

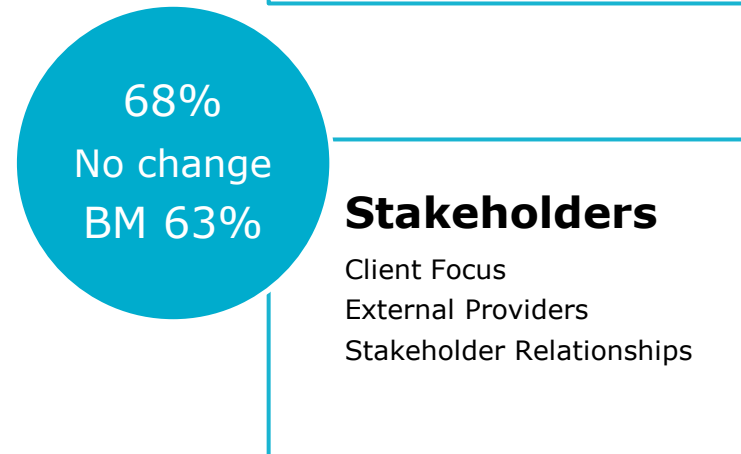
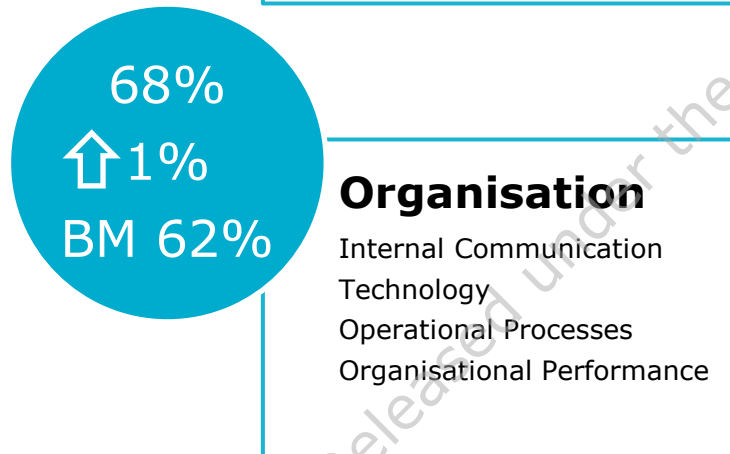
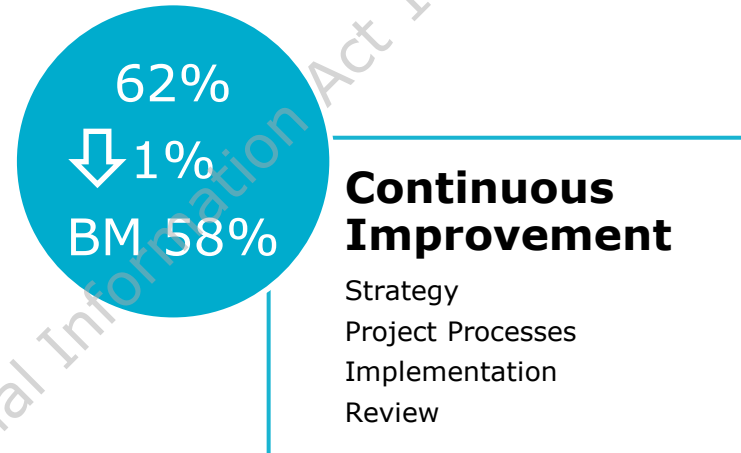
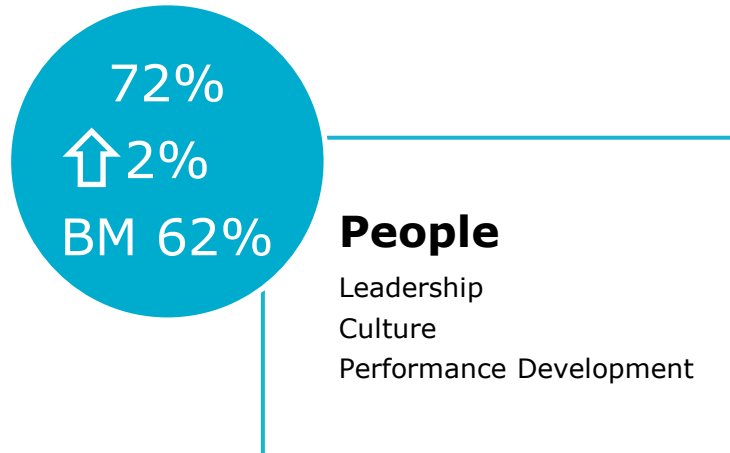
# LINZ-Wide Urupounamu Results 2019

