

# Industry Insights

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Author: Dr Lindsay McMillan OAM



a future  
that **works**



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investing in work life transformation

**Reventure Ltd** is a not-for-profit organisation designed as a think-tank to undertake research and stimulate public debate and solutions about workplace matters.

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# Introduction



## Executive Summary

Each industry comes with a specific set of workplace challenges and therefore requires a specific set of solutions. No industry is immune to the challenges of modern world, whether it is in the form of technological advancements or generational differences in the purpose of work.

While some industries have already felt the repercussions of these changes, and have addressed them or are weathering them, other industries may not be harnessing these changes to their full potential.

This report is the product of a mass awareness exercise to identify the crucial issues that are being faced in key industries across Australia.

Reventure's findings have been overlaid with academic analysis on Australia's key industries, providing a solid foundation to make a number of recommendations on workplace strategies and solutions to address the challenges in each industry.

This report is part of global HR think-tank Reventure's national campaign a future that works – launched to highlight effective and practical solutions for organisations, so that workplaces can more actively engage with modern challenges.

Our research has found that business leaders were struggling to acknowledge and tackle the inherent issues in their workplaces, leading to 49 per cent of Australian workers considering themselves likely to look for a new job in the next year.

To turn these worrying issues around, workplaces will need to implement a 'renewal agenda' that responds to changes in workplaces and gives workers purpose and meaning.

No such study on the nuances of working in a particular industry has ever been undertaken before. This analysis will ensure that effective, considered solutions are being implemented in Australia's workplaces, rather than passing workplace fads – solutions that fit within the context of their industry.



## Dr Lindsay McMillan OAM

Dr Lindsay McMillan OAM is a leading Australian academic, thought-leader and social commentator in the field of human resources and the complexities of the modern workplace.

As the Managing Director of Reventure Ltd, Dr McMillan is charged with undertaking research, raising public debate, and helping to renew workplaces for the future.

He is a regular researcher, author and presenter in Australia and internationally.

For decades, he has led social enterprises and an international human resources company, as well as serving in non-executive director and chair roles with boards. He is a Fellow of the Australian Institute of Company Directors.

It is this practical experience in a range of leadership roles that drives Dr McMillan to work with CEOs and their workplaces to strive for greater job satisfaction, true meaning and purpose, and optimal performance.

Dr McMillan holds a Doctor of Health Services (Psychology), a Master of Education and a Bachelor of Health Administration.

He is a recipient of an OAM for services to Australians with disabilities through a range of health organisations and employee assistance programs. He is a Churchill Fellow and a recipient of a Rotary International Foundation Fellowship.

## About the Campaign

*a future that works* is a national workplace renewal campaign launched by Reventure Ltd in response to the **2016 Snapshot of the Australian Workplace** finding that nearly half the Australian workforce will be looking for a new job in the next year.

The campaign is aimed at providing solutions and practical guides so that workplaces can more actively engage with modern challenges and become healthier, happier and more engaged with better cultures and higher levels of commitment and productivity.

When you **JOIN THE CALL FOR CHANGE** you will be engaging in the latest research, helping to raise the level of national debate on workplace matters, and be an advocate for the future.

*Join the call  
for change!*



a future  
that **works**

**JOIN THE CALL FOR CHANGE** and renew your workplace at [www.afuturethatworks.org.au](http://www.afuturethatworks.org.au)

# Aviation

## Background

- The aviation industry in Australia employs 68,000 people across a diverse range of jobs, skill-sets, and industrial and workplace environments.
- The main sectors of the Australian aviation industry are the international airlines sector, general aviation sector and its safety, and the domestic regional airlines sector.
- During the last 20 years, international aviation capacity to Australia has grown from 9.3 million inbound seats in 1995 to 24.6 million seats in 2016, representing an average annual growth rate of 4.9 per cent.
- By 2025, there will be an estimated 30 per cent global workforce shortfall in aircraft maintenance capacity, with Australia and the Asia Pacific region particularly hard hit.
- Aviation is considered a strategic priority in achieving the targets outlined in Tourism 2020, a whole-of-government and industry long-term strategy launched in 2009 to build the resilience and competitiveness of Australia's tourism industry, and grow its economic contribution.
- Australia's international aviation capacity needs to grow by 40-50 per cent for international, and 23-30 per cent for domestic, to meet the Tourism 2020 strategy's goal of growing overnight visitor expenditure to more than \$115 billion annually by 2020. In 2016, 77 per cent of this 2020 growth has already been achieved.

