

**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 improve 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.

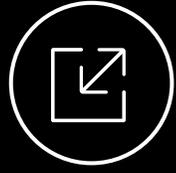


we love **what we do**

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.

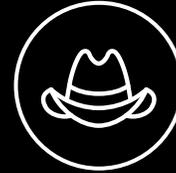
We focus on building strong client relationships and finding tailored solutions that promote new working methods. By using an evidence-based approach and design thinking, we create customised engagement journeys that significantly boost productivity and workplace satisfaction.



we work **together**

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

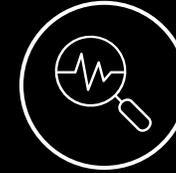
We partner closely with senior stakeholders and internal teams to identify opportunities and tailor change management strategies for each client. To ensure sustainable change, emphasize coaching and mentoring, successfully enhancing skills and capabilities within the organisation.



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 2003, 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

what we do



blueprint

We use data, analysis, insight and our deep experience to inform how best a client's space can support them. Integrated with the client, designer and other stakeholders we help build a strong evidence baseline to enable confident decision-making throughout the project.

- Current State analysis
- Define the desired Future State
- Gap analysis | infill required data points
- Define success + establish reporting metrics
- Benchmarking analysis
- Integration report to inform Functional Brief



change

We help our clients to engage their people and leaders, build confidence, enthusiasm and capability to align with new way of working. Teams need to be guided through transformational change to deliver the desired project outcome... it doesn't just happen by itself.

- Define + articulate strategic objectives
- Change readiness assessment
- Key metrics research and reporting
- Change management plan + implementation
- Communications plan + implementation
- Team + leadership coaching | mentoring



transition

The movement of people, information and assets is one of the most visible elements of any project. This is not lost on us. In the same we support people readiness through change management, we apply rigorous project management to ensure the physical transition is seamless.

- Complex move planning | feasibility assessment
- Storage consultancy + file mapping
- FF+E auditing
- Storage audit
- Storage optimisation programs (Paperlite)
- Relocation management + supplier engagement

...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

blueprint build your roadmap



The blueprint for a project serves to outline both the current state and the desired future state of an organisation, through a people-centred lens.

Current State: This phase involves a thorough understanding of the organisation's present situation. It includes researching the organisational structure, attendance metrics, staff sentiment, team dependencies, and the alignment between individual and organisational goals. Each client will have unique metrics and descriptors for this phase.

Future State: This phase defines where the organisation wants to be. It may involve decisions about property scale and location, changes in work practices, or the introduction of new work settings or technology. Examples include return-to-office strategies, repurposing existing workspaces, encouraging teams to move out of offices, or adopting new technologies.

An evidence-based approach using the current state and future state model is essential for project success. Puzzle's cross-functional team excels at helping clients ask the right questions, conducting research to fill in gaps, and analysing findings to create actionable insights. We often integrate with specialised project teams, such as designers, technology consultants, leasing agents, builders, and project managers, adding value through a people-focused perspective.

Three pillars support a successful workplace project:

Place: Focuses on creating the right physical environment.

Technology: Ensures a seamless and enabling user experience from a technological perspective.

People: Involves instilling new behaviours, building engagement, fostering positivity, and ensuring teams are enthusiastic and educated about working in the new environment.

These pillars should not be viewed in isolation, especially during the early scoping and defining stages of a project or workplace transformation. Significant benefits are realised by engaging a cross-functional team early.

This team can collectively inform a detailed and evidence-based functional brief. Applying a people-focused lens at this stage provides a foundational understanding, ensuring the project delivers the desired outcomes and allocates resources and budget to achieve maximum value and return on investment.

baseline data required

1

quantitative

Data driven insights into the hard metrics driving the project and the space required

- Access card data
- Occupancy tracking data
- Room booking information
- Floorplan metrics
- Observation studies
- Storage audits
- Printing logs

2

qualitative

Understand how space is used, corporate culture + readiness for change

- Leader interviews
- Staff surveys
- Focus groups
- Workshops
- Observation studies

3

benchmarking

Compare findings with industry data to provide context and evaluate comparative performance

- Benchmarking data
- Case study analysis
- Australian workplace data (Puzzle database)
- International studies | metrics

change

take your people on the adventure

94%



of employees experience stress during organisational change

75%

report a decrease in productivity



Humans have an innate resistance to change. Prosci® found that 94% of employees experience stress during organisational change, and 75% report a decrease in productivity.

