



SHAPE

OUR VISION

*To be Australia's Leading Fitout
and Refurbishment provider,
and the Place where everyone
wants to work.*





OUR COMPANY

\$600m
TURNOVER

370
SHAPIANS

3,000
SUB-CONTRACTORS

\$5.5b
PROJECTS TO DATE

OFFICE | HOTELS | HEALTH | EDUCATION | RETAIL

SHAPE

EXPERIENCE
BETTER



Western Sydney University | Liverpool Campus





The Canberra Hospital | Expansion Project





Sheraton on the Park | Hotel Refurbishment





Qantas | Club and Business Lounge





The Star | Star Astral Lobby



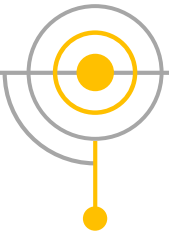
OUR CULTURE JOURNEY

the defining moments

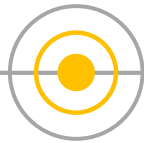




ISIS

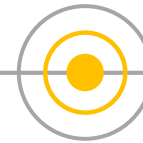
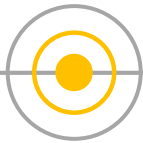


1989



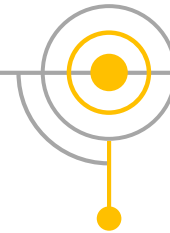
*Sound
Business Planning*

*Solid Risk
Management
Principles*



*Steady
Growth*

*Succession
Planning*

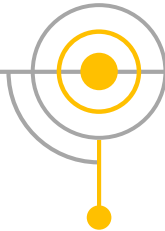
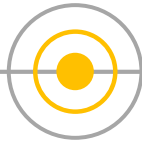
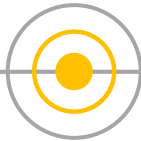
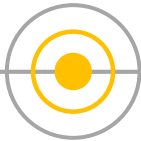
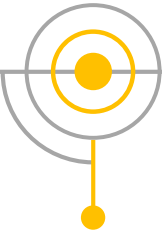