## Workplace Analysis

From flight attendants to pilots, administrative staff to maintenance crews, aviation is a substantial employer in Australia and is not immune from the challenges currently facing employers and employees in the twenty-first century.

The Australian aviation industry has undergone major changes within its operating and regulatory environments in the last decade, however it still remains an attractive industry for Australian workers. A 2016 survey found that 46 per cent of people would like to work for aviation companies, citing the travel and career progression opportunities as incentives.

The onset of contract work and removal of penalty rates and shifts, as well as some airlines changing work-structure change from seven-person teams to four-person teams, has meant the work landscape had drastically changed.

Some concerns in this sector include job security, more control over what happens in the workplace, and better pay, conditions and career opportunities.

A survey taken on behalf of the Department of Infrastructure and Regional Development pointed to the need for greater centralisation and co-ordination in workforce planning across the aviation industry, to better inform regulatory and policy decisions that may affect the industry in the future.



Stress is particularly felt within the maintenance and engineering teams, who carry the weight of the risk associated with passenger safety. The cost of human lives associated with a skipped or forgotten inspection takes a toll on mental health.

The increased uncertainty and stress that followed terrorism events such as September 11 also means that flight attendants and pilots have added levels of stress. These events have led to a sense of obligation and pressure for flight crews and workers to be hypersensitive to the personalities of passengers for trigger signs, going beyond the original scope of servicing passengers.

Technology, including the ability to film the behaviours of flight attendants on smartphones, has also become a phenomenon recently. Footage of flight attendants not appropriately responding to passenger situations or passengers providing updates on flight delays on social media means there is increased scrutiny for employees on the airline to act according to policy and respond appropriately at all times.

Intense concentration and stress over a long period of time can affect mental health. This is backed up by our findings that almost one in three Australian workers feel a high amount of stress often or always at work.

## HR Solutions

Despite technological changes, engaging workers still plays a significant role in how services are delivered. Workplace success is founded on the concept that employees are not viewed in terms of an 'input' to the business. An organisational narrative and strategic direction that looks more broadly at a 'whole relationship' with employees, allows employees to align themselves personally to an organisation.

Fostering a culture of respect and valuing employees can be generated and sustained by the simple act of inclusion. For example, including employees in the formation and articulation of the organisation's purpose and then consciously designing strategies that move employees towards greater alignment with that purpose.

Job crafting also allows employees a greater sense of agency to redefine and reimagine their roles, placing some of the responsibility for enhancing meaning with the individual. Examples include making changes to their tasks or reshaping relationships by finding mentors or colleagues with complementary skills.

This is a more improved version of the 'buddy system' and ensures there is a culture of listening within the sector, not just from the top-down but between colleagues as well. This helps to counteract the increasing concern that workers lack control over what happens in the workplace.



# Tourism and Hospitality

## Background

- The hospitality industry is defined by the subcategories accommodation and food services, and employs 851,800 workers.
- The tourism sector provides 580,200 jobs within Australia, accounting for eight per cent of Australia's total employment. It is one of Australia's largest export sectors and contributes around \$40 billion to the economy annually.
- There have been a number of policy responses under Tourism 2020 and a range of industry initiatives aimed at improving businesses' access to the workers they need.
- The Government's Tourism 2020 strategy focuses on:
  - Improving recruitment and retention for the industry
  - Enhancing regional workforce planning and development
  - Identifying education and training gaps and potential mechanisms to address them
  - Facilitating workforce mobility and expanding the traditional workforce.
- In 2012, the Government also launched an \$8.5 million Tourism and Hospitality Skills and Workforce Development Project in response to the labour and skills pressures from the resources boom. Its aim was to ensure well-trained and skilled workers can provide the high quality of service.





