

Kennards Self Storage

CASE STUDY

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Kennards Self Storage: Sustaining Success Through Culture!

How a Constructive workplace culture drives customer loyalty, high performance, and strategic alignment.



Background

The Kennards Culture Journey

Kennards Self Storage (KSS) has built its reputation over decades as a trusted leader in the Australian and New Zealand self-storage industry.

With a vision to be “The Favourite Name in Space”, the business continues to grow in a highly competitive market while maintaining a strong focus on people, culture, and customer service.

Since 1998, KSS has partnered with Human Synergistics to measure and shape its organisational culture using the Organisational Culture Inventory® (OCI).

This long-term commitment has enabled the company to understand the behaviours that drive its success, strengthen alignment with its FREEDOM values, and foster an environment where team members feel empowered and motivated to deliver exceptional customer experiences.

In 2024, KSS faced economic pressures, heightened competition, and the need to enhance facility security, while also undertaking a refresh of its strategic pillars. These milestones reinforced the importance of culture as a foundation for resilience and sustainable growth.

The Challenge

In the face of rising competition and economic pressures in 2024, Kennards Self Storage (KSS) sharpened its focus on cost efficiency while never losing sight of its commitment to exceptional customer experiences. Guided by refreshed strategic pillars, the company set out to strengthen its culture and further unite its people around a shared vision for the future.

For more than 25 years, KSS has used the Organisational Culture Inventory® (OCI) from Human Synergistics to measure and understand its workplace culture.

It provides a picture of an organisation's operating culture in terms of the behaviours that members believe are expected or implicitly required. By guiding the way in which members approach their work and interact with one another, these 'behavioural norms' determine the organisation's capacity to solve problems, adapt to change, and perform effectively.

The Approach

In 2024, the company recorded its highest participation to date, with nearly 300 team members across Australia and New Zealand completing the survey.

The results confirmed that KSS maintains a predominantly Constructive culture, with particularly strong Humanistic-Encouraging and Self-Actualising behaviours.

These outcomes reflect an environment where continuous improvement, authenticity, collaboration, and empowerment are embedded in daily practice.

At the same time, KSS leaders recognised a rise in Oppositional behaviours - characterised by heightened levels of criticism or resistance to new ideas. While not dominant, this emerging trend prompted reflection on whether some systems or practices had become too rigid, and whether more opportunities were needed to acknowledge and act on team feedback.

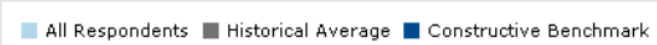
Culture Outcomes

The outcomes of culture serve as a barometer of how well Kennards Self Storage supports both their people and goals. Constructive organisational cultures tend to produce positive outcomes, such as high motivation, job satisfaction, and teamwork, while minimising stress and Team Member turnover. By understanding and addressing these drivers they can enhance performance, improve Team Member experience and drive customer satisfaction.

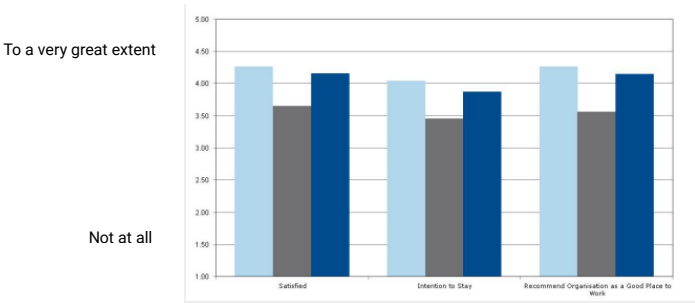
Three key subcategories provide insights into how Kennards Self Storage (KSS) teams feel and how they work together to deliver the customer service the company is known for: Team Member Satisfaction, Quality of Service, and Role Clarity.

The light blue bars show the 2024 KSS results; the Historical Average (grey) provides a baseline across industries, while the Constructive Benchmark (dark blue) reflects high-performing organisations that excel in engagement, productivity, and long-term sustainability. While terms such as 80% Blue, Constructive Styles, and Blue behaviours are often used to describe culture at KSS, the OCI survey offers more.

It also reveals how teams perceive their work environment and how they engage with customers.

