

# Leading with Humanity

Building the Nationwide Aged Care Team





Australian Red Cross  
acknowledges the  
Traditional Owners  
of this land, their  
ancestors and Elders,  
past and present.

Is **AgedCare** core to  
who we are and  
what we do?



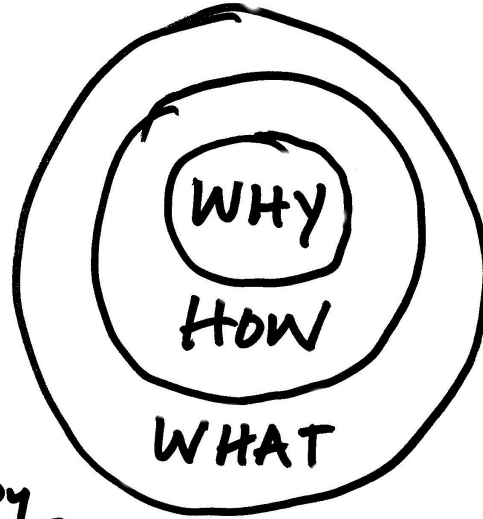




Culture is not an initiative. Culture is the ***enabler*** of all initiatives.

- Larry Senn

# THE GOLDEN CIRCLE



by  
SIMON SINEK



## Our Purpose



Bringing people and communities **together** in times of need and building on community strengths. We do this by mobilising the **power of humanity.**



## Our Vision

**Trusted** as the leading humanitarian organisation making a **genuine difference** in the lives of people and communities.





# Our Why



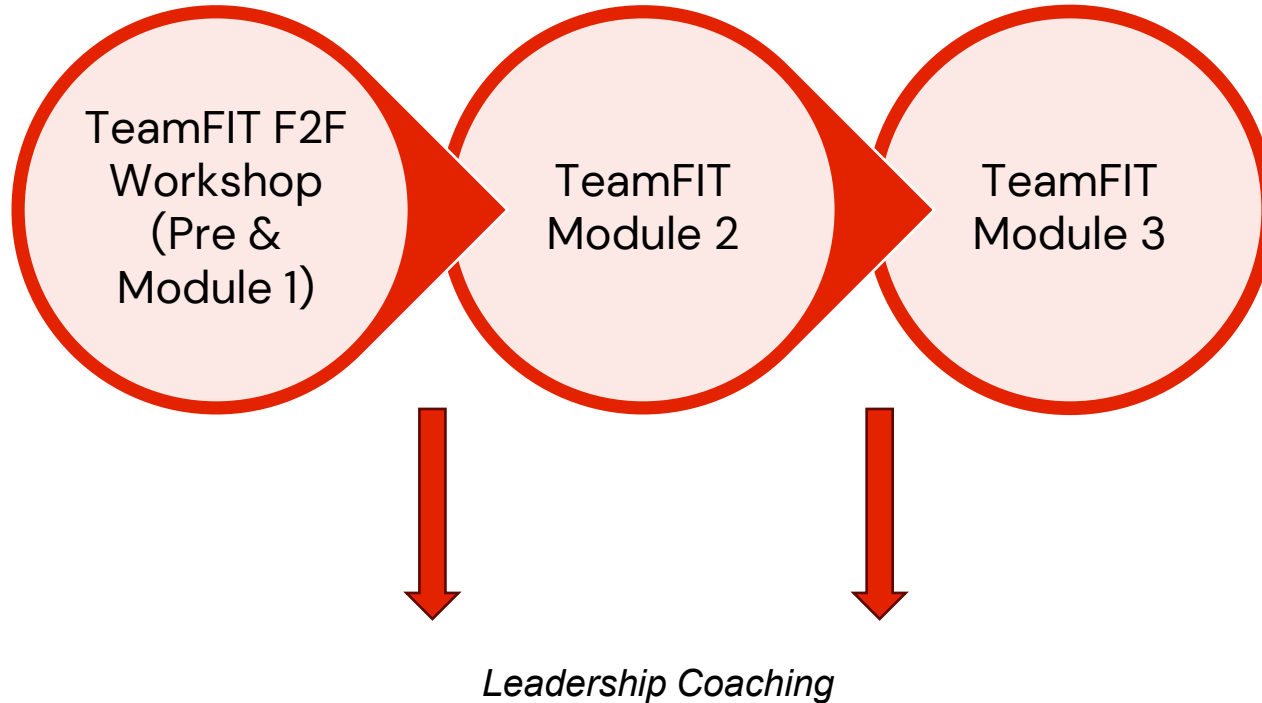


Not finance. Not strategy. Not technology.

It is **teamwork** that remains the ultimate **competitive advantage**, both because it is so powerful, and so rare.