## Workplace Analysis

While the tourism sector accounts for eight per cent of Australia's total employment, there are currently 38,000 unfilled vacancies in the sector. Tourism businesses are facing substantial recruitment and retention difficulties, and skills deficiencies.

The Australian Tourism Labour Force Report: 2015-2020 commissioned by Austrade found that an inability to find workers with the right skills was the highest rated reason for difficulties in recruiting staff. The reason behind this skills deficiency is reportedly a lack of experience across different occupations, with just over half of tourism business stating they have sought mature age workers as a source of alternative labour.

The report stipulates that retaining employees and providing them with the right skillset will be crucial to overcome the projected skills shortage, as well as attracting more workers who are tailored to the needs of the sector.

A 2016 report on the hospitality and tourism industry found that a critical issue to encourage young people to pursue formal training in the sector is that these young people may end up working alongside those who have undertaken no such training or development, and potentially will not be afforded greater advancement opportunities than their less qualified counterparts.

The report further suggests that soft skills are critically important to the sector, and gives rise to reflection on whether such skills are sufficiently focused on in Australian education and training offerings in the sector, both in terms of how they are taught, evaluated and recognised.



## HR Solutions

In order to capture the right candidates for a job, a new innovative technique is on the rise – developing job landscapes rather than job descriptions. Instead of a list of KPIs and direct reports, a job landscape outlines a list of end goals assigned to an employee and the ways in which these goals interconnect and relate to the goals of other employees.

To ensure the knowledge gap between the next generation of workers and the current executive level can be addressed, leadership training should focus on developing the soft skills of transformational leadership. This is a style of leadership that involves working with employees to identify change needs, create a vision to guide the change, and execute the change together. This allows leaders to better address employees' needs and interests, engender trust and create commonality and alignment.

# Professional Services

## Background

- Austrade defines this industry as crossing many subcategories, including franchising, the legal and accounting services industries, building and construction (eg. architects, town planners, engineering consultants) and business (eg. recruitment consultants, human resource management consultants, market researchers) to name a few.
- An overview of the current and future directions of Australia's services export sector tabled in Federal Parliament reflects an increase in the demand for Australian business and professional services.
- Some highlights include the value of 'legal, accounting, management and public relations' services and 'architectural and engineering' services.

## Workplace Analysis

Technology and the sentiment of “always being on” dominate this sector due to blurring of the divisions between work and home life, such as the ability to receive emails outside of work.

The Fox Rodney Search report “Artificial Intelligence and the Legal Sector” notes the increased role technology will play in the future. Artificial Intelligence (AI) refers to “the development of technological systems able to perform tasks that would normally require human intelligence” (Siobhán Lewington 2016). Drawing on the legal profession as an example within the professional services, AI will essentially allow lawyers to program a framework of rules, which can then be used to replace associates and paralegals conducting (often un-billable) commoditised work.

The report outlines two clear consequences of AI in this profession – the end of firm’s pyramid structure, considering technology platforms can replace and streamline human effort, and a shift of skillsets to include technical expertise in order for firms to remain competitive.

The next generation of workers are increasingly searching for purpose and meaning in their workplace – in fact, our survey of 1,001 Australian workers revealed 77 per cent of millennials are looking for purpose and meaning in their employment. When segmented into industries, one of the lowest percentage of workers who found purpose and meaning at work were from professional office workplaces.

## HR Solutions

While a workplace culture centred on technological advances can add competitive edge, it often overlooks the core reason why workplaces work – the employees. A common pitfall is to solely motivate workers with financial outcomes or competition. With our research finding that the next generation is increasingly looking for purpose at work, leaders will need to actively follow an agenda focused on purpose and meaning in the culture which will promote the transition into new arenas of efficiency and productivity.

Leaders need to be able to identify and articulate the way in which an individual employee’s role contributes to the achievement of the common purpose. This includes fostering an understanding of how the individual’s personal attributes, such as their interests, abilities, values, and personality, uniquely equip them to do their work well.

