

Z Energy is a New Zealand organisation that supplies fuel to retail customers and large commercial customers such as airlines, transport and logistics companies, mines and vehicle fleet operators. Amongst other business platforms, Z Energy operates over 200 service stations and 90 truck stops across New Zealand.

Z Energy is a Top Company for Leaders because of its excellence in:

1. Embedding a positive leadership culture
2. Providing leadership development opportunities to all representatives of the Z brand
3. Integrating leadership expectations into on-boarding and induction processes

Embedding a positive leadership culture

Z Energy believes that extraordinary leadership is its key differentiator and is critical to delivering a world class experience for its customers. Despite being a relatively young organisation, Z Energy has a remarkably well established leadership framework that is underpinned by two core philosophies:

- extraordinary leadership delivers extraordinary results
- you don't have to be a people leader to demonstrate leadership.

This framework is aligned with broader business strategy and forms a key part of the organisation's rhetoric. Employees are encouraged to think of themselves as Senior Leaders, People Leaders and Self Leaders, making the emphasis on leadership universally relevant.

Z Energy links its leadership framework directly to outcomes, with key financial performance measures showing significant improvements since the rollout of development programs and customer service metrics indicating a 22% lead on competitors¹.

¹ Colmar Brunton Monthly Brand Tracker – September 2014.



"Extraordinary results only happen through extraordinary leadership. Our people in Z are energised by that so we have no choice but to match their commitment, otherwise we will just deliver the ordinary and that just doesn't feel right."

Mike Bennetts, Chief Executive Officer, Z Energy



Providing leadership development opportunities to all representatives of the Z brand

A unique feature of Z Energy's leadership approach is its application beyond head office. The organisation offers all of its retailers, who are not directly employed by Z, the opportunity to participate in the same 12 day leadership development program that is delivered to Senior and People Leaders from across the business. Retailers are also given access to 360 degree feedback tools and supported to embrace Z's leadership behaviours within their teams through coaching and facilitation training. Even though they are franchisees who sit outside of Z, the organisation sees retailers as key stakeholders in its success and thus critical beneficiaries of its leadership investment.

By creating a shared leadership development journey for the wider Z community, the organisation has triggered a step change in its relationship with retailers, and in-turn affirmed its commitment to truly operate as 'One Team'.

"Being part of the [leadership] program has been a transfiguring experience for myself [and] the eight cluster staff who were on the program. I have witnessed... shifts in the personal lives of our people and in their... understanding of leadership for extraordinary relationships."

Retail Site Team Leader, Z Energy

Integrating leadership expectations into on-boarding and induction processes

Employees at Z Energy are expected to understand and live the behaviours of the organisation's leadership framework from day one on the job. Leadership behaviours form part of the selection criteria and hiring managers work with Z's People and Culture team to ensure new starters understand and are connected to expectations.

Prior to employment, all potential candidates receive a hard copy of 'The Z Why', a one-stop reference to Z's guiding principles. New hires are then reintroduced to leadership behaviours via RedCarpet, the organisation's pre-employment on-boarding portal, and upon commencement, receive ongoing coaching and feedback from their hiring manager.