2004



Aggressive Growth Strategy

HR Function Established



New Board of Directors

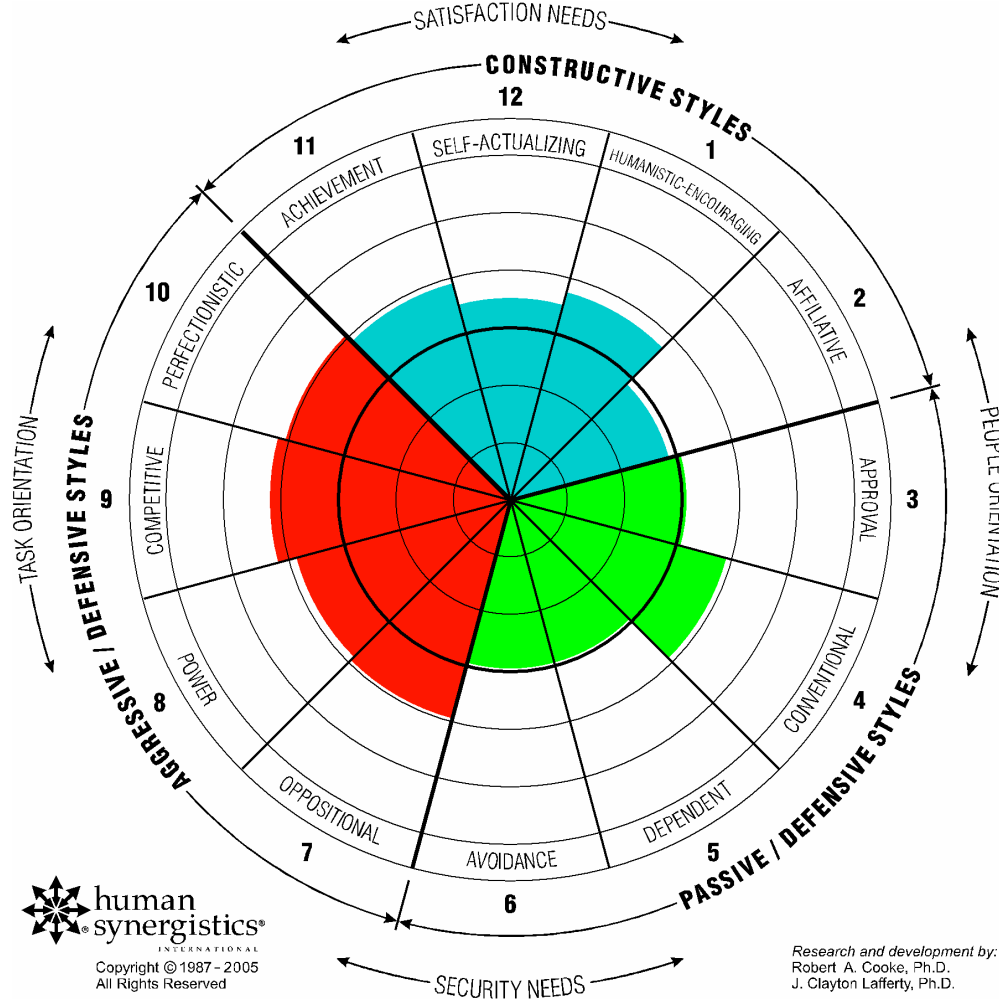
Venture Capital Partner

2004

2008



2008



Test - 2008

N = 289

 **human synergistics**
INTERNATIONAL
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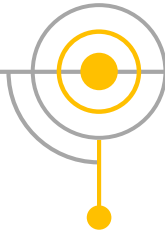
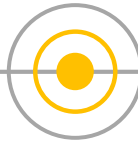
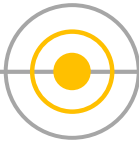
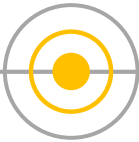
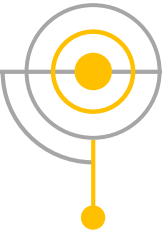
Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.





Top Heavy Management Structure

Aggressive Leadership Emerging



Employee Numbers Peak At 500

Confusion Over Business Direction

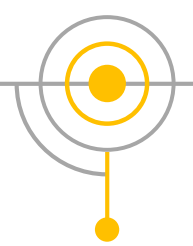
2009

2011



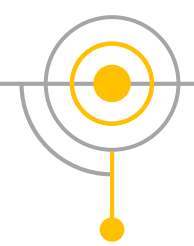
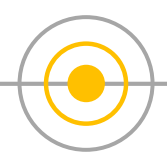
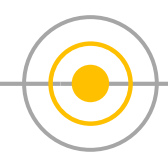
Dismantled Growth Structure

2013

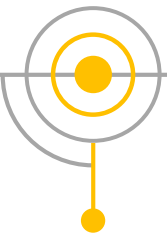


2012

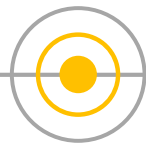
GFC
500 - 350



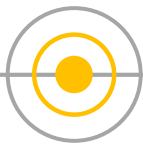
Low Engagement Score



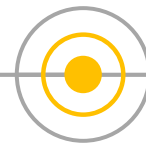
2014



*What did we
want to be?*



*Redefine
Our Purpose*



*Reinvest
in our People*

***Rebuild
our
Culture!***

WHAT DID WE DO?

2014-2016

We focused on increasing our leadership behaviours and capabilities.