After there has been a clear identification and articulation of purpose, workers should be afforded a high degree of autonomy to carry out their role and make an active decision to work towards this vision. Employee satisfaction will be superficial if there is a lack of congruence between the outlined purpose and the internal realities of the workplace. Encouraging employees to co-design their own purpose requires servant leadership. This is where a leader demonstrates humility and is secure in their identity and role to appreciate and communicate the value employee contributions.

Our research indicates many workers are now looking for roles that serve external beneficiaries and contribute to the common good. Leaders who are able to identify, design and articulate strategies that go beyond money, and serve a greater purpose, are more likely to foster a work culture that is conducive to developing meaningfulness.

# Health and Aged Care



## Background

- Women dominate the health care and social assistance sector.
- Health practitioners and aged care professionals employ 610,148 and 352,100 employees respectively.
- The 2012 National Aged Care Workforce Census shows that 1 in 4 workers (27.2 per cent) in the aged care sector are over the age of 55. The Health Services Union's survey results revealed an even older age profile, with 44.2 per cent of workers over the age of 55.

## Workplace Analysis

The health and aged care sector is currently undergoing extensive regulatory changes, which can lead to a sense of instability and lack of job security within workplaces. An analysis of conversations with 50 CEOs found that most CEOs agree that this kind of rapid pace of change was the most significant pressure point creating uncertainty.

A Health Services Union parliamentary submission in 2016, which surveyed aged care workers, outlines a clear issue in jobs – a worker states “we are secretaries, financial guides, family support point, roster data managers, and a thousand other duties in a day.” The aging population in Australia means the future of work in health and aged care will see high levels in demand – the sector needs greater assurance that workers can rise to the task.

## HR Solutions

In a field where social workers are generally older and have an established mindset on how to perform their role, this new regulatory landscape requires workers to transition from a government-compliance focus, to client-focus. These changes need to be communicated and implemented correctly – and ideally, involving the workers.

Career construction is a key tool used to help individuals develop a narrative that identifies their purpose and sources of meaning at work. This approach firstly identifies the individual skills and values that align with the work culture, as well as the opportunities at work that will contribute to their personal development. This allows an employee to approach their career as the author of their future. Outlining a clear career progression will help young workers to become motivated and able to understand the benefit they have not only in the company, but also the sector.



# Education

## Background

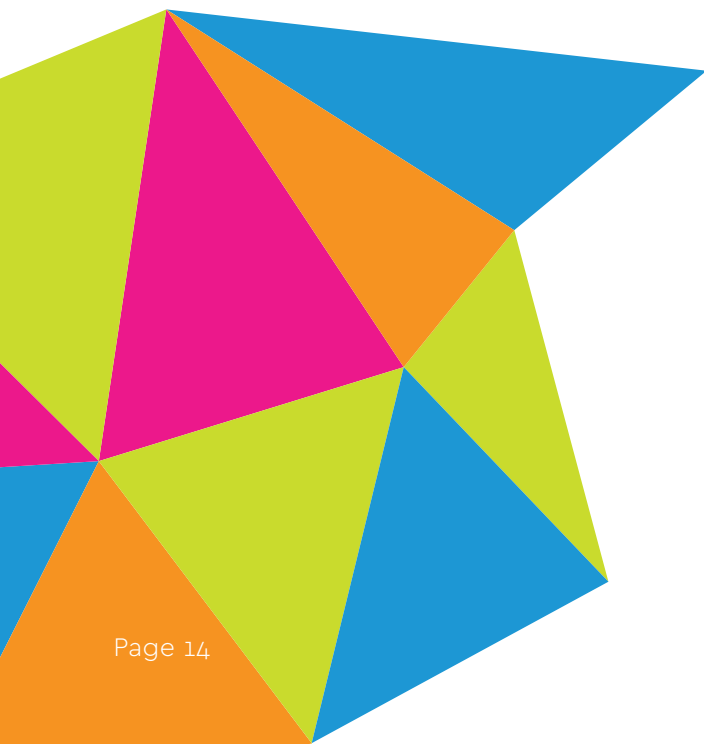
- There are currently 968,500 full time and part time workers in the education and training industry.
- Preschool and school education has 537,000 workers; tertiary education has 234,800 workers; and adult, community and other education has 187,000 workers.
- The education sector can be divided into three main groups: early childhood, primary/ secondary school and tertiary education.
- Roles in Australian primary schools include full time permanent classroom teachers, teacher's aides, learning support workers, ESL teachers, librarians, sports coaches and specialised teachers in art or science.
- This part of the sector has both private and public employers, however mandatory school attendance and the provision of state schools means each State and Territory Department of Education is a major employer in the education and training sector.

