A photograph of a diverse group of business professionals in a meeting. A man in the foreground, wearing a light blue checkered shirt, is looking down at a document. Behind him, a man in a dark shirt and a woman in a white shirt are also looking at the document. The background is blurred, showing other people in the room.

# Radically Transforming Strategy into Execution

We help senior leaders solve the hard organisational problems  
that sit between strategy and execution.

A black and white photograph of two women working together on a laptop. One woman, with dark hair, is standing and looking down at the screen. The other woman, with blonde hair and glasses, is sitting and also looking at the screen. They are in an industrial-style setting with exposed brick walls.

# What we do //

Radically helps organisations design the system of work that turns strategy into results.

We don't deliver cookie-cutter solutions. We co-create transformation with your people, not to them.

## Problems We Solve

- Strategy that does not translate into clear priorities or executable plans
- Operating models that are misaligned to growth ambition or market reality.
- Slow or unclear decision-making across complex organisations.
- Fragmented initiatives competing for capacity and funding.
- Repeated transformation efforts that fail to stick.

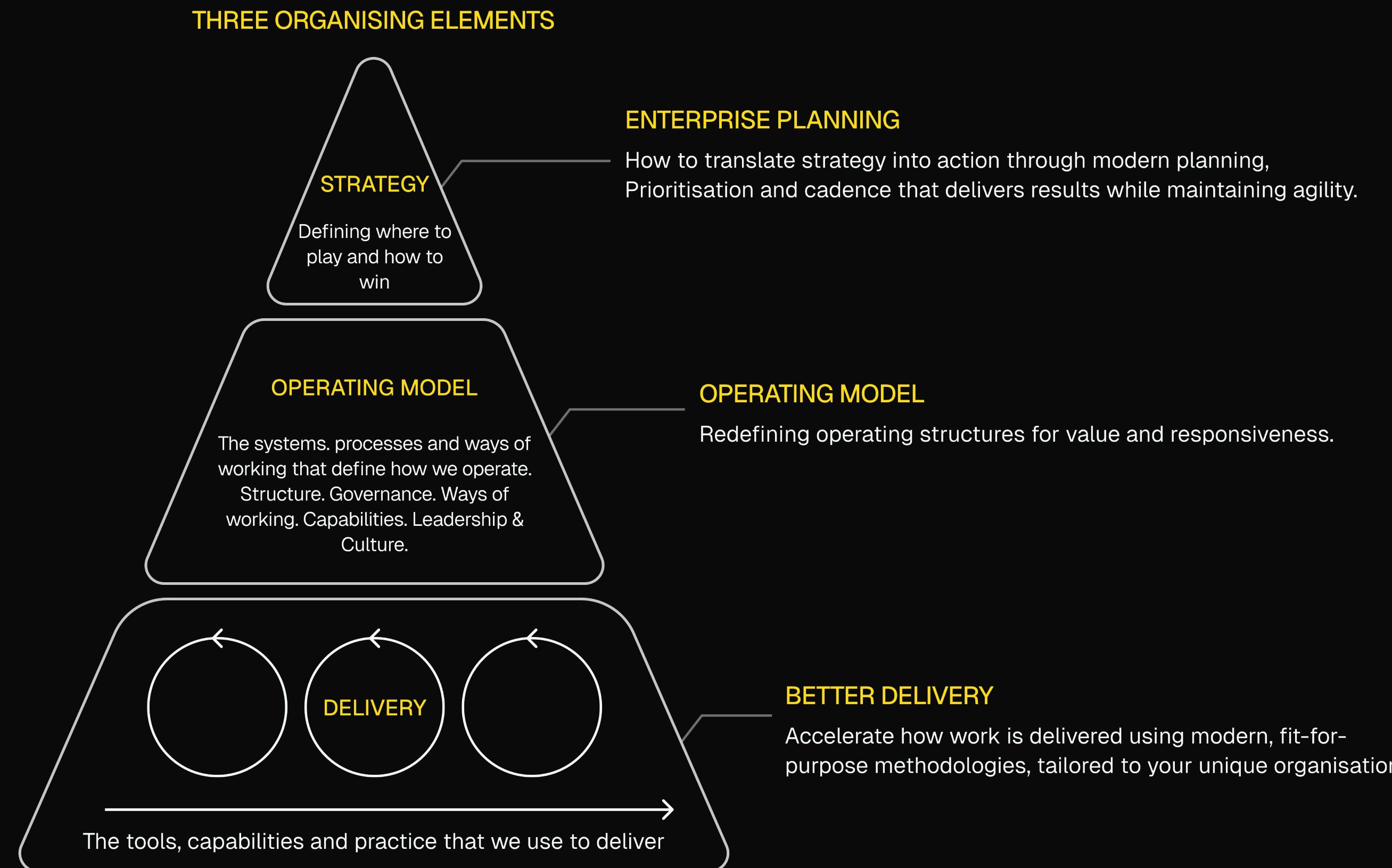
## Decisions We Unblock

- Where to invest, stop, or sequence transformation and growth initiatives.
- How to design operating models that reduce hand-offs and balance efficiency with adaptability.
- What decisions sit where, and who is accountable for outcomes.
- How to align executive teams around one coherent direction.
- When to reset structure, governance, or delivery approaches.

