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Viewpoint 2020 - Organisational Level Results

For decision:

For noting:

Te tūhonga / Recommendation

That the Auckland Transport Board (board):

- a) Notes this report.

Te whakarāpopototanga matua / Executive summary

1. The purpose of this paper is to brief the board on the results of 'Viewpoint' - the organisation's culture survey so that there is a shared understanding of the culture shift that has been achieved since the last survey was conducted in 2018.
2. The survey ran from 24 February to 15 March 2020 with 1,600 (85% of our people) participants. This compares to 79.6% in 2018.
3. We partnered with Human Synergistics and used their Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) tools to gather and analyse the data.
4. The OCI tool measures an organisation's ideal culture in terms of espoused values (what should be expected of members) and its current operating culture in terms of behavioural norms (what is expected of members). The OEI is used to assess the factors and conditions that shape an organisation's actual operating culture. The impact of these factors and an organisation's operating culture on outcomes at the individual, group, and organisational levels was also measured using the OEI.
5. Overall there has been a significant positive shift in Auckland Transport's (AT's) operating culture evidenced by improvements in both causal factors and outcomes.
6. Results of these outcomes have implications for long-term performance. They provide an indication of the necessity for the continued focus on organisational development and change.

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Ngā tuhinga ō mua / Previous deliberations

7. Not applicable

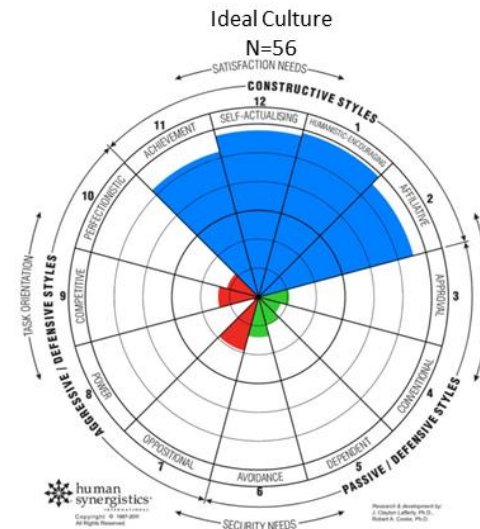
Te horopaki me te tīaroaro rautaki / Context and strategic alignment

8. Culture shift is a key part of both our strategic landscape. Measuring culture over time will enable us to identify levers for change that can affect improvements in areas such as leadership, teamwork, customer service and ultimately organisational performance.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

Ideal Culture

9. The ideal culture represents an organisation's values in terms of the behaviours that members believe should be expected and encouraged to maximise their personal, their team's and the organisation's effectiveness. Those people who were asked to describe the ideal culture identify that it should be strongly 'constructive', which involves expectations for members to interact with people and approach tasks in ways that will help them to meet their higher-order needs for satisfaction and growth.
10. Those same people identified that Aggressive/Defensive styles (which involves expectations for members to approach tasks in forceful ways to promote their status and security) and Passive/Defensive styles (which involves expectations for members to interact with other people in cautious and tentative ways to protect their own security needs) should be minimised. Of note is that the result looks very similar to the previous survey in 2018 but the populations were entirely different. In 2018, 46 senior level managers completed the survey. This year 56 people from all levels of the organisation completed the survey. This shows the vast majority of people in AT would like to work in the same type of culture.



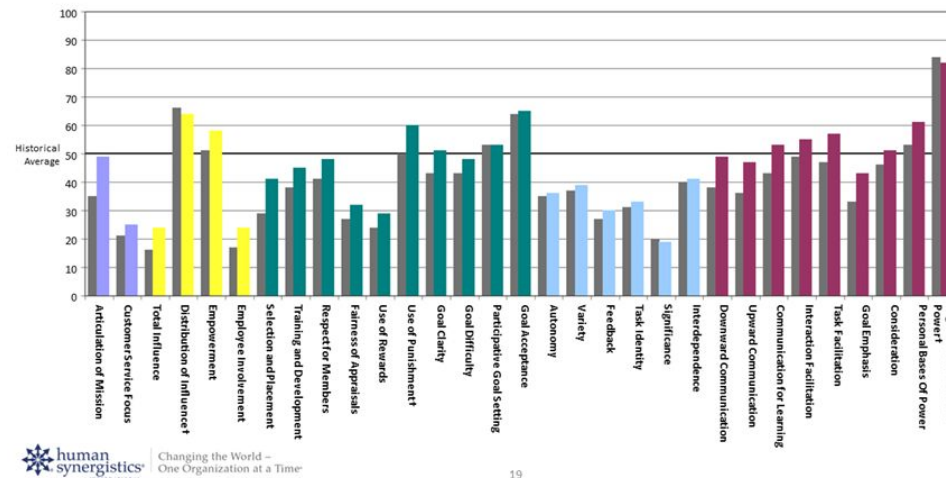
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Causal Factors

11. Causal factors shape and reinforce the actual culture and consequently organisation performance. These factors include the organisation's mission and philosophy, as well as its structures, systems, job design, and skills/qualities. When causal factors are in alignment with organisational values, the ideal culture is more likely to be reflected in the actual culture than when causal factors diverge from the organisation's values. One way to gauge the degree of alignment between the ideal culture and causal factors is to examine the number of causal factors along which AT scored better than the Historical Average.

