

Chloe Caruana

Operational Excellence Manager
Programmed Facility Management



Leadership didn't arrive for me in a promotion, a title, or a boardroom. It arrived in the messy reality of operations.

Early in my career, standing in a noisy depot in Adelaide, surrounded by frustrated trades, overwhelmed schedulers and a challenging new contract, I realised that leadership isn't about perfection or polish. It's about showing up as your real self, staying human in hard moments and caring enough to help others find their footing. That lesson shaped not just how I lead, but how I choose to exist at work.

If I'm honest, I haven't always felt "ready" for the roles I've stepped into. In fact, many of the opportunities that defined my career came before I had confidence in my own capability. What made the difference wasn't my certainty, it was the leaders around me who believed in me, backed me and gave me space to grow.

I am where I am at Programmed because others chose to give me opportunity, visibility and trust even when I doubted myself. That generosity is something I carry with me every day and the foundation of how I choose to lead.

For me, “giving” in leadership is deeply tied to authenticity. It looks like being open about what I know and more importantly, what I don’t. It’s giving time to people who need to think out loud, sharing knowledge freely and creating chances for others to step forward, even when that means stepping back myself. It’s advocating for people in rooms they’re not in and making sure quieter voices are heard. Most importantly, it’s believing in others before they fully believe in themselves.

Something I am especially proud of is my passion for supporting emerging female talent. I care deeply about helping women navigate complexity, find their voice and see themselves as leaders, even when they’re unsure. Creating spaces where people feel safe to ask questions, take risks and grow with confidence is one of the most meaningful parts of my leadership journey.

The IWD theme Give to Gain resonates with me because I’ve lived it. When we give generously, we don’t lose anything. We build stronger people, stronger teams and a stronger culture.

One action I’m giving in 2026 to help others gain is intentionally mentoring emerging female leaders and helping them navigate change with confidence, clarity, and courage.