



**CAPABILITY STATEMENT**

V1.0 // 2022

[WWW.METTLE.GLOBAL](http://WWW.METTLE.GLOBAL)



SOLUTIONS TO UNCOMMON PROBLEMS.  
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# ABOUT

Mettle Global is a premium consultancy specialising in delivering organisational excellence, through enabling enhanced decision making.

Our service offerings span leadership, teamwork and resilience, crisis management and strategic advisory services. We view each of these thematics as complementary capabilities contributing to overall organisational excellence.

Since 2001, our team has been trusted by companies in over 50 countries globally.

Our projects and tasks are conducted across the Americas, Europe, the Middle East, Africa, and Australasia.

On average we complete 150+ projects and tasks annually in over 20 countries.

Our commitment is **to improve organisational excellence.**

Our speciality is in improving information and processes that enable better management decision making.

We mandate a 'partner-led' approach which ensures the highest levels of experience and attention. Each of our partners are proven and recognised thought leaders with experience in the most volatile and complex environments.

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**WE PROVIDE  
PROVEN AND  
PRACTICAL  
SOLUTIONS TO  
UNCOMMON  
PROBLEMS.**

# OUR EXPERIENCE

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Our team share a common background as strategic advisors and leadership practitioners. We have served at the highest levels within organisations including elite military special operations units and on complex missions in response to the most pressing of national security threats. In addition we have supported the development of national strategies in support of sensitive geopolitical outcomes.

Mettle is proudly an Australian Veteran Owned Business (AVOB) carrying the special operations clasp. We deliver innovative special operations thinking and have customised proven methodologies to suit commercial applications.

Alongside our lived experience, we strive to ensure a solid academic underpinning to all of our theories and offerings.

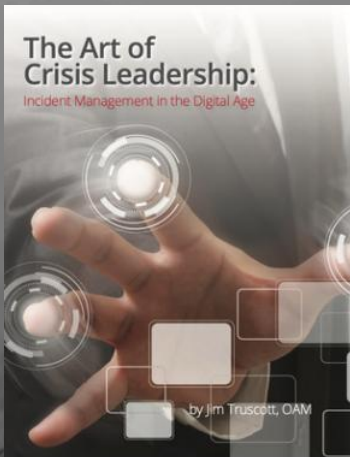
Partners at Mettle are masters qualified with our academic credentials further highlighted by the fact that our team members work as faculty for the Australian Graduate School of Management (AGSM) at the UNSW Business School.

Since 2018 we have designed, developed and delivered a variety of AGSM courses and experiential activities, including complex leadership and crisis & issues management programs.





# OUR BOOKS



## THE ART OF CRISIS LEADERSHIP: INCIDENT MANAGEMENT IN THE DIGITAL AGE

Our crisis management methodology - proven and practical for over 21 years - is codified in our book 'The Art of Crisis Leadership'. We know what works and have extensive experience in delivering crisis, emergency and incident management solutions. Our experience brings diversity and best practice to crisis management.

## THE RESILIENCE SHIELD

**'A POWERFUL TEXT THAT WILL BENEFIT ANY READER'**

- DR RICHARD HARRIS SC, OAM, HERO OF THE THAI CAVE RESCUE

Our partners Ben Pronk and Tim Curtis, with Dr Dan Pronk, have codified individual resilience. This book draws on lessons learned from their time in special operations and corporate life, reinforced by decades of academic research. It is backed by a Federal Government Innovation Grant for the Resilience Survey- a tool which enables survey respondents to assess their own resilience against our academically proven and multi-factorial resilience model.



# OUR PODCAST



Our Unforgiving60 podcast is co-hosted by Ben Pronk, DSC and Tim Curtis, two ex-SAS guys armed with MBAs. Ben & Tim seek out people leading lives less ordinary, in order to find out how they fill their 'unforgiving minutes', and what helps them go, always, a little further.