12. As measured by the OEI, AT's results are equal to or better than the Historical Averages for 12 of the 29 causal factors measured.

Change in Causal Factors over Time



13. As shown in the histogram above, between 2018 (grey bars) and 2020 (coloured bars) almost every causal factor has moved in a positive direction. The table below shows that these movements are statistically significant and the result of a focused leadership effort. There is still much to do in AT, but the momentum can be seen to have clearly shifted.

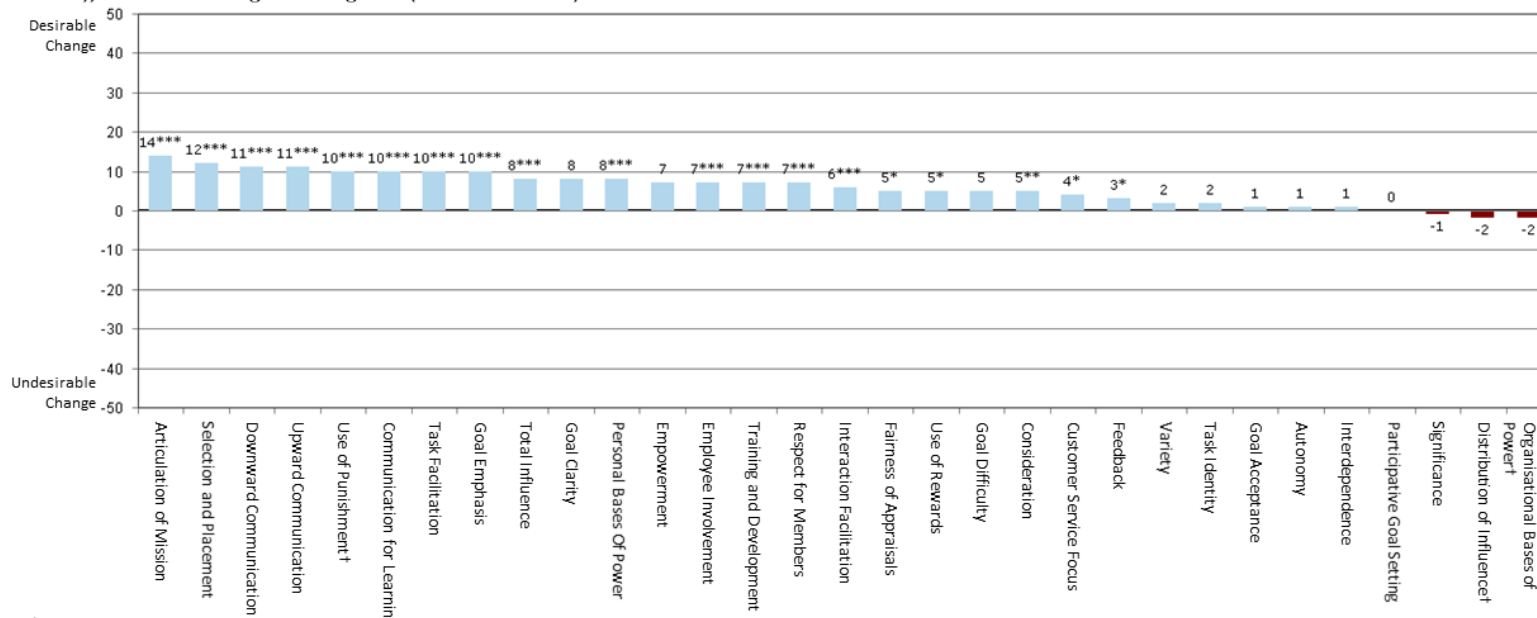
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Comparative Change across Causal Factors



Changes in percentile scores from **2018 to 2020** on the Causal Factors are depicted below. Changes in the desired direction are positive (above the x-axis); undesired changes are negative (below the x-axis).



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*p≤.05; **p ≤.01; ***p ≤.001.