## Workplace Analysis

Pre-school and early childcare centre employees typically cater for children aged 0 to 5 and have a primary caring responsibility as well as a learning and educational one. Early childcare workers undertake more physically intensive work than others in the sector and follow stringent regulations to ensure the safety of young children.

A trend in the school system that is similar to other workplace is the transition in methods and systems through new graduates entering the workplaces. The advent of learning methodologies such as STEM have provided a learning curve for experienced teachers and has significantly changed workplace practices. As schools provide new teaching and learning techniques, teachers are required to rewire their skillsets which can be a challenge considering the median age of workers is currently 44 years old.

The role of tertiary education workers is two-pronged: teachers and researchers. In the first sense, workers are knowledge workers, imparting their specialised knowledge to students seeking a qualification. In the second sense, the tertiary education worker can also be an academic, researching and expanding the knowledge base of their specialised area.



Tertiary level workers are under pressure to produce research and present findings that expand the knowledge base of their speciality. The “publish or perish” mentality has been criticised by one scholar as contributing to high levels of stress and the admittance of lacklustre research into academic journals and literature.

The other risk to tertiary education workers is the impact that policy making has on their day-to-day jobs including changes to funding which impact on their employment. However there is a high satisfaction of work/life balance that comes with being a tutor with the role more focused on guidance and with greater responsibility on students.

There is often tend to be a strong alignment with purpose and meaning across those in teaching professions – there can be at times, a tangible differenced in a student which can produce a highly rewarding feeling. There is a sense of purpose and meaning that comes from this job that many idealise.

This occupation is also one that many experienced specialists defect to or choose before retirement.



## HR Solutions

Education and training is an area of significant growth; according to the Federal Government, the industry is expected to grow 12 per cent in the next five years, employing 1,084,700 people. It is vital that the foundation of this sector is grounded in effective workplace habits.

Four Healthy Workplace Principles can assist in creating a healthy relationship framework within the education: inclusion, development, engagement and life enhancement.