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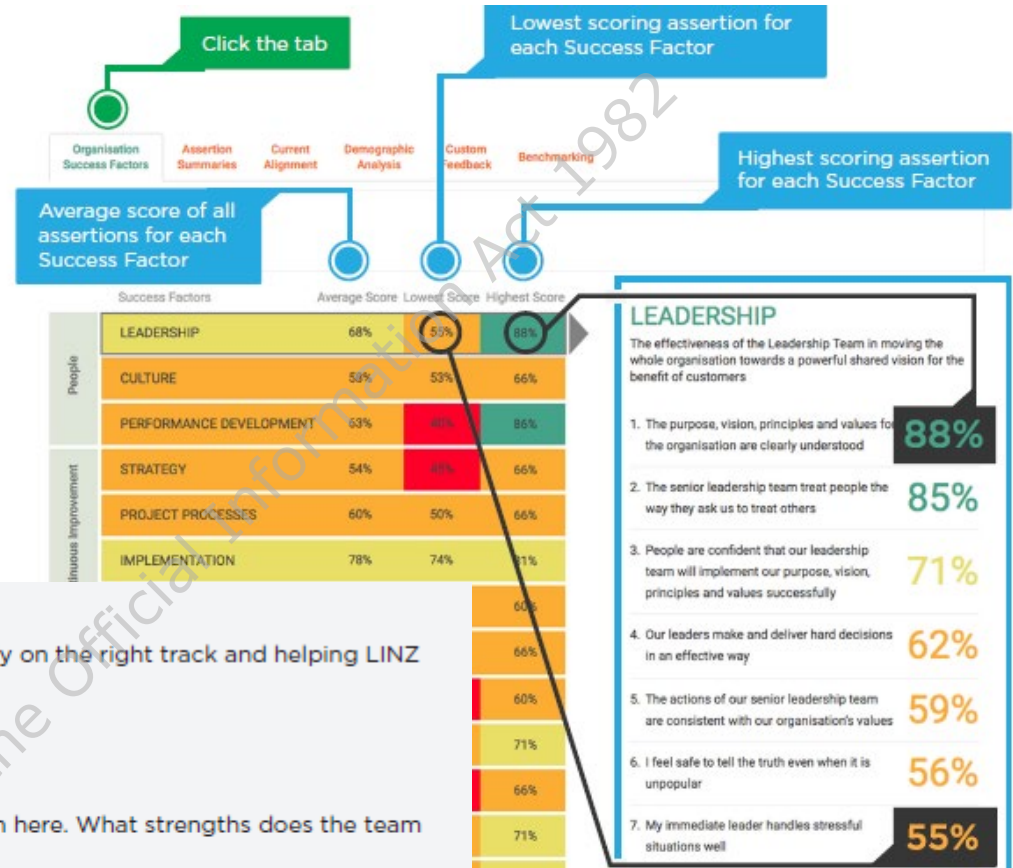
# LINZ high level results refresh


	2017	2018	2019	Benchmark Difference
<b>Overall score</b>	65%	67%	68%	7% ↑
<b>Engagement score</b>	67%	70%	72%	10% ↑
<b>Participation rate</b>	88%	88%	80%	13% ↑


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# Understanding the report



- 

**84% - 100%**  
**Green** is excellent, worth celebrating, you're clearly on the right track and helping LINZ towards being a High Performing Organisation. How could you make this even better?
- 

**68% - 83%**  
**Yellow** is great. Look for something to celebrate in here. What strengths does the team have that could help you grow this to green?
- 

**50% - 67%**  
**Orange** is good. You've got a foundation to work with. Take a close look at what's working well now. What you could build on?
- 

**Less than or equal to 49%**  
**Red** is an area that needs focus. What can you and your team do to improve this? Do you need help from others to solve it?