There is an increasing resistance to change among employees and the decline in their ability to cope with change since the pandemic. According to Gartner research, the willingness of employees to change work behaviours dropped from 74% in 2016 to 38% in 2022. A Prosci® study post-COVID found that 73% of change management professionals reported their organisations faced disruptive changes that exceeded their capacity to absorb them.

Change management focuses on strategies and processes that are people-centric, aiming to build engagement and minimise resistance. It involves preparing, equipping, and supporting individuals to transition from the current state to a desired future state, driving organisational success.

The benefits of a well implemented change program include:

Deliver in full, on time: A 2023 Prosci® study found that 88% of organisations with excellent change management met or exceeded project objectives, compared to only 13% with poor change management. Projects with excellent change management are five times more likely to stay on or ahead of schedule.

Build it + they will come – Really?: Designing great spaces and enabling them with technology is not enough; robust change programs are needed to ensure people adapt and the new environment is used as intended.

Resilience building: Well-managed change leads to higher tolerance for future change, creating a more resilient and adaptable organisation. Poorly managed change can result in disengagement and reluctance to embrace future changes.

Increased productivity: Effective change management significantly boosts productivity by ensuring that employees are well-prepared, engaged, and supported throughout transitions.

Culture uplift: Good change management positively affects morale, engagement, productivity, and staff retention.

Long-lasting change: Post-occupancy support ensures new practices are embedded, realising the benefits of the change program for the long term.

transition deliver on a critical proof point



Any physical move event is highly visible to all stakeholders, and when successfully delivered is a seamless, positive experience that adds real value at the tail end of a project.

Puzzle has been managing complex move projects for 20+ years. Our services include:

Relocation master planning: Aligning space planning with strategic goals, establishing relocation strategies, and simplifying move sequencing.

Manage storage fit: Streamlining storage, organising culling events, educating staff, and providing storage solutions.

Relocation planning + coordination: Managing external suppliers, relocation databases, move champions, and staff communications, while mitigating risks and coordinating access.

Indigenous inclusion: Facilitating procurement with indigenous-owned enterprises to meet inclusion goals.

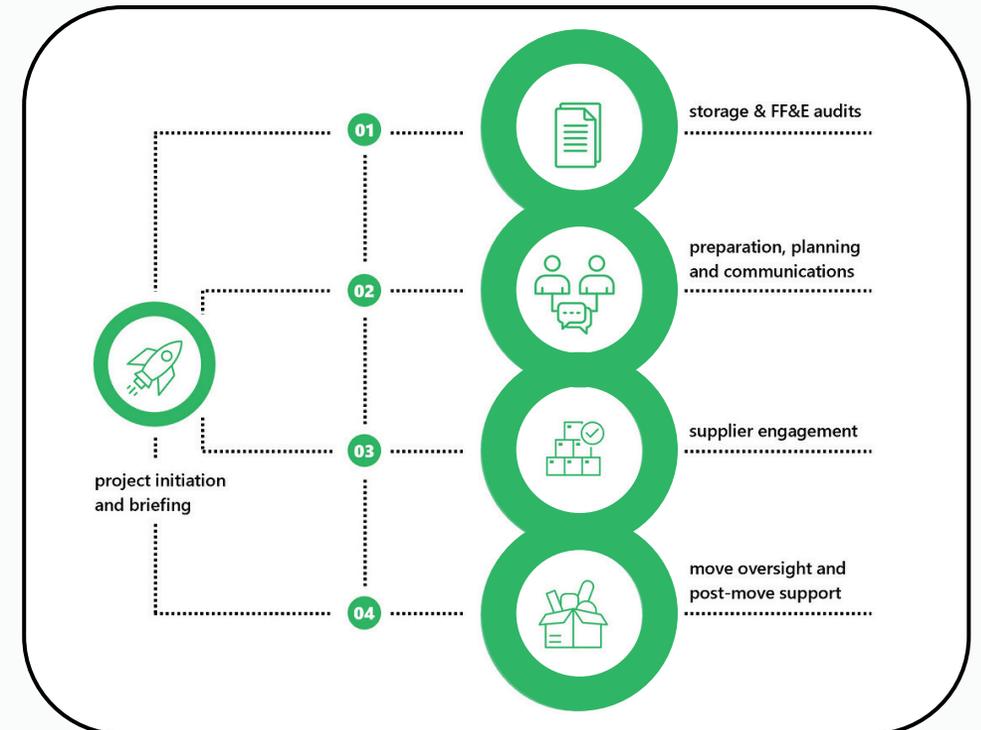
Circular asset management: Reducing landfill waste by re-homing, repurposing, and recycling office furniture and fittings.