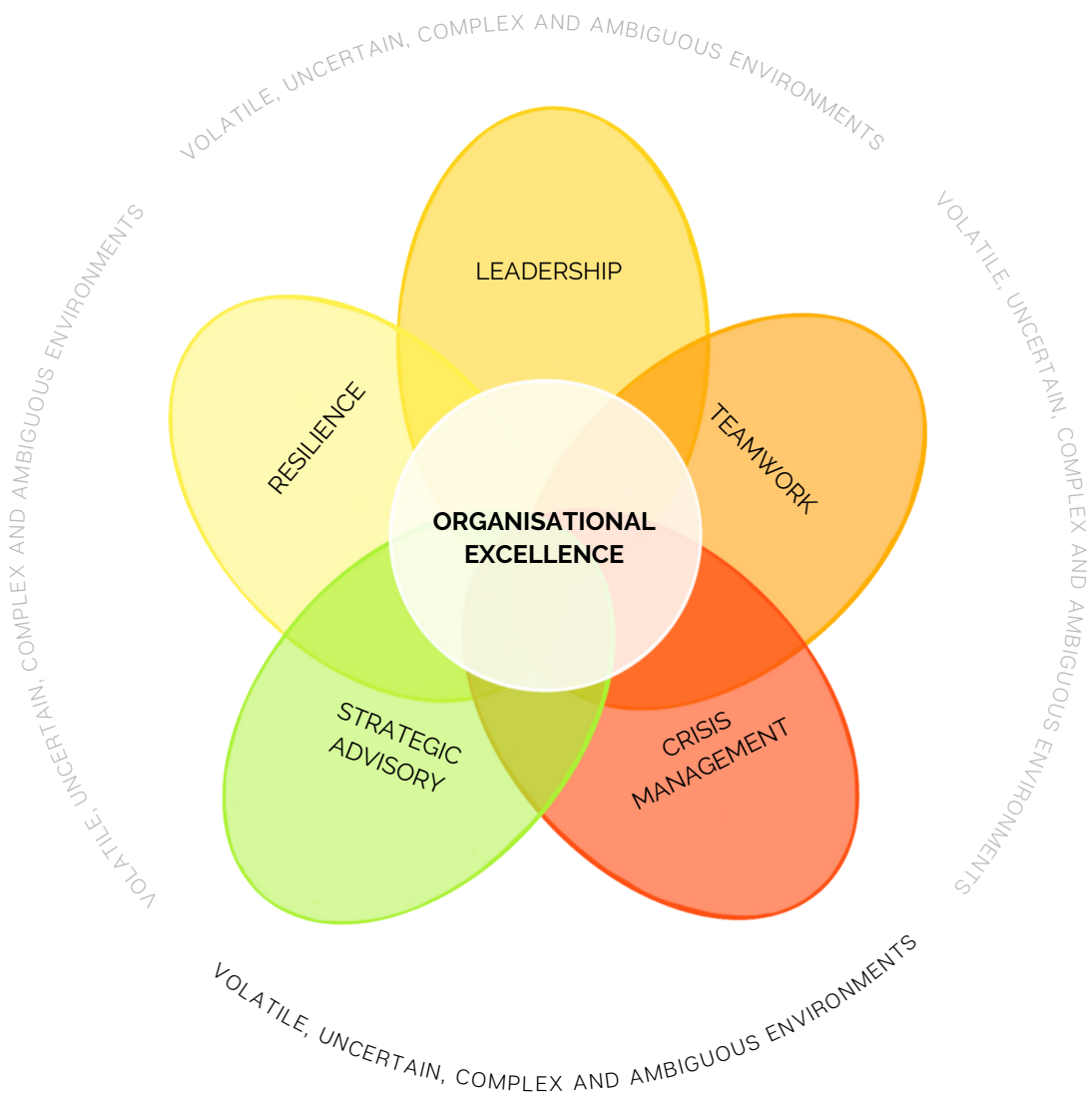
The title of our Podcast is inspired by Rudyard Kipling's poem 'If', wherein Kipling challenges us to 'fill your unforgiving minute with sixty seconds with of distance run'. Or, to take advantage of every single moment - and squeeze time for all it's worth.

Our global audience extends to over 100 countries.



# ORGANISATIONAL EXCELLENCE MODEL

According to our model, leadership, teamwork and resilience, crisis management and strategic advisory services are capabilities necessary in achieving overall organisational excellence.



## LEADERSHIP

### The problem:

- Your managers are technically skilled, but lack leadership capability or confidence.
- Initiative is lacking and/or micromanagement abounds

### How we can help:

- Online, self-paced leadership packages to provide content
- Virtual or face-to-face modules to provide context
- Mentoring to provide operationalisation
- Experiential activities or retreats to provide action learning and team building

## TEAMWORK

### The problem:

- You have a range of skills, including some high performers, within your organisation, but they don't seem to 'gel' as a team
- Morale is flat (or low!)

### How we can help:

- High performance team diagnostics
- High performance team workshops, including formal and informal leadership identification and training
- Experiential activities and retreats focused on team building

## CRISIS MANAGEMENT

### The problem:

- Your team works well during 'business as usual', but you are concerned about how they'd fare in a crisis
- Your structures support 'known and knowable' incidents, but you are worried about the impact of a 'Black Swan' event

### How we can help:

- Development of highly applied and practical crisis and emergency response systems and plans
  - High-fidelity workshops and exercises to embed these procedures
  - Support during response and recovery from live incidents
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## STRATEGIC ADVISORY

### The problem:

- Your organisation is good at the day-to-day work, but lacks (or loses focus on) the 'big picture'
- You are having difficulty aligning ends, ways and means - and monitoring and updating these as the environment changes
- You are not confident in your organisation's ability to learn from its mistakes - or there is a culture of hiding mistakes

