

CEnet: Building on a Strong Foundation of Culture

Background

CEnet is a not-for-profit Information, Communication and Learning Technology (ICLT) services organisation supporting Catholic Diocese networks that connect school communities across metropolitan, regional and rural Australia. Created to deliver equitable access to technology and digital services, it plays a pivotal role in enabling learning and connection across dioceses. Evolving from a small startup to a sector-wide organisation, CEnet now supports thousands of educators and learners, helping close the digital divide and ensuring every child has the opportunity to benefit from quality educational technology.

CEnet's purpose extends beyond technology - driving inclusion, participation and equity across Catholic education. Its shared systems allow schools to focus on teaching and learning with secure, consistent and future-ready tools.

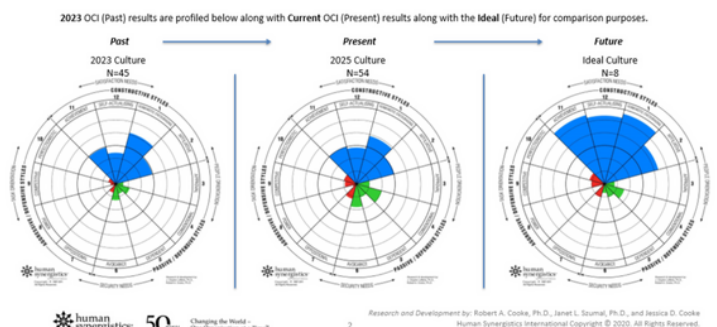
Since 2014, CEnet has partnered with Human Synergistics through Accredited Practitioner, Oliver Brecht of Workplace Options to measure and strengthen its culture, ensuring culture remains a key enabler of performance, engagement and service excellence.

The Challenge

In its early years, CEnet's founders recognised the unique energy and innovation of a startup environment - but also the need to embed this positive culture into the organisation's DNA as it matured.

As the organisation expanded its reach and service offerings, the leadership team wanted to ensure the collaborative, mission-led spirit remained strong. They sought a way to not only measure culture but to maintain and evolve it through growth, leadership transitions and sector change.

Change in Culture over Time



"They knew they had a good culture – one that came from that early startup spirit, but they wanted to ensure that as they scaled, that culture remained part of their DNA."

Accredited Practitioner
Oliver Brecht, Workplace Options

The Approach

Oliver and Human Synergistics worked closely with CEnet to help the team understand both what their culture looked like and why it was that way - using the **Organisational Culture Inventory® (OCI)** and **Organisational Effectiveness Inventory® (OEI)**.

The process began by defining an ideal culture and engaging people across the organisation to ensure shared ownership and alignment. Every employee was invited to complete the OCI and OEI, with participation rates consistently exceeding 95% - a testament to CEnet's high levels of engagement and transparency.

Analysis showed a strong foundation of constructive thinking and behaviour styles, with opportunities to enhance alignment, collaboration and role significance.

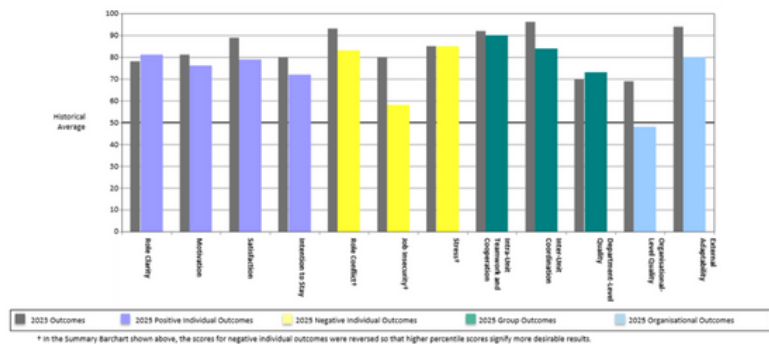
With a constructive culture already present, the focus shifted quickly to the OEI to uncover the systems, structures and processes that could further strengthen performance.

The insights pointed to two key priorities:

- Building significance – helping employees see the direct impact of their work on the schools, teachers and students they serve.
- Strengthening alignment and collaboration – ensuring shared goals and rhythms across teams that reflected both the organisation's purpose and the fast-evolving technology landscape.



