



**CAPABILITY STATEMENT**  
2023

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



SOLUTIONS TO UNCOMMON PROBLEMS.  
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# ABOUT US

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.

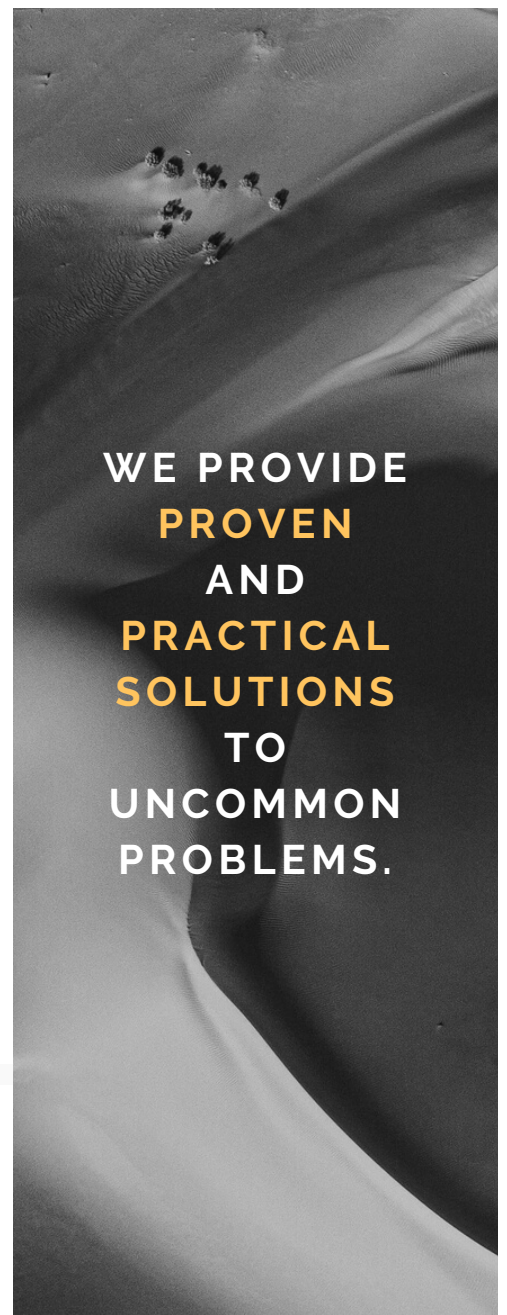
Our projects and tasks are conducted across the Americas, Europe, the Middle East, Africa, and Australasia.

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.



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

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# 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.



UNSW | AGSM  
Business School

# OUR INTERNAL VALUES

## 'THE METTLE MANIFESTO'

### 1. INTEGRITY ABOVE ALL ELSE

Enough said.

### 2. RELENTLESSLY PURSUE MASTERY AND EXCELLENCE.

For us and our clients. Never be happy with where you/we are. Debrief all activities and seek to improve yourself and our delivery methods.

### 3. EVERYONE SWEEPS THE SHEDS.

Egalitarianism. Show humility, respect, loyalty. And teamwork.

### 4. ARE YOU OPEN TO THE POSSIBILITIES?

Be open minded. Demonstrate childlike curiosity, growth mindset and constantly seek adaptation and growth

### 5. PLANT TREES YOU'LL NEVER SEE GROW.

Thinking bigger than ourselves. How will I create an environment that sustains?

### 6. DO SOMETHING THAT'S BIGGER THAN YOU.

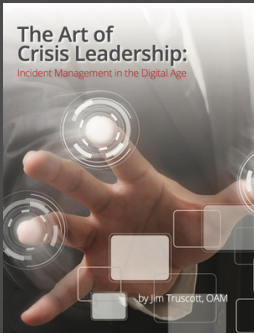
Show a sense of civic duty, empathy and compassion. Pick a charitable cause and make your commitment to it. What will you personally sacrifice? We encourage everyone to do work for a charity.

### 7. BE COMFORTABLE WITH CHAOS AND UNCERTAINTY.

Life is neither predictable nor fair. Get used to it! You can control a little but influence a lot. Emotionally regulate. Our perception of how bad something is often does not resemble reality.



# 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

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

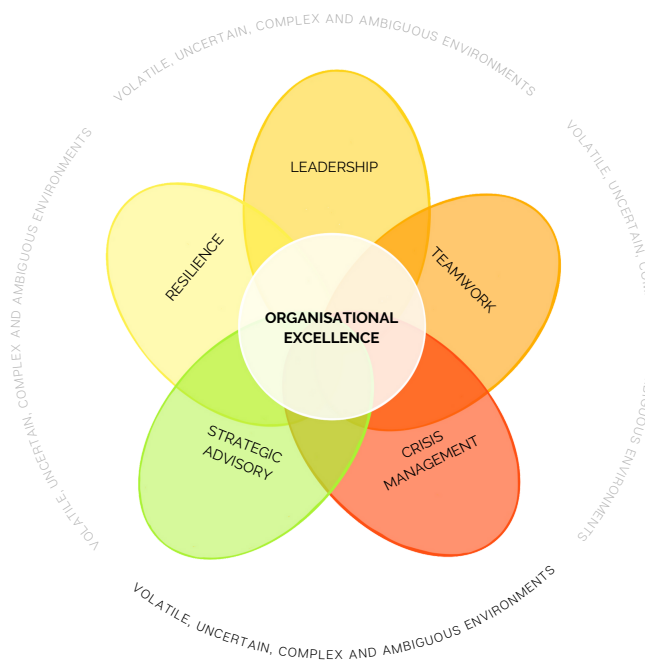
## THE UNFORGIVING60

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

## 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
  - Tailored programs to develop Resilience Mentors in your workplace, who can act as points of contact, advisors and mentors for resilience within the organisation.
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# 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.

