



Great culture attracts great talent

Why fast-growth organisations are
putting culture first

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INTRODUCTION

Culture, and the role it plays in influencing a company's employer brand, is a concept that's been around since the 90s.

Now research from Deloitte* shows that culture, engagement and retention are the top challenges business leaders face today.

But, as the case studies contained in this eBook prove, not all businesses are created equal. There are many businesses in Australia and New Zealand that are getting culture right. Some are doing such a great job of it they're luring talent away from bigger competitors.

These companies know who they are and why they exist. They are clear on their vision, values, and purpose. They know what people they need to grow, and what drives those people to succeed. They also know what makes their company a great place to work. And they use these insights to build a strong employer brand.

LinkedIn Talent Solutions has been fortunate enough to partner with these businesses on their journey to creating an authentic employer brand built on culture.

The biggest challenge that employers face today in engaging employees in their brand is communication of their core values, their culture and how you are going to sustain that over time.

Pat Wadors
Global SVP, HR, LinkedIn

**Deloitte's Global Human Capital Trends 2015: Leading in the new world of work*

PURPOSE & CULTURE: LINKEDIN CUSTOMERS WHO 'GET' IT



Brendon Cook,
CEO, oOh! Media



Greg Hume,
CEO, Nova Systems



Tim Norton,
CEO, 90 Seconds



In this overview, we interviewed CEOs and business leaders across Australia and New Zealand who have placed culture, vision and values at the heart of their organisation, and attributed their success to it.

HIRE FOR POTENTIAL TRAIN FOR SUCCESS

oOh! Media's CEO, Brendon Cook, shares why people being their 'best self' determines his success.



oOh! Media Limited is one of Australia's largest out-of-home media companies and provides advertisers, throughout Australia and New Zealand, access to a diverse range of audiences across its national portfolio. oOh! creates deep engagement between people and brands through location-based and digital media solutions. Its network is unparalleled, with a diverse portfolio of static and digital signs across roadside, retail, airport and place-based media offered in CBD office towers, cafés, fitness venues, bars and universities.

If you take the basic fundamental that people determine the success of business then clearly culture is important. The desire for people to really want to succeed is core to the way we look at culture. I know we have hired the right person when you actually see that they have a self-motivation to grow as a human being and be their best self.

Brendon Cook
CEO, oOh! Media

Q+A OOH! MEDIA

How did you decide what type of talent you should hire?

I've always been a big believer that you can have the best product and still fail, because the differentiator is people. Without the right people, without passionate people, you can't succeed – no matter how good your product is.

What I looked at is the makeup of people, what drove them. I thought about the people I could afford to hire, with a belief they had an ability and with training we could make them the best people in the market.

How do you achieve great culture?

Passion, fun, the desire for people to want to succeed – to the best of their ability – is core to the way we look at culture.

How can you retain that core essence of what makes great families? Keep the nature where everyone knows everyone? You can still have diversity and different thinking, as long as that underlying care still exists. It's a conscious decision, to create the type of workplace I'd like to come to work to, every day.

In any business you need that contrast in people. Diversity of thinking, diversity of people makes a great business. It creates a different level of thinking that you need, which is really important.

What makes great talent?

Are people striving to be the best they can? Everyone has capabilities, skills, goals and employees turning up and being their best-self, is what makes my business more productive.

Talent isn't about the skills someone has, it's about their ability to be the best they can. That's the most important thing you can achieve in business.

[Watch the full interview with Brendon](#)

BUILD AN AUTHENTIC CULTURE AND STICK TO IT

Greg Hume, CEO of Nova Systems, shares why staying true to their culture and values has helped them build a successful business and how social media has helped them share their story with the right people.



Nova Systems is a professional services organisation that enables technology to provide solutions to many of the worlds' current and future problems. The company has transitioned from working purely in defence and aerospace to more recently expanding into energy, utilities, communications and transport.

As the business has evolved, our biggest constraint to growth has been our ability to find the right people. We need to find employees who are highly skilled and have the technical expertise to handle the challenges we throw at them. However, we're ruthless in ensuring any new hire is compatible with our culture and values.

Greg Hume
CEO, Nova Systems

Q+A NOVA SYSTEMS

With culture at the heart of everything you do, do you have a consistent formula that you apply to retain this in the workplace?

We consistently pivot on three key tenets.

Firstly, culture has been recognised as a key enabler for the success of Nova Systems so it underpins everything. We encourage people to embrace all tenets of our culture. We know that if people are working in a great team environment, they're more likely to enjoy their job and to stay with the company over time. One of our greatest selling points is access to a team who are truly making a difference in a variety of markets, which also brings the company's mission to life through our people.

Secondly, we consciously seek projects that our people will find rewarding because we know that's the best way to keep them engaged. We solve a variety of highly complex challenges with technology and that's really what our people thrive on, the ability to grow into new areas and really stretch themselves. We hold long-term relationships with our customers and want to ensure we retain the great people who make a difference in our client's business each day.

Finally, while we take the work we do for our customers seriously, we don't take ourselves too seriously. I've seen safari suits and kaftans at the company conference on more than one occasion – at that point, no one can be taken too seriously! When you are working in high-pressure environments, humour can really lighten the load and go a long way towards deepening relationships.