	Success Factors	Average Score	Lowest Score	Highest Score
People	LEADERSHIP	72%	61%	82%
	CULTURE	74%	63%	80%
	PERFORMANCE DEVELOPMENT	70%	49%	81%
Continuous Improvement	STRATEGY	68%	61%	79%
	PROJECT PROCESSES	62%	56%	74%
	IMPLEMENTATION	61%	57%	64%
	REVIEW	55%	53%	56%
Organisation	INTERNAL COMMUNICATION	71%	64%	80%
	TECHNOLOGY	57%	47%	66%
	OPERATIONAL PROCESSES	69%	55%	82%
	ORGANISATION PERFORMANCE	71%	56%	83%
Stakeholders	CLIENT FOCUS	70%	63%	80%
	EXTERNAL PROVIDERS	62%	58%	66%
	STAKEHOLDER RELATIONSHIPS	71%	66%	76%

## Leadership

- The actions of my immediate leader are consistent with our BEST values **82%**
- My immediate leader handles stressful situations well **80%**
- The Executive Leadership Team treat people the way they ask us to treat others **75%**
- I clearly understand the purpose, vision, principles and values for LINZ **75%**
- I am confident that our Executive Leadership Team will implement our purpose, vision, principles and values successfully **68%**
- I feel safe to tell the truth even when it is unpopular **66%**
- Leaders at LINZ make and deliver hard decisions in an effective way **61%**

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## Culture

1. LINZ is a great place to work **80%**
2. We celebrate achievements in my immediate team **79%**
3. The contributions of individuals are recognised in my team **79%**
4. There is a strong focus on how we can work together better in my immediate team **78%**
5. Honesty and directness are valued at LINZ **64%**
6. We have clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consistently **63%**

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## Performance Development

1. My immediate leader provides me opportunities to develop my skills and competencies **81%**
2. My own targets are aligned with LINZ's priorities **78%**
3. My immediate leader fosters a culture of empowerment that maximises the performance of staff **78%**
4. I have regular and effective feedback and performance reviews **76%**
5. My role and responsibilities at LINZ are clearly defined **73%**
6. LINZ provides effective training that enhances the performance and development of individuals **67%**
7. Our remuneration structure is appropriate relative to the market **55%**
8. Poor performance is managed effectively at LINZ **49%**

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## Strategy

1. My business unit has objectives that are aligned with LINZ strategic objectives **79%**
2. Everything we do is consistent with LINZ's purpose, vision, principles and values **67%**
3. LINZ effectively identifies future opportunities and changes **63%**
4. Social responsibility and environmental impact are seriously addressed at LINZ **61%**



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## Project Processes

1. There is effective communication to inform what is required of me **74%**
2. There is an effective consultation process that occurs before changes are made that affect others **61%**
3. There are effective planning processes at LINZ **59%**
4. Initiatives and projects are researched and planned effectively **56%**

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## Implementation

1. People are held accountable for achieving their deadlines **64%**
2. Everyone involved in implementing a project understands what needs to be done and by whom **63%**
3. Changes to plans or deadlines are effectively communicated to all those affected **61%**
4. The project management techniques used by LINZ are effective **57%**

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## Review

- Information and results from projects are analysed and effectively acted upon **56%**
- The measurements we use show clearly whether or not we are on target **56%**
- Projects are reviewed thoroughly to see how well the actual outcome reflects the forecast outcome **53%**

