner (1981 - 1984)

Fitness and Conditioning Services provided to Elite Sports including AFL Clubs, Cricket State & Test Squads, Victorian Tennis Academy, Davis Cup and Sailing

AUTHOR & PUBLISHER

- Leadership & Me (2012)
- No Labels Just Stories (2016)
- Ballarat & Region More than Gold (2018)
- A-Gas 25 Year Story (2017)
- RYP Quarterly (2012 – Present)
- RYP Art of Coaching (2020)

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