### How we can help:

- Strategy design workshops
- Conduct of After Action Reviews and development of tools to promote an environment of continual learning

## RESILIENCE

### The problem:

- Your team is burnt out, with decreasing levels of engagement and increasing levels of absenteeism, sick leave and/or turnover
- You are worried about the levels of stress - from all sources - that your team is facing

### How we can help:

- Individual resilience benchmarking and development of tailored Resilience Action Plans
  - Organisational resilience reporting to highlight trends within your team and areas of potential concern / development
  - Resilience workshops to increase understanding for team members and leaders about the constituent elements of resilience and stress and how to optimise these in your workplace
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# HOW WE CAN HELP

## LEADERSHIP AND TEAMWORK

Our leadership practice is based on the philosophy that theory is necessary, but not sufficient. Accordingly, our programs provide not only a framework of theoretical understanding, but are weighted towards the application of these principles in real-life environments.

All of our leadership programs are tailored to the client's exact requirements and can be delivered in a variety of formats and durations. Our offerings include:

- Interactive workshops
- Frontline leaders programs
- Experiential (including outdoor) programs, which combine team-building outcomes with leadership learnings
- Crisis leadership programs, tailored specifically for leading through short-notice, high-pressure events.



# CRISIS AND EMERGENCY MANAGEMENT / BUSINESS CONTINUITY MANAGEMENT

[WWW.METTLE.GLOBAL/CRISISLEADERS](http://WWW.METTLE.GLOBAL/CRISISLEADERS)



This practice area operates under the 'Crisis Leaders' brand which, since 2001, has been a recognised market leader in the delivery of crisis and emergency management, emergency response and business continuity management solutions.

We support our clients across the complete continuum of risk, from pre-incident planning and preparation, through advising through critical incidents and post-incident response and recovery, inclusive of debriefs and after action reviews.

## EMERGENCY RESPONSE

- Emergency response training, auditing, benchmarking and improvement
- Frontline leadership training
- Key personnel development
- Facility/ equipment reviews
- Audits/ risk assessments
- Risk frameworks
  - Emergency response procedures
  - Bushfire management
  - High risk activities
- AS 3745 auditing and compliance



## RESILIENCE

Our Resilience Shield program is a proprietary offering, developed in part by our partners which includes:

- **The Resilience Survey.** Fielded as part of a research project in conjunction with the University of Western Australia, this online survey facilitates a benchmarking of individual resilience which serves as a foundation for development of vulnerable areas.
- **Keynotes & Workshops.** Tailored specifically to client requirements, our keynotes and workshops include a variety of sense-making frameworks to help participants understand our beautiful but complex world, as well as the components of stress and resilience. All principles are brought to life through inspiring vignettes, drawn from special operations battlefields, elite sporting environments, corporate boardrooms and beyond.
- **Campaigns.** Our campaigns provide practical interventions to improve individual resilience by strengthening the mind, body, social and professional layers of the Resilience Shield.



*Buy our book below!*





## STRATEGIC ADVISORY

Mettle's strategic advisory solutions use proprietary appreciation processes and analytical tools derived from special operations to elicit the most effective and efficient solutions to the unique challenges facing our clients. Our speciality is in the provision of enhanced information, often informed by privileged sources, that enables improved management decision making. Our systems identify organisational centres of gravity and how critical vulnerabilities could be exploited by competitors, other stakeholders or be impacted by wider environmental pressures.

We have advised alongside company restructures, corporate change management, M&A activities and corporate crises. We regularly lead strategic design, after action reviews and complex corporate debriefs.

Our strategic advisory solutions are applied and practical.



# EXAMPLES OF OUR WORK

- CRISIS & EMERGENCY MANAGEMENT SOLUTIONS FOR 30% OF ASX200 COMPANIES
- LEADERSHIP FOR UNSW AGSM
- LEADERSHIP STRATEGY & NEGOTIATION
- CRITICAL INCIDENT ADVICE TO ASX200 COMPANIES
- ADVICE TO HIGH NET WORTH INDIVIDUALS
- EXPERIENTIAL LEADERSHIP RETREATS
- DUE DILIGENCE & INVESTIGATIONS
- RESILIENCE WORKSHOPS FOR HIGH PROFILE BRANDS
- TRUSTED STRATEGIC ADVISORY
- INTEGRATED BUSINESS CONTINUITY PLANS ACROSS MULTIPLE COUNTRIES FOR GLOBAL COMPANIES
- RISK ADVICE TO INT'L PEACE FUNDS



