

STRAIT FORWARD
SOLUTIONS



Capability Statement



➤ **2025**

People-led improvement. Practical strategies. Sustainable results.

For those of us who've been around business for a little while, we've probably seen it. That initial rush - the "sugar hit" of external expertise. A new improvement framework is introduced, tools are stood up, and the promise of transformation hangs in the air. The consultants leave, the slide decks are filed away, and the business carries on.

Fast forward a few months, and the shine has worn off. The same problems persist - sometimes more complex than before - with new issues arising. The tools are underused or forgotten, the teams are disengaged or distracted, new faces have joined the team, and the promised sustained improvements never took root.

At **Strait Forward Solutions**, we exist to break that cycle.

We don't parachute in with a one-size-fits-all fix. We walk alongside our clients, co-creating practical, people-led solutions that stick. Our work is grounded in operational reality, tailored to your timing, and built for long-term impact, not short-term optics.

Whether it's **Lean**, **Change Management**, targeted **Coaching** or full-scale **Transformation Programs**, we bring real life experience, emotional intelligence, and a deep respect for the people and businesses doing the work. Because real improvement doesn't come from a sugar hit - it comes from moving *forward together* with trust, commitment and shared momentum.

Who We Are



From little things, big things grow.

Our approach is grounded in trust, clarity, and hands-on support – tailored to **your** team, **your** goals, and **your** context.

We don't just consult. We co-create, coach, and grow operational roots, from the ground up.

Built on **Experience**.
Backed by **Results**:

2023

Strait Forward
Solutions founded

17+

Years of Industry and
Coaching experience

100+

workshops facilitated
with measurable
outcomes

700+

hours of business and
workplace coaching
across multiple layers
of leadership

Our Purpose & Vision

At Strait Forward Solutions, we exist to make business improvement real, practical, and sustainable.

Our purpose is to empower people and teams to solve the right problems, at the right time, in the right way. **Our vision** is to be the trusted partner for practical, sustainable business improvement, known for real results and an unwavering commitment to our clients' success. We envision a future where businesses don't call on us to chase performance or fix problems. Instead, they're equipped to lead and solve - enabled through quality coaching, effective strategy building, and solid partnerships.

We help businesses move forward by making improvement feel achievable, useful, and people-led. We work alongside teams to **build capability, solve operational challenges**, and **embed behaviours** that support change that lasts.

*Because real solutions aren't
delivered to you, or for you.*

They're built with you.

Forward. Together



Why I Do This Work & Why It Matters



With over 31 years of executive and operational experience across hospitality, logistics, mining, and industrial sectors, Carmen Irwin brings strategic clarity, practical know-how, and a deep respect for human capability to every engagement.

Carmen grew up in country South Australia, with deep roots in farming and a lifelong drive to be a force for good. From volunteering with adults with disabilities to working all over Australia with one of the world's largest mining companies, her path has always been people-led, results-driven, and sleeves-up. Her reach is broad: leading large-scale transformations and SAP implementations, while also partnering with small and local businesses to build their own capabilities and improvement roadmaps.