– Patrick Lencioni

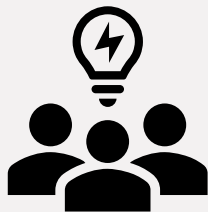
## Helping teams becoming 'TeamFIT'



## Our Challenge

How might we build the team that we want to be, and drive the culture we want to lead?

Understanding Our Why



Connecting Our Team



Our Leadership Impact



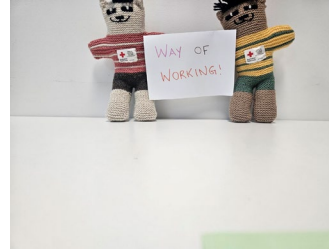
# Our Process

How we built our competitive advantage



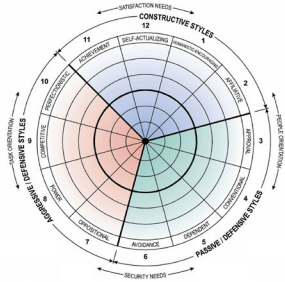
## Leadership Endorsement

Building a high performing leadership team became our most critical priority.



## Protecting the Time

Opportunities to connect, grow and develop as a team became part of our ways of working.



## Leveraging Data

Measure. Measure. Measure.

Data became our most important enabler and worthwhile investment. Partners: Birkman/ Human Synergistics



## Wall Values. Floor Values.

We set firm, achievable commitments that were communicated to the broader division. We set regular check ins and review dates.

## Our Social Contract



## Nationwide Programs Manifesto

### Our Challenge:

"We are challenged to adapt, connect and empower new ways of working because we want to succeed, remain competitive and commit to a better impact to grow our sustainability in the future".



### Our Vision:



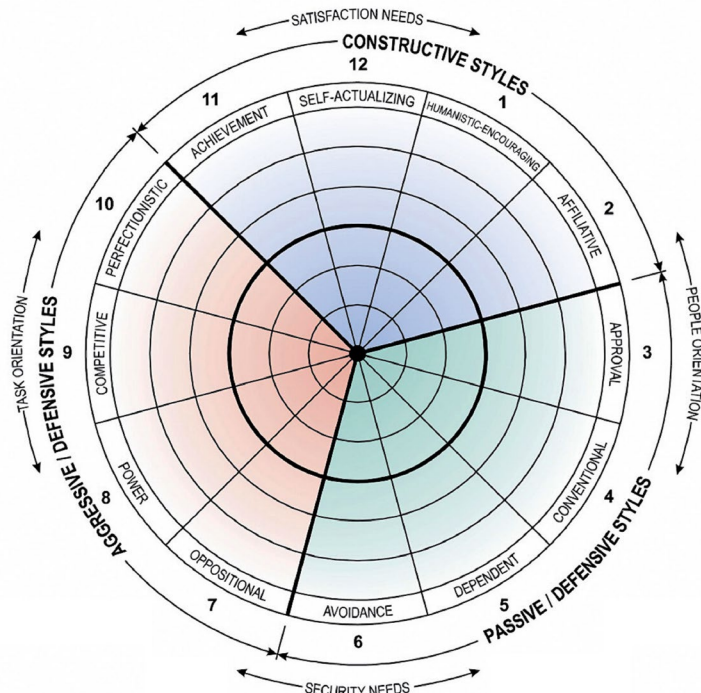
"As a leadership team we want to develop together, create avenues for success and embrace ongoing learning, growth and understanding of our strengths. We do this through empowering a constructive culture focussed on collaboration, honesty, feedback, role modelling and embracing our shared diversity."



# Our People Investment

*Investing in your people costs less than you think, yet yields greater returns than you thought possible*

<p><b>RED</b></p> <p><b>DOER</b></p> <p>RED is the Birkman color for people who prefer to make quick decisions and get results. Reds are direct and action-oriented and give full attention to the task at hand. Reds enjoy building, working with their hands, organizing people and projects, solving practical problems, and producing an end product they can see and feel. Reds are objective, energetic, commanding and enjoy team competition. Reds get results through action.</p>	<p><b>GREEN</b></p> <p><b>COMMUNICATOR</b></p> <p>GREEN is the Birkman color for people with a strong desire to communicate and work with people. Every time you see a Green, they are selling, persuading, promoting, motivating, counseling, teaching or working with people to get results. Greens who believe in a product, service or idea can communicate about it with ease and a natural confidence. If you want someone to win friends and influence people, a Green is your person for the job.</p>
<p><b>YELLOW</b></p> <p><b>ANALYZER</b></p> <p>YELLOW is the Birkman color for people who love working with processes, details, definitions and rules. Yellows enjoy doing careful and detailed calculations, scheduling, recordkeeping, and establishing systematic procedures. They are usually comfortable with numbers, place a high priority on being fair, and are cautious and thorough in analysis. Yellows are task-oriented and often prefer indirect communication methods including forms, rules and regulations. If you need to get organized, find a Yellow.</p>	<p><b>BLUE</b></p> <p><b>THINKER</b></p> <p>BLUE is the Birkman color for the concept and idea person. Blues love innovation, being creative and long-term planning. They enjoy abstract thinking and discovering new ways to solve problems. Blues thrive on generating fresh ideas and coming up with the most viable solutions for the problem at hand. Blues tend to be introspective, and while they love originality and innovation, they may need to be around other creative individuals to trigger the spark.</p>