**LSI
Internal
Accreditation**

**LSI for all
Senior
Managers**

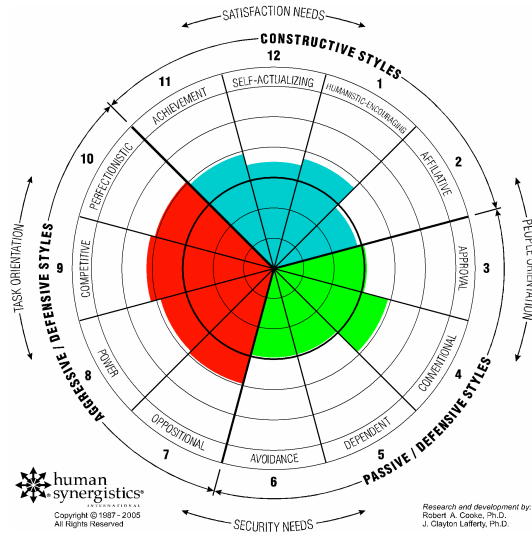
GSI for All

**CFO and Head
of Strategy
Accredited**



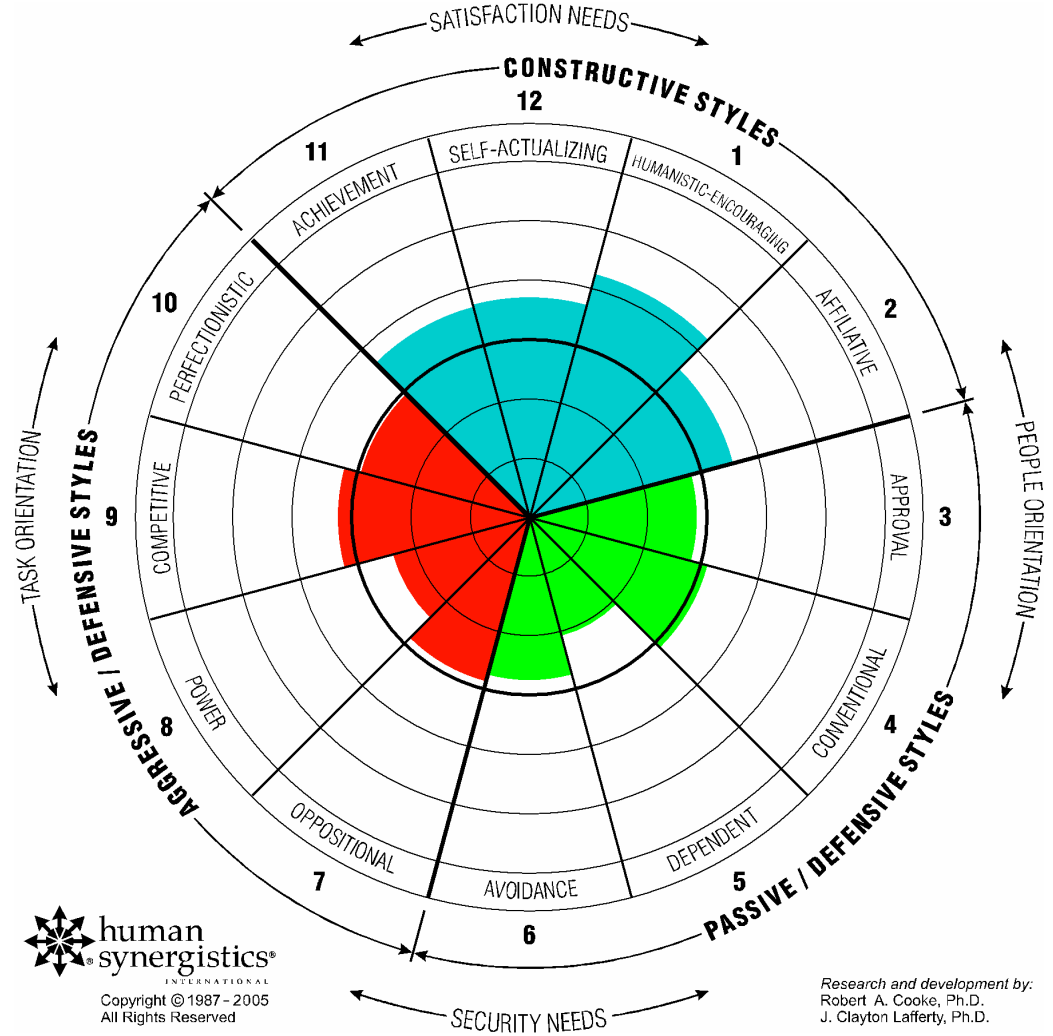
2016 OCI

(FIRST OCI RETEST SINCE 2008)



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Research and development by
 Robert A. Cooke, Ph.D.
 J. Clayton Lafferty, Ph.D.



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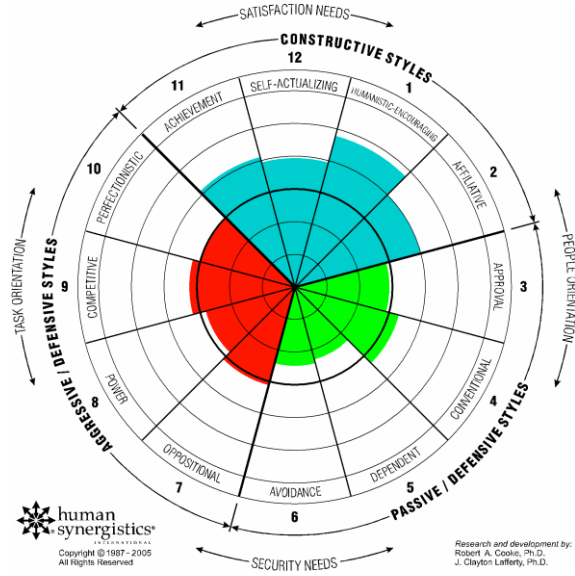
Test - 2016