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## Internal Communication

1. My immediate leader shares information with me that enables me to do my job effectively **80%**
2. My immediate leader ensures I understand why workplace changes are made **77%**
3. My business unit's outcomes are provided in a clear, understandable way **68%**
4. I am motivated by the effective way our Executive Leadership Team communicates **65%**
5. We are provided with meaningful updates on how LINZ is performing **64%**

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## Technology

- I have access to the information I need to do my job as effectively as possible **66%**
- I have easy access to the right information which enables me to make timely and fact-based decisions **63%**
- We have the technology to effectively support our operational processes **52%**
- We can quickly obtain customised reports from our information systems to support internal decision making **47%**

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## Operational Processes

1. I understand clearly how the things I do affect the ability of others I work with to do their job **82%**
2. Meetings in my immediate team are generally an effective use of participants' time **73%**
3. The health, safety and wellbeing of people at LINZ is seriously addressed in our systems, processes and work environment **73%**
4. I have the autonomy to make decisions on appropriate matters **70%**
5. We identify and effectively act on opportunities to increase productivity and efficiency **65%**
6. When I receive work from other teams it is fit for purpose **63%**
7. We effectively identify and realise opportunities to reduce costs **55%**

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	EXTERNAL PROVIDERS	62%	58%	66%
	STAKEHOLDER RELATIONSHIPS	71%	66%	76%

## Organisation Performance

1. My immediate leader supports people who bring innovative ideas **83%**
2. I am proud of the contribution LINZ makes to our customers **80%**
3. The performance of LINZ is better than that of similar organisations **72%**
4. People are regularly asked for feedback on how to improve LINZ **68%**
5. LINZ keeps up with best practice in other relevant organisations **65%**
6. Responding quickly to changes to our internal policy is one of our strengths **56%**

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## Client Focus

- I am clear on the role I play to deliver what our customers need **80%**
- LINZ places enough emphasis on the importance of our customers' needs in how we work **68%**
- We gather feedback from customers to improve our services to them **63%**



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## External Providers

1. Our external providers make a positive contribution to our performance **66%**
2. We have external providers who are responsive to our feedback **63%**
3. Our external providers provide excellent value **58%**

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## Stakeholder Relationships

1. LINZ has a good reputation for providing quality advice and services to Ministers **76%**
2. LINZ effectively operates in delivering value in our sector **74%**
3. LINZ collaborates effectively with other relevant organisations **69%**
4. LINZ consults effectively with stakeholders **66%**

## Lowest Scores

#	Success Factors	Assertion	Score
1	Technology	We can quickly obtain customised reports from our information systems to support internal decision making	47%
2	Performance Development	Poor performance is managed effectively at LINZ	49%
3	Technology	We have the technology to effectively support our operational processes	52%
4	Review	Projects are reviewed thoroughly to see how well the actual outcome reflects the forecast outcome	53%
5	Operational Processes	We effectively identify and realise opportunities to reduce costs	55%
6	Performance Development	Our remuneration structure is appropriate relative to the market	55%
7	Review	Information and results from projects are analysed and effectively acted upon	56%
8	Project Processes	Initiatives and projects are researched and planned effectively	56%
9	Review	The measurements we use show clearly whether or not we are on target	56%
10	Organisation Performance	Responding quickly to changes to our internal policy is one of our strengths	56%

## Highest Scores

#	Success Factors	Assertion	Score
1	Organisation Performance	My immediate leader supports people who bring innovative ideas	83%
2	Operational Processes	I understand clearly how the things I do affect the ability of others I work with to do their job	82%
3	Leadership	The actions of my immediate leader are consistent with our BEST values	82%
4	Performance Development	My immediate leader provides me opportunities to develop my skills and competencies	81%
5	Internal Communication	My immediate leader shares information with me that enables me to do my job effectively	80%
6	Leadership	My immediate leader handles stressful situations well	80%
7	Organisation Performance	I am proud of the contribution LINZ makes to our customers	80%
8	Client Focus	I am clear on the role I play to deliver what our customers need	80%
9	Culture	LINZ is a great place to work	80%
10	Culture	The contributions of individuals are recognised in my team	79%