

# HOMESTART FINANCE

## THE CLIENT

Established in 1989, HomeStart is a State Government organisation that is 100% focused on providing home loans for South Australians. So while they're a profitable financial organisation, they are also considerate of their social responsibilities. This means they're always working on new ways to help more people get into their own home, sooner.

HomeStart is a financial institution that looks and works like a bank but isn't.

## THE OPPORTUNITES

The business environment was challenging and a response to it required an organisation that, while still caring for its people, was capable of responding in new and more innovative ways to a different emerging future. HomeStart had already started on a process of cultural evolution to make HomeStart a more performance oriented business.

Our brief was to:

- Increase productivity via a focus on self actualisation and employee engagement
- Reinforce and embed 'constructive' behaviours changes in senior management group and executive group
- Enable a more change ready human environment
- Reinforce a 'one team' approach - shift the 'silo' mentality

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*"We are much more open in talking about issues and supporting each other... That's been an incredible shift because we have been quite silo'd"*

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## THE SOLUTION

After an introductory Leadership Retreat where the principles of the programs to be delivered were introduced, The Partnership customised our two flagship programs, *Leadership for Success* and *BluePrint* for delivery. The three different groups engaged were the Executive team, People Leader group (senior and middle managers) and staff. In addition an organisational wide process, *Envisioning of the Desired Culture*, was facilitated by HomeStart L&D staff.

## THE APPROACH

The systemic approach of developing leadership capacity at all levels within the HomeStart hierarchy was reinforced by providing feedback of different perceptions between the different groups. This provided a new understanding of the nature of the leadership challenge for different groups.

In addition facilitators observed different group behaviours which provided insight into the unconscious cultural assumptions that were getting in the way of evolving the culture to meet the strategic needs of the future. Within the programs, we facilitated 'adaptive' conversations between HomeStart employees to uncover and challenge these unconscious assumptions.

Executive and People Leaders also conducted adaptive conversations as a part of the leadership development programs.

## THE RESULTS ACHIEVED

- The relationships between the People Leaders and Executive improved and a shift was observed that indicated silo's were diminishing;
- Easier working relationships were recognised as the foundation of more robust conversations, better decisions and more innovative solutions;
- A 'shift' in the organisational culture was observed as people began to have more confidence in themselves and speak up more. An unspoken 'fear' was diminishing.
- Employee engagement measures increased by 9% up to 85% after the programs (from 76% before the programs) were completed.
- New business growth increased significantly over the coming year.

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## The Partnership

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THE PARTNERSHIP