

Culture Change in Action.

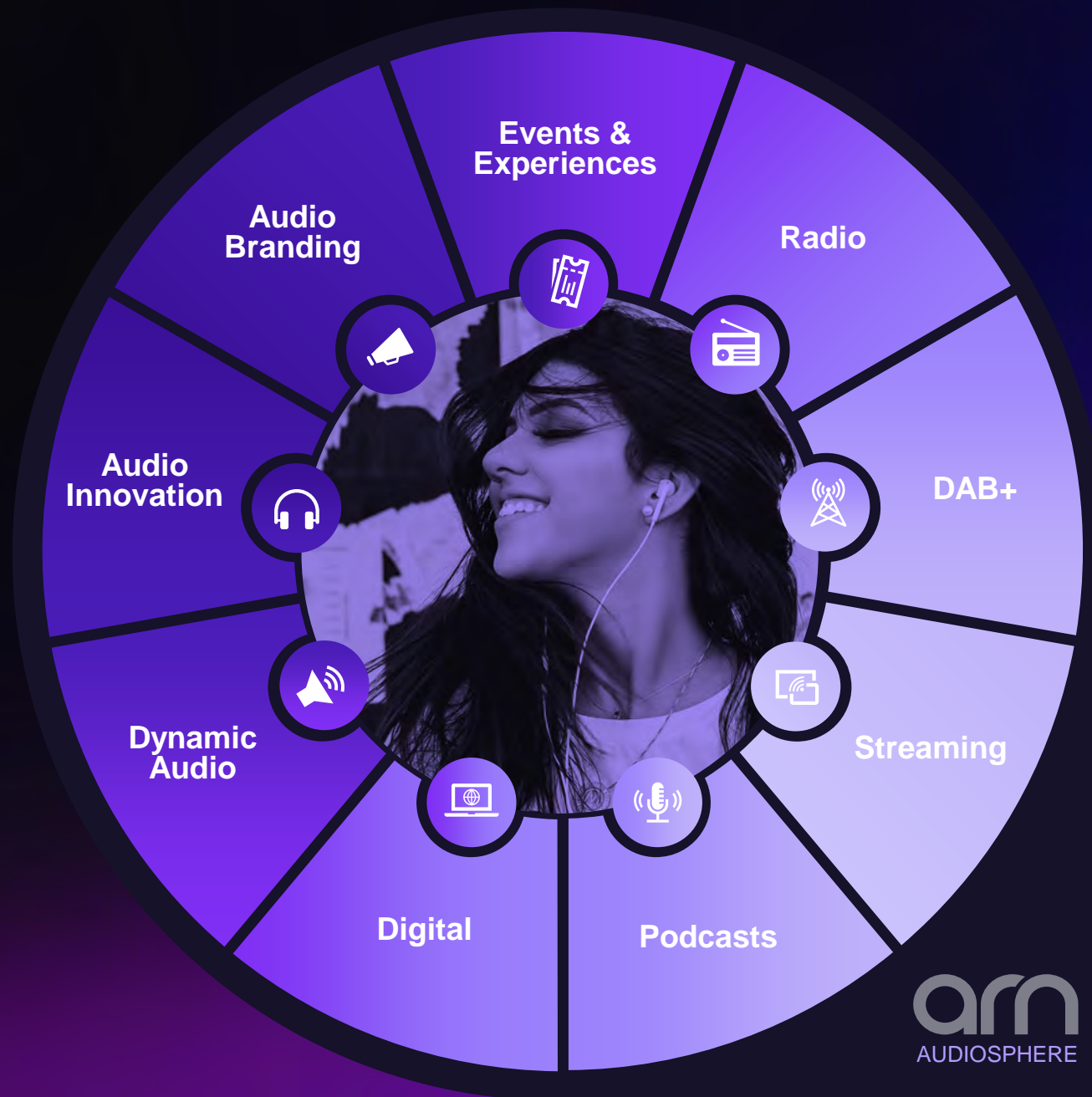
Human Synergistics Conference 2024

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Chief Executive Officer & MD

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Chief People Officer

Who is ARN?

- One of Australia's leading broadcast and on-demand audio companies.
- c1300 people.
- 58 radio stations across 33 markets, plus 46 DAB+ stations nationwide.



