



65 YEAR ANNIVERSARY

YEAR BOOK

Celebrating

65
YEARS

of HR & Talent
Excellence and Innovation.

WWW.CHANDLERMACLEOD.COM

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FORE WORD



This milestone is both a celebration of our history, and a launch point of our future.



Nick Gabrielidis
Managing Director

As we celebrate Chandler Macleod's 65th anniversary, I'm filled with immense pride and gratitude for this remarkable journey.

Since 1959, Chandler Macleod has been driven by a bold vision to reshape the workforce landscape. What began as a single idea has evolved into a thriving organisation, rooted in the principles of integrity, trust, and excellence. Our founders' values continue to guide us and have become the foundation of everything we do.

Over six decades, we have navigated an ever-changing workforce environment, adapting to new demands with resilience, innovation, and unwavering dedication.

This milestone serves as both a celebration of our history and a launch point for our future. Looking forward, we are committed to advancing workforce solutions through pioneering technology, fostering an inclusive and agile culture, and continuing to set the industry standard for excellence.

To our employees, present and past, thank you for the passion and dedication that fuel our success every day. To our clients and partners, thank you for your trust and support. Your loyalty has been instrumental in our journey, and we're excited to reach new heights together in the years to come.

With sincere appreciation,

Nick



2024 Our Leadership Team



Nick Gabrielidis
Managing Director



Margo Shand
*National General
Manager Industrial*



Mario Deniese
*National General
Manager Federal
Government*



Karl Smart
*National General
Manager Professional
Services*



Jon Pettingill
*National General
Manager Mining*



Jamie Devitt
*Director xPO
Solutions*



Cynthia Andrews
*Director Employment
Equity*



Gordon Chambers
*Director Managed
Services*



Jamie Greer
*General Manager
Consulting*



Rebecca Thomas
*Solutions Director
xPO*



Ken McCormack
*National Client
Solutions Director*



Clinton Bolst
*General Manager
Graduate & Project*



Adrian Lund
*Assistant Client
Solutions Director*



Louise Bennet
*General Manager
Business Optimisation*



Brett Davis
*General Manager
Safety*



Jasmine Goh
*Digital Solutions
Manager*



Stefanie Atherton
*General Manager
People and Culture*



Jana Blackwell
*General Manager
Finance*

Celebrating

65
YEARS

2024 Our Success



We are proud to have been named as finalists for several prestigious industry awards in 2024, a recognition of our commitment to excellence, client satisfaction, and the dedication of our team. These accolades reflect the passion that drives our business and our people every day, as well as our unwavering focus on delivering exceptional outcomes for our clients.


At the heart of our recruitment approach is a commitment to Diversity, Equity, Inclusion and Belonging (DEIB). We believe that building diverse and inclusive teams strengthens organisations, fosters innovation, and contributes to a positive workplace culture. By embedding DEIB principles into every step of our recruitment process, we ensure that our clients have access to a rich and varied pool of talent, bringing fresh perspectives and skills to meet their unique goals.

Your trusted partner in


PERMANENT RECRUITMENT

Looking to build a strong, dedicated team? Our permanent recruitment services are here to help you find the best talent tailored to your needs.

Find Your BestFit™

 [CONTACT US](#)

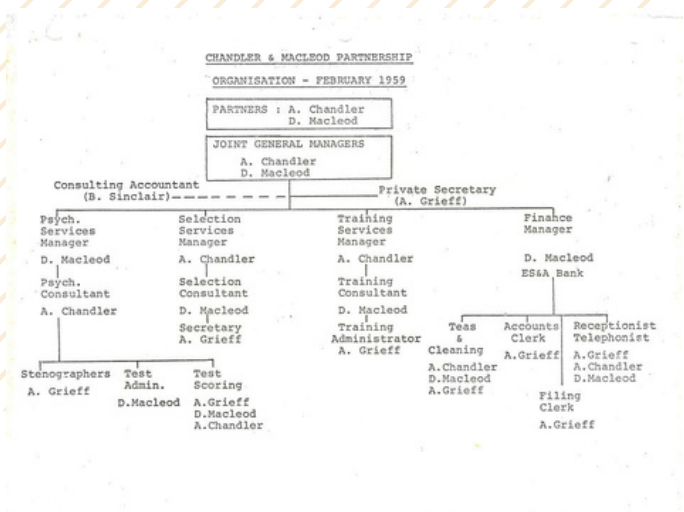
Why Us?

-  Expertise Across Industries
-  Proven Track Record of Best Fit
-  Comprehensive Screening Process
-  Dedicated Expert Support
-  Care of Your Employer Brand



Our Journey

What an incredible journey it's been, both for us and for the recruitment and talent management industry as a whole. Over the past 65 years, we've had the privilege of helping people achieve their career dreams, connecting them with opportunities that shape their futures and, ultimately, their lives. As we look forward to the next 65 years, our commitment to empowering people on their career journeys remains as strong as ever. Here's to many more decades of growth, innovation, and success—for us, for the industry, and, most importantly, for the people we serve.



