

**capability  
statement.**



Puzzle Partners acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present and emerging.

At the centre, Puzzle Partners (Puzzle) stands as a gathering of minds, each bringing unique pieces to form a greater whole.

The Gathering Symbol represents their commitment to fostering positive relationships with Aboriginal and Torres Strait Islander communities, reflecting traditions of meeting, sharing, and learning.

Pathways and Connection in the artwork symbolise their dedication to reconciliation and cultural understanding across Australia. The Six Circles represent connections to diverse communities in each state, acknowledging that culture varies with the land.

Puzzle appreciates that each community has its own stories, traditions, and ways of life. The Leaf Elements symbolize healing, drawing from bush medicine knowledge, representing the connection to the land and natural healing methods.

Puzzle aims to nurture relationships, ensuring seamless, respectful transitions of people, information, and assets, reaffirming their commitment to reconciliation and cultural understanding in transforming workplaces and communities.

Lani Balzan | Puzzle RAP Artist

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# putting people first



## our mission + purpose

At Puzzle, our mission is to change the world... one workplace at a time.

We believe a people-centred approach delivers the best outcomes, whether that be in developing workplace strategy, managing teams through change, or delivering a seamless relocation at the pointy end of a project.

Our integrated capability which spans the entire lifecycle of a workplace transformation project provides a unique perspective that enables us to deliver better project outcomes for clients.

Whether we are engaged across the entirety of the project, or just a component of it, our understanding and expertise from delivering more than 1,300 workplace projects enables us to see opportunities and deliver outcomes that others might miss.

Why do we see people as such a critical component of workplace transformation? The answer is simple...

People are the key to unlocking the potential that in the physical environment. Building the right strategy (for you) and then engaging and delivering on this drives high levels of engagement, positive culture, strong morale and the associated benefits of productivity and staff retention and attraction.

In almost all organisations, people are the biggest investment. It just seems common sense to nurture this resource and ensure it is delivering to its fullest potential.

So, our purpose is to assist clients to use research, evidence and understanding to develop and implement transformative projects where teams are engaged in the process and work actively to drive organisational goals, and unlock the value invested in place and technology.

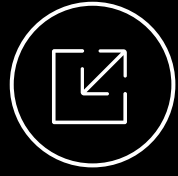


## we love **what we do**

We're passionate about changing the world - one workplace at a time.

Puzzle is dedicated to transforming workplaces and enhancing work experiences through strategic change.

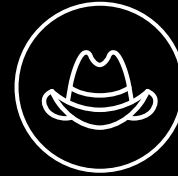
We focus on building strong client relationships and finding tailored solutions that promote new working methods. By using an evidence-based approach and design thinking, we create customised engagement journeys that significantly boost productivity and workplace satisfaction.



## we work **together**

Transforming the way individuals and teams work together in high-performance work environments requires a deliberate and planned approach.

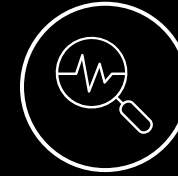
We partner closely with senior stakeholders and internal teams to identify opportunities and tailor change management strategies for each client. To ensure sustainable change, emphasize coaching and mentoring, successfully enhancing skills and capabilities within the organisation.



## this is not our **first rodeo**

Puzzle specialises in helping organisations strategically transition their workspace usage.

Our project management follows the Prince 2 methodology, refined through years of experience with complex transitions, large-scale workplace strategies, and document management projects. We customise the approach to meet the specific needs and culture of each client, leveraging proven processes and tools from over 1,300 projects.



## time + effort **where it matters**

We prioritise understanding and managing the unique specifics, challenges, and opportunities of each client engagement.

Puzzle delve into the client's journey, aspirations, and stakeholder dynamics. Whether developing a workplace strategy, redesigning spaces to foster agility, or facilitating strategic transitions, we leverage our experience, expertise, design thinking, and creativity to ensure successful outcomes.

# about us

Founded in 2004, Puzzle Partners (Puzzle) is Australia's largest specialist workplace consultancy.

Puzzle is a successful family-owned business, and people have always been at the heart of our success.

We have a nationwide presence, meaning we can provide consistent support across all of Australia.

Our team is cross-functional and includes experts in; strategy, psychology, change management, project management, storage system optimisation, project management, graphic design, communications and relocation management.

Our clients come in all shapes. We work extensively in both the private and public sector... from the largest government departments and corporates through to small business.

Puzzle has extensive experience working collaboratively with virtually all major design practices and project managers and consultants. We have probably worked with your project partners in the past.

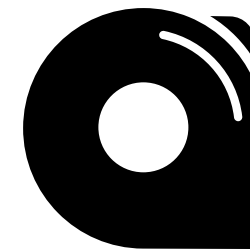
We take a long-term approach to all of our engagements, where we seek to maximise value for our client. We think that's why more than 80% of our clients come back to work again with Puzzle.