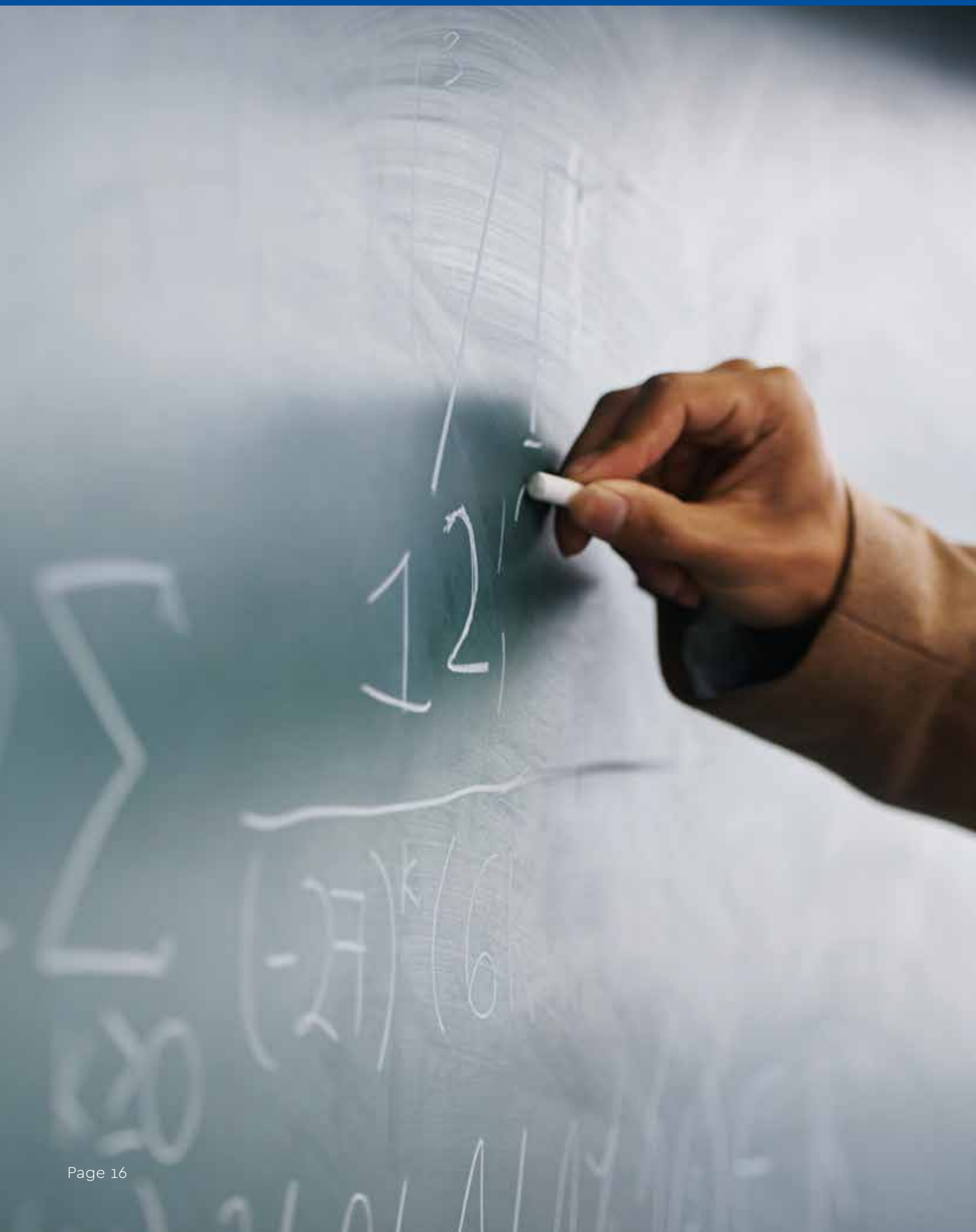
This involves showing a genuine interest in the people around you at work and creating a culture of creativity, where mistakes are allowed.

Leaders in the schooling sector should promote the new findings in learning and teaching and harness the opportunities that it brings. In a bid to complete work efficiently, creativity and innovation can often take a backseat.

Carefully selecting teachers within a team for projects ensure workers collaborate and learn from others with different skills sets or encourage workplace huddles which allows for short bursts of creative internal input to solve problems.

This will facilitate engagement including developing a listening culture. The feedback received by teachers and staff should always be heard, even if it cannot necessarily be actioned. A lack of trust and understanding between teachers and executives can create an environment where more vocal measures are called upon to gain attention, which to a more extreme end of the spectrum can include strikes.

Create an environment where positive, and constructive feedback is normal. While performance reviews is a tool often used, the restrictive nature of quarterly or yearly reviews can prevent progress and effective communication. This should be also be encouraged among teachers and staff before, during and after any changes are introduced.





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# Campaign Research

## 2016 Snapshot of the Australian Workplace

The campaign's first report, **2016 Snapshot of the Australian Workplace**, surveyed over 1000 Australian workers and clearly identified job satisfaction, technology, productivity, and general health as the most significant issues confronting Australian workplaces.

This national survey revealed 49% of workers were likely to be looking for a new job in the next year, demonstrating how workplaces across the country were struggling to cope with modern challenges.

**44%**

of Australian workers are **extremely / very satisfied** with their current job



**72%** are searching for **purpose and meaning** through their work

**Half**

of Australian workers have experienced one or more serious incidences of conflict or other negative impacts at work



**54%** of millennials are **experiencing technology-related stress** with Gen X at 47% and Boomer at 37%

**About 29%** of Australian workers **feel a high amount of stress** in relation to their job often or always.

## CEO Insights

This is a rare examination of the CEO's role – resulting from 18 months' worth of interviews about how they are coping, what they see as the challenges and what skills they will need to lead a future Australian workplace.