N = 200



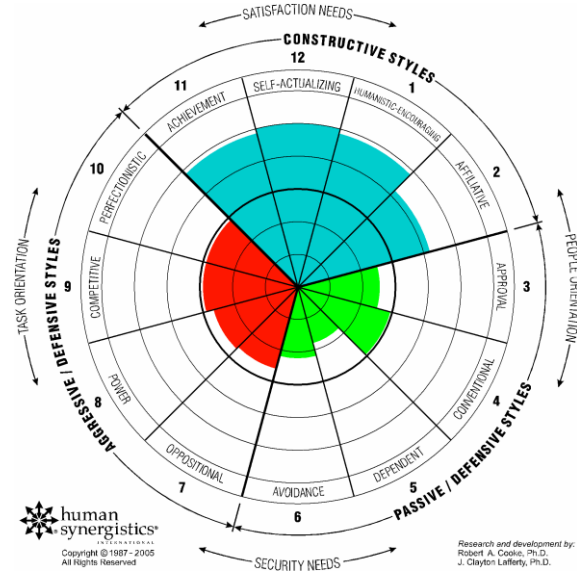
2016 CULTURE RESULTS

Deep Dive



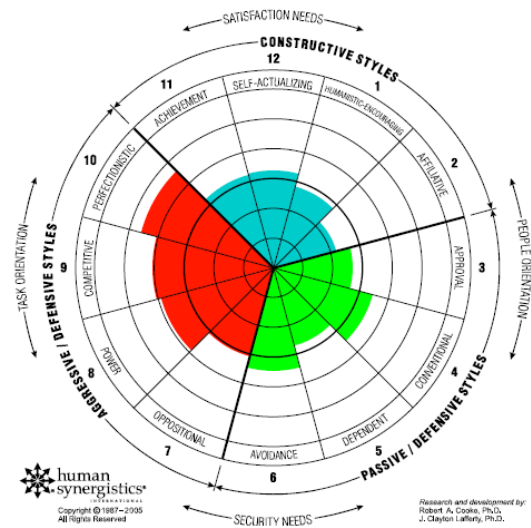
STATE 1

**BALANCED SCORECARD
RESULT
99.5%**



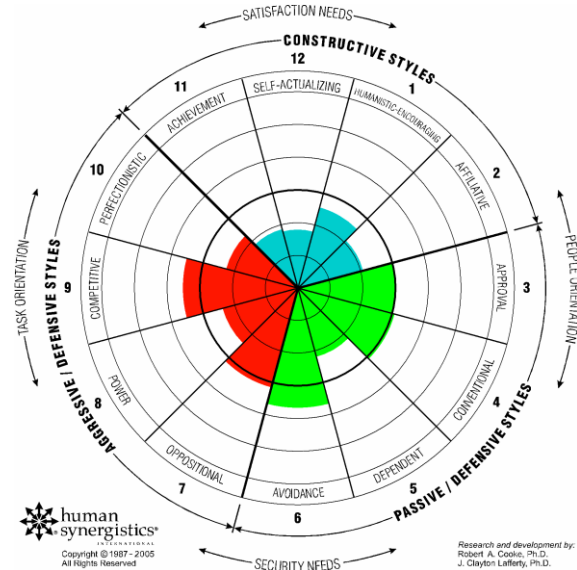
STATE 2

**BALANCED SCORECARD
RESULT
94.4%**



STATE 3

**BALANCED SCORECARD
RESULT
47.1%**



STATE 4

**BALANCED SCORECARD
RESULT
38.5%**

2016 – 2018

FOCUS AREAS



BROAD & DEEP HAS LED TO SUCCESS

160+

SHAPian's exposed to LSI through internal 'Leadership Development Program'.

12x

Internally Accredited Practitioners; incl
1 x Founder, 3 x Group Executives, 1 x General
Manager and 2 x Site Managers.

GSI FOR ALL

Effective and appropriate behaviours.

OCI COMMITTEE

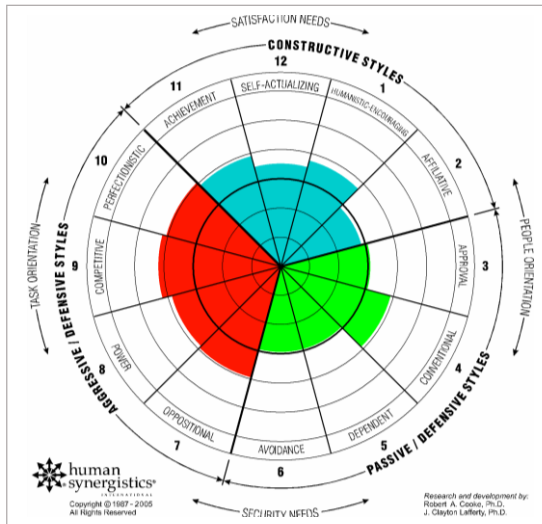
In every state represented at all levels.