June 2020.



- Successful radio business
- Well established ways of doing things
- Navigating COVID reasonably well



- Friendly culture
- Functionally driven
- Ambitious mentality



- A business in transformation
 - - Acquisition opportunities
 - - Changing consumer listening habits
 - - New revenue and growth models
 - - Emerging business models
- A radio model not fit for purpose



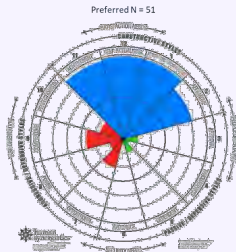
- Lack of clarity & alignment on business strategy
- Underinvestment in people & leadership
- Solid HR team, admin and compliance



- New, more dynamic ways of working
- Integration planning and capabilities
- Build a path to a more constructive culture

February 2020.

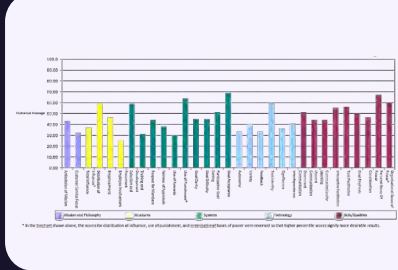
Ideal Culture



ELT & Direct Reports, N=51
(85%)

Overwhelming preference for
a highly constructive culture.

Casual Factors



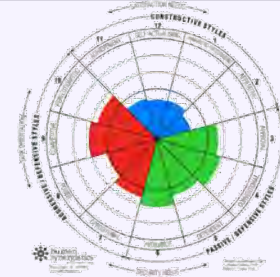
Strengths:

- Respect for leaders
- Leadership of task

Opportunities:

- Clarity of vision & purpose
- Job design
- Reward & recognition
- 2-way communication

Actual Culture

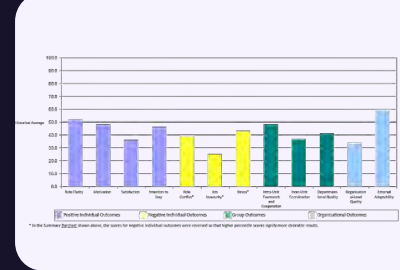


All people invited, N=459
(87%)

Primarily defensive culture:

- Be liked, avoid conflict
- Follow the rules
- Push decisions upwards
- Point out flaws
- Be the best at things

Outcomes



Strengths:

- External adaptability
- Role clarity

Opportunities:

- Advocacy for ARN
- Motivation & satisfaction
- Insecurity
- Collaboration & teamwork

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Leadership

- Build understanding; the case for change
- Make it personal...LSI 1&2

- # Leadership
- Build understanding; the case for change
 - Make it personal...LSI 1&2

Clarity

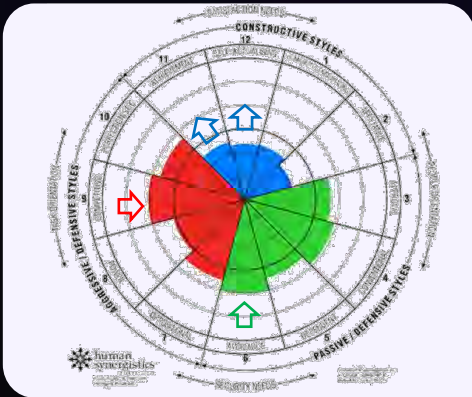
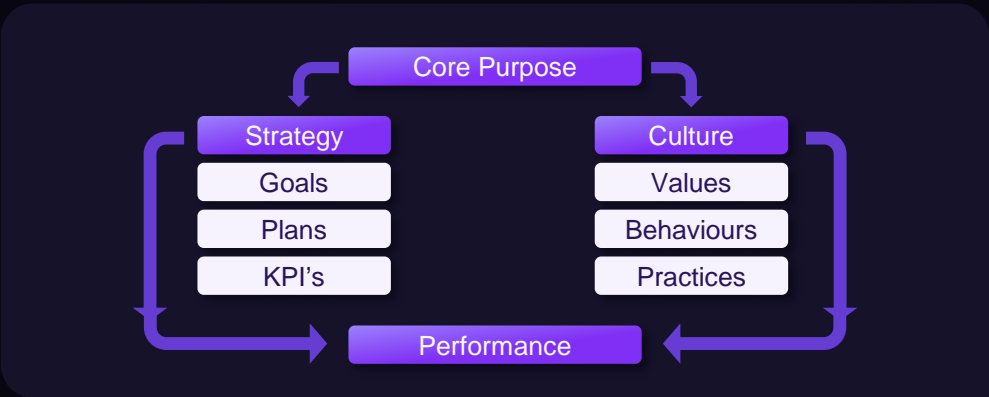
- Why = core purpose
- What = strategy & priorities
- How = aspirational culture

