



FOSTERING A POSITIVE  
*kitchen culture*

This resource belongs to



# GREATER CONFIDENCE SMARTER CHOICES BETTER OUTCOMES

## Legend

The following icons used throughout the workbook indicate activities and opportunities for reflection.



Activity



Self-Reflection



Home task



Group discussion



Group activity



Recommendations



Key learnings



Commitments



Decisions



Acknowledgement



Networking



Follow up



Achievements



Online Video



### Tips for the reader

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### Reflect on your learnings

Please keep an eye out for these online video symbols, indicating that there is a short, sharp and powerful online training video available for this topic.





**“A great leader's courage to  
fulfil his vision comes from**

*passion*  
**not position.”**

John C. Maxwell

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## About the author



Martin Probst is a qualified cook and inaugural council member of AITC. He is also the CEO - Chief Education Officer at [PROfound Leadership](#), an award-winning learning professional and #1 International Bestselling author.

Martin is assisting individuals, teams and organisations to lead with confidence and succeed in today's busy and ever-changing environment.

Through his company PROfound Leadership, Martin's vision is to strengthen organisation through human-centred leadership and positively transform their future and generations to come.

His mission to maximise human potential and empower individuals and teams with skills of the future, has led him to:

- ☑ Work in different industries on 6 continents for over 30 years
- ☑ Become a Certified 'Learning Facilitator' and 'Virtual Facilitator' (*Asia Pacific Institute for Learning & Performance*) and certified in many other modalities
- ☑ Design and deliver almost 200 workshops and speaking engagements
- ☑ Teach for over 10 years in formal education
- ☑ Facilitate over 1,000 hours of one-on-one coaching sessions
- ☑ Author many books, including the latest #1 International Bestselling book 'I did it!'
- ☑ Being awarded "Learning Professional of the Year" at the Australian Learning Impact Awards
- ☑ His company being placed in the 'Top 10 Leadership Development Training/Coaching Companies' APAC 2020

Martin is directly impacting the lives of many managers in Hospitality and many other industries around the globe through his simple-yet-effective and solution-based leadership strategies, so they can successfully deal with the human aspects of the business.

Further information can be found on:

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## Overview

Driving organisational performance can be a challenge, but a holistic, integrated and robust strategy that is based on a foundation of human-centred leadership with a great approach in fostering a supportive kitchen culture, creating a team of excellence that can execute with high performance and sustainable strategies, prove highly useful to achieve ultimate business success.



In this resource we will mainly focus on: [FOSTERING A POSITIVE KITCHEN CULTURE](#)

However, let me share the important overview of driving organisational performance, by building a solid foundation for your success first, which is a **Human-centred leadership** approach. There is not much room for ego in this model of leadership, but there is plenty of room for self-awareness to understand what we are modelling as it is essential to lead by example and inspire our workforce to follow our path.

Furthermore, leaders must have a strong commitment to build on this foundation through a focus on:

- ☑ Fostering a safe and supportive **CULTURE** with values and behaviours that clearly outline 'what's expected.' The workforce must be clear about the culture and hold themselves and others to account.
- ☑ Developing individuals and **TEAM(S)** to equip individuals with skills, knowledge and other qualities that will enable them to excel at their job and perform independently within a team.

It is also a leader's duty to provide the team(s) with structure and planning that removes barriers and timewasters.

- ☑ Improving **EXECUTION** by implementing and streamlining processes to exceed expectations on what we can deliver as an organisation.
- ☑ **Monitoring** and **assessing** what works and what doesn't, so we can learn from our processes.
- ☑ Aspiring **continuous improvements** so that we can recognise and reinforce what works and to celebrate our success. We should look at how we can improve even further in all areas, from the foundation of human centred leadership to achieving new heights.

This is where the circle closes and where we take **human-centred leadership** to the next level of success.



## The foundation - Human-centred leadership

When we start out in our professional career, often our sole responsibility is to be good at what we do in our position. Once we realise that we are actually performing quite well within our roles, we might get further education in that field, and become technically even better. We show up, work hard and perfect our area of expertise, quite possible through internal training provided by the organisation we are working for. We are instructed on how to use machineries, tools, software and other necessary equipment to be successful in our position.

If we continue to perform and are good at our job, we might even get a promotion. And then another. Until we are responsible for a team that is now doing the job we used to do. At this point, we must go through a transition, and move from operations and management to leadership.

Sadly, we are rarely shown the way to successfully lead a team; organisations assume that this skill develops naturally. Some people do in fact make the transition quite quickly and effortlessly, while others make it slowly and unfortunately some never make that transition at all. Those are the micromanagers who do (or did) know how to perform exceptionally well in that role because that's what got them promoted; only now they should turn into someone who is responsible for the people who are responsible for the role!

