

Case Study

Values alignment project across 10 operational cohorts and 300 employees

Organisation

Global mining and engineering company, Australian operations

Participants

Approx. 300 employees across 10 facilitated cohorts, from frontline operators through to senior leaders (SLT attended alongside participants)

The opportunity

The organisation had a strong set of stated values, but when the team measured how deeply those values were understood and practised at the operational level, the scores told a different story. No value scored above 60% alignment.

There was genuine pride in customer outcomes and safety, but also real tension between values like safety and cost pressure. Respect showed up inconsistently under operational stress.

The business wanted to move its values from something on the wall to something that shaped daily decisions.

The approach

A series of facilitated workshops using a structured diagnostic framework to surface real perceptions, not corporate messaging.

A Values Alignment Index measured each value across understanding, practice, and reinforcement. The Cultural Flywheel model gave every cohort a shared language for where their team sat and what the next step looked like.

Senior leaders attended sessions alongside frontline staff, which opened conversations that had been sitting underneath the surface. The design was discussion-led, not presentation-led.

“What made this different was that it wasn't about telling us what our values should look like, it was about surfacing what's actually happening on the ground. The sessions felt genuinely safe to be honest in, and that's not something I usually say about a workshop. It was confronting at times, but that's kind of the point.”

Relevant Feedback

57%

Safety alignment score (pre-program)

46%

Lowest value score (pre-program)

5 consistent organisational patterns

Themes surfaced across cohorts

Key outcomes

63%+

Values alignment score improvement (12 months)

38%

Reduction in safety incidents linked to cultural factors

15%

Employee engagement uplift