

# Metro Trains



## Quick Facts

### Industry

Transport

### Customers

415,000 per day

### People

4,400

### Assets

\$26.17m

### Revenue

\$1.20b

### CEO

Andrew Lezala

### Internal Change Agents

Nick Dickinson (GM, HR)

Nicole Sullivan (L&D Manager)

### External Change Agents

Andrew O'Keeffe

Hardwired Humans

HS Lifetime Accredited Practitioner

### HSI Tools Used

Life Styles Inventory®

### Outcomes

Satisfaction up 4%

Engagement up 2%

Absenteeism down 2%

Reduced workers compensation premiums by \$2M per annum

On-time running up 5% at 92%

Revenue up 8.4% in 2013 and 0.5% in 2014

Profit up 30.1% in 2013 and 17.6% in 2014

## The Challenge

In late 2009 Metro Trains Melbourne (Metro) was awarded the franchise to run Melbourne's metropolitan train network. The challenge involved transforming the declining level of rail service delivery and bringing four separate companies together into a single operator. The network involves 4,400 rail professionals, services 415,000 customers a day and 230 million customer journeys a year. Metro identified that a historic lack of investment in leadership development made it difficult for leaders to be effective, presenting a key challenge to lifting the performance of the network. The CEO, Andrew Lezala, had the view that "We could hardly be critical of leaders if they were asked to lead people without the skills and development to do so". Lezala believed it was a priority for the business to assist the 450 managers to lead their teams, to connect across the four companies, to delegate, to hold people accountable for lifting performance, to lead the change and to enjoy their leadership roles.

*"We depend on leaders who can inspire and create the desire within the hearts and minds of the troops... So we decided we needed to open our manager's eyes to their own behaviours and potential to develop as leaders."* - Andrew Lezala, CEO

## THE SOLUTION

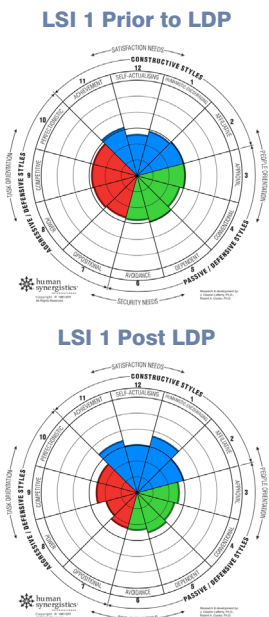
Upon being awarded the franchise, the CEO and his executive team began a renewed focus to raise the calibre of the leaders in order to enable them to lead a constructive and collaborative culture. This involved designing an innovative leadership program using Human Synergistics together with Hardwired Humans methodologies. (Andrew O'Keeffe of Hardwired Humans, a Human Synergistics Life-Time Accredited Practitioner educates leaders on leading constructively by understanding and using human instincts.)

The program involved leaders in groups of approximately 14 spending five days together at Melbourne Zoo spaced over 12 months. The program is designed around and uses the Human Synergistic Life Styles Inventory®, or LSI, to help people assess and improve their leadership effectiveness, together with the Hardwired Humans framework to enable leaders to make informed choices about their leadership behaviour.

The Life Styles Inventory® enabled the individuals to understand what is supporting and what is hindering their efficacy as leaders. Leaders completed their LSI at the start of the program and again at the end, allowing them to see how they have shifted as individuals and a group.

**Metro Trains**

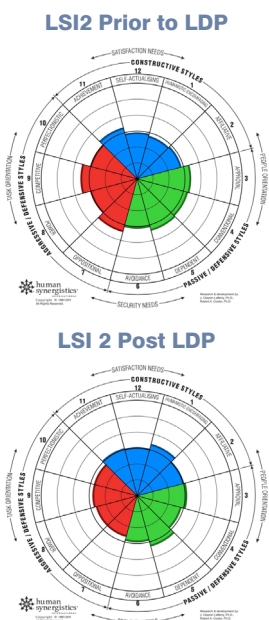
**Figure 1 – Combined Thinking Styles**



The shift in Thinking Styles (LSI 1) that resulted over the course of the 12 month Leadership Development Program (LDP).

- Constructive thinking increased 24%
- Passive defensive thinking decreased 11%
- Aggressive defensive thinking decreased 8%

**Figure 2 – Combined Behaviours**



The shift in Behaviour as observed by others (LSI 2).

- Constructive thinking increased 3%
- Passive defensive thinking decreased 7%
- Aggressive defensive thinking decreased 15%

The Human Instincts model provided the leaders with a framework of the 9 human instincts that describes human behaviour so they could make more informed decisions on their role as leaders, on their use of power, on organisation design, on relationship building, on giving feedback constructively, on persuasion and influence, and on change management.

At the completion of the program each group presents their pre- and post-LSI results to the CEO and the executive team to demonstrate their shift as leaders becoming leaders who use power more constructively – and to celebrate achievements and learnings from the program.