And then we have the leaders who are mostly concerned about their status within the organisation and completely forgot their actual job: not to be in charge, but much rather **taking care of those who are in charge**.

### What does human-centred leadership mean?

Human-centred leadership can mean different things to different people, and different things in different situations. For example, it could relate to community leadership, political leadership, explorational leadership, or company leadership.

Human-centred leadership is the act of guiding self and raising interpersonal skills to lead another individual or team to go from A to B (from where they are right now to where they want to go). In other words, human-centred leadership is about people achieving a certain goal through direction and motivation. Leaders encourage self and others to take the actions they need to succeed. To be a great leader, it is necessary to learn and cultivate these crucial skills.



**HUMAN-CENTRED LEADERSHIP**  
*...is about guidance to a clear vision,  
unlocking true potential and creating excellence  
as a result of heightened awareness,  
accountability and inspiring actions.*

Martin Probst



## Culture - Values and behaviours



It is an undeniable fact that culture impacts every aspect of a business. It affects customer service, reputation, absenteeism, employee motivation and turnover, ability to acquire great talent, and many other areas.

Culture addresses the qualitative aspects of organisational performance, including the vision, the values, the goals, the attitude, the standards, the expectations and the purpose of the organisation.

Forward thinking organisations create and sustain a culture that engages and motivates their employees. They understand that when the culture isn't strong, more effort needs to be placed in controlling employees, monitoring their behaviour and keeping them working as efficiently as possible. Engaging employees in companies with a good work culture is much easier because they all know what needs to be done, why and how, and they work together to achieve it. When everyone from senior management down are rewarding behaviours that contribute positively to the culture, it becomes deeply embedded in the company.



*You just get the vibes of your surroundings  
and it rubs off on you.*

*Gordon Lightfoot*

Sadly, only 12% of executives believe their companies are driving the 'right culture', and less than a third report that even though they know that their organisation's culture is important, they don't understand it. ([Deloitte](#))

Culture trumps strategy every time, and one could even argue that culture in fact is more important than strategy. Following are a few interesting statistics:

- ☑ 94% of executives and 88% of employees believe a distinct workplace culture is important to business success ([Deloitte](#))
- ☑ Employees' overall ratings of their company's qualities – like collaboration, work environment, and mission and value alignment – are 20% higher at companies with strong cultures ([CultureIQ](#))
- ☑ 13 companies that have appeared on Fortune's annual *100 Best Companies to Work For* list every year since beginning also see higher average annual returns, with cumulative returns as high as 495% instead of 170% for Russel 3000 and 156% for S&P 500 ([CFO](#))
- ☑ Companies with strong cultures saw a fourfold increase in revenue growth ([Forbes](#))
- ☑ Being named a *Best Place to Work* is associated with a 0.75% stock jump ([Glassdoor](#))

In order to inspire and lead ourselves and others, we need to create a positive and human-centred environment or culture. This can be achieved through promoting and manifesting 'transferable' skills (or sometimes also referred to as 'soft skills').

Even the World Economic Forum clearly identified 'The 10 skills you need to thrive in the Fourth Industrial Revolution' as:

1. Complex problem solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with others
6. Emotional Intelligence
7. Judgement and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive flexibility



## FOSTERING A POSITIVE KITCHEN CULTURE

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All of these can be enhanced through a safe and supportive environment and culture, **where people come to work, not because they have to, but because they want to!**

Leaders can have a great impact by fostering a culture that nurtures initiative, curiosity, flexibility, resilience, persistence, adaptability, social & cultural awareness, and much more. With this approach we create a safe and supportive space for innovation, growth and excellence. It gives the entire workforce the ability to think outside the box and to wonder if there are other, better ways of doing things and to consider new opportunities and possibilities, and thus drive organisational performance.

**A good day at work is not 'getting through the day'. A good day is not 'it can only get better'.**

A good day at work is one where people in your team can answer the following three questions with a wholehearted 'YES':

1. Do I matter?
2. Do I belong?
3. Can I contribute?

Human-centred leadership is about giving your team space to live to their full potential and bring their ideas alive. This empowers individuals, and not only creates accountability for their own performance, but furthermore the outcome of the entire team.

Following is a list with the **top 7 areas that employees usually look for in a great workplace**. Knowing what they are and cater for them will assist you in contributing to an outstanding, human-centred culture.