Change in Outcomes over Time



The Results

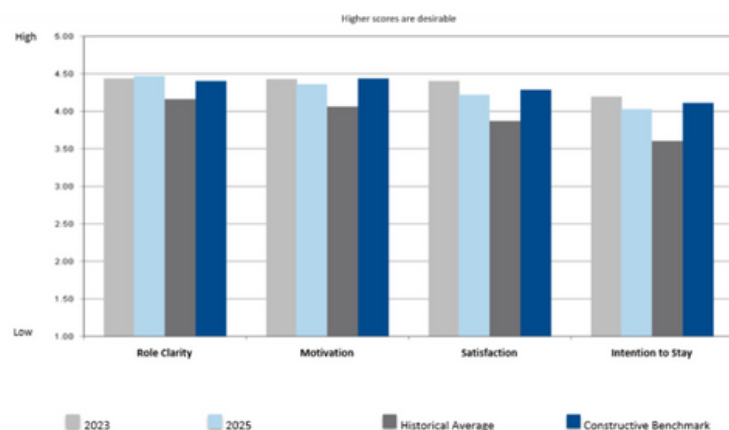
Over five culture measurement cycles, CEnet has sustained and strengthened its constructive culture—earning multiple Human Synergistics Culture Sustainability Awards along the way.

The consistent use of the OCI and OEI has allowed CEnet to measure progress, align leadership behaviours, and ensure that its culture evolves in step with strategic goals. Each cycle, the organisation identifies focus areas and implements targeted initiatives - ranging from leadership development frameworks and collaboration programs to enhanced professional learning for managers.

The constructive styles remain a mainstay of CEnet's success, directly supporting employee engagement, performance and client satisfaction across the Catholic education sector.

New employees describe immediately feeling the organisation's strong, values-led culture, underpinned by visible, authentic leadership and a deep commitment to purpose.

Positive Individual Outcomes



The Journey Continues

Culture remains central to CEnet’s strategy and future. With leadership alignment, open communication, and a clear focus on collaboration, the organisation continues to evolve while staying true to its mission: delivering equitable, high-quality technology services that empower learning communities across Australia.

As CEnet continues to grow, the partnership with Workplace Options and Human Synergistics provides an ongoing framework to measure, reflect, and act - ensuring its culture remains both constructive and sustainable.

Cultural Sustainability Award

Each year Human Synergistics celebrate the Cultural Transformation and Sustainability achievements of high performing organisations and these are announced at our Culture & Leadership Conference annually. In 2025, this was again awarded to CEnet.

Culture Transformation and Sustainability Awards recognise those organisations which have created a Constructive Culture or sustained a Constructive Culture on a subsequent remeasure using the Organisational Culture Inventory® (OCI).

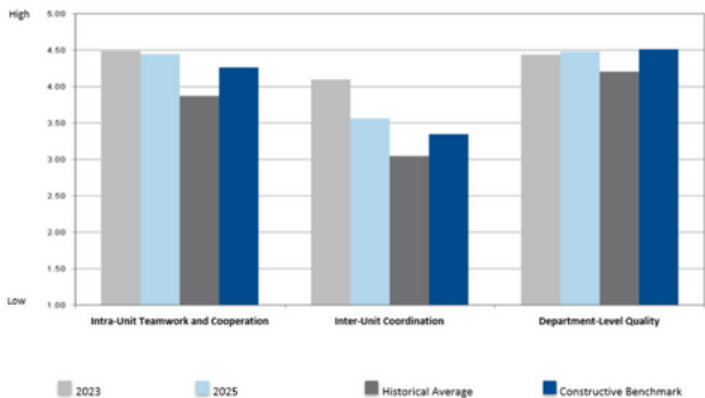


CEnet - Catholic Education Network awarded the 2025 Cultural Sustainability Award

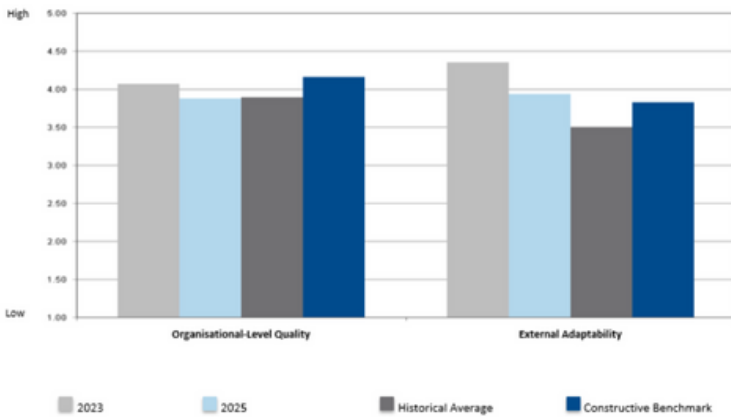
Key Takeaways

- Culture was seen as a strategic advantage from the organisation’s inception.
- Regular OCI - OEI assessments provide deep insight and tangible action points.
- Consistently high participation demonstrates engagement and trust.
- Sustained constructive culture contributes directly to performance and sector impact.
- Leadership alignment and communication underpin continuous improvement.

Group Outcomes



Organisational Outcomes



Mission and Philosophy