We've come a long way—from a small, dedicated team of just three, handling every task to keep things running, to a dynamic workforce of over 1,000 on-site employees and more than 20,000 on-hire staff. This growth reflects not just the scale of our operations, but the impact we're able to have. It's a testament to the trust our clients place in us, the dedication of our team, and our commitment to empowering careers and building futures. Here's to our journey and the people who've made it possible!

We're proud to have moved beyond the days when "anything goes" in job ads, into a new era where Diversity and Inclusion take center stage. Our commitment to these values is stronger than ever, and we're actively working to create a more inclusive and equitable environment for everyone we serve. Learn more about our Diversity and Inclusion initiatives [here](add link)

MANAGER
\$9,000 and Car

Due to continued expansion, a highly successful company of Industrial Painting Contractors wishes to appoint a General Manager for N.S.W.

As Chief Executive the successful applicant will be responsible to the Managing Director for the profitability of the N.S.W. operation, further development of markets and the control of all phases of the company's activities.

A commencing salary will be negotiated up to \$9000 p.a. and executive benefits include a company car, a bonus based on profitability and superannuation.

Applicants should be approximately 35-45 years of age, possess direct experience in the industrial paint contracting or construction industry and have the additional support of a thorough knowledge of modern management techniques.

Written applications in confidence, giving personal details, qualifications and experience should be forwarded quoting No. 422 to:

Mr R. K. MARLOW.

Chandler & Macleod (N.S.W.) Pty. Ltd
 Personnel and Training Consultants,
 113a Willoughby Road,
 CROW'S NEST, N.S.W. 2065.

Kerry, her father, and I— active, interested in people

UNIQUE EMPLOYMENT OPPORTUNITY
 for a
YOUNG WOMAN

A reputable and nationally known Melbourne company, engaged in the manufacture and distribution of high quality tableware, offers a unique employment opportunity for a young woman interested in product design and promotion. The company is currently mounting a marketing campaign directed towards young women in the 19-25 years age group and accordingly requires a young woman appreciative of the tastes of this age group to assist in planning for market appeal.

The planning will cover such aspects as product design, packaging, promotion, particularly in retail stores, and advertising and the successful applicant's role will be one of advising on specific market appeal in each of these areas. Applications are sought from women possessing an outlook which is both creative and practical, plus a background of experience in retailing, buying or design for the young women's market.

An attractive commencing salary will be negotiated and employment can be either on a full or part-time basis. Written applications, in confidence, detailing age, education, experience and personal particulars, should be forwarded to:

No. 863,
CHANDLER and MACLEOD
PTY. LTD.
 Personnel and Training Consultants,
 445 ST KILDA ROAD, MELBOURNE.

The Australian Women's Weekly - December 29, 1967

View our interactive timeline to see the full journey!



Chandler Macleod incorporating Peoplebank is one of the regions largest employers



We get people.

Whether delivering tailored solutions for unique needs or managing workforces of thousands, we understand what it takes to recruit, select, and retain top talent

- ▶ We balance psychology and technology to connect people with opportunities for fulfilling roles and a better life.
- ▶ We use our proprietary assessment tool BestFit™ to discover what makes people tick and find them the right job. This ensures the best person is found for the particular role and company.
- ▶ We leverage the digital experience to streamline, simplify and help make clients lives easier.
- ▶ Our recruiters are all trained by behavioural psychologists, they consider bigger picture needs of both candidates and clients, seeing more than just what meets the eye.
- ▶ Our people are supported with ongoing training and growth opportunities for longer term partnerships with candidates and clients.

BestFit™

rdsa LEADING IN THE WORLD OF WORK

OAPSCo Australia

Committed to Diversity and Inclusion

Chandler Macleod has a full time Employment Equity team; we are not just ticking a box. We realise the importance of diversity and inclusion and the positive impact it has on the broader community.

Our second Innovate Reconciliation Action Plan takes learnings from our inaugural RAP as Chandler Macleod Group and takes the next step toward embedding organisational respect for Aboriginal and Torres Strait Islander peoples into our company and culture.



Our unwavering commitment to our core values ensures a mutually beneficial partnership with your business built on trust, reliability, and shared goals.



WOW THE WORLD

What we do isn't a job. We enjoy exploring what is possible for our future. We question the status quo, fail well and overcome with resilience. We are a force for change.



BET ON PASSION

We are a team of people fueled by curiosity. We respect and capitalise on each other's differences. We know that one person's crazy idea, when backed by data and research, can become the best bet.



PRIORITISE SOCIAL VALUE

We, as global citizens, strive to contribute to a sustainable society through all of our corporate activities. Each one of us is committed to seeking out the needs of society and taking action for a better future.





Chandler Macleod: At the forefront of Psychometric Assessment

As Chandler Macleod marks its 65th anniversary, we're excited for the future of our industry. Our propriety BestFit™ assessments stand at the forefront of our psychometric solutions. These advanced assessments leverage cutting-edge technology and decades of research to provide a comprehensive evaluation of candidates' abilities, personality traits, and cultural fit.

