



# Z Energy



Z Energy is a New Zealand organisation that supplies fuel to retail customers and large commercial customers such as airlines, shipping and fishing companies, trucking companies, farmers and heavy industry. Amongst other business platforms, Z Energy operates over 200 service stations and 90 truck stops across New Zealand.



## What you can learn from Z Energy

- Implement great leadership practices
- Drive culture from the bottom up
- Act on feedback to increase engagement

### Implement great leadership practices

Z Energy knows that extraordinary leadership is critical to the experience of its customers and the engagement of its employees. In 2014 the organisation was recognised as an Aon Hewitt Top Company for Leaders thanks to its comprehensive leadership framework and the outcomes it has driven. The organisation follows two core philosophies that have proven to be incredibly successful at engaging employees and forming the foundations for strong leadership practices:

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

By embedding these philosophies in its culture and rhetoric, Z Energy has made leadership a universally relevant driver of engagement. The organisation encourages all employees to think of themselves as Senior Leaders, People Leaders, and Self Leaders and provides leadership development opportunities to all employees at all levels, including those who represent the brand as franchisees.

By focussing on implementing great leadership practices, Z Energy has been able to drive behaviours that in turn increase employee engagement.



**"People really are at the heart of what we do."**

Mike Bennetts  
Chief Executive Officer,  
Z Energy



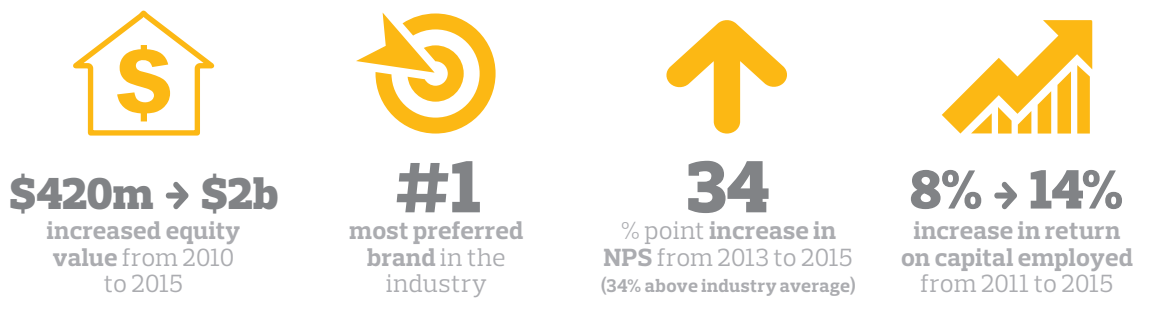


## Drive culture from the bottom up

Z Energy knows that its strong culture is what makes it unique in its industry. As a young company, the organisation faced the challenge of creating its aspired culture in an environment where employees were spread across the country, and where many had previously worked for large multinationals with very different cultural ideals. In alignment with its focus on engagement Z Energy decided to generate its culture from the bottom up by asking employees what mattered to them and what they perceived great leadership to be. The employees' responses formed the organisation's values and leadership framework, which became cornerstones of its culture.

The culture at Z Energy is not fixed, it continues to evolve in the context of the market and business strategy and the organisation strives for all of its employees to have a chance to contribute to its cultural evolution. This means that senior leaders at Z Energy are constantly focussed on culture and use it as a scope through which to analyse and measure the success of business outcomes.

**Z Energy increased engagement from 66% to 78% between 2013 and 2015.  
With this, the organisation has also achieved:**



## Act on feedback to increase engagement

To support its commitment to improving employee engagement, Z Energy is focussed on being responsive to feedback. In its first two engagement surveys, career opportunities stood out as the most predominant area for improvement. To address this, the organisation set out to improve the perceptions of career opportunities at Z by:

- launching CareerDrive – an online portal with career planning tools, resources and career stories of Z people, which all employees have access to
- focussing on making all people leaders advocates of their direct reports' careers by training them as career coaches
- expanding the traditional 'ladder' view of career to a 'lattice' view, meaning that any activity that sets an employee up for success is seen as a career opportunity
- focussing on individualising the definition of career success to accommodate for different types of employees.

By addressing feedback and displaying responsiveness Z Energy has been able to build 'trust in action' amongst its people and in turn, make the most of engagement survey insights to build a better work experience.