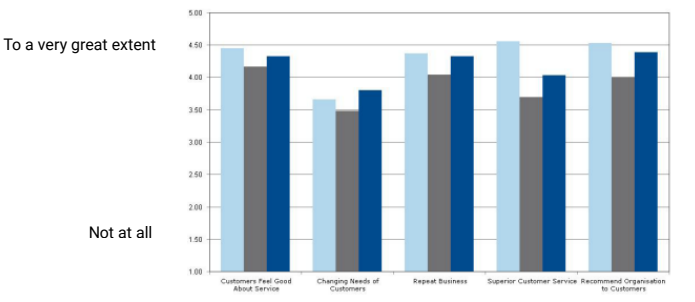


Team Satisfaction



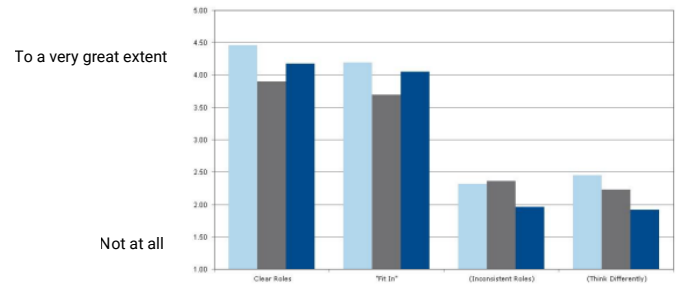
These results not only confirm that Team Members are satisfied in their work, intend to stay with the business and would recommend KSS as an employer, they are significantly higher than even the Constructive Benchmark.

Quality of Service



A direct outcome of these results can be seen in the growth in their Google Reviews and the hundreds of positive comments left by their customers.

Role Clarity and Role Conflict



- Areas measured in this group:
- Are expectations for your role clear;
 - Do you feel comfortable "fit in" as a Team Member;
 - Do you receive inconsistent messages regarding what is expected.



A Holistic Approach to Success

Being constructive isn't just about staying positive - it's a mindset and way of interacting that builds up rather than tears down.

It's about focusing on solutions instead of problems, creating environments where people thrive, and fostering collaboration that drives meaningful progress.

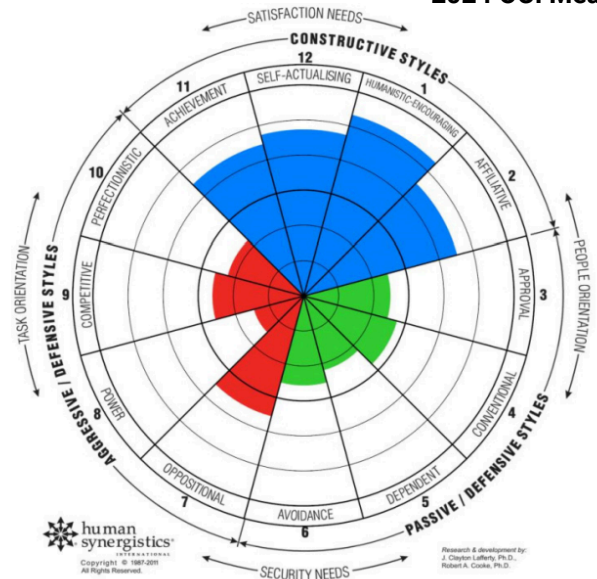
Whether in your personal life, workplace, or community, adopting a constructive approach can have a profound impact.

What does it mean to be Constructive

Being constructive is about focusing on possibilities and seeing challenges as opportunities for growth and positive change. At Kennards Self Storage (KSS), this mindset is expressed through behaviours such as encouraging growth, fostering collaboration, seeking solutions over blame, and building connections based on empathy and respect.

Constructive cultures emphasise progress over perfection, recognising that small, consistent actions can lead to significant outcomes. This approach involves shifting attention to solutions, empowering others by valuing their ideas, and embracing continuous learning through feedback.

The ripple effect of constructive behaviour extends beyond individuals, inspiring stronger teams, innovative thinking, and deeper connections. Within organisations, it drives engagement, collaboration, and performance; within communities, it builds trust and shared success. Ultimately, being constructive is a choice - one that shapes environments where people thrive together.



The Future

KSS continues its long-term journey to embed and sustain a constructive culture across all levels of the organisation.

Leaders are committed to fostering openness, encouraging idea generation, and strengthening feedback processes through initiatives such as the Momentum program and targeted surveys.

The company's goal remains clear: to align culture with values and strategy, ensuring sustainable success well into the future. By maintaining a strong focus on people and culture, Kennards Self Storage is positioning itself to achieve its vision of becoming "The Favourite Name in Space."

Sustainability Award

In 2025, Kennards was awarded the CULTURAL SUSTAINABILITY AWARD from Human Synergistics.

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).