Supplier engagement + oversight: Managing the relocation supplier engagement process, ensuring WHS compliance, and providing post-move support.

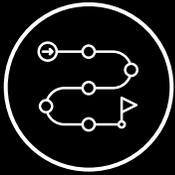
Our services ensure smooth transitions and operational efficiency at the project's conclusion. The bespoke methodology, based on Prince 2, is tailored to the needs of each client and project. It involves thorough scoping and documentation of requirements, risks, quality, and safety.

Benefits of this best practice approach include:

- Superior quality control for successful project outcomes.
- Flexibility based on broad project experience.
- Stronger cost tracking and fiscal control.
- Ensuring all work is conducted safely.
- Greater transparency of project activities.
- Proven project discipline in planning and implementation.



what makes puzzle **(a little bit) special?**

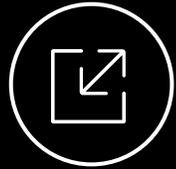


workplace **specialist**

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

With more than 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.

recent adventures



financial institution **fwow**

● blueprint ● change

Hybrid Model: New working method for 1,200 staff

Positive Feedback: 80% found it effective

Strategic Support: Ensured successful transition

Puzzle helped a financial services organisation define a new way of working for 1,200 staff, combining office and remote work. We captured staff insights through surveys and consultations, revealing a preference for a hybrid model. The Executive introduced a flexible work approach, allowing staff to split time between home and office.

Puzzle developed principles and standards, facilitated workshops, and created communication materials. We conducted a three-month evaluation to assess the new models' effectiveness. Results showed 80% found the arrangements effective, with improved team engagement and positive feedback from leaders.

The project highlighted the importance of ongoing consultation and flexibility, ensuring a successful transition to the new working model. Puzzle's strategic support and innovative solutions were crucial in achieving these outcomes, demonstrating our ability to manage complex change effectively.

new ways of
working for

1,200

staff

[View full project profile \(link\)](#)



federal **government dept #2**

● change

Relocation: Moved 160 employees to a green building

Positive Results: Understanding of NWOW increased from 50% to 94%

Cultural Transformation: Improved staff sentiment and embedded principles

Puzzle provided change management support to a Federal Government department, relocating 160 employees to a 'six star' green building.

This move aimed to pioneer new workplace principles and foster cultural transformation. Puzzle developed an evidence baseline through surveys, interviews, and audits, co-designed workplace principles with senior leaders, and facilitated leader and team workshops. We also created a 'nudge campaign' to embed new ways of working.

The results were highly positive, with understanding of the new ways of working increasing from 50% to 94% and positive sentiment rising from 42% to 71%. Staff felt well-prepared for the transition, ensuring the project's success from a people perspective. The creative campaigns effectively established the 'new normal', demonstrating Puzzle's ability to manage complex change and support cultural transformation. This project highlighted the importance of engaging staff in the process and using innovative strategies to achieve successful outcomes.

positive sentiment
rose from 42% to

71%

[View full project profile \(link\)](#)

recent adventures



emergency services

● change ● transition

Seamless Move: Zero operational disruption

Thorough Planning: Included risk management and change support

Positive Impact: 20-point boost in employee sentiment

Puzzle managed the transition of 600 emergency services personnel, including a 24-hour operations centre, to new headquarters during peak season. The new headquarters also provided an operational base for five other emergency services organisations and a media centre. Located in a major event precinct, the move required strict security protocols and coordination with local officials.

Puzzle's approach included detailed planning, risk management, and a three-stage move. We provided change management support, workshops, and communication programmes to prepare staff.

The transition was executed with military precision, ensuring zero disruption to operations. Employee sentiment improved by over 20 points, with all staff operational within two hours on day one. Broadcast interviews were held from the media centre on the first evening.

The project highlighted Puzzle's adaptability, teamwork, and effective client partnership.

transitioned
600
emergency services
personnel

[View full project profile \(link\)](#)



state government

● change ● transition

Smooth Transition: Co-located 2,800 staff during the

Detailed Planning: Audits, move champions, comprehensive communication

Positive Outcome: Reduced paper usage, and improved employee sentiment

Puzzle co-located 2,800 staff from 10 sites to a new building during the pandemic. The new headquarters aimed to foster cohesion, reduce paper usage, and consolidate resources.

Despite resistance and logistical challenges, Puzzle implemented a detailed, adaptable plan. This included audits, a team of move champions, and comprehensive communication. We managed storage needs, clean-up days, and a complex move schedule.