## Our **Leadership** Impact

We became one of the **highest performing** Divisional team for *employee engagement*



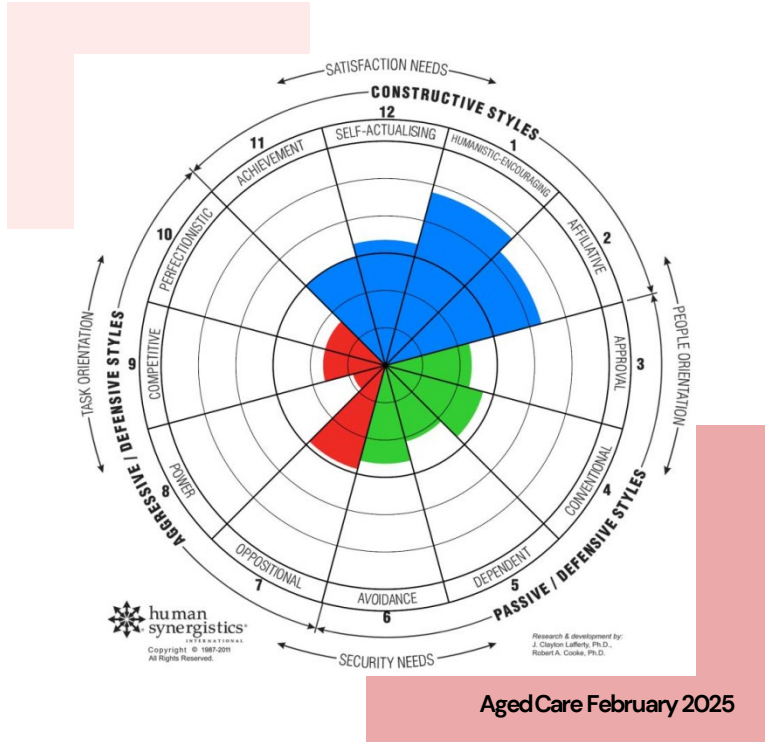
eNPS: **+31**

Average **4.3 out of 5.0** for employee experience

*Our teams felt a shared **impact**, and were **motivated** to perform and deliver*

## Our Culture

We achieved over 70% participation in our culture survey and reported a predominately **constructive culture** – becoming one of the leaders for culture across the organisation



## Our Results

### Visiting >>

We have doubled our **outputs** and **volunteers** engaged in visiting services

### Social Support >>

For the first time in 5-years we are seeing an upward trend in our Social Support statistics (against our previous trending decline)

