

PEOPLE AS THE BOTTLENECK?

Or the system we have built around them?

People as the bottleneck: Strengthening workforce capability for resilient operations

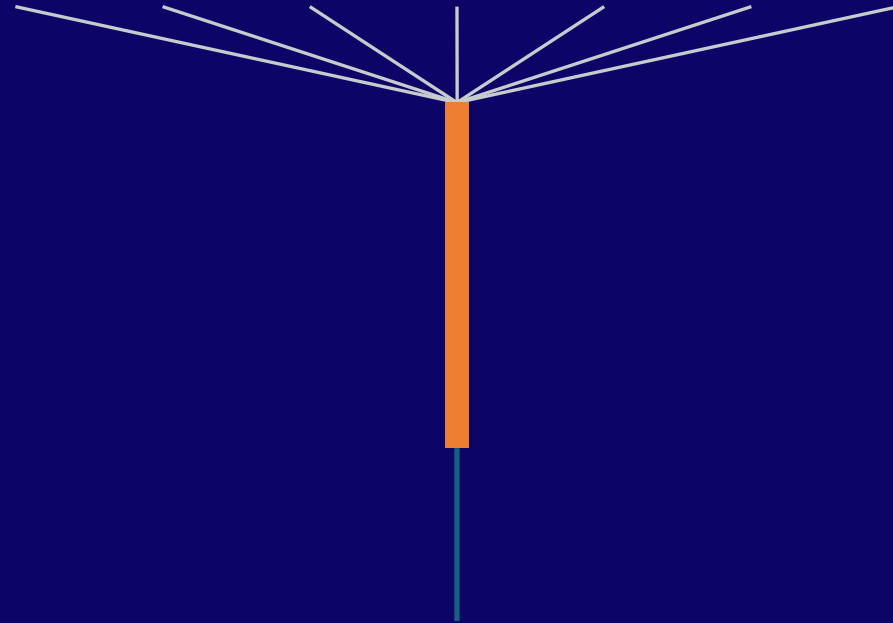
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CLIMATE · SAFETY · CYBER · AI · HUMAN RIGHTS · SUPPLY CHAIN · COMPLIANCE



Different issues. Recurring organisational requirements.

100+ SUPPLIERS

~80% OF SPEND

A VERY CLEVER MODEL

Almost no effect on procurement outcomes

RECOGNISE



What matters?



INTERPRET



What it means here?



PRIORITISE



What comes first?



EMBED



Where does it sit?



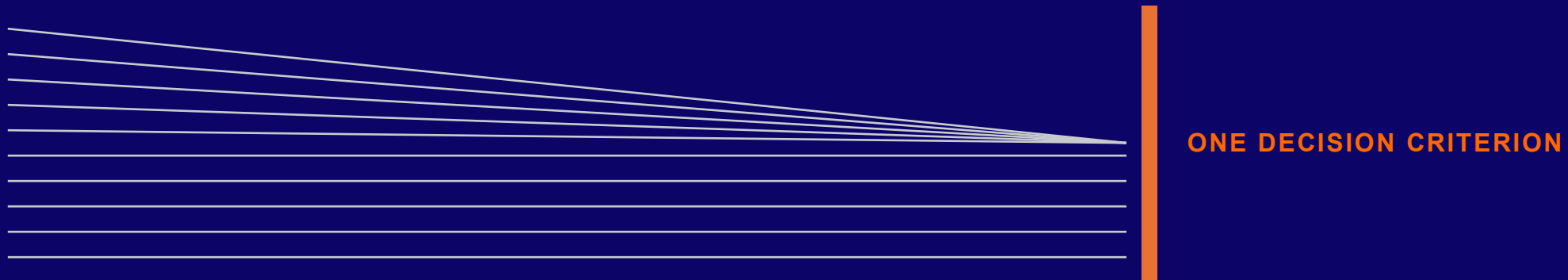
ADAPT



What must change?

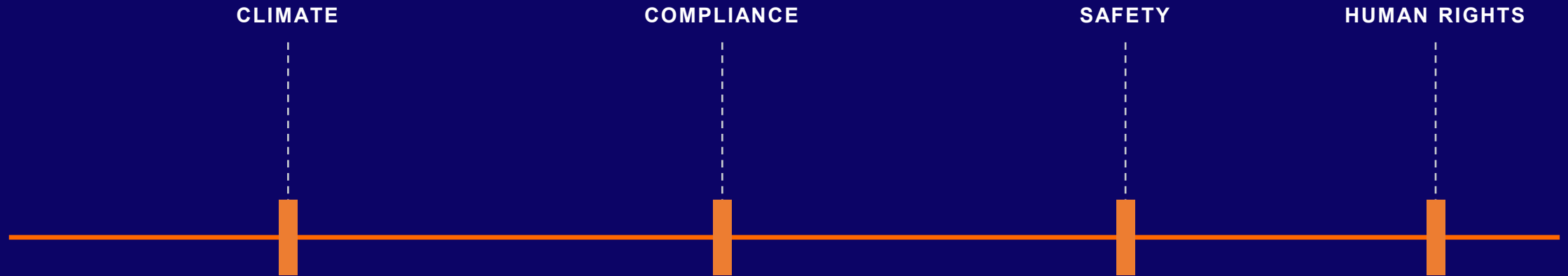
THEY DO NOT NEED TO CARE ABOUT YOUR ISSUE.

They need a usable way to act on it.



WIRE ONCE

One organisational backbone. Many different demands.



Map how work moves.

Find the consequential decision points.

Put the requirement there.

SAME PRINCIPLES ≠ SAME EXECUTION

Consistency of intent. Flexibility in method.

WINE



SHARED OUTCOME

BEER



Standardisation does not mean sameness.

CAN INFORMATION TRAVEL THROUGH YOUR ORGANISATION AND CHANGE AN OUTCOME?

- 1 How much complexity does the decision require?
- 2 Do we know how the work actually happens?
- 3 What matters and what comes next?
- 4 Is it built into normal work?
- 5 Are we adapting execution while preserving the principle?

WHAT IF THE CAPABILITY WE ARE BUILDING FOR CLIMATE ISN'T ONLY CLIMATE CAPABILITY?

Different issue. Same organisational work.

And still, it comes down to people.