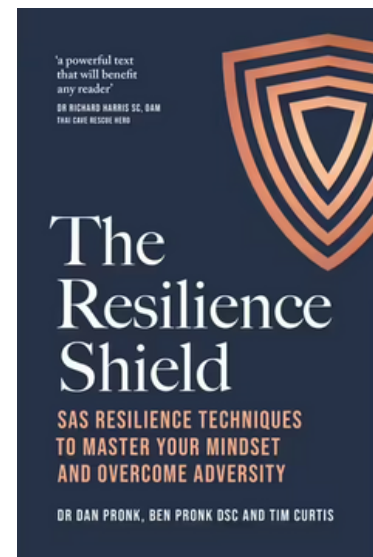


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# RESILIENCE

Our resilience programs are delivered in conjunction with *The Resilience Shield*, a proprietary offering developed in part by our partners alongside Dr Dan Pronk. Our programs are informed by our evidence-based *Resilience Shield* methodology, which has been developed as a result of extensive academic research into the constituent elements of global resilience and continues to be informed through the collection and analysis of data, including through a research partnership with the University of Western Australia (UWA), funded by a Federal Government Entrepreneur's Program grant. Our resilience offerings include:

- **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.
- **Resilience Credentialing.** We offer a range of online and face-to-face courses for those interested in obtaining a certification with *The Resilience Shield*. The Resilience Mentors Course equips participants with the knowledge, skills and confidence to explain, and practically apply, the proprietary Resilience Shield diagnostic tools to assess individual resilience and act as points of contact, advisors and mentors for resilience within their organisations and communities.



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

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

# CRISIS LEADERS

## CRISIS AND EMERGENCY MANAGEMENT / BUSINESS CONTINUITY MANAGEMENT

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



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## WORKPLACE HEALTH AND SAFETY CONSULTANCY

Mettle offers its Workplace Health and Safety consultancy capabilities to a diverse range of clients by providing a tailored solution to all of today's safety challenges. Mettle recognises that a mature safety model relies heavily on its people to make the system work, and provides safety leadership coaching and mentoring to Senior Managers, frontline leaders and workers. Our Workplace Health and Safety offerings span:

- Safety Management System improvement
- Project WHS planning and implementation
- Safety Leadership Development.
- Short and long term WHS business partner support
- Safety climate and culture modelling and improvements
- Targeted audits and inspections
- Risk Management
  - Workshop facilitation
  - Risk register development
  - Critical risk management
  - In-field verification
- WHS incident investigations
- Safety improvement action plan (SIAP) management

## 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.

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# EXAMPLES OF OUR WORK

**CRISIS & EMERGENCY MANAGEMENT SOLUTIONS FOR 30% OF ASX200 COMPANIES**

**LEADERSHIP PROGRAMS FOR UNSW AGSM**

**LEADERSHIP STRATEGY AND NEGOTIATION**

**CRITICAL INCIDENT ADVICE TO ASX200 COMPANIES**

**ADVICE TO HIGH NET WORTH INDIVIDUALS**

**EXPERIENTIAL LEADERSHIP AND RESILIENCE RETREATS**

**DUE DILIGENCE AND INVESTIGATIONS**

**RESILIENCE WORKSHOPS FOR HIGH PROFILE BRANDS**

**TRUSTED STRATEGIC ADVISORY AND RISK ADVICE**

**INTEGRATED BUSINESS CONTINUITY PLANS ACROSS MULTIPLE COUNTRIES FOR GLOBAL COMPANIES**





# 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



## **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)

- An adaptive leader with proven strategic and operational planning capabilities, superior human resource management and mentoring skills
- 36-year military career, including in operational overseas deployments.
- Awarded with a Conspicuous Service Cross (CSC) for outstanding achievement as a Counter-Terrorist Platoon Commander during the raising of Tactical Assault Group after the events of September 11th, 2001
- Awarded with a Distinguished Service Cross (DSC) for distinguished command and leadership in action as the Commander of Special Operations Joint Task Force 632 in Iraq in 2017.
- Bachelor of Professional Studies
- Master of Arts (Strategy and Management).



## **MATT STEVENS**

*SENIOR ASSOCIATE*

- 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
- 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 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*

- Law and International Relations student at Curtin University
- Extensive experience spanning the execution of Leadership, Crisis, Emergency and Business Continuity Management Training
- Has worked with a wide range of clients across various sectors, principally mining and resources, government, not-for-profit and aged care
- Also specialises in branding, graphic design, event coordination, social media, marketing, sales and ecommerce
- Awarded with several Letters of Commendation for Academic Excellence
- Has a keen interest in mining and corporate law, foreign policy, security and intelligence.

## 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".

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