By integrating the latest advancements in psychometrics, such as computerised adaptive testing and game-based assessments, BestFit™ ensures precise and engaging evaluations. This evolution reflects our commitment to staying ahead of industry trends and meeting the dynamic needs of modern businesses. With BestFit™, we continue to set the standard for predictive accuracy and insightful talent management, empowering businesses to make informed decisions and build high-performing teams.

Our team work tirelessly to develop and launch new tools to meet the malleable needs of our clients and look forward to working with you to revolutionise the way you do business.

The Evolution of Psychometric Assessments

As Chandler Macleod marks its 65th anniversary, we're reflecting on where we began – as Australia's first firm of organisational psychologists. From our early days of predicting employee behaviour and identifying key success factors through psychometric assessments, a lot has changed. Let's look at the evolution of psychometric testing and the methods we have in place today which ensure we continue to set the industry standard.

Our Beginnings

Our story begins when Alf Chandler and Doug Macleod licensed the Humm-Wadsworth Temperament Scale.

This pioneering personality scale, developed in the early 20th century, was designed to evaluate various personality traits and temperaments and included dimensions such as emotional stability, social behavior, and personal adjustment. Originally used to match individuals to suitable roles in occupational settings, the scale provided early insights into personality profiling. Although it has been largely superseded by modern assessments like the Big Five personality traits and advanced computerised tests, the Humm-Wadsworth Scale remains a significant milestone in the evolution of psychometric evaluations.

Broadening Horizons

By the mid-20th century, psychometric testing had become a crucial tool in various fields, including education, industry, and the military. The use of psychometric assessments expanded significantly as organisations and institutions recognised their value in evaluating and predicting human behavior.

In the industrial sector, psychometric tests were increasingly utilised for employee selection and development, helping companies match individuals to roles that suited their abilities and personality traits. Despite some skepticism and criticism, particularly concerning the validity of personality assessments, the mid-20th century marked a period of growing acceptance and integration of psychometric testing into key decision-making processes, laying the groundwork for the sophisticated assessments used today.

Navigating Challenges of the Swinging Sixties

In the 1960s, a period marked by significant shifts in psychological theory, skepticism emerged regarding the reliability and validity of personality assessments.

This critical perspective was notably articulated by Walter Mischel in his influential work, "Personality Assessment," which challenged the traditional belief that stable personality traits could consistently predict behavior across different situations.

Mischel's critique underscored the limitations of personality trait theories by emphasising the variability of human behavior in varying contexts. Despite this period of scrutiny, the subsequent decades witnessed a renewed interest in psychometric assessments. In the 1980s and 1990s, advancements in psychological research and methodology led to a resurgence in the use of these tools, largely fueled by the development

and popularisation of the Big Five personality traits model.

This model, which identifies five core dimensions—extraversion, emotional stability (often referred to as neuroticism), agreeableness, conscientiousness, and openness to experience—offered a more robust and empirically supported framework for understanding and assessing personality. The Big Five model provided a comprehensive and nuanced approach to personality assessment, addressing many of the concerns raised by Mischel and facilitating a more refined and predictive understanding of individual differences in behavior.

The Digital Transformation

The arrival of the digital age marked a huge transformation in psychometric assessments, reshaping how these evaluations are conducted and interpreted. The introduction of computerised testing emerged as a game-changer, dramatically improving both the accuracy and efficiency of assessments. This shift was further amplified by the advent of Item Response Theory (IRT), a sophisticated statistical framework that allows for more precise measurement of psychological traits by accounting for varying levels of difficulty and individual differences.

IRT enhances the reliability of assessments by tailoring the difficulty of questions to the respondent's ability level, thereby providing a more nuanced and accurate picture of their traits. Alongside these advancements, the integration of technology into psychometrics has seen the rise of game-based assessments, which blend traditional evaluation techniques with interactive, engaging formats. These game-based tools are particularly advantageous in high-volume recruitment scenarios, where they offer a novel and effective means of evaluating candidates' cognitive and emotional traits in an immersive and less conventional manner.

By leveraging elements of gamification, these assessments not only capture data more effectively but also increase participant engagement and reduce the potential for response bias, ultimately leading to more reliable and insightful evaluations. This digital revolution in psychometrics represents a significant leap forward, combining cutting-edge technology with innovative assessment methods to meet the evolving needs of both researchers and practitioners in the field.

What lies ahead

As we look toward the future, it's clear that the field of psychometric assessments is on the brink of exciting evolution. The integration of artificial intelligence promises to revolutionise how we understand and measure human traits, offering

unprecedented precision and personalisation in assessments.

Meanwhile, the ever-changing job market highlights a growing emphasis on evaluating soft skills, such as emotional intelligence, resilience, and social persuasion. These attributes are rapidly becoming the cornerstones of effective leadership and organisational success.

In a world where collaboration, adaptability, and interpersonal skills are crucial, the ability to accurately assess these competencies will not only enhance recruitment and development processes but also empower individuals and organisations to thrive in an increasingly complex and dynamic landscape. As we embrace these advancements, psychometric assessments will become even more integral in shaping the future of work and leadership, unlocking new potentials and fostering deeper insights into human capabilities.