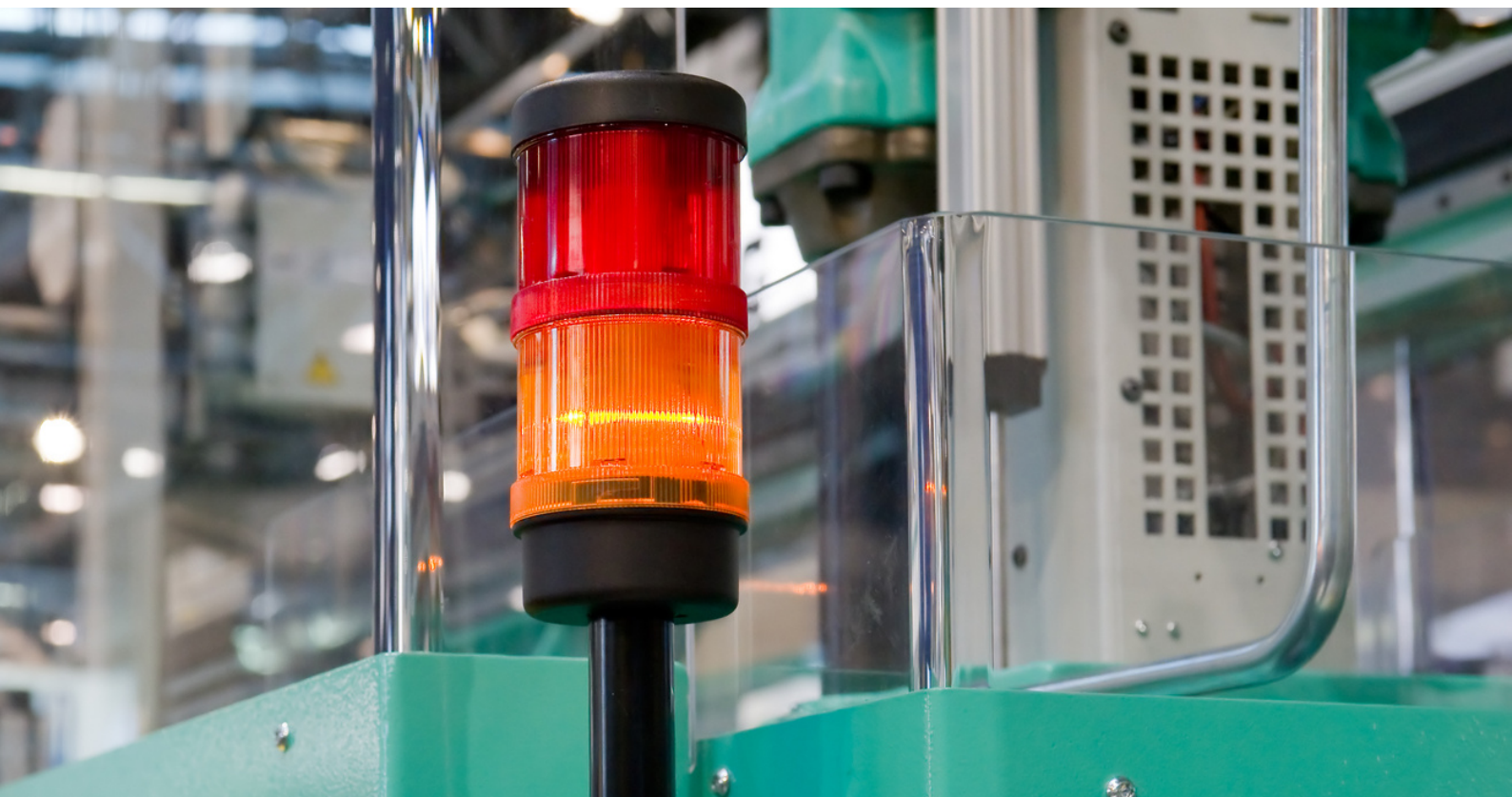
Carmen founded Strait Forward Solutions to challenge the sugar-hit approach she often saw in business improvement. Her philosophy is simple: real change is built with people, not delivered to them. She's an Associate Certified Business Coach (ACC), Lean Six Sigma Black Belt, and holds multiple Change Management certifications. She's known for tailoring tools and messaging to fit each client's unique context, from food producers and local manufacturers to large coal producers.

I started Strait Forward Solutions because I kept seeing small businesses caught in a loop – working hard, juggling priorities, but struggling to build a strategy that actually fits. People had ideas. They saw the problems. But they weren't sure how to turn that insight into action. And when they tried, they were often met with complexity, jargon, or frameworks that felt disconnected from the real work. Lean thinking, in particular, seemed out of reach – too rigid, too corporate, too far from the heart of what they do. But it doesn't have to be. Improvement can be practical, human, and tailored. It can start with what's already working and build from there. Strait Forward Solutions is about helping businesses find clarity in the mess, confidence in their direction, and capability in their teams. 'Forward. Together' isn't just a tagline – it's how I work, how I listen, and how I help businesses grow without losing who they are.