*“The program gives our leaders the tools to manage the change. We knew that it would only be done with a more effective relationship with our staff and that would only happen if our managers were given the skills to manage a distant and in some cases disengaged workforce.”*  
- Nick Dickinson, General Manager Human Resources

**THE OUTCOME**

The results have been outstanding. On-time running of the railway has improved from a below-target 84% within 5-minutes of the scheduled time to a rolling average that consistently hits 92% to 93%. There has been a decrease in industrial relations issues and workers’ compensation premiums have reduced by \$2million a year. Employee satisfaction has improved by 4%, absenteeism has reduced by 2%.

There have been several key reasons for improved on-time running, but CEO, Andrew Lezala credits the leadership program as a significant contributor to the improvement in the performance culture.

*“Performance, customer satisfaction, safety stats and financial performance are all at record levels and it is the people that have made this happen.”* - Andrew Lezala, CEO

**IN THE DETAIL**

Over 80 leaders have retested their LSI and the entire group has made a considerable shift towards **more Constructive and less Defensive** thinking styles and behaviours as seen in Figures 1 & 2. This means that they are working more cooperatively, encouraging others and taking responsibility where appropriate. Learning a more constructive working style makes each leader more productive and each team more effective.

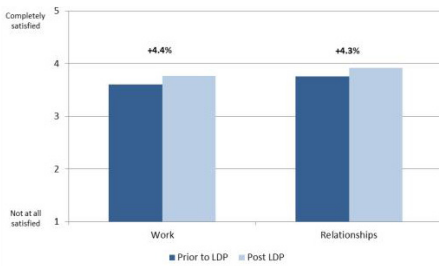
**Satisfaction levels have increased** for individuals, not only at work but in relationships and in life more generally (Figure 3). This proves that having a more Constructive mind-set positively impacts well-being.

Finally, with each step towards more Constructive thinking and behaviours, we see significant shifts towards **greater levels of effectiveness** (Figure 4). This effectiveness score combines task effectiveness and quality of relationships. Those leaders described by others as most constructive in their behaviour are reported to be 23% more effective on the job than those that are least constructive.

The correlation between higher levels of Constructive thinking and behaviour, and both personal satisfaction and effectiveness on the job is evident.

Leaders at Metro now feel they belong to a cohesive leadership group and understand the values of a Metro leader. They also understand their responsibility to lead and create a Constructive environment for others, they hold one-on-one discussions regularly across the business and are reported as having the confidence to have the difficult conversations.

**Figure 3 - Increased Satisfaction**



Having a more Constructive mind-set positively impacts well-being. Satisfaction levels have increased for individuals, not only at work but in relationships and in life more generally.

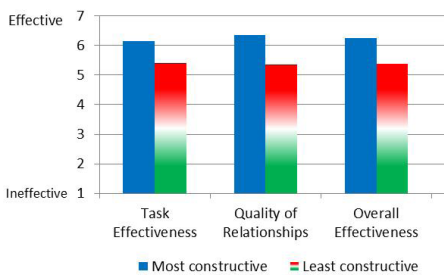
Further, they have greater focus on leveraging their leadership abilities to achieve business goals.

Thanks to these changes, the operation of the rail network has improved substantially, impacting the bottom line.

- The reliability of the network has increased by 5% in a short timeframe
- The maintenance of infrastructure is up 20%
- The reliability of the train stock has improved by 20%

The executive team believes the focus on leadership development has been a strong contributing factor to this success.

**Figure 4 - Correlation Between Constructive Behaviour & Effectiveness**



Metro's results show a clear correlation between Constructive behaviours and higher levels of effectiveness on the job. This shows the effectiveness levels of the most Constructive employees versus the least Constructive as reported by others.