- # Clarity
- Why = core purpose
 - What = strategy & priorities
 - How = aspirational culture

Communication

- CEO Roadshow
- Debriefs with markets & functional leadership teams

- # Communication
- CEO Roadshow
 - Debriefs with markets & functional leadership teams





Our Plan Was Simple.

Leaders

Built capability and confidence

- Lead self (LSI 1&2)
- Lead others
- Disseminating leadership responsibility

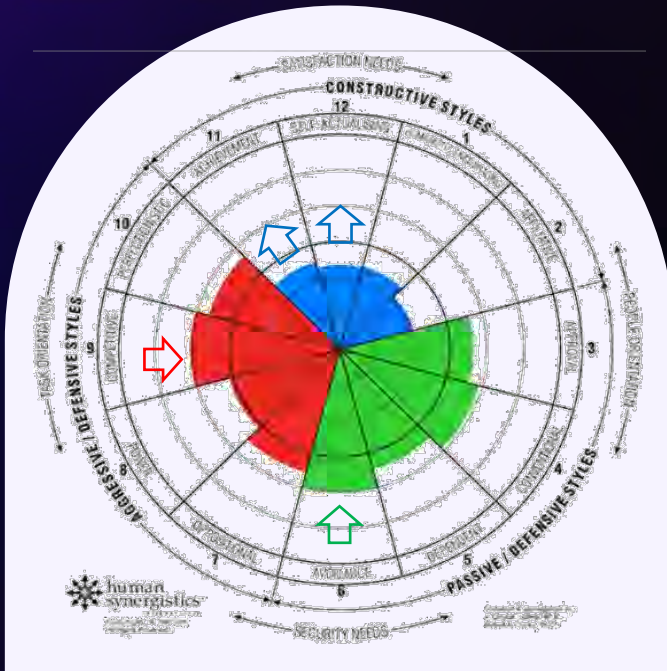
Everyone

Role-modelled the culture

- Behaviours
- Language
- Communication
- Feedback

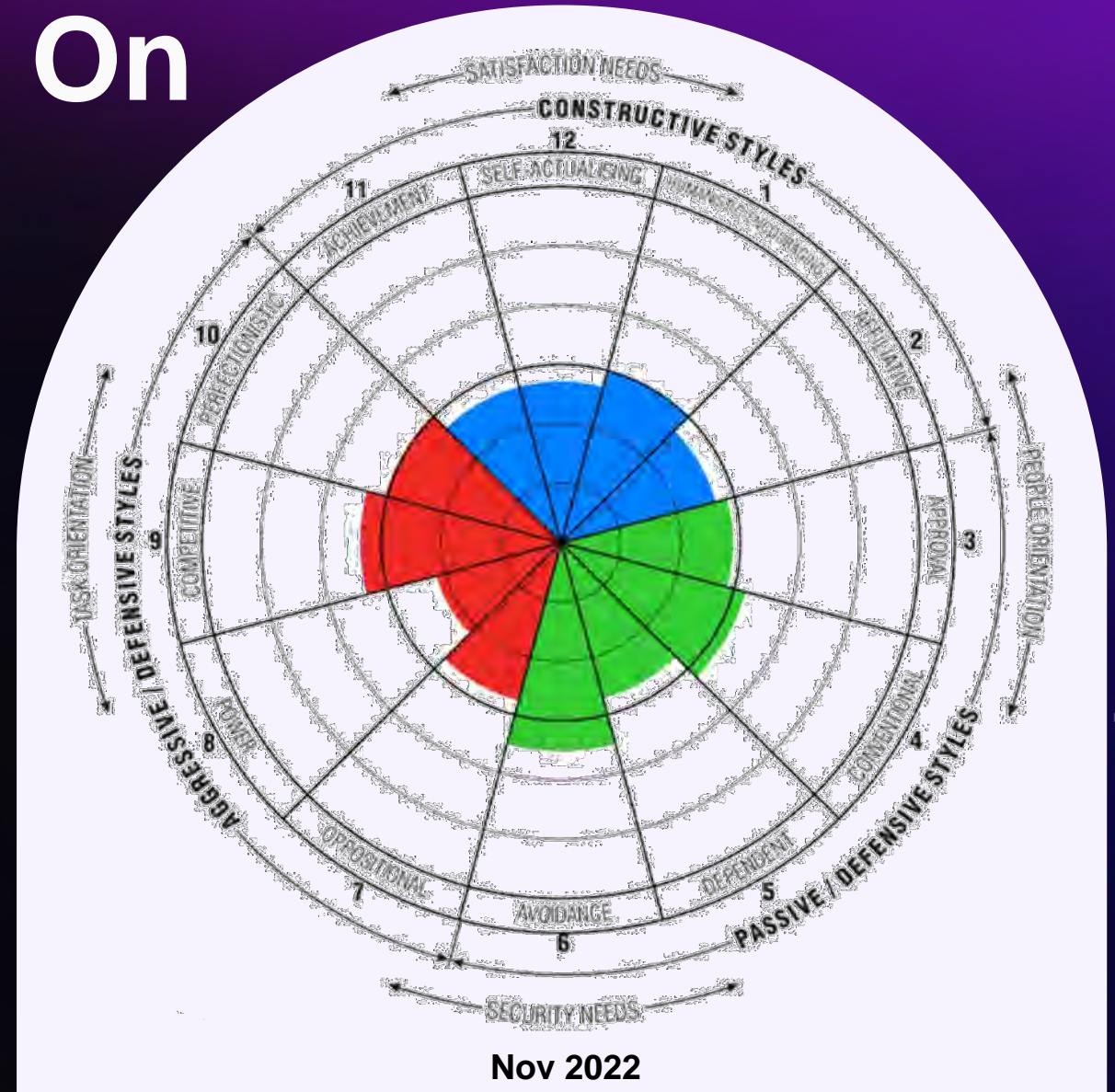
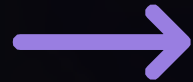
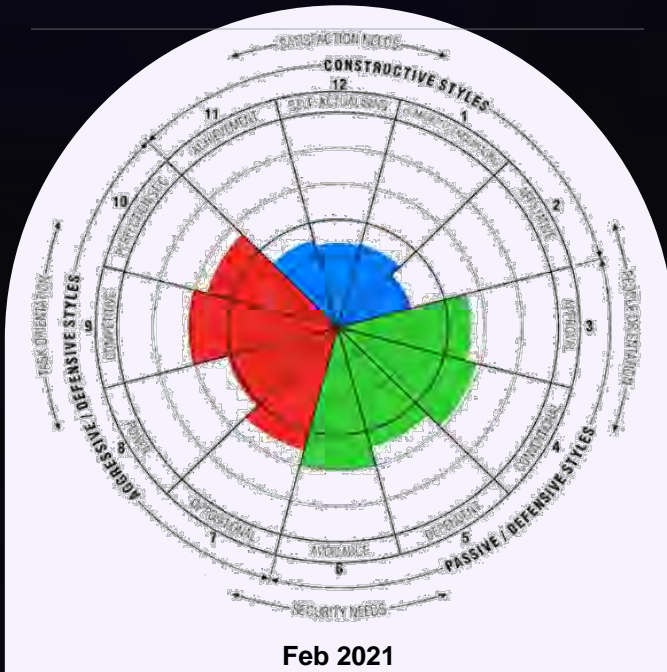
From Aspiration To Action.

We translated our aspirational culture into *actionable behaviours*.



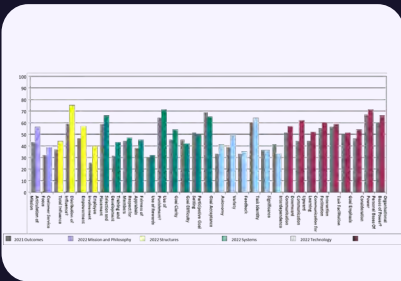
What We Worked On Improved.