50 CEOs have given their insights into ten topics impacting leadership in a time of unprecedented challenge and change including:

- 1. The CEO of the Future:** the hierarchical, dictatorial workplace replaced with a new age of engagement, persuasion, role modelling and creativity.
- 2. A Time of Rapid Change:** challenges such as the growing role of Asia, technology and structural changes to work environments.
- 3. Information, Disruption & Innovation:** the value and place for ambiguity and disruption in business and the role of reflection.
- 4. The Moral Compass:** half of CEOs said business had lost its moral compass, while others explored whether business ever had one.
- 5. Addicted to Urgency and Busyness:** caught up in day-to-day dealing, CEOs are increasingly frustrated that the bottom line is the only true measurement of success.
- 6. Profit or Community Value?:** the 'why are we here' debate – what is the purpose of business?
- 7. Is Resilience a Buzzword?:** CEOs discussed whether resilience can be taught or whether it is an inherent trait.
- 8. Power and Authority:** struggle of exerting authority without creating an "us and them" culture.
- 9. Separating Corporate from Personal:** should CEOs and workers leave their emotions at the door?
- 10. The CEO's Legacy:** measuring success and worth by the relationships they form and the impact they have had.

## Delivering Purpose and Meaning

With 72 per cent of Australian workers looking for greater meaning in their work, this report offers a step-by-step process to provide a more fulfilling workplace for employers and employees.

The six strategies that helps workplaces renew and build a culture of purpose and meaning include:

1. **Foster Employee Participation and Inclusion:** a culture of respect and valuing employees can be generated and sustained by the simple act of inclusion.
2. **Communicate the Alignment between Individual Roles and Organisational Goals:** leaders need to be able to identify and articulate the way in which an individual employee's role contributes to the achievement of the common purpose.
3. **Encourage Autonomy and Active Engagement:** after there has been a clear identification and articulation of purpose, workers should be afforded a high degree of autonomy to carry out their role and make an active decision to work towards this vision.
4. **Provide Resources and Information:** to increase autonomy, employees should have all the information and resources they require to effectively do their job.
5. **Serve a Greater Purpose:** while an altruistic outcome is not a requirement for developing meaningfulness, this is a recommended addition to help maximise the update of purpose among workers.
6. **Reinforcing Engagement:** actively implementing these strategies will result in higher levels of engagement, and may be reinforced through incentivisation that is not only linked to financial outcomes, but measures of application and alignment. This can be achieved through career construction and job crafting.

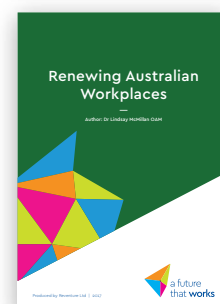
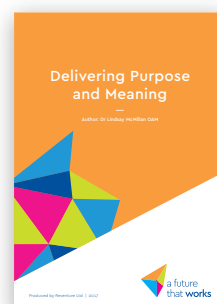
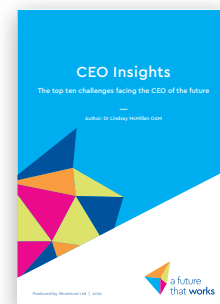
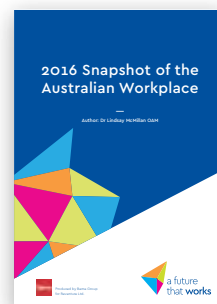
## Renewing Australian Workplaces

A new analysis of more than 300,000 hours of workplace counselling sessions has shown the leading reason employees seek counselling is a breakdown in relationships at work and in the home. This is during a time of seismic social shifts in Australian workplaces, including the role of technology and the rise in part-time work.

The report, *Renewing Australian Workplaces*, highlights an issue that is not getting enough attention and is often taken for granted – our relationships at work.

This report posits four Healthy Workplace Principles that help improve relationships in the workplace:

- **Inclusion** – Showing a genuine interest in the people around you at work
- **Development** – Creating a culture of creativity, where mistakes are allowed
- **Engagement** – Developing a listening culture
- **Life enhancement** – Creating an environment where positive, and constructive feedback is normal





It's time to renew Australian workplaces!

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