# OUR PARTNERS



**BEN PRONK, DSC**

*MANAGING PARTNER*

- 24 year military career including as the Commanding Officer of the SAS
- Awarded the Distinguished Service Cross (DSC) for leadership in action
- Distinguished MBA graduate (UWA)
- Adjunct Faculty at the Australian Graduate School of Management, UNSW
- Led strategic reviews for major ASX listed companies and completed corporate studies in Silicon Valley
- Sought-after public speaker on leadership and planning in high pressure situations
- Board member of VGI Partners
- Patron Military Art Program Australia (MAPA)
- Bachelor of Arts (UNSW) and a Masters in Defence Studies (Kings College)

- 16 year military service including as a Squadron Commander with the SAS
- Government Adviser in Sierra Leone
- Raised Australia's East Coast counter terrorist capability
- Lead UN Planner for the Afghan Parliamentary Elections (2005)
- Managing Director for AUD100m Middle Eastern Group of Companies
- Led the crisis response capability to support 20% of Fortune 500 Companies
- Bachelor of Arts and MBA
- Independent Risk Advisor to a USD100m multi-donor peace fund
- Advisory Board Member for Starlight Children's Foundation in Western Australia
- Board Member of the RSL Western Australia



**TIM CURTIS**

*SENIOR PARTNER*

# OUR TEAM



**GARETH HICKS**  
**DSO, MBE**

*STRATEGIC ADVISORY*

- Highly respected former British Special Forces leader and strategist
- 15 years within the National Security architecture of the British Govt, working through Africa, Asia and the Middle East
- Former principal advisor and special assistant to the UK Chief of the General Staff
- 5 years as a senior advisor in the Middle East
- DSO and MBE for gallant leadership
- MA International Relations from Kings College London
- MStrat from Exeter University

- 20 years experience in leadership including US Special Operations Command's 75th Ranger Regiment
- Former Director of Communications & Operations within the Joint Special Operations Command
- Personally selected for an exchange as Deputy Director of the United Kingdom's Defence Intelligence Security Centre
- Led the US's most elite cross functional teams in some of the most volatile and austere locations
- Bachelor of Arts, Master of Science and Technology and a Master of Arts (Leadership and Management)
- Earned two Bronze Stars for valour and seven Meritorious Service Medals
- Current US Top Secret security clearance and current Counterintelligence (CI) polygraph



**RYAN BURKE**

*CHIEF OF STAFF*



## ANDY ENNIS

*PRACTICE MANAGER -  
EMERGENCY RESPONSE*

- A former professional fire services officer
- Crisis and emergency management specialist leading emergency response and safety
- Advisor during critical incidents
- Experienced trainer and site level safety and emergency response auditor
- Specialist design of safety systems, plans and processes to comply with state, national and international legislation & requirements
- Emergency response needs analysis and capability improvement packages
- Cert IV Occupational Health and Safety
- Certificate IV in Health Care (Pre-Ambulance Care)
- Certificate III in Mine Emergency Response Rescue (including all electives)

- Masters in International Relations (National Security), Graduate Diploma in International Relations, Graduate Certificate in International Health, an undergraduate in Social Sciences and various certificates in mental health and drug and alcohol studies
- Commenced her career with the Department for Communities: Child Protection as a Youth and Social Worker
- Decades of experience in various industries, including in program management roles
- Organised Australia's first ever public engagement with Indonesia's former Vice President, Boediono, with the Department of Foreign Affairs and Trade
- Former Program Manager for the Mannkal Economic Education Foundation.
- Has a particular interest in delivering high quality opportunities that focus on resilience; team building, and the skills needed to achieve and maintain elite performance.
- Has consulted on health and leadership development projects and volunteered in various roles, including with the State Emergency Services. Board member for Living Child Inc.



## JENN HAMMOND

*ASSOCIATE - PROGRAMS*





**EMILY LEE**

*JUNIOR ASSOCIATE*

- Fourth year Law and International Relations student at Curtin University
- Specialises in graphic design, event coordination, social media, marketing and ecommerce coord
- Selected to participate in various leadership courses, including the Curtin Business and Law High Achievers Program
- Awarded with several Letters of Commendation from the Dean of Curtin University for Academic Excellence
- Has a keen interest in mining and petroleum law, international policy and intelligence.

- Small business expert, with nearly two decades of experience.
- UWA Graduate Certificate in Business
- Currently completing a Master of Business Administration (MBA) at UWA.
- Has strong skills in people management, profit and loss, procurement and stock management as well as retail marketing.
- Has a keen interest in purpose-based marketing, and hopes to create a real product that can enhance and build resilience in anyone.



**ALEXIS MIKLAVS**

*THE RESILIENCE SHIELD*

# OUR EXTENDED TEAM

We maintain a wider portfolio of over 20 associates across the globe who are absolute specialists in our practice areas. Our team are regionally orientated in the US, Europe, the Middle East and Australasia, with our work extending on average to 20+ countries a year.



**/'mɛt(ə)l/**

noun

"...an ability to cope well with difficulties; spirit and resilience; generally relating to teamwork".