After 18 months our actual culture was more *constructive*.



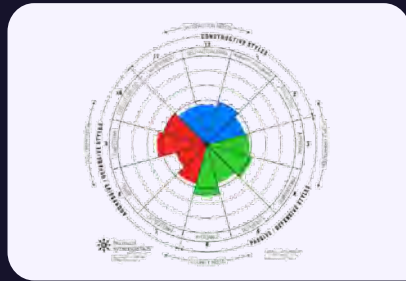
November 2022.

Casual Factors



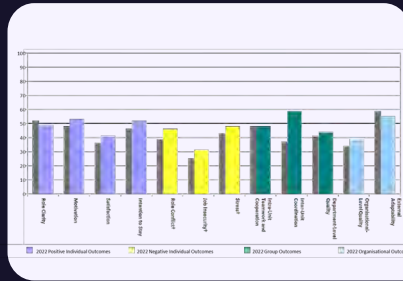
- Articulation of mission
- Leadership capability
- 2-way communication
- Empowerment

Actual Factors



- N=881 (82%)
- ALL styles improved, now within average range
 - Constructive +5 to +15
 - Defensive -12 to -24

Outcomes



- Motivation
- Intent to Stay
- Teamwork across functions and teams
- Pride in ARN





So, We Kept Working On The *Same Things.*

Leaders

Capability and confidence

- Lead self (LSI 1&2)
- Lead others
- Disseminating leadership responsibility

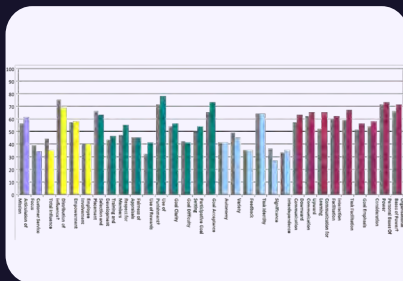
Everyone

Role-modelling the culture

- CIA Behaviours
- Language
- Communication
- Feedback
- Goal setting

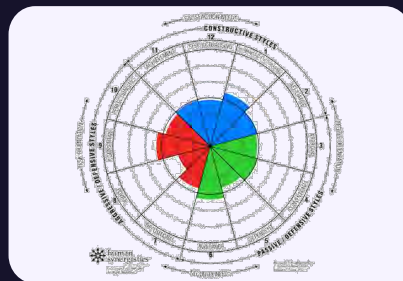
April 2024.

Casual Factors



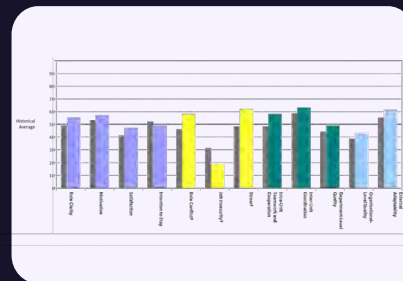
- Continued improvement
- Use of Rewards
- Respect for Members
- Communication & Leadership

Actual Culture



- N=975 (92%)
- Primary style Humanistic-Encouraging +11 to 61
- Constructive styles all at or above the 50th percentile

Outcomes

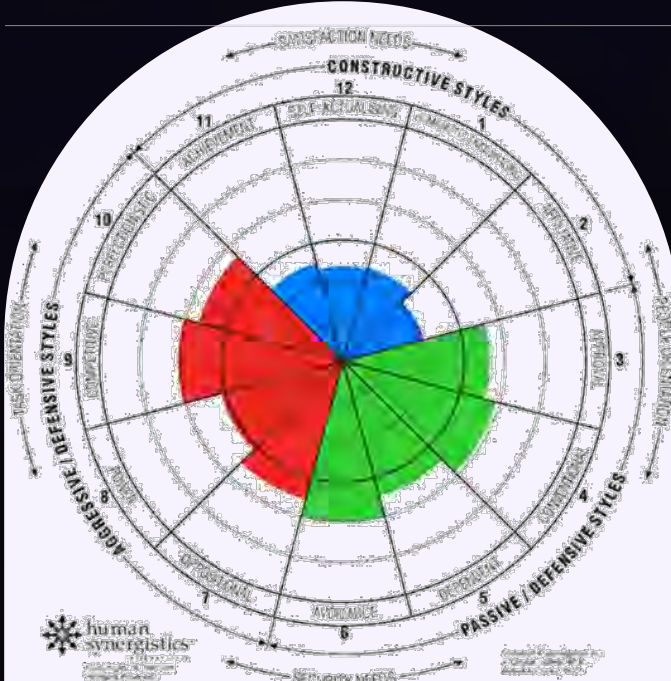


- Continued improvement
- Most now above the historical average
- Teamwork, role clarity, satisfaction strong