- 1 Help me find my purpose
- 2 Tell me what's really going on
- 3 Discover and magnify my strengths
- 4 Make me proud working here
- 5 Make my work meaningful
- 6 Don't get in the way with stupid rules
- 7 Let me be myself (*because everybody else is already taken!*)

Human-centred leaders give the team an environment, where they can create that good day and you will be amazed at what's possible.



## Checklist – What’s expected

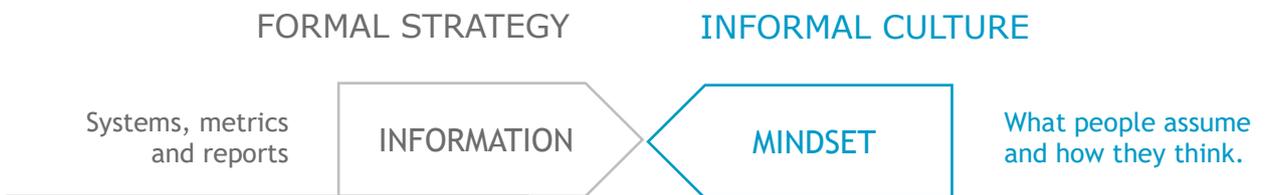


Some of the questions we must ask ourselves to analyse our culture are:

- Do the team and individuals love what they do?
- What is the culture of the organisation?
- What are the standards within?
  - What do people assume and how do they think?
  - What expectations do they have of each other?
  - What is the attitude of the team?
  - What is the level of trust within the team?
  - How do they connect and engage with each other?

## Formal strategies vs. informal culture

Within the culture and the general management of an organisation, there are two different ways to approach situations: the formal strategy or the vastly different (and for many unfamiliar) informal culture. Let’s examine them a little closer.



While there is much **information** that can be accessed through systems, metrics and reports, there is also the **mindset** of individuals and teams; in other words, what people assume and how they think.



Then, there is the **structure** that is supported by organisational charts and job descriptions, versus the **network** and how people connect with each other.



Next, there are official **decisions** that must be made based on SOPs, guidelines and regulations, versus the unofficial **norms**; in other words, the unwritten ‘Dos and don’ts’ within an organisation.



And finally, there are **motivators** like the much talked about career paths and remuneration, versus the **commitments** and ‘what we really care about.’





### The value of values

An important question we need to ask ourselves regarding our culture is:

- Are individuals and team(s) **values** aligned with the organisational goals, mission, vision and purpose?

In order for us to reach our goals, complete our missions, accomplish our vision, and fulfil our purpose, our values need to be aligned to support our actions and decisions.

We all have values, whether we are aware of them or not. Unfortunately, most people, unless they attend training or a program like this, are never even aware that there is such a thing as values, and what role they play in the quality of their lives.



*Values are our compass that keeps us on the path.*

Martin Probst

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Too often, people join organisations, set goals or go on a mission, believing that this is what they should be doing. But there is a lack of excitement or passion, perhaps even a violation of values which can lead to unconscious self-sabotage.

This is because we are all **'needs and value fulfilling machines'**. Every human being leaves their house for one reason only, and that is to fulfil their needs and values to the highest level. And we do that during every single second of our life, because we only do what works for us. In other words, if we didn't get anything out of our actions, we would no longer perform them.

### Value sets

Values are emotional states, attributes or ways of being, that we value ahead of everything else. They are unconscious filters about what we hold dear and are the basis on which we make decisions. So, the more we are aware of our values and live accordingly, the better we feel about ourselves and the quicker and smarter we can make decisions. Personal values can for example include:

- Trust
- Respect
- Honesty
- Integrity
- Fairness
- Happiness

Sometimes, when we feel uncertain about our professional life and the actions we take at work, it can be for a number of reasons:

- The organisation not being clear on their values
- Us not living according to our own values
- A complete mismatch of our own values and the ones of the organisation



If we want to excel at work and in life, we need to be able to live in accordance with our values. Therefore, the more congruent the relationship is between our own personal values, and the values of the organisation we are working for, the more successful and fulfilled we can become.

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*Personal and professional values need to go hand in hand.  
We cannot and should not detach the person from who they are  
when they walk through the business door.*

Martin Probst

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### Hidden Values

The reason they are called ‘Hidden Values’ is because people often hide, deny and fail to admit to them and in due course feel a lack of inspiration and self-trust.

For every action that we take, there is a payoff. And the payoff is a feeling. Hidden Values are a way of pinpointing the feeling somebody gets in an unresourceful way and then replacing the action to get MORE of that same feeling in an empowering way. Often, our Hidden Values are based on one of the 3 universal fears: **Fear of not being loved**, **fear of not being enough**, or **fear of not belonging** and conditioning. Hidden Values are part of who we are. We need to recognise them, release bad strategies, and use the Hidden Values in our favour.