### Meals >>

We have increased our meal outputs by 15%

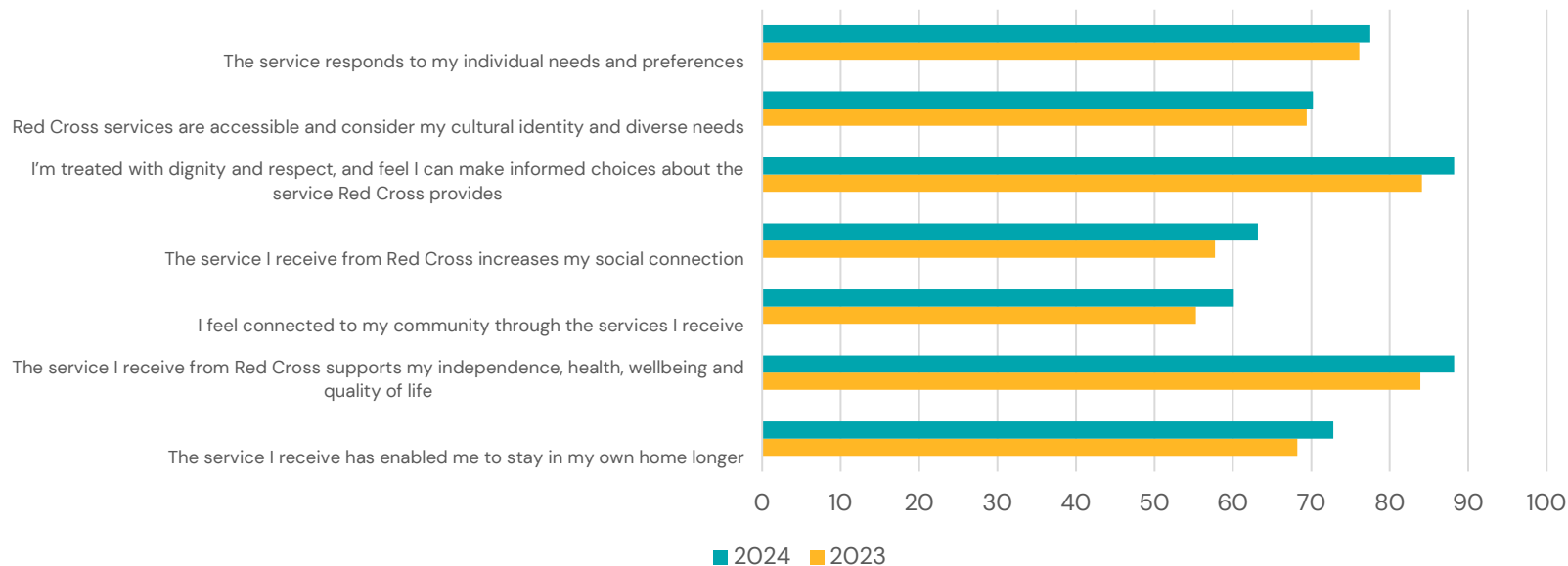
### Volunteers >>

Our volunteer demographic has grown by 50% for those under 40

### Diversity >>

There has been a significant growth in diversity of both participants and volunteers within the Aged Care portfolio

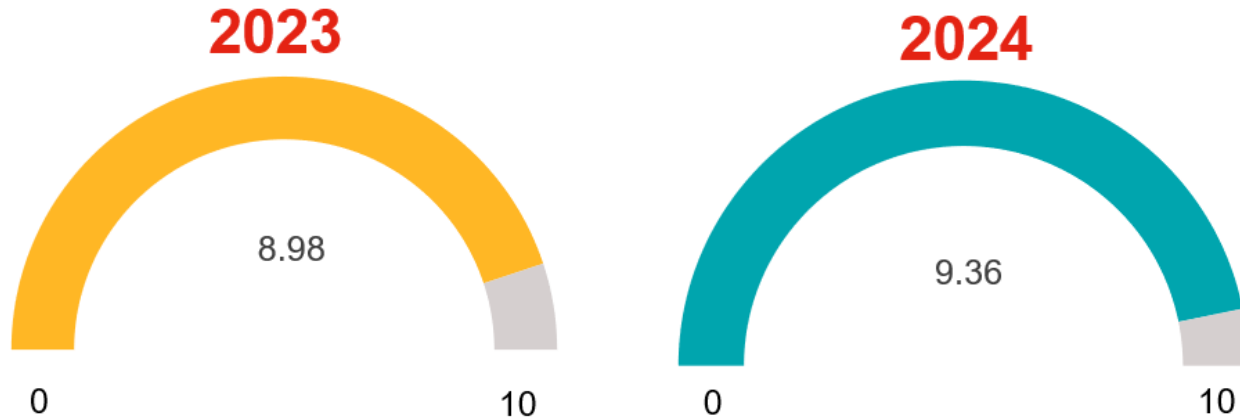
**Clients have told us that our services have supported their independence, health, wellbeing and quality of life. Its enabled them to stay in their home.**



\*Results of the 2023 and 2024 annual client survey that seek to understand service quality and impact. Clients were asked to answer a series of questions using a scale from strongly disagree, disagree, natural, agree or strongly agree. The results above reflect the combined 'agree' and 'strongly agree' responses.

**Our Net Promoter Score indicates a high level of client satisfaction and high likelihood to recommend services to family and friends.**

- **71.1%** of respondents would recommend Australian Red Cross Aged and Community Care services to a friend/family (1 – 10 scale)
- Low (detractor) scores (1-6) make up just under 5% of total responses.
- Continued improvement from 2023 to 2024.





# The difference Australian Red Cross makes

In the year leading up to July 2025



**1,586**

Older people were visited regularly by 895 volunteers.



**144,964**

meals were delivered to 1,499 older people across the country.



**4,686**

people were supported through 64,791 trips to and from appointments, social commitments and errands.



We didn't just change the culture in the team. We changed the culture of how Aged Care is perceived.

# Our Lessons

Start with us. Start with why.

Who has a seat at the table?

Engage your partners.

People data is as important (if not more) than program data.



**Safety. Independence. Connection.**





A photograph of a river scene. In the foreground, a concrete bridge with large pipes running along its side spans the water. Two people, a woman in a red vest and a man in a white shirt, are walking across the bridge. The background shows a rocky riverbank with some fallen trees and dense green forest on a hillside. The sky is overcast.

We will always be there.