Join the BestFit™ Revolution

Find top talent faster and smarter with BestFit™—the cutting-edge recruitment approach that goes beyond the basics.

Our proprietary BestFit™ methodology combines psychometric assessments with precise role matching to ensure every hire has the skills, motivations, and personality to excel in your unique culture. Maximise productivity, reduce turnover, and drive team performance with confidence. Don't just guess—choose the BestFit™ advantage.

 Chandler Macleod

[LEARN MORE](#) >

The Evolution of the Recruitment Industry

The journey of commercial recruitment in Australia really began in the wake of World War II when the job market faced an unprecedented shortage as countless low-skilled workers enlisted in Australia's armed services. During this period, recruitment agencies emerged as key players in the way forward for the economy, bridging the gap between employers and their new workforce, and helping to shape the Australian job landscape.

A Time of Economic and Psychological Transformation

By the 1960s, Australia was undergoing a major economic shift from an agriculture-based economy to a manufacturing powerhouse. This transformation necessitated a large influx of low-skilled labor to meet the demands of the rapidly expanding industrial sector. Recruitment agencies had to innovate, developing new strategies to attract workers from diverse regions. Recruitment was no longer just about filling vacancies; it was about strategically positioning the workforce to support a new economic era.

As Australia navigated its economic transformation, the evolving understanding of psychological theory also began to shape recruitment practices. This decade was marked by significant changes in psychological theory and our understanding of human behavior, and the subsequent decades witnessed a renewed interest in psychometric assessments.

The integration of more sophisticated psychological models into recruitment strategies allowed for a deeper and more predictive understanding of candidate behavior, further aligning cultural fit with the demands of a changing economic landscape.

Technological advancement and globalisation

As we rolled into the 1990s, Australia's economic landscape was becoming increasingly global. The rise of international markets brought new challenges and opportunities. Then came the tech revolution. The late 1990s saw the advent of the internet, which began to dissolve the physical barriers to talent and skills. For recruiters, this was a game-changer. Suddenly, the world was their oyster, and the ability to tap into a diverse talent pool was just a click away. Chandler Macleod was at the forefront of this digital shift, embracing new technologies to keep pace with the changing times.

Digital transformation post GFC

The global financial crisis of 2008 hit hard, prompting businesses to rethink their recruitment strategies. Online recruitment took center stage as companies sought to cut costs and streamline processes. This period also saw a significant shift in candidate expectations. Jobs were no longer just about earning a paycheck; they had to offer meaning, purpose, and flexibility. Chandler Macleod responded by expanding its services to include [specialised consulting](#), [workforce planning](#), and training, all while focusing on the evolving needs of candidates.

Technology and candidate experience

In today's fast-paced world, Chandler Macleod continues to set the standards in modern recruitment practices. The focus has shifted to integrating advanced human resource technologies with a keen eye on the candidate experience and recruitment has become a finely tuned operation. The aim? To attract and retain top talent with user-friendly processes and personalised communication.

No discussion of modern recruitment is complete without mentioning social media. Platforms like [LinkedIn](#), Facebook, Instagram, Twitter, and now TikTok have changed how recruiters and candidates connect.

Reflecting on the journey from Chandler Macleod's early days to the present, it's clear that the recruitment industry has undergone profound changes. Driven by technological advancements and a shift towards more data-driven and candidate-centric practices, the industry has evolved dramatically. Chandler Macleod remains at the cutting edge, leveraging its expertise and innovative solutions to meet the ever-changing needs of employers and job seekers alike. As we look to the future, one thing is certain: the evolution of recruitment is far from over, and Chandler Macleod will continue to be a pivotal player in shaping its next chapter.



Help your interns, graduates and individual contributors navigate the everyday complexities of the workplace.

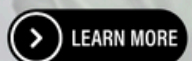


Provide your future leaders with a head start by accelerating their leadership skills.



Elevate your executive team's leadership capability and see the full potential of your organisation.

PROGRAMS FOR ALL LEADERSHIP LEVELS



INTRODUCING

TALENT SOLUTIONS

CONSULTING | MANAGED TRAINING SERVICES | xPO



Your ultimate partner in transforming talent management strategies

Our new brand merges the expertise of Chandler Macleod xPO, Chandler Macleod Consulting, and Chandler Macleod Managed Services to provide a comprehensive suite of offerings designed to optimise every aspect of your workforce management.

Our Mission

Our mission is to empower businesses with innovative, customised talent management solutions that drive success. By integrating cutting-edge technology, expert insights, and scalable strategies, we enhance your recruitment processes, develop your leadership, and navigate organisational change effectively. Partner with us to unlock the full potential of your workforce and stay ahead in today's dynamic market.

 **Chandler Macleod Consulting** **Chandler Macleod Managed Training Services** **Chandler Macleod xPO Talent Solutions**

Our Service Offerings

Consulting

Comprehensive psychometric assessments, leadership development, and career transition services to enhance hiring decisions, leadership growth, and organisational change management.

Managed Services

Streamlined compliance, training administration and vendor management, optimising processes and enhancing training ROI.