By working closely with a variety of people over the years, we identified the following most common Hidden Values:

- Attention
- Control
- Power
- Superiority
- Rebelliousness
- Authority
- Belonging
- Validation

Hidden Values are an amazing tool to help us and others to better understand what makes us/them tick and establish inspiration and trust within to excel in and beyond the workplace. If we want to feel comfortable within our own skin and achieve more, we must live our true authentic self, be more honest to ourselves and start to see things for what they are. This will instil more trust and inspiration within ourselves and others.





**Activity**

Let's explore the following questions.

- What are your COMPANY values?
- What are your PERSONAL values?

**COMPANY**



Your company values:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**PERSONAL**



For example:

- Trust
- Respect
- Honesty
- Integrity
- Fairness
- Happiness

**HIDDEN**



For example:

- Attention
- Control/Power
- Superiority/Authority
- Rebelliousness
- Belonging
- Validation

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**Self-Reflection**

What Hidden Values do you believe you have?

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*I had no idea that being your authentic self  
could make me as rich as I've become.  
If I had, I'd have done it a lot earlier.*

Oprah Winfrey



## Behavioural change

Here are a few more questions that we need to ask ourselves with regards to culture:

- Do individuals' behaviours align with the desired culture?
  - If not, are behavioural issues addressed and dealt with?
  - If so, how are they dealt with?



*We can change culture  
if we change behaviour.*

Dr. Aubrey Daniels

## Separate the person from the behaviours

We must separate people from their behaviours if we want to successfully and confidently manage conflict. Following is an insightful statement by American author Courtney C. Stevens:

*“You meet Noah after the flood, you think: That brave, faith-filled, visionary man. You meet him before and you're like: What a nut job. Perspective and timing matter. Sometimes you have to accept that you might not be able to see the truth from here.”*

The knowledge and appreciation that everybody perceives situations in a very different way certainly assists us when dealing with difficult and even aggressive behaviours. If we want to master the art of staying in control of our emotions and secure positive outcomes from challenging situations, there is no other option for us than the following concept:

**Behaviour is NOT who we are. Behaviour is what we do.**

What we can observe about another person - their behaviour (what they do and say) - is the tiniest tip of a massive iceberg. There is so much more going on under the surface.



If people's needs are met, their behaviours are broadly 'functional'; if their needs are not met, their behaviours are broadly 'dysfunctional'. For example: When one of your team members is yelling at you, it's more useful to look at their behaviour as a function of their unmet needs rather than as a function of their basic decency as a human being. So, while the yelling is occurring, think: "What are the team member's needs and how can I assist them to meet the needs in a more resourceful / functional way?"

Changing your focus on what lies underneath rather than buying into the person's behaviours allows you to stay objective during the interaction, as opposed to being affected and reacting to the aggressive behaviour.

It is also important to realise that we can't control the behaviour of another person, but we can certainly influence it; and that gives us a sense of empowerment.

So, please remember that needs, met or unmet, drive behaviour which we can influence by:

1. **Accepting the person and calibrating their behaviours**
2. **Appreciating positive intention**  
*"Can somebody please listen?"*  
*"I would like to be understood, appreciated and respected."*
3. **Then positively influencing behavioural change**

### Accept the person and calibrate behaviours

So, when we or other people behave in weird ways, don't judge the person on their behaviours. Instead, look beyond the behaviours and ask yourself what's triggering that behaviour and what is the person trying to achieve. **Accept the person and calibrate their behaviours.**

The key to managing these situations is to appreciate the positive intention of the other person's behaviour, because **the behaviour is what happens last!** Any event begins with an external event, followed by our internal representation after filtering an immense flood of information, and lastly all this influences our behaviours.

Separating the person from their behaviours doesn't mean that we view the other person's behaviour as positive. We may even find it quite disrespectful. However, we need to look beyond their behaviour and find out what happened beforehand to get to the bottom of what triggers it.

### Appreciate the positive intention

The key to getting to the bottom of this is to **appreciate the other person's positive intention**. We all do the best we can with the resources we have available at the time. If we could do better, we would.

For example, if someone is getting tense with you, that person may feel misunderstood, insignificant or not listened to at the time, which causes the undesirable behaviour and ultimately the conflict.

