



# 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*

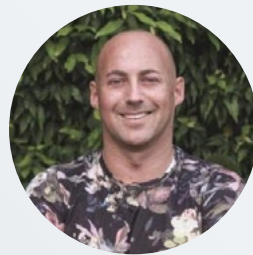
# PURPOSE & CULTURE: LINKEDIN CUSTOMERS WHO 'GET' IT



**Brendon Cook,**  
CEO, oOh! Media



**Jack Delosa,**  
CEO, The Entourage



**Tim Norton,**  
CEO, 90 Seconds



**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](#)

# CULTURE STARTS WITH SELF-AWARENESS

Jack Delosa, CEO and Founder of The Entourage, shares why an authentic culture and purpose enables their fast-growth.



The Entourage is Australia's largest and most effective education provider for entrepreneurs and innovators. It has over 300,000 members across Australia, and its vision was born out of a dissatisfaction with traditional education – specifically, how it doesn't prepare people for the workforce or to go out and build their own companies.

Culture is about uniting great people around one central purpose. In order for any business to fulfil its mission or actualise its vision, it comes down to the quality of the people, and how engaged they are in building the future of what you're trying to create.

**Jack Delosa**  
CEO and Founder, The Entourage

# THE ENTOURAGE

The Entourage's culture is founded on three pillars: their vision, mission and values.

Their vision is their contribution, their central purpose for existing. Their mission is the ultimate goal as to who they want to become in order to fulfil that vision. And their values are the principles that govern and guide who they want to be and who they need to be along the way – to ensure that when they arrive at the summit of the mountain, they arrive with their hearts intact.

The Entourage believes that your culture is formed by your people. It's not what rests on your walls or the music that plays in your foyer. It's what goes on in the hearts and minds of each individual within your organisation.

The company consider themselves to be a very self-aware organisation: they know who they are, what they need to do, and why we're doing it. It's something that 'is at the heart of' their culture, so anyone who comes into contact with them will feel the authenticity that exists within the DNA of their organisation.

[Watch the full interview with Jack](#)





# 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.



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for your growing business?**

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