**980k**  
people changed or  
moved by Puzzle

**1,300**  
adventures  
with clients

**80%**  
repeat business

**20**  
years in business





# ...and when

## catalyst ▶

- Relocation into a new workplace
- Fitout of existing workplace
- Merger or acquisition
- Change to ways of working
- Using the existing fitout in different ways
- Cultural re-alignment
- Other ???

## project initiation ▶



### blueprint □

#### activity

- Investigate + define the current state – leader + team perspective
- Document project objectives
- Define ways of working strategy
- Articulate reason for the workplace – what, when, why + where are teams performing their work
- Inform functional brief (people focus)
- What tech profile is required to support our ways of working?

#### outcome

- Clear, evidence based understanding of the drivers of success from a people perspective
- Project alignment
- Objective, not anecdotal baseline

## project implementation ▶



### change △

#### activity

- Determine change readiness, resistance levels + risk assessment
- Develop change + communications plan
- Engage + coach (team and leadership level)
- Build narrative + comms channels
- Establish a cohort of 'champions' to support the change
- Prepare impacted people for what is to come
- Establish optimal cadence + messaging strategy

#### outcome

- Engaged and enthusiastic team, aligned with organisational + leadership goals
- Efficiency + productivity gains
- Alignment between organizational goals + staff

## project completion ▶



### transition ➡

#### activity

- Understand and document the who, what, where, when, how
- Create detailed plans for the move process and stakeholder responsibilities
- Storage rationalisation
- Work with third parties to execute the physical move
- Define and coordinate the Day One experience

#### outcome

- Seamless move with no disruption to client operations
- Exceptional user experience with no "surprises"
- Everything in its right place

## post occupancy ▶



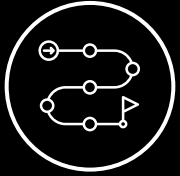
#### activity

- Check in
- Embedding the change to ensure new behaviours are adopted and become the "new normal"
- Assess outcomes against project goals
- Iterate + act if required
- Instigate handover | processes and tools in place to facilitate client management

#### outcome

- Validation of project objectives and embedding of new behaviours
- Positive cultural shift
- Improved resilience + readiness for future change

# what makes puzzle (a little bit) special?

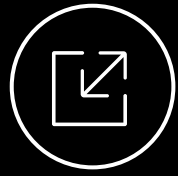


## workplace specialist

Workplace is all we do... and we do a lot of it!

With over 1,300 client engagements, we've learned what works (and what doesn't) across a wide range of organisations, from large corporations and government agencies to small businesses.

The insights we've gathered form a foundational knowledge base that continuously evolves and informs our future projects.



## complete picture

Puzzle have a unique people perspective that spans the entire project life cycle; from strategy, through change management and relocation management.

Our comprehensive perspective and expertise ensure a seamless solution for our clients. For instance, when assisting with blueprint strategy, we proactively consider the implications for change and transition management.



## the best people

We recognise that people are key to delivering outstanding results, both in our clients' organisations and our own.

Our team is what sets us apart. Carefully curated from the best in the industry and equipped with diverse skills, our team members are matched perfectly to meet each client's unique needs..



## research driven thinking

We don't just survive in the data pool – we thrive in it!

Puzzle are experts at unpacking the wealth of data available in today's environment and distilling this into communicable and actionable insights.

We champion an evidence-based approach and use research to deepen understanding and make better informed decisions.



# over **80%** of our clients come back for more



Australian Government  
Australian Fisheries  
Management Authority



Australian Government  
Digital Transformation Agency



Australian Government  
Department of the  
Prime Minister and Cabinet



Australian Government  
Department of Industry,  
Science and Resources



Australian Government  
Department of Home Affairs



Education



VICTORIA POLICE



Treasury



City of  
Canada Bay



Canberra  
Health  
Services



ashurst



Canon

## just saying...

“ I have worked on a number of projects with Puzzle Partners across multiple agencies to better inform our workplace strategy, and then implement this through effective Change Management.

Puzzle are expert at engaging with our teams, building a deep understanding of our working environment, and applying a people-centred approach to delivering on organisational goals. They have been instrumental in helping manage our people through challenging transformative change, and bring a level of expertise, professionalism and responsiveness that is highly valued.

Major federal government agency (confidential)  
Director Property Projects

“ It was amazing, thank you for your hard work, the experience was seamless.  
Leading financial services organisation (confidential)  
Chief Operating Officer

“ We really valued Puzzle's support with this workplace change. Having transitioned from a static to a truly agile workplace, Puzzle was instrumental in supporting the significant change management process.

SMEC  
Michele Lambkin | Office Manager

“ It was the best change management experience I have ever had.  
Leading financial services organisation (confidential)  
Company Secretariat

# hot topics in workplace

Here are some of the topics our clients and Puzzle are working through regularly in the complexity of today's workplace environment.

