CASE STUDY

For More: info@human-synergistics.com.au

Building a Constructive Culture That Grows With the Business.

How Plan Group partnered with Human Synergistics to preserve its culture through rapid growth, strengthen leadership and drive sustainable business performance.



Background

Founded in 2012, Plan Group is an Australian construction management company specialising in commercial construction, fitouts and refurbishments.

Operating across Melbourne, Geelong, Ballarat, Sydney and Brisbane, the business delivers projects across diverse sectors and was recognised among Australia's Top 50 builders in 2026.

As the business expanded, its leaders recognised the importance of preserving its people-first culture while building the leadership capability needed for sustainable growth.

Plan Group receives the 2026 Cultural Sustainability Award



The Challenge

For Plan Group, growth brought both opportunity and a new set of leadership challenges.

Strong foundations

The founders had built a successful organisation grounded in trust, collaboration and positive relationships.

Rapid expansion

Growth across locations and teams made preserving Plan Group's distinctive culture increasingly challenging.

New expertise

An external advisory board was established to guide the next phase of growth and recommended a more structured approach to culture and leadership.

Protecting what worked

The challenge wasn't fixing a broken culture, but ensuring leadership behaviours and organisational culture could support increasing scale and complexity.

"Sustainable performance depends on leaders understanding the connection between Constructive culture and business success. That will drive business performance. It will drive sustainable business performance.
But the leadership team needs to believe that."

Nikki Sorensen | People & Culture Manager

The Solution

In 2023, Plan Group partnered with Human Synergistics, introducing the Organisational Culture Inventory® (OCI) alongside the Life Styles Inventory™ (LSI) to strengthen its culture and leadership effectiveness.

The OCI provided a measurable picture of Plan Group's current and ideal culture, while the LSI helped leaders understand how their behaviours influenced others.

Together, these tools enabled Plan Group to:

Measure culture
Identify strengths, opportunities and employee aspirations.

Develop leaders
Build awareness of individual behaviours and their impact on others.

Create a shared language
Use the Human Synergistics Circumplex to encourage Constructive conversations.

Track progress
Measure cultural change and guide ongoing improvement.



"It's probably a tool that is one of the single biggest drivers of our business strategy and our growth plans - the OCI survey."

Tony Davidson | Director and Chief Strategy Officer

From Insight to Everyday Action

The OCI and LSI have helped Plan Group connect individual behaviour with organisational performance.

The Circumplex now provides a common language for discussing culture, while OCI results are incorporated into the organisation's annual balanced scorecard alongside financial, people, client, safety and operational measures.

These insights influence leadership development, employee wellbeing initiatives and strategic decisions. Culture is no longer simply something Plan Group measures. It has become part of how the business operate and plans for the future.

The Results

Since its first OCI measurement in 2024, Plan Group has experienced significant business growth alongside its focus on building a more Constructive culture.

+250%
INCREASE IN REVENUE SINCE 2023

79
NET PROMOTOR SCORE

YEAR-ON-YEAR IMPROVEMENT
ACROSS THE ORGANISATION'S BALANCED SCORECARD

Going Forward

Plan Group continues to embed culture into leadership, strategy and everyday decision-making.
Its journey demonstrates that culture isn't simple something to preserve through growth. When actively developed, it becomes a powerful driver of sustainable business success.