COVID-19 required rapid adjustments, but the transition was smooth. Puzzle ensured safe handling, hygiene, and physical distancing during the move. We extended post-move support to accommodate smaller, safely distanced groups for site tours and induction.

The project was delivered successfully, with all agencies and divisions well-prepared for the relocation. Staff were engaged, positive, and committed throughout the transformation. Critical project milestones were achieved in a challenging environment.

The project highlighted Puzzle's adaptability, teamwork, and effective client partnership, resulting in zero operational disruption and a 20-point increase in employee sentiment.

co-located
2,800
staff from
10
sites

[View full project profile \(link\)](#)

recent adventures



leading financial institution

● blueprint

Analyse: Workspace utilisation across their Sydney offices

Identified: 'Camping' behaviours and influencing factors

Insights Uncovered: Reduce real estate footprint by over 25%

A leading financial institution sought to optimise the use of its Sydney office spaces by analysing workspace utilisation data.

Detailed studies over a month audited individual workstations and meeting facilities, providing intelligence on occupancy, activities, and equipment usage. Puzzle analysed the raw dataset, conducting a detailed multivariate analysis of 13,312 workstations observed hourly over five days, resulting in over 530,000 data points.

Initial analysis established attendance patterns and workstation utilisation ratios, compared with global benchmarks. Further analysis identified 'camping' behaviours, where workstations were left temporarily unoccupied which was against company policy. Factors influencing these behaviours, such as workstation type and peak times, were also examined.

The insights enabled the institution to rethink space allocation, potentially reducing its real estate footprint by over 25%, demonstrating Puzzle's expertise in complex data analysis for high-value property decisions.

[View full project profile \(link\)](#)



public hospital

● transition

Large Scale: Relocated 900 staff across 15 buildings | 7 sites in 3 months

Maintained Hospital Operations: No downtime during the moves

Time Critical: Accurate and on-time relocation of all assets and equipment

Puzzle was tasked with relocating 900 health staff across 15 buildings and 7 sites within 3 months to facilitate redevelopment construction. This required an agile approach due to the constantly changing operational environment. Effective coordination with the fit-out contractor was essential, and maintaining the hospital's operations during the moves was imperative.

Puzzle's approach involved detailed planning with move sequences and daily run sheets, covering nine move phases across 7 sites and 15 buildings. We integrated the planned moves with the fit-out program, provided guidance and support for move readiness, and ensured on-site coordination of the removalist team. Post-move support was also provided to ensure all services were operational.

As a result, 900 staff and 30 departments were relocated in 4 weeks without any operational downtime. The relocation was accurate, and all assets and equipment were moved as planned, enabling the redevelopment of the vacated buildings on schedule.

900
staff and
30
departments were
relocated in 4 weeks

[View full project profile \(link\)](#)

recent adventures



federal govt dept #1

● blueprint

Puzzle collaborated with a department to pilot a flexible work Hub, aiming to create a dynamic workplace. The Hub, close to staff homes, provided access to networks and tools, offering a remote working option. Using surveys and prototyping, Puzzle designed the Hub and gathered insights.

Opened in late 2020, the Hub featured various work settings. A survey showed 99% satisfaction, with 70% of users living within 5km, reducing travel by 22km daily. The project validated the strategy and highlighted areas for improvement, enhancing the employee experience.

99%
satisfaction

[View full project profile \(link\)](#)



financial institution paperlite

● transition

Puzzle helped a client reduce storage by 78% to enable agile working.

Initially, the team of 800 had 2,600 linear metres of storage, equivalent to 2.5 times the length of the Harbour Bridge. The clutter included client files, contracts, and Christmas decorations.

Puzzle set measurable targets, promoted a 'think before you print' mentality, and digitised documents. We facilitated clean-up days, centralised stationery, and established a clean desk policy.

After nine months, storage was reduced to 540 linear metres, achieving best practice standards. This programme became the national standard across multiple offices.

78%
storage reduction

[View full project profile \(link\)](#)



global comms group

● change

Puzzle managed a co-location project for over 20 media agencies in Sydney, aiming to enhance agility, collaboration, and flexibility. The move involved significant changes, including new building protocols, impacts on daily routines, and the need for leaders to foster a culture of sharing and trust.

Puzzle developed a change strategy, including a staff sentiment survey, communication templates, and workshops for leaders and teams.

The project successfully prepared staff for the transition, with positive post-occupancy sentiment and engagement. Puzzle's strategic support and creative solutions were crucial in achieving the desired outcomes.