Total Talent Solutions

Integrating permanent and temporary talent acquisition, we provide advanced analytics, cost reduction, and enhanced mobility, ensuring your business remains agile and competitive.

Managed Service Programs (MSP)

Tailored MSP solutions for talent acquisition, supplier management, risk mitigation, and cost reduction. Options include Master Vendor, Vendor Neutral, and Hybrid programs, all designed to enhance recruitment strategies and reduce administrative burdens.

Recruitment Process Outsourcing (RPO)

Customisable RPO solutions, from end-to-end Enterprise and Project RPO to Selective RPO and Recruiter-on-Demand, addressing cost efficiency, talent pipeline creation, and strategic goal alignment

Graduate Recruitment

Innovative graduate recruitment programs leveraging psychological assessments and HR expertise to attract and retain top talent, ensuring a competitive edge for businesses of all sizes.

Volume Recruitment

Scalable, agile solutions for high-volume recruitment needs, employing cutting-edge technology and best practices to deliver rapid, high-quality results.



The Evolution of Work Safety in Australia: A Journey Since 1959

The year was 1959, vehicle seatbelts weren't mandatory (or a feature in many models), and no one would question if you were to light a cigarette in the office or enjoy a few drinks on a Friday afternoon and then drive home. Harnesses for working at heights weren't a thought, and PPE wasn't yet the acronym we know and use today.

Thankfully, Australia has made significant strides in workplace safety since then. From early emphasis on physical safety to embracing comprehensive mental health initiatives, psychosocial safety and banning smoking in offices, the evolution of workplace safety in Australia is remarkable. Let's explore some of the key transformations that have shaped safety at work in Australia over the decades since Alf Chandler and Doug Macleod formed Chandler and Macleod – Australia's first firm of registered psychologists.

Transition from Smoking in Offices

In response to growing awareness of the health risks associated with passive smoking, Australia progressively implemented smoking bans in workplaces during the 1980s and 1990s. This initiative significantly improved indoor air quality and reduced health hazards for employees.

Spotlight on Mental Health

In recent years, Australia has prioritised mental health in the workplace. Recognising the importance of psychological well-being alongside physical safety. Initiatives have been introduced to support mental health awareness, offer employee assistance programs (EAPs), and address workplace stress and bullying effectively.

Safe Work Australia and State Bodies

Safe Work Australia is a national policy body representing the interests of the Commonwealth, states and territories, as well as workers and employers. Established in 2008, they work to achieve healthier, safer and more productive workplaces through improvements to work health and safety (WHS) and workers' compensation arrangements.

As a national policy body, they don't regulate WHS laws or administer workers' compensation arrangements. The Commonwealth, states and territories regulate and enforce WHS laws and administer workers' compensation schemes in their jurisdictions.

Technological Advancements

Technological innovations continue to revolutionise workplace safety. From automated safety systems to virtual reality training, these advancements enhance risk assessment, training effectiveness, and accident prevention strategies, demonstrating Australia's commitment to leveraging technology for safety at work.

Impact of the COVID-19 Pandemic

The COVID-19 pandemic underscored the importance of workplace safety in managing infectious diseases. Australia swiftly implemented health protocols, remote work arrangements, and vaccination drives to safeguard employee health, highlighting adaptability and preparedness in ensuring safety at work.

The Future of Safety at Work

Looking ahead, Australia remains dedicated to advancing workplace safety through continuous improvement and innovation. Future trends include integrating digital technologies for enhanced safety measures, prioritising ergonomic design, and further promoting mental health and psychosocial safety to create supportive work environments.

Australia's journey towards enhancing safety at work since 1959 reflects an evolution from physical risk management to encompassing broader aspects of health and well-being. By nurturing a culture of safety, leveraging technological advancements, and adapting to emerging challenges, Australia continues to set global standards in effective workplace safety practices, ensuring that every worker thrives in a secure and healthy environment.

Chandler Macleod: Championing Safety a Work

At Chandler Macleod, we believe "We are all Safety Leaders". Our comprehensive suite of safety services is designed to assist you in planning, sourcing, assessing, developing, and managing workplace health and safety. More than just complying with legal standards, we aim to instill a safety culture that resonates with your organisation.

Let our team continue to safeguard your workforce and lead the charge for the next 65 years. Partner with us to ensure ongoing safety and success in your workplace.

Chandler Macleod

INTRODUCING **RISE** 

Reintegration | Inclusion | Support | Employment

Our RISE programs provide accredited and non-accredited training tailored to the specific industry and employer, coupled with funded post-placement support to enhance retention and longevity in the role further. The programs can be tailored for specific cohorts such as women, mature age, youth or simply people experiencing barriers to entering or progressing in employment.

-  Enrich your talent pipeline
-  Utilise available funding
-  Bridge the gap

Talk to us today to discover how we can support you in building a more inclusive recruitment strategy!