**SUSTAINING CHANGE**

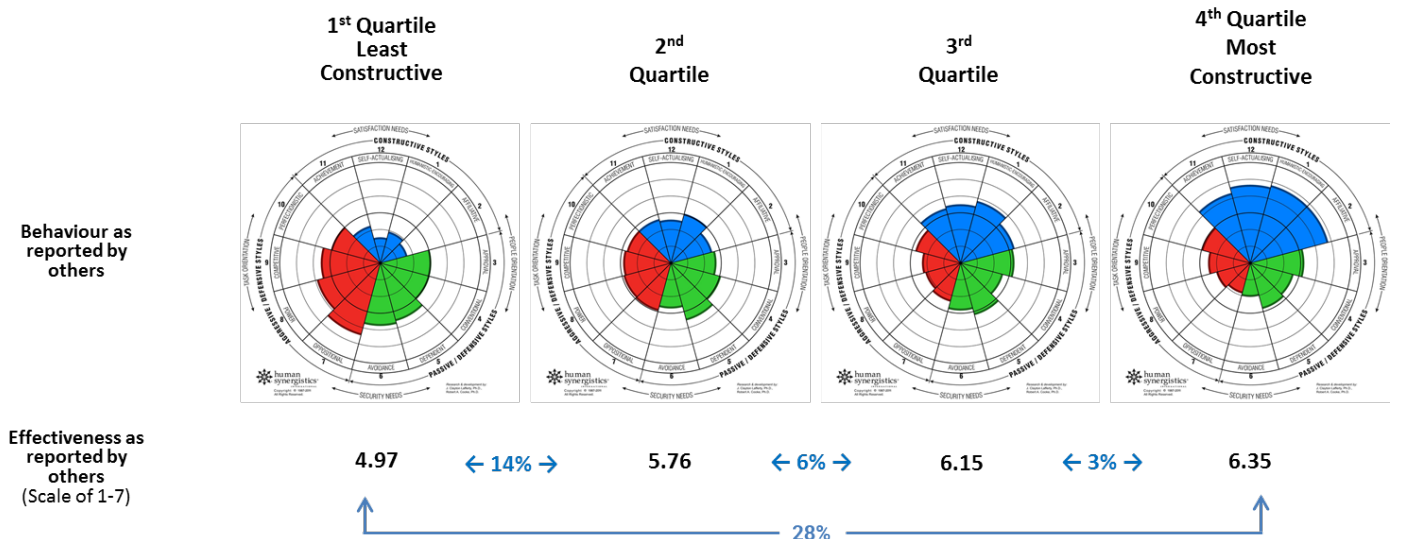
The program commenced in 2010 and continues into 2014. Positive feedback about the program has spread across the leadership group and it's a sought-after program to attend. The 14<sup>th</sup> group is commencing in mid-2014 with a waitlist of 50 leaders keen to attend. The program helps Metro's leaders rise to the challenges of their role in serving the travelling public of Melbourne.

*"We are a business on the up and this is directly attributable to the improved capability of our managers."* - Nick Dickinson

*"My view on leadership is that motivation is key and this can be done through fear which works only for a short time, but the sustainable way is through desire, we depend upon leaders who can inspire and create the desire within the hearts and minds of the troops."* - Andrew Lezala

**Figure 5 - The Impact of Constructive Behaviour on Levels of Effectiveness**

The group behavioural styles after the completion of the LDP are shown broken down into quartiles – least Constructive to most Constructive. Again the correlation of Constructive behaviour to greater levels of effectiveness can be clearly seen with a 28% difference in effectiveness between the lower quartile and the upper quartile.



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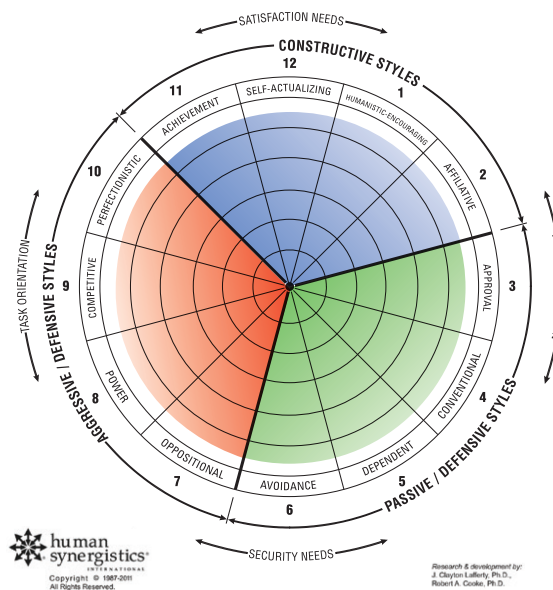
Human Synergistics has a number of academically valid and reliable tools for measuring behaviour and charting behaviour change and the Circumplex brings to life the detail of the data (as seen in Figures 1,2 and 5 on the previous pages). Human Synergistics' strength lies in those tools and in our ability to interpret the information they provide and design improvement strategies for individuals, teams and organisations.

**HUMAN SYNERGISTICS INTEGRATED MODEL**

Through the common language of the circumplex the Human Synergistics Integrated Model links culture and leadership in a way that allows individual managers and leaders to understand how they are perpetuating the current state through their thinking and behaviour. This level of insight empowers and motivates individuals to make changes that directly increase performance.

BUSINESS NEED	Increased personal effectiveness	More effective teams	High performing leaders and managers	Increased organizational performance	Improved customer relationships
INSIGHT REQUIRED	How I see myself (self-concept) How others see me behave	How we work together	How I impact performance	How our Culture helps and hinders performance	How our customers and clients experience us
DIAGNOSTIC TOOLS	<b>Life Styles Inventory™ (LSI1 / LSI2)</b>	<b>Group Style Inventory™ (GSI)</b>	<b>Leadership / Impact® (L/I)</b> <b>Management / Impact® (M/I)</b>	<b>Organizational Culture Inventory® (OCI®)</b> <b>Organizational Effectiveness Inventory® (OEI)</b>	<b>Customer ServiceStyles™ (CSS)</b>
EFFECTIVENESS LEVEL	Individual thinking and behavioural styles	Group behaviours	Leadership and management approaches and behaviours	Organizational behaviours and performance	Customer relationships

Common Metrics



One Language



**Changing the World —  
One Organisation at a Time®**

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