No matter how strange, hurtful or inappropriate a person's behaviour may seem to you; to the person engaging in that behaviour, it makes sense within their model of the world. They see the behaviour as the best or only way of meeting their need or achieving their outcome. If we look at the intention behind the behaviour, we might find that the person simply wants to be:

### Understood, appreciated and respected

And right at that point, the person most likely believes that 'getting tense', screaming at you, or undermining you, is the best or even the only way to get your attention and achieve their needs, wants and expectations. Although, if you would ask them later, they might be quite embarrassed about their own behaviours. So, please remember, people are not their behaviours.





## Checklist Overview

Here are further questions you can utilise to assess where you and your organisation is right now, when it comes to your culture, team and execution.

### Values and behaviours



- Do the team and individuals love what they do?
- What is the culture of the organisation?
- What are the standards within?
  - What do people assume and how do they think?
  - What expectations do they have of each other?
  - What is the attitude of the team?
  - What is the level of trust within the team?
  - How do they connect and engage with each other?
- Are individuals and team(s) values aligned with the organisational goals, mission, vision and purpose?
- Do individuals' behaviours align with the desired culture?
  - If not, are behavioural issues addressed and dealt with?
  - If so, how are they dealt with?

### Workforce development



- What training do people receive within the organisation?
- Are people encouraged to think and step up?
  - Are people shown what matters and why?
  - Are creativity and innovation encouraged? (or are they limited to only doing their job?)
  - Are they developed to be great people? (or just to do their job?)
  - What ongoing feedback is given and what criteria for success is used?
- Does workplace development, mentoring & coaching etc. take place?
- Does recruitment match the culture and needs of the organisation?
  - Are we embracing different skill sets? (or are we simply checking for credentials and who we feel most comfortable with to fill a job?)

### Structure and planning



- Do you have policies, procedures, template, checklists etc. in place?
  - Are your formal strategies and informal culture aligned?
    - If not, what strategies will you implement to align them?
- What are the divisions/departments within the organisation?
  - Do these divisions/departments drive organisational goals?
  - Are they working in isolation or in collaboration?
- What are the strategies used to achieve the goals?
  - Are the strategies embedded into the goals of the teams and the individuals?
- Do you have clear benchmarks / Key Performance indicators (KPIs) for your teams / individuals?
  - Are they a box ticking exercise or are they clearly communicated, tracked and documented?
  - Are they driving a positive culture or are they too competitive that divides the team/departments?



## Implementation



- What is the decision-making process for execution and implementation?
- Do teams know how they contribute to the greater good and what is most important (or do they work in silos)?
- What do individuals and teams actually do?
  - Is the execution aligned with the organisational vision?
  - Are they doing things right and also doing the right thing?
  - What are they focusing on?
- What do they deliver?

## Monitor and assess



- Are the systems and processes effective?
  - Are they continuously being improved (or are they treated as static)?
  - Are there bottlenecks?
    - If so, how can they be overcome?
- How can individuals/teams be more supported to achieve even more?



## Self-Reflection

“What did you learn about yourself and your workplace?”

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## Need more support?

More leadership skills are at your fingertips to kick goals and smash targets. Continue with your professional development. We got you covered and make it easy.



You can download short and sharp human-centred leadership eBooks, audio books and videos, order paperback books or our Leadership Journal right here:

<https://profoundleadership.com.au/leadership-skills-store/>

Or simply get in touch with us to find out how we can support you, your team and workplace further with our tailored leadership training approach.

<https://profoundleadership.com.au/>







### Appendix 1: Action plan

Start to work on your action plan, and clearly and specifically identify 1 to 3 tasks that you are committed to implement.

What are the key changes that I am committed to make based on what I learned today?		
What specific action will I take to achieve these changes?		
When will I have completed these action steps by, to be able to celebrate my success?		
What differences will these changes make (to me, my team, organisation, greater good)?		



## FOSTERING A POSITIVE KITCHEN CULTURE

How will I know I have achieved my outcomes? (evidence procedures)		
How will I celebrate my achievements?		
What support will I require? If any: From whom? How and by when will I get this support?		

Use **SMARTER** goal setting to avoid setting impractical or unachievable goals.



- S** **SPECIFIC** (State exactly what you desire in your leadership role.)
- M** **MEASURABLE** (How will you know you've achieved your goal?)
- A** **ACHIEVABLE** (By you and something you alone control and influence.)
- R** **REALISTIC/RELEVANT** (Within reach yet still a stretch.)
- T** **TIMELY** (When will you achieve your goal by?)
- E** **ECOLOGICAL** (How will your achievements contribute to the greater good?)
- R** **REWARD** (...yourself for your achievements and stay focused on your vision.)





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# PROFESSIONAL LEADERSHIP PROGRAMS

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