Diversity, Equity, Inclusion, and Belonging in Recruitment: From 1959 to Today

Since its founding in 1959, Chandler Macleod has witnessed remarkable transformations in the landscape of diversity, equity, inclusion, and belonging (DEIB) within the recruitment industry. This evolution reflects broader societal shifts, changes to legislation, and corporate commitments that have collectively transformed how organisations approach their workforces. From early migration waves in Australia to contemporary DEIB initiatives, the landscape has evolved dramatically, enriching workplaces and driving business success.

The Early Stages of Diversity

In the late 1950s and 1960s, Australia's workforce was predominantly homogeneous, with a strong emphasis on male-dominated roles and limited representation of women, Aboriginal and Torres Strait Islander peoples, and ethnic minorities. The post-World War II migration waves began introducing new cultural backgrounds into the workforce, but professional roles remained largely unrepresentative of the broader population. This period was characterised by a lack of formal diversity strategies and an emphasis on maintaining a culturally uniform workforce.

Legislative Progress and Gender Equality

The 1980s marked a pivotal shift with the introduction of the Sex Discrimination Act in 1984. This legislation was a significant milestone, prohibiting discrimination based on sex, marital status, or pregnancy and laying the groundwork for greater gender equality in the workplace. Despite these advancements, gender parity remained a challenge, with ongoing disparities in representation and pay. This era saw the beginning of more structured efforts to enhance female workforce participation, though progress was incremental.

Embracing Cultural and Global Diversity

The turn of the millennium brought increased globalisation and more inclusive immigration policies, which further diversified Australia's talent pool. This period saw organisations starting to recognise the value of cultural diversity not just as a moral imperative but as a business advantage. Companies began integrating diversity and inclusion into their core strategies, understanding that a varied workforce could drive innovation and provide a competitive edge. The focus broadened from mere representation to creating inclusive environments that welcomed diverse perspectives.

A Focus on Inclusion and Equity

In recent years, the DEIB focus in Australian workplaces has expanded to encompass a broader range of issues, including disability rights, LGBTIQ+ inclusion, and Aboriginal and Torres Strait Islander employment initiatives. DEIB strategies now prioritise not only attracting diverse talent but also ensuring that all employees feel included and supported throughout their careers. This period has also seen the implementation of various initiatives aimed at addressing unconscious biases, gender pay gaps, and leadership representation disparities.

Chandler Macleod's DEIB Initiatives: A Case Study

As a leading recruitment agency, Chandler Macleod exemplifies how commitment to DEIB can drive tangible results. Our dedication to creating an inclusive workplace is reflected through numerous programs and initiatives, including:

No Glass Ceiling Project: Targeting women over 45 in Victoria facing issues returning to the workplace, this program successfully placed 195 women into long-term employment.

Launch into Work: Helps women transition into sustainable employment in non-traditional roles, such as civil construction in the renewable energy sector.

Solid Start: Providing Aboriginal and Torres Strait Islander people with a strong foundation for launching their careers.

Menstrual & Menopause Policy: Supports women through various life stages, ensuring they have the necessary resources to thrive at work.

These initiatives have successfully placed countless women, individuals with disabilities, culturally and linguistically diverse people, and Aboriginal and Torres Strait Islander peoples into roles that were traditionally dominated by white men. Additionally, they have earned recognition for the organisation's strong commitment to DEIB and its role in setting high standards in the talent acquisition industry.

The Future of DEIB in Recruitment

As we look to the future, the evolution of DEIB in recruitment will continue to be shaped by technological advancements and demographic shifts. Organisations that view diversity as both a moral imperative and a strategic advantage will be better positioned to attract top talent, drive innovation, and navigate global complexities. The ongoing challenge will be to sustain momentum, address persistent barriers, and continuously adapt to the evolving needs of a diverse workforce whilst maintaining a values-based recruitment methodology..

Join us in shaping the future of DEIB in recruitment, where every individual's unique background and perspective are not only valued but essential for achieving excellence and driving innovation.

OPTIMISE YOUR TEAM

With our new suite of assessment tools and team development solutions from Chandler Macleod Consulting

Discover the Strategic Edge

In today's competitive landscape, building and sustaining a high-performing workforce is crucial for organisational success. Recognising the importance of selecting the right individuals, retaining top talent, and fostering leadership development, we are proud to introduce three innovative solutions designed to elevate your human resource strategies. Select. Retain. Thrive.

Select

Introducing our new Snapshot Assessment, a cutting-edge behavioural assessment tool designed to quickly and accurately gauge key behavioural indicators. The Snapshot Assessment offers a streamlined approach to understanding candidate dynamics, helping you identify individuals who will thrive in your team environment. By incorporating this innovative tool into your recruitment strategy, you can enhance your selection process, reduce turnover, and build a workforce poised for long-term success.

Retain

We are excited to introduce Team Pulse, our innovative solution for team development. Team Pulse starts with a concise team dynamics assessment, offering actionable insights into team strengths and areas for improvement. This is followed by a facilitated 90-minute feedback session, where members discuss findings, share perspectives, and develop growth strategies collaboratively. Integrate Team Pulse into your development programs to nurture a high-performing, harmonious workforce committed to achieving collective goals.