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Current Culture

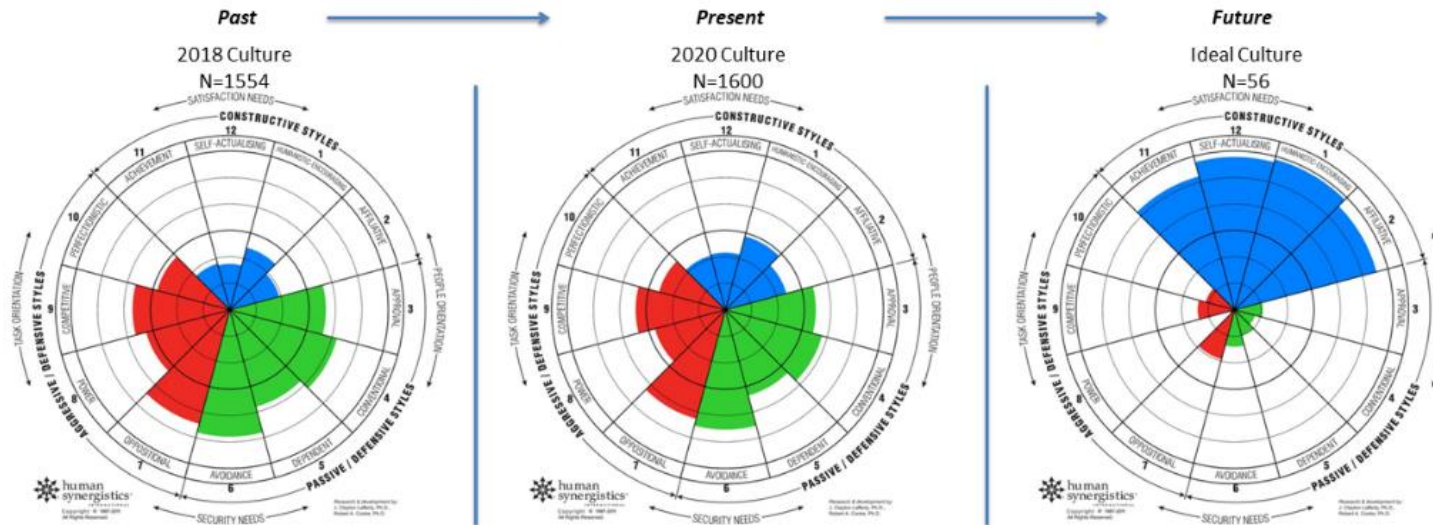
14. AT's current actual culture was assessed in terms of the behaviours that are required of members to "fit in and meet expectations." Based on the descriptions provided by those staff surveyed, AT's actual culture is characterised as more Passive/Defensive and Aggressive/Defensive than the preferred Constructive, but as we would expect to see because of the change in the causal factors, the significant metric in this measure is the degree of change from 2018. At first glance this is not obvious, but the table on the following page identifies very healthy change.

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Change in Culture over Time



2018 OCI (Past) results are profiled below along with **Current** OCI (Present) results along with the **Ideal** (Future) for comparison purposes.



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Culture Change and Gaps by OCI Style



Listed below are **2018**, **2020**, and **Ideal** percentile scores for the 12 styles measured by the OCI. Positive **Change** and **Gap** scores for the Constructive styles and negative scores for the Defensive styles are desirable. **Change** scores in the desired direction are checked (✓) with significance levels denoted by asterisks.

	<i>Past</i>	→	<i>Present</i>	→	<i>Future</i>
	2018 %ile	Change	2020 %ile	Gap	Ideal %ile
Constructive					
Humanistic-Encouraging	36	+11***✓	47	-51	98
Affiliative	24	+11***✓	35	-60	95
Achievement	22	+6***✓	28	-64	92
Self-Actualising	21	+8***✓	29	-68	97
Passive/Defensive					
Approval	66	-5*✓	61	+50	11
Conventional	78	-8***✓	70	+62	8
Dependent	70	-11***✓	59	+49	10
Avoidance	87	-4**✓	83	+67	16
Aggressive/Defensive					
Oppositional	82	-3*✓	79	+55	24
Power	57	-13***✓	44	+42	2
Competitive	67	-7**✓	60	+44	16
Perfectionistic	46	-6**✓	40	+28	12

Note: Percentile scores potentially range from 1 to 99.

*p≤.05; **p ≤.01; ***p ≤.001
 (Calculated on raw scores).



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15. It can be seen the change column in the table above that there has been significant healthy change, and while again it must be acknowledged that there is work to do, change is happening.