## designing for your people

- What types of work settings + and how many?
- What size real estate footprint do we need? Now and in the future?
- What's important to our people... acoustics | lighting | wellness facilities | community | purpose... or?

## what is optimal for us on the hybrid spectrum?

- Fully flexible through to mandate five days... what is the right approach?
- Where are people most productive?
- What are the trade-offs and how do we manage for them?

## are our teams ready to change?

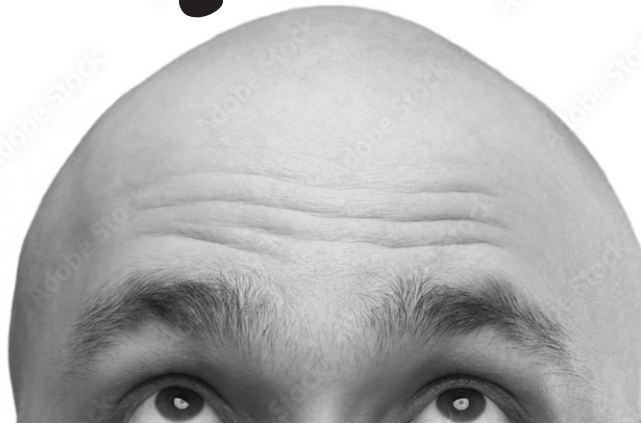
- Are teams positive and engaged or are they showing signs of change fatigue?
- Are our leaders ready to lead a program of change?
- What can we do to make sure the change "sticks"?

## the office as an attractor

- When and why are (or aren't) our people coming to the office?
- How to manage peaks and troughs in a hybrid environment?
- What attracts our team into the office?
- How to build energy and vibe with low occupancy?

## inclusion + diversity

- What could we be doing to create a genuinely inclusive workplace?
- How can our organisation benefit from a diverse and inclusive workforce?



# puzzle people power



## Katherine Divett

Katherine draws on more than 20 years of experience leading teams through transition + transformation to genuinely engage stakeholders, understand the complexities involved in their workspace journey + support them to achieve their strategic aspirations.

As a senior property + operations executive within large corporations, Katherine has led major organisational transitions, from company-wide business model reforms through to innovative property projects, including flexible working.

Katherine's qualifications in Marketing + Communications, Project Management, Change management + Green Building design enable her to work with organisations to create innovative, high performance work environments.



## Grace Mellowship

Grace brings more than 14 years' experience managing workplace transition, intelligence + observation studies in complex environments, across multiple industries. She consults across all aspects of workplace projects, including block + stack planning, transition planning + management + managing complex ICT, fit out + human factor dependencies across multiple sites.

Grace provides core training + support for workplace intelligence activities which deliver robust evidence + utilisation data to support workplace strategy. Her data-driven insights provide clarity + innovative strategies for storage challenges being faced by organisations moving to agile ways of working, regardless of project size.

## Siân Bowen

20 years Corporate Affairs experience, working in large, complex, publicly listed organisations + communication consultancies. A proven track record of developing integrated communication strategies to enhance corporate reputation + engage employees.



## Tony Walsh

Over 30 years' experience in real estate strategy, capital programs + property operations working as a senior executive for blue chip multi-national + medium-sized corporate + public sector organisations in Australia + the UK.



## Nikki Zacharatos

With 25 years working in graphic design from ad agencies, design studios to government, she is obsessed by challenging new ways to make a design brief come to life, that is useful, effective + easy on the eye. She ensures that visual communications are compelling, creative + concise.



## Martha Kernohan

Over 15 years' experience in change management + communications in Australia + Canada, working across multiple sectors. Martha has designed programs to change how doctors manage chronic illness, through to leading large IT + process transformation across APAC.



## Amanda Burgan

Amanda, a seasoned leader, excels in delivering transformation programs, problem-solving, and stakeholder engagement. At Woolworths, she implemented an HR platform for 175,000 employees. As Client Lead she focuses on relationships, planning, and driving transformation.




## Katie Dansey


Extensive executive level + operational experience in HR & transformation roles with some of Australia's largest corporates. A qualified executive coach with expertise in leadership, strategy development, performance optimisation, employee engagement, transformation + culture change.



# we're ready **where you are**

With a dispersed team spread across our nation, we are never far from the action and ready to jump into your next adventure.

 Sydney HQ  
L10, 50 Pitt Street  
Sydney NSW 2000  
[directions](#)

 Canberra HQ  
29 Manuka Circle  
Forrest, Canberra ACT 2603  
[directions](#)



**so if you want to put **people** at the  
front + centre of your project, and  
maximise the benefits from your  
investment in place + technology...**

**...we'd love to chat about how Puzzle can support you.**

1300 478 995  
[info@puzzlepartners.com.au](mailto:info@puzzlepartners.com.au)