20+
media agencies
moved into a single
workspace

[View full project profile \(link\)](#)

recent adventures



national broadcaster

● transition

Puzzle relocated 645 broadcast staff in Melbourne, Adelaide, and Perth overnight without disrupting programming. The move required detailed planning, including phased sequences, specialist removalists, and staff relocation packs. They also negotiated parking and developed travel plans for staff.

The results were flawless: no programming disruptions, smooth morning shows, and well-supported staff. This project showcased Puzzle's expertise in risk management, attention to detail, and commitment to delivering on promises.

relocated
645
broadcast staff
overnight without
disrupting
programming

[View full project profile \(link\)](#)



federal gov dept #3

● change

Puzzle helped a Commonwealth Government Department deploy portable devices with a user-centred approach. We aimed to boost engagement, drive adoption, and assess the deployment's effectiveness.

Puzzle advised on integration, developed a communications plan, conducted surveys, and used design thinking to solve connectivity issues. A post-implementation review informed future rollouts.

Results: 82% satisfaction with the rollout, 77% with technical support, and 92% with training resources. The project met immediate needs, informed strategic property work, and provided insights for future projects.

82%
satisfied with
the rollout

[View full project profile \(link\)](#)



global law firm

● change

A global law firm engaged Puzzle to manage a change programme for their Canberra office, transitioning to an agile working environment.

The move involved reducing storage by 70% and eliminating dedicated offices. Initially, only half of the staff were positive about the change, with concerns about noise and desk availability.

Puzzle implemented a comprehensive change plan, engaging leaders and staff, and using diverse communication channels. Post-move, 96% of staff were positive or neutral about the new environment.

The programme successfully shifted staff sentiment from negativity to positivity, realising the benefits of the new way of working.

post-move
96%
staff were positive

[View full project profile \(link\)](#)

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



VICTORIA POLICE



Canberra
Health
Services



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

“ Puzzle Partners recently supported us with change management and relocation consulting services for a major project in the Sydney CBD.

Their team brought a structured yet flexible approach, helping us navigate the complexities of relocating a global trading company while minimising disruption to business operations. They engaged well with stakeholders, provided clear communication throughout, and delivered practical solutions that kept the project moving smoothly.

We greatly valued their professionalism and would not hesitate to recommend them.

Global trading bank (confidential)
James Bennett | Sandstone Project Management | Director

“ 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

“ EY is currently in the midst of a major pipeline of office refits and relocations across our Oceania real estate portfolio.

The Puzzle engagement has been typified by excellent planning, attention to detail, and effective communication.

Throughout the process Puzzle have become an integral part of our workplace project team, and I would have absolutely no hesitation recommending this business and their services. The Perth project was such a success that EY and Puzzle look to maintain an ongoing relationship, now partnering on our current office real estate projects in Melbourne and Brisbane. Thanks Puzzle!

EY
Luci Gumpl | Associate Director | AWS

“ Partnering with Puzzle Partners was critical to the success of our workplace transformation project with Transgrid. Having Puzzle manage the people side of the change allowed me to focus fully on delivering the project. From the outset, the Puzzle team not only brought workplace expertise but also a deep understanding of the human side of change, helping us navigate the complexities of shifting people's mindsets, behaviours, and ways of working.

Puzzle worked seamlessly with internal and external teams and stakeholders, crafting a change strategy and implementation plan that was not only practical but also empathetic to the needs of Transgrid's people.

I would highly recommend Puzzle Partners to any organisation undertaking a workplace change initiative. It was a true partnership, and Puzzle was instrumental in delivering a successful outcome.

Transgrid
Pauline McPhillips | Alba Project Management

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?

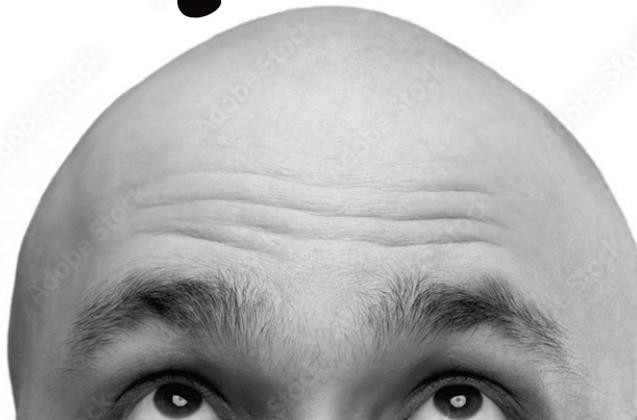
- Are teams positive and engaged or are they showing signs of change fatigue?
- Are our leaders ready to lead a program of change?
 - What can we do to make sure the change "sticks"?

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 17 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.



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