SUBCONTRACTOR NETWORK

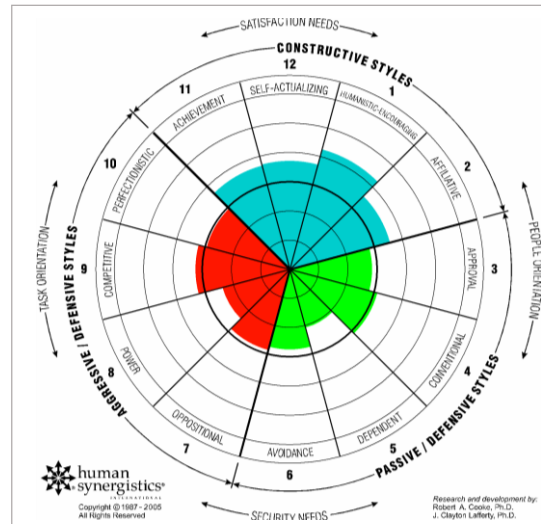
'Changing the construction industry, one
project at a time'.

SO
WHAT?

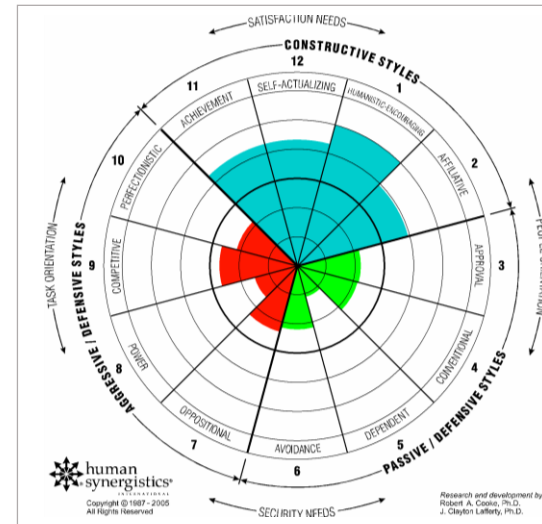
OUR CULTURE JOURNEY 10 YEARS ON



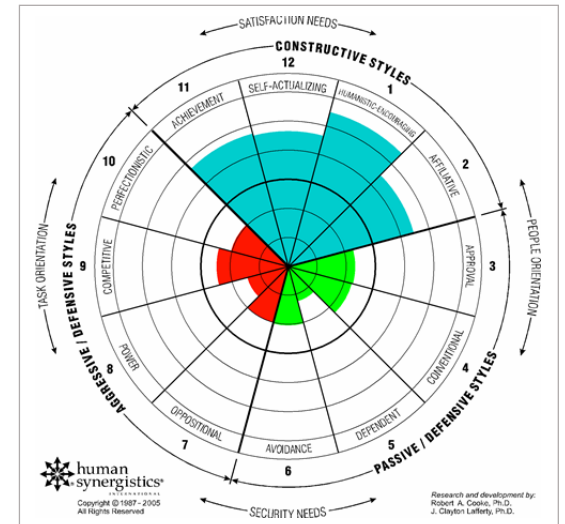
Test - 2008
N = 289



Test - 2016
N = 200



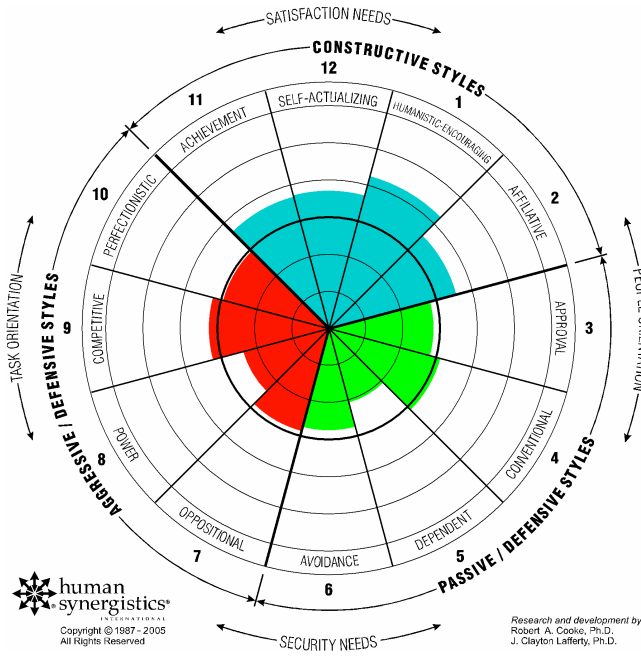
Test - 2017
N = 264



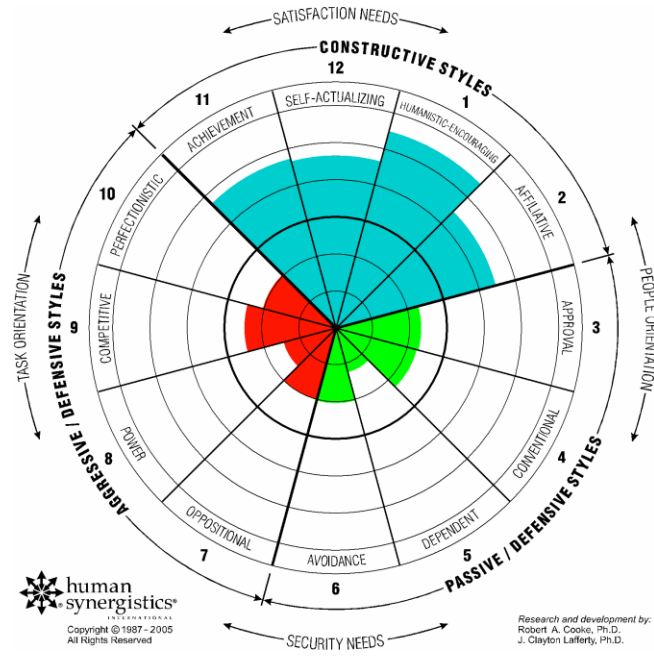