Thrive

The Cultivate Series offers tailored training modules designed to enhance individual skills and leadership capabilities. Through these programs, employees gain valuable insights and practical tools, empowering them to excel and lead effectively. Integrate the Cultivate Series into your development strategy to nurture a high-performing workforce and ensure your organization thrives in today's competitive landscape.



SELECT



RETAIN



THRIVE

Contact us for an
obligation free chat today!

Contact
US





Understanding the differences in generational expectations in the workplace

As we mark 65 years in the recruitment industry, we've had the unique opportunity to witness and support the evolution of the workforce across multiple generations. Our expertise in organisational psychology has been crucial in navigating the diverse expectations and values of different age groups, from the Silent Generation to Generation Z. Each generation brings its own distinct perspectives and demands—especially as Generation Alpha begins to enter the workforce with a focus on cutting-edge technology and personalised experiences. Understanding and managing these generational differences is key to creating cohesive, dynamic teams that drive productivity and satisfaction.

The Silent Generation: Loyalty and Stability

The Silent Generation (born between 1928 and 1945) is known for its commitment to loyalty and job stability. This generation values long-term employment and job security, reflecting a dedication to a stable career path. They respect hierarchical structures and seniority, emphasizing hard work, punctuality, and dedication. Communication preferences lean towards formal interactions, such as face-to-face meetings and detailed written reports, with a conservative approach to modern technology. Understanding these traits helps in creating a supportive environment that aligns with their expectations.

Baby Boomers: Achievement and Work-Life Balance

Baby Boomers (born between 1946 and 1964) bring a strong work ethic and career-focused mindset to the workplace. They value personal achievement and recognition, striving for career advancement while increasingly seeking a balance between work and personal life. Team collaboration is crucial for them, and they appreciate a mix of formal and informal communication, including email and phone calls. Although they have adapted to technological advancements, Baby Boomers may be more resistant to change compared to younger generations. Recognising their need for acknowledgment and stable work environments can improve workplace dynamics.

Generation X: Flexibility and Efficiency

Generation X (born between 1965 and 1980) is marked by their independence and adaptability. This generation prioritises flexibility and work-life balance, looking for roles that offer autonomy and efficiency. They focus on results and value opportunities for skill development and career progression. Communication preferences include direct and efficient methods l

ike email and instant messaging. Gen X is comfortable with technology, using it to boost productivity and streamline communication. Their entrepreneurial spirit and skepticism towards authority highlight the need for a hands-off management style that supports self-direction.

Millennials: Purpose and Digital Integration

Millennials (born between 1981 and 1996) currently make up about 37% of the Australian workforce- the largest cohort., and have distinct expectations shaped by their values and technological fluency. They seek meaningful work that aligns with their personal values and prioritise flexibility, including options for remote work and innovative work environments. Regular feedback and opportunities for professional growth are important to them. Millennials prefer digital communication methods, such as social media and messaging apps, and expect seamless integration of digital tools into their work processes. Creating a collaborative and dynamic workplace is essential to meet their needs and drive engagement.

Generation Z: Diversity and Digital Natives

Generation Z (born from the mid-1990s to the early 2010s) represents the first cohort to grow up fully immersed in digital technology and by 2025 it is expected that they will comprise about 27% of the workforce. They place a strong emphasis on diversity and inclusion, expecting workplaces to reflect these values. Gen Z anticipates advanced technology and digital-first approaches, integrating tech seamlessly into their daily tasks. They value flexible work options that blend work and personal

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life, favoring instant messaging, social media, and video interactions for communication. Their high proficiency in technology means they seek job security coupled with opportunities for innovation and creativity.

Generation Alpha: Shaping the Future of Work

Generation Alpha (born from the early 2010s onwards) is expected to be the most technologically immersed generation yet. They will likely demand highly advanced technology and automation in their work environments. Flexibility and personalisation will be central to their work experience, with tailored roles and adaptable arrangements suited to their individual needs. A globalised work environment with diverse teams and remote work options will be crucial. Communication preferences may include advanced digital platforms and tools, such as virtual and augmented reality interactions. Preparing for their entry into the workforce will be essential for setting new standards in workplace innovation and flexibility.

Addressing Generational Differences in the Workplace

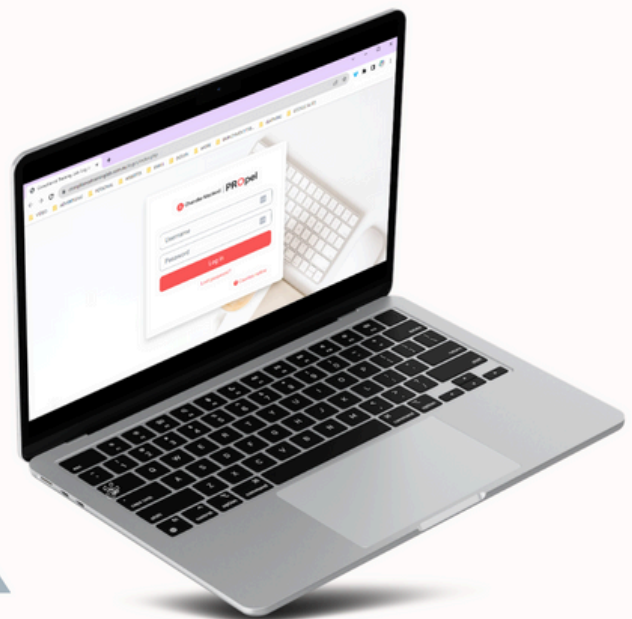
- Addressing generational differences in the workplace requires a strategic approach to managing diverse expectations. Here are some key tips:
- Recognise the unique characteristics and values of each generation.
- Encourage open and respectful communication among employees.
- Offer flexible work arrangements to accommodate the varying needs of different generations.
- Create opportunities for professional growth and skill development.
- Integrate advanced technology and digital tools into the workplace to meet the expectations of younger generations.
- Foster a culture of diversity and inclusion.