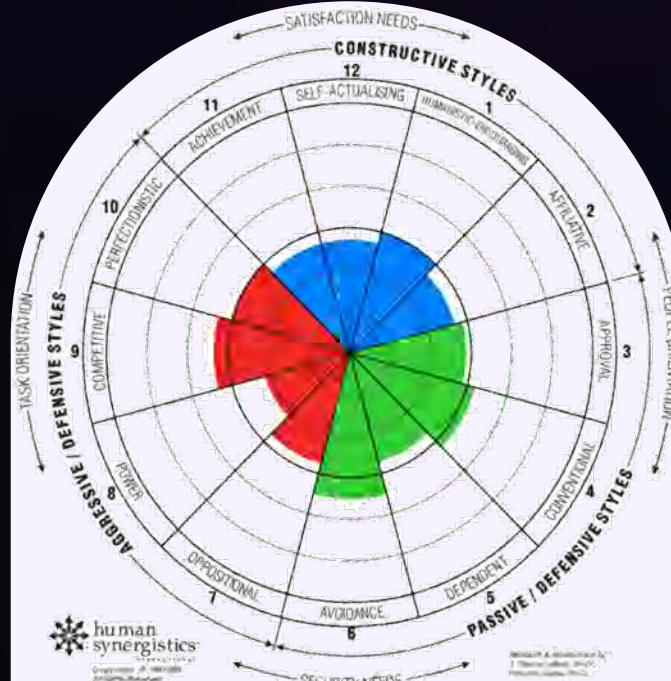


A *Positive Change* In Culture.

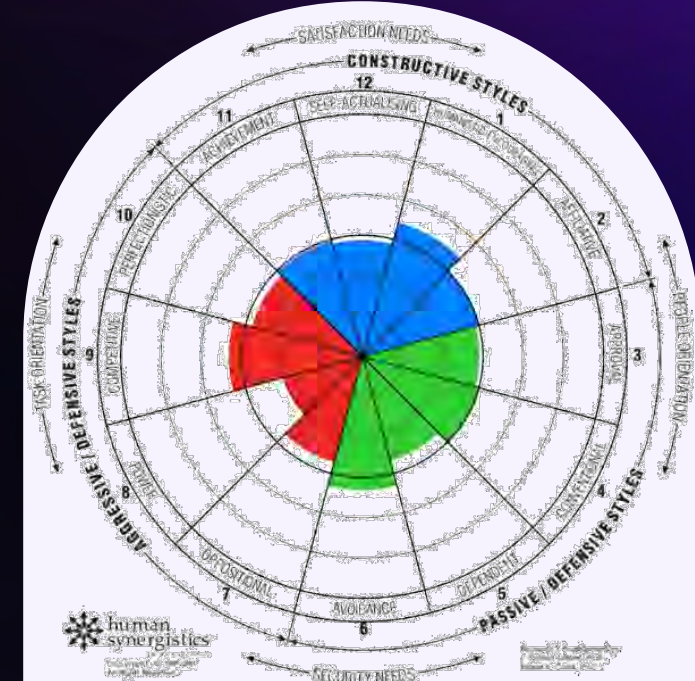
Over the past 3 years we have really changed our Culture.



Feb 2021
N = 439



Nov 2022
N = 881



Mar 2024
N = 975

Ange's Reflections.

- Meet people where they are.
- People can't do what they don't understand.
- "Learning by doing" trumps everything.
- Take every opportunity you can to demonstrate the culture you want through your actions.
- Simplicity and consistency is key.



Ciaran's Reflections.

What I learned

- Trust the process – especially in challenging times.
- Get involved – don't leave to 'HR'.
- Small things really matter.
- Continue to question the journey.
- It's good to know I'm 'red'.





Thank
You.