Test - 2018
N = 311



Average Annual % Improvement 2016 to 2018



FY16
ACTUAL CULTURE



FY18
ACTUAL CULTURE

19%

UNPLANNED STAFF CHURN

17%

REVENUE

84%

PROFIT

17%

RECORDABLE INJURIES

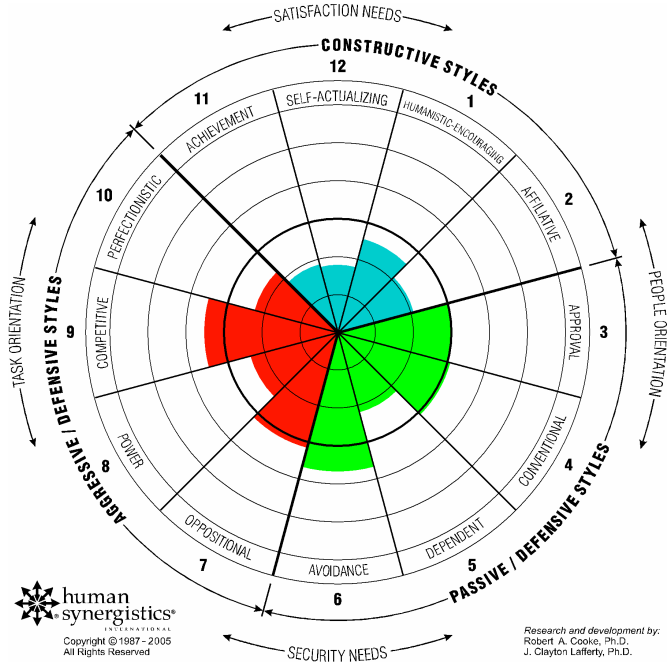
21%

NET PROMOTER SCORE

TURNING A STATE OPERATION AROUND

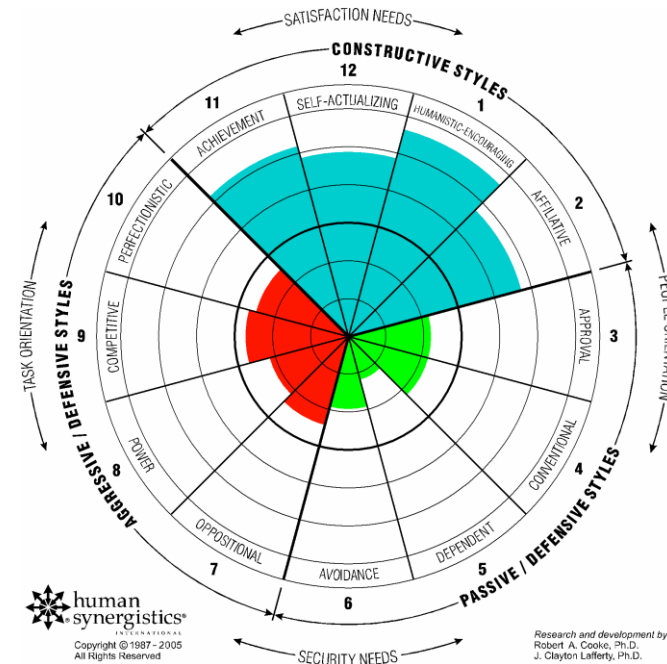
AVERAGE ANNUAL % IMPROVEMENT 2016 TO 2018