When Change Doesn't Stick

Rework is one of the most underestimated drains on business performance and it's not just about fixing mistakes. It's about lost time, diluted value, fixes that unravel, and missed opportunities. At Strait Forward Solutions, we understand these risks deeply, and the impact they can have on our clients' success.



52%

of rework occurs simply from poor communication and bad data

Miscommunication and bad data are responsible for over half of all rework incidents

88%

risk of regression with poor sustainability efforts

Even when change efforts hit initial targets, many organisations regress because the systems, rhythms, and behaviours needed to maintain momentum were never embedded

28%

impact to bottom line due to waste and rework

Multiple studies suggest rework can lead to a significant reduction in profitability due to wasted labour, delays and reputational damage

Sustainable improvement starts with those who make it happen

At Strait Forward Solutions, we work with our clients **to start with the end in mind**. That's why we focus on embedding solutions from the start: building ownership, designing fit-for-purpose systems, and putting controls in place that future-proof the effort.

These solutions aren't just delivered. They're wheel-chocked in strategies co-created with our business leaders, ensuring they're grounded, owned, and effective.

Because when improvement is built to last, rework becomes the exception - not the norm.

Strategy

Planning systematic and

a plan of action

Cluster of decisions

what actions to take,

What We Offer & Why It Gets Results

Strait Forward Solutions helps organisations improve how they work — from the frontline to leadership. We specialise in Lean implementation, operational coaching, and change management, with a focus on practical delivery and long-term capability building.

Our services include:

- Improvement roadmaps
- Lean Six Sigma project support and facilitation
- Operational coaching for leaders and teams
- Change management planning and delivery
- Continuous improvement strategy and execution
- Workshop design and facilitation (e.g. Value Stream Mapping, 5S, Standard Work)

Whether you're scaling operations, solving bottlenecks, or embedding a culture of improvement, we tailor our support to meet your goals.

Our approach is grounded in experience, not theory. We combine proven frameworks and a deep understanding of how people and systems interact.

Clients trust us because:

- We **work alongside teams**, not over them
- We **tailor every engagement** to fit the organisation's context and readiness
- We **apply structured methods** that drive clarity, ownership, and results
- We **focus on outcomes** that are practical, scalable, and sustainable

*"Improvement sticks when people own it.
That's why we build capability – not
dependency."*

How We Do It

We deliver our value through a structured, people-led approach grounded in Lean thinking, coaching, and proven change methodologies.

We start by understanding the client's operational context, readiness, and goals. From there, we identify possible opportunities using a mix of practical tools and frameworks, including:

- Lean Six Sigma (DMAIC, PDCA, 5S, Standard Work)
- Operational Coaching (GROW model, performance conversations, frontline leadership development)
- Operational Excellence Audits and Pulse Checks
- Change Management (PROSCI ADKAR, APMG Agile Change)
- Continuous Improvement Facilitation (Waste Walks, Value Stream Mapping, Root Cause Analysis using Ishikawa diagrams)

Our delivery is collaborative and hands-on. We work alongside teams to build capability - not dependency - ensuring improvements are embedded, understood, and owned by the people closest to the work. Every engagement is shaped by the client's culture and operational reality and an agreed cadence. We don't apply templates, we co-design solutions that are practical, scalable, and sustainable.



Let's Move Forward, Together

Whether you're ready to kick off a project, explore a partnership, or simply have a conversation about what's possible - we're here for it. At Strait Forward Solutions, we believe the best outcomes start with real connection and practical collaboration.

We don't do cookie-cutter. We listen, we tailor, and we walk alongside you to build solutions that stick.

Book a complimentary consultation and start a conversation that's grounded in clarity, built on trust, and focused on what matters most to your business. We look forward to hearing from you!

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STRAIT FORWARD SOLUTIONS



ABN: 39 678 054 656

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Combined Professional Indemnity & Public Liability Insurance



**Business
Chamber**
QUEENSLAND