Although we were ranked 13th in BRW's Best Place to Work 2015 list in Australia, the challenge is still getting on the right candidates' radars. We need to showcase our culture to a broader audience so potential employees can quickly conceptualise the workplace and type of projects before we even have a conversation.

Greg Hume
CEO, Nova Systems

Q+A NOVA SYSTEMS

What does the future look like for your people and culture?

As we grow into new markets, we are developing a global set of policies built around our unique culture and values to retain consistency across geographies.

We have a Chief People Officer and culture champions in each market to ensure this is authentic and relevant for local teams. We make sure that the business is equally focused on what people are passionate about delivering and maintaining the customers that continue to trust us with these types of projects. That's universal no matter where an employee is located.

The downside of being extra selective is that it makes the recruitment process slower and more difficult. So it was important for us to get smarter about how we recruit.

The way we're mitigating that at the moment is to invest more time in the development of our own talent with a laser sharp focus on recruiting graduates and developing them into future 'Novans'.

By shifting gears towards development, mentoring & succession programs, we can continue to grow alongside our customers with much lower risk to the culture that we've worked so hard to retain.

How are you 'being smarter about how you recruit'?

1. We're empowering our employees to tell our story for us, particularly for in-demand technical talent, where they're most interested in the projects they'll be working on and the team they'll be working with.
2. We're now shifting a large percentage of our focus away from traditional job boards that were simply not targeted enough to a more integrated employer branding approach across key social channels.
3. We're increasing our focus on reach of our employer branding efforts to have an 'always on' view of our culture and workplace through LinkedIn's branding solutions.

LINKEDIN'S VALUES: A LOOK INSIDE

LinkedIn has clear company values, so its employees understand, live and promote the culture:

Transformation

Self, then company, then world.

Integrity

Do the right thing.

Collaboration

“We are exponentially more valuable when aligned and working together.”

Humour

Have a few laughs along the way.

Results

Set clear actionable goals, expect high performance and focus on leadership, effectiveness and efficiency.

LinkedIn uses well-defined principles to operate its business on a daily basis:

Members come first

Relationships matter

Be open, honest and constructive

Demand excellence

Take calculated risks

Act like an owner

STAY TRUE TO YOUR VISION

One team is the philosophy that connects our employees, customers and vision says 90 Seconds CEO and Founder, Tim Norton.



SECONDS

90 Seconds is the world's leading cloud video production platform, allowing brands to purchase, plan, shoot, edit and review video anywhere in the world – online and on mobile.

Over 10,000 videos have been produced in 70 countries. In some major cities, clients can start projects with advance notice of just 30 minutes.

The culture fit's a big thing. You've got to bring everyone on the journey. Feel like we're one team, on the same mission, even though we're spread across the world. We are only as good as our people. Our talent, if all aligned, are unstoppable.

Tim Norton
CEO and Founder, 90 Seconds

90 SECONDS

As a company that triples in size every year, growth for 90 Seconds is incredibly fast.

To support that growth, the company focuses on getting three key things right – hiring the right talent, ensuring the right culture, and communicating it across the business effectively.

They are a company built on systems and solving customer's problems. That's the company's whole focus. Systems enable them to hold it together as they grow, and living the customer experience ensures they provide world-class solutions to their clients.

They have built a culture around this, and ensured that this culture is spread across the company via a fully collaborative communications platform.

This helps ensure every one is on the same journey – one mission, one team – even though they are spread across the world.

For them, it's when their talent is aligned, that they are unstoppable.

KEY TAKEAWAYS

Culture is fast becoming the most important factor in talent acquisition, retention and increasing productivity and effectiveness than ever before.

When you understand your higher purpose and communicate that through a strong employer brand, you are far more likely to seek out, and attract, the right people who are going to do their best work for your vision and ongoing success.

Organisations that are crystal clear on the “why” behind the “what” of their business are attracting and keeping the best talent. From our conversations with CEO’s and leaders from growing organisations, here are a few takeaways:

- Put culture first and a strong employer brand will follow.
- With an authentic employer brand, you’ll not only attract the right talent, you’ll find you’re better able to engage and retain this talent because they’re the right fit for your culture.
- Have a strong employer brand and you’ll attract talent from big enterprise. Almost half of job switchers who moved from enterprises to smaller organisations (2012 – 2015) rated culture relatively higher than job switchers who moved to enterprises*.
- Diversity creates a winning culture – diversity of thinking and diversity of talent.
- Get clear on your values from the inside out. That way your employees will understand, live and promote your culture.
- The 3 things that support fast growth are great people, a great culture and effective communications.
- Become an unstoppable business – take your people on the journey with you. Unify them around one mission. One goal.
- Your success depends on your vision, and how connected your people are to that vision as your business evolves.

**LinkedIn Talent Migration Trends Report, ANZ*

ABOUT LINKEDIN

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful.

With over 433 million members in more than 200 countries and territories worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network. LinkedIn Talent Solutions offers a full range of solutions to help organisations of all sizes recruit amazing talent, build their brands, and grow their businesses.



Learn more about LinkedIn Talent Solutions

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**Want to uncover the hidden talent
for your growing business?**

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