STATE 4



FY16

**ACTUAL
CULTURE**



FY18

**ACTUAL
CULTURE**

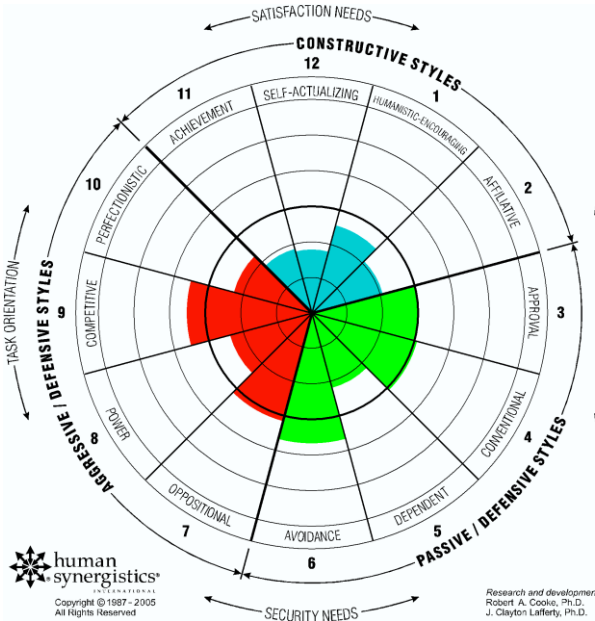


**EXPERIENCE
BETTER**

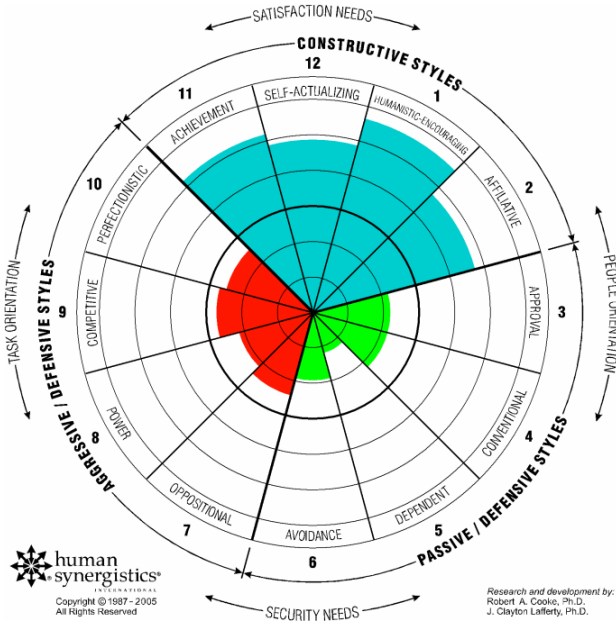
TURNING A STATE OPERATION AROUND

AVERAGE ANNUAL % IMPROVEMENT

STATE 4



FY16
ACTUAL CULTURE



FY18
ACTUAL CULTURE

36%

UNPLANNED STAFF CHURN

22%

REVENUE

79%

PROFIT

33%

RECORDABLE INJURIES

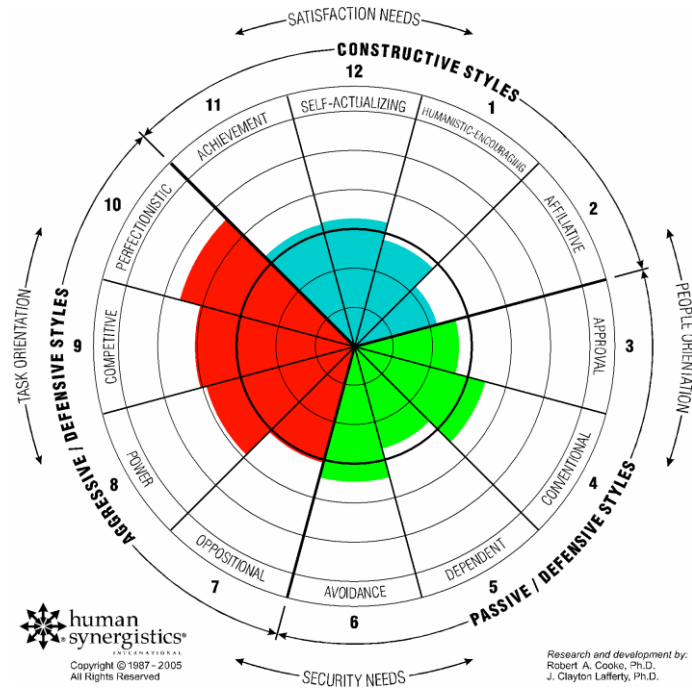
40%

NET PROMOTER SCORE

TURNING A STATE OPERATION AROUND

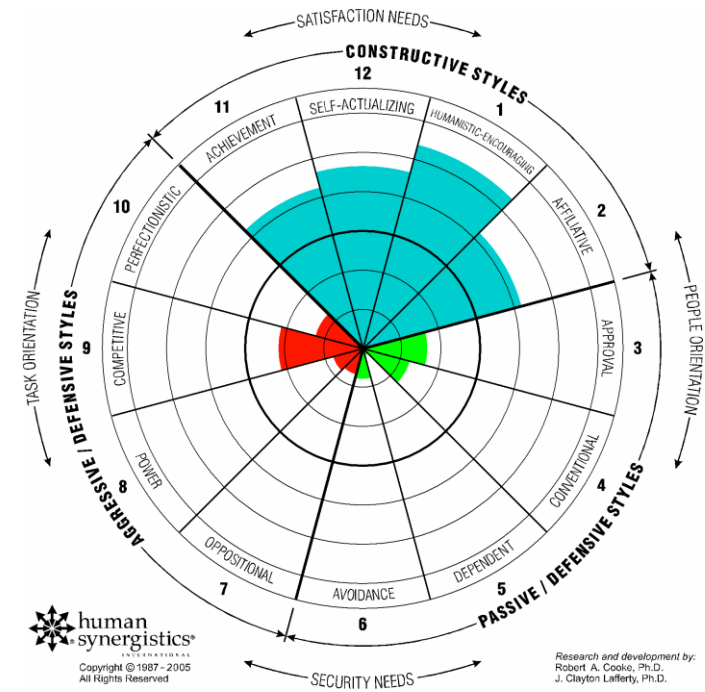
AVERAGE ANNUAL % IMPROVEMENT 2016 TO 2018

STATE 3



FY16

ACTUAL CULTURE



FY18

ACTUAL CULTURE

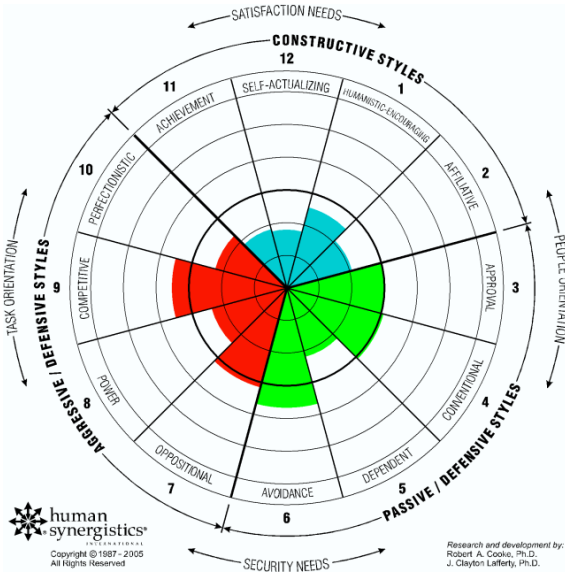


EXPERIENCE BETTER

TURNING A STATE OPERATION AROUND

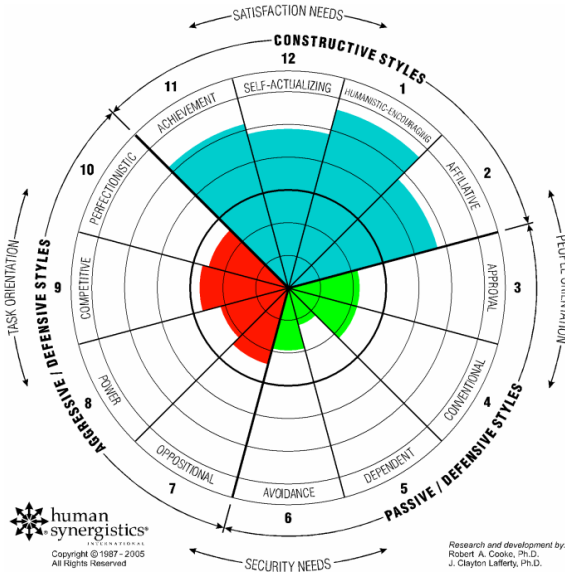
AVERAGE ANNUAL % IMPROVEMENT

STATE 3



FY16

ACTUAL CULTURE



FY18

ACTUAL CULTURE

40%

UNPLANNED STAFF CHURN

299%

PROFIT

16%

REVENUE

18%

RECORDABLE INJURIES

31%

NET PROMOTER SCORE

TO CONCLUDE...

MEASURE IT

- If you don't measure it, you can't improve it.
- Overlay culture results with business results, and let the results influence the decision makers.

DEVELOP PEOPLE INTO LEADERS

- Make constructive leadership an expectation. 'It's the way we do things around here'.
- Make tough decisions.

ENCOURAGE TEAMWORK

- Develop strategies to enhance communication and role clarity for teams.
- Provide teamwork training to every person.

BALANCED SCORECARD

- Ensure culture is aligned to your KPI's and reward programs.

THANK YOU

SHAPE GROUP AUSTRALIA