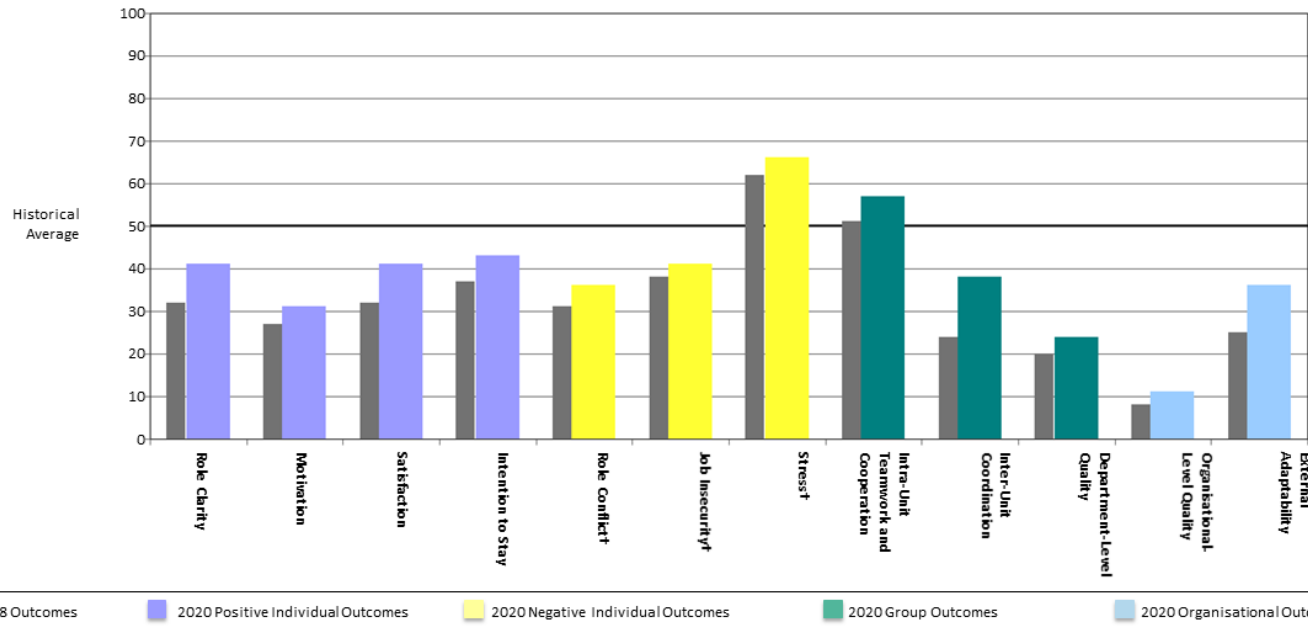
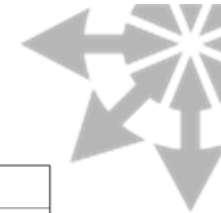
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Outcomes

16. The OEI assessed AT's effectiveness at the individual, group, and organisational levels along criteria that influence long-term performance. These scores are familiar to many as being engagement scores. As the causal factors have positively impacted culture, we can see that culture has clearly impacted the outcomes. Every outcome has improved, many quite considerably.

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Change in Outcomes over Time



† In the Summary Barchart shown above, the scores for negative individual outcomes were reversed so that higher percentile scores signify more desirable results.



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Planning for Cultural Change

17. To move the perspectives of 1600 individuals is no easy feat, but these results clearly show that has been achieved. The impact of the changing causal factors and our actual culture on outcomes is readily apparent from examining the OCI/OEI results. When causal factors and the actual culture are more in alignment with the ideal culture, the outcomes tend to be more favourable.
18. While there is more work to be done to keep moving AT culture towards its ideal state, the journey appears to have begun in earnest. These are pleasing results and show that our Culture and Transformation Plan is producing the change needed to improve organisational performance.

Ngā tūraru matua / Key risks and mitigations

19. Not applicable.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

20. Not applicable.

Ngā whaiwhakaaro o te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

21. Not applicable.

Ngā reo o mana whenua rātou ko ngā mema pooti, ko ngā roopu kei raro i te maru o te Kaunihera, ko ngā hāpori katoa / Voice of mana whenua, elected members, Council Controlled Organisations, customer and community

22. Not applicable.

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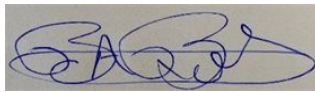

Ngā whaiwhakaaro haumarū me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

23. Not applicable.

Ā muri ake nei / Next steps

- 24. Executive General Managers are receiving detailed debriefs of their Business Unit results commencing this week.
- 25. The organisational level results will be released virtually to all people across AT from mid-April
- 26. Commencing the first week of March People leaders will be invited to attend 'Leading High-Performance Culture' workshops where they will learn how to interpret their individual team results
- 27. After People Leaders have attended these workshops, they will share Team results with their people and commence the action planning process from the first week in June

Te pou whenua tuhinga / Document ownership

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