## Outcomes We Enable

- Faster, clearer decision-making at executive and operational levels.
- Operating models aligned to strategic ambition.
- Confident prioritisation of investment and effort.
- Improved execution certainty and benefits realisation.
- Organisations that can adapt as conditions change, without repeated resets.

# What we do //



# 01 Case Study Origin's Energy's New Operating Model

## Showcase

Partnered with the renewables arm of a major energy provider to redesign the operating model around value streams, speeding up delivery and lifting ownership of end to end customer outcomes.



Click play to watch this case study.

## Challenge

Position Origin Zero to win by creating the ability to execute strategy quickly and respond faster than its competitors in a highly competitive landscape.

## Result

- New Operating Model and Ways of Working.
- Significantly accelerated delivery capability.
- Increased responsiveness and reduced silos.
- Reduced internal friction and increased cross-team alignment.
- Ownership of end-to-end business outcomes across value streams.
- Improved customer satisfaction.
- Boosted employee engagement and internal capability.



"It feels like night and day in terms of the way it used to be and how it is now. Before, it felt like walking through treacle. Now, we've taken out \$6M of cost, and it feels easier, calmer, people are getting stuff done and making decisions, and they're all good ones. We've fundamentally changed the way this function operates and performs."

**Sharon Ridgway**  
EGM People, Origin Energy



## 02 Case Study The Operating Model Behind Australia's Favourite Digital Bank

### Showcase

Worked side by side with Bankwest leaders to diagnose delivery fragmentation and co design a fit for purpose operating model, lifting executive visibility, speeding decisions, and improving flow across teams.



Click play to watch this case study.

### Challenge

Reset delivery, governance and culture so Bankwest could execute on its ambition to become Australia's first fully digital bank, closing the gap between strategy and execution and restoring confidence in delivery.

### Result

- Faster decision making and clearer accountability across functions, removing bottlenecks and improving flow.
- Senior leaders regained real time visibility of priorities and progress, improving executive confidence and control.
- Reduced duplication and process friction, leading to fewer delays and stronger alignment on what mattered most.
- Teams shifted focus from internal activity to delivering greater customer value and innovation.
- A re-energised culture with more empowered, connected staff who felt clearer purpose and confidence in transformation.
- Simplified governance that reduced bureaucracy while maintaining rigour and risk control.
- Sustainable transformation foundations, tools and mindsets that equipped Bankwest to execute with clarity and scale.



"The transformation that we've gone through has really put us on a different path where we're very buoyant around our growth potential."

**Jason Chan**

Managing Director - Bankwest



# 03 Case Study Mercury-Trustpower Integration

## Showcase

Integrating two scaled businesses, cultures and technology stacks while lifting delivery and leadership ownership.



Click play to watch this case study.

## Challenge

Merge two organisations with distinct cultures and ways of working to create a modern, resilient and future-fit organisation where continuous learning and change are the norm.

## Result

- The project won NZ Business Transformation of the Year 2024, with the judges calling it “a masterclass in laying the right foundations for success.”
- Integration of people, process, and technology early and under budget.
- Mercury’s most successful programme to date.
- New operating model and custom delivery practices, equipping the firm to execute at pace.
- Large-scale capability and leadership uplift programme, enabling Mercury to sustain the new business.



“They bring good capability to the table, good thought leaders, people who genuinely make a difference and add value and people who aren’t afraid to roll up their sleeves when things get challenging.”

**Paul Bacon**

Head of Telecommunications - Mercury



# 04 Current Key Engagement ASB Operating Model

## Showcase

Partnered with ASB leaders to lift delivery performance and execution certainty by strengthening planning rhythms, clarifying accountabilities, and improving flow from strategy through to customer outcomes.



### Challenge

ASB found that the agile operating model they had implemented six years previously was no longer meeting their needs and was preventing them from executing strategy effectively. Part of the bank worked in an agile way, and the other parts in a traditional project construct. Additionally, over time, they had added to their operating model to resolve specific challenges they faced, creating unnecessary complexity and friction.

The ELT engaged Radically to review and redesign the next evolution of their all-of-bank operating model.

### Result (note - work ongoing)

- Redesign of the operating model of the entire bank.
- Complete ELT alignment and endorsement.
- Target savings of 20% of operating cost per annum.
- A clearer operating model that allows 95% of work to be prioritised and executed within a given value domain.
- New Ways of Working established.
- All core roles trained, and new capabilities built.

We are proud to bring the best of global thinking to you, with the care and practical application that you would expect from a local consultancy.

**Our perspective** is one of pragmatism, tailored for your problems. We are experienced working with complex businesses, and speak your language.

**We are** deep experts bringing the latest frameworks, practices and tools to our clients without jargon and complexity.

**Our values** drive how we think and operate - caring more, challenging further, and having the courage to be radical for the benefit of our clients.

**Our clients** are business leaders that want to improve the effectiveness of their teams and business units through modernising the way they think and do work.

## Recent Partnerships //





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