Understanding and addressing the diverse expectations of different generations in the workplace is crucial for creating a cohesive and dynamic environment. By recognising the unique needs and values of each generation, businesses can foster a culture of respect, collaboration, and innovation. This not only enhances overall satisfaction and productivity but also positions the organisation for long-term success.



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Evolution of Leadership Styles in the Australian Workplace: 1959 to Today

With more than six decades in business, Chandler Macleod has borne witness to huge changes within the Australian employment landscape. One of the incredible transformations throughout the years has been the evolution in leadership styles to reflect shifting societal values and workplace dynamics. We have witnessed the move from authoritarian, top-down approaches to more collaborative and inclusive leadership and management models and the positive impact these have had on both the culture and success rates of business models. We have been proud to see Australian business leaders increasingly embrace participative and transformational leadership styles, driven by the growing recognition of the importance of employee engagement, innovation, and adaptability. This dramatic shift has not only influenced how decisions are made but also shaped the very ethos of workplaces, fostering environments that emphasise diversity, collaboration, empowerment, and a shared vision for success. As businesses navigate a continuously evolving economic landscape, understanding these shifts in leadership styles offers valuable insights into ways businesses can ensure a positive workplace culture and future-proof for success.

The Authoritative Era

In the late 1950s and early 1960s, as Chandler Macleod was developing itself within the recruitment services industry, Australian workplaces were characterised by a hierarchical structure where businesses were led in a primarily authoritative structure. Leaders made decisions unilaterally, and employees were expected to follow instructions without question. This top-down approach was effective in maintaining order and efficiency but often stifled creativity and innovation, attributes that we have come to recognise for their beneficial impact on business practices.

The Shift Towards Participative Leadership

The 1980s and 1990s saw a significant shift forwards with movement toward a more participative leadership model. As the global economy became more competitive, business leaders in Australia began to recognise and respect the importance of employee engagement and collaboration. This move towards a participative leadership style encouraged input from employees at all levels, fostering a new sense of ownership and accountability, previously unseen for the majority of employees. This period also saw the rise of team-based evolutions of the work models and a focus on employee development and empowerment. Chandler Macleod adapted to these changes by offering services that emphasised employee engagement and development, consulting with businesses and developing training and programs to build more collaborative work environments and strength work relationships.

The Rise of Transformational Leadership

While Y2K didn't bring the technological disruption we were led to expect, the turn of the millennium did bring about huge changes in the workplace with the rise of transformational leadership. This leadership style emphasises inspiring and motivating employees to achieve their full potential and contribute to the organisation's vision. Transformational leaders are characterised by their ability to create a positive and inclusive workplace culture, where innovation and adaptability are highly valued. By recognising this shift in leadership attitude, Chandler Macleod was able to play a crucial role during this period by providing insights and tools to help organisations foster transformational leadership, thereby enhancing their ability to navigate the rapidly changing business landscape.

Embracing Diversity and Inclusion

The progressive movement towards embracing and emphasising diversity, equity, inclusion, and belonging in the workplace has also seen changes to leadership models. The workplace leaders of the Australian climate today are becoming increasingly aware of the benefits of a diverse and inclusive workplace, which include improved decision-making, greater innovation, and enhanced employee satisfaction. Leadership styles today are more collaborative and inclusive, with a focus on creating environments where employees feel valued and empowered to contribute and to be themselves in the workplace. Chandler Macleod is proud to have been a part of contributing to the advancement of diversity, equity, inclusions and belonging in the workplace through various programs and partnerships with our clients, helping organisations turn their diversity aspirations into tangible outcomes.

The changes in leadership style and methodology Chandler Macleod have been privy to since our formation in 1959 to today reflect the broader societal changes in Australia and the growing recognition of the importance of employee engagement and emphasis on positive workplace culture. As businesses continue to navigate the ever-shifting economic environment and workplace landscape, understanding the shifts in leadership styles and the dynamics leading to these shifts offers valuable insight into ways to ensure a positive workplace culture and help to future-proof the success of a business. Chandler Macleod's journey through these changes has highlighted our commitment to supporting businesses to build effective and inclusive leadership.

Talk to the Chandler Macleod team about how we can work with you to maximise the potential of your leaders and create an environment of success.



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