

## Our client.

Kiwibank is a Purpose-led organisation that has Kiwi values at heart. As a Kiwi bank with more than a million customers, its trusted experts are focused on supporting Kiwi with their home ownership aspirations and backing local business ambitions.

## ‘Kiwibank making Kiwi Better Off’

Kiwibank is guided by its Purpose of Kiwi making Kiwi better off, where it aims to achieve performance through Purpose. Its Purpose Pillars of making Tamariki, Kiwi and Aotearoa better off, defines the impact the organisation wants to have through its Purpose.

## The ask.

The program was developed as part of Kiwibank's commitment to investing in its people and their development. Unlike typical leadership development experiences, it offers all Kiwibank employees the opportunity to participate. The aim was to build a culture of support and acceptance that fosters both professional and personal growth.

Of key importance to the programme design and delivery were several outcomes for participants:

- Enhancing the ability to think, feel, and act in complex environments.
- Increasing comfort with uncertainty.
- Discovering new and improved ways to tackle situations.
- Developing new connections within the cohort and across Kiwibank.



# ADEPTION™

## Programme architecture.

The programme was co-designed with Kiwibank, incorporating stakeholder input from across the organisation. It incorporated the latest vertical development principles alongside Ngā Kawwaka, Kiwibank’s culture and mindsets, and as well as integrating Te Ao Māori for a meaningful and impactful development experience.

Importantly, the programme was designed to reach all Kiwibankers, no matter their place in the business. To enable this scalability and accessibility, the Adeption digital platform underpins the experience. This provides anytime, anywhere access to an individual experience within a cohort, as well as coaching from peers, their managers, and both the Kiwibank and Adeption programme facilitators.

Wrapping around the digital experience, workshops and group discussions added to a design that blended best practice research, established wisdom and cutting-edge tools.

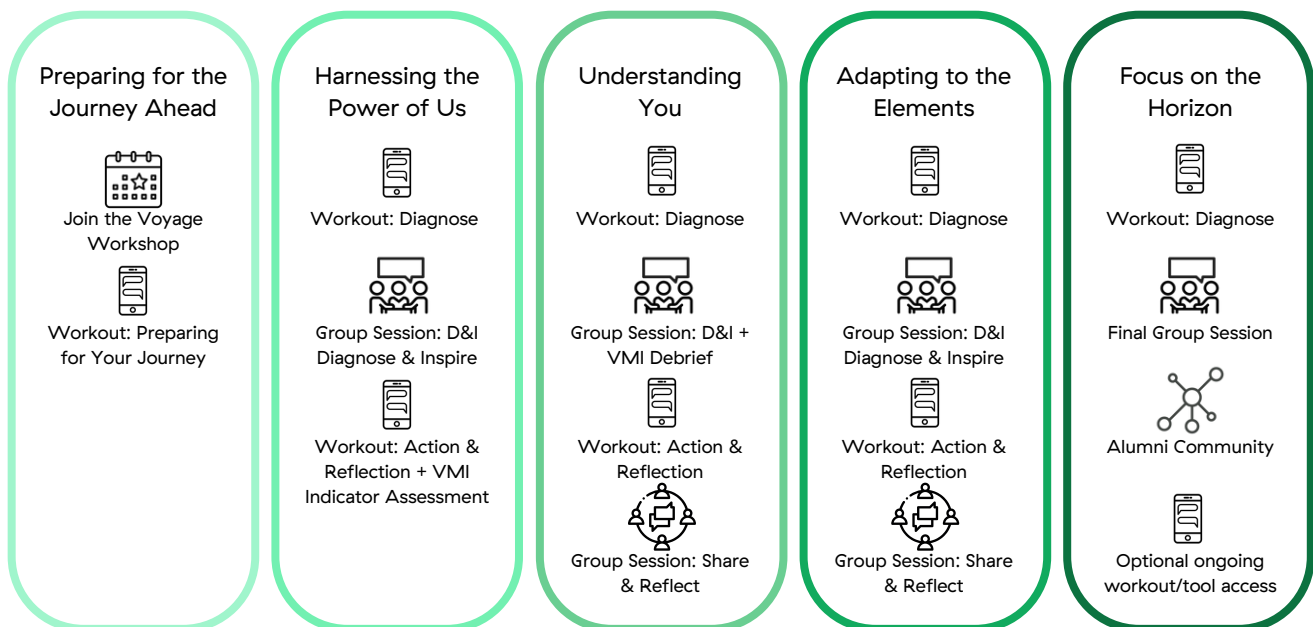
“Across the programme, I can see how my leadership has been growing, and can see how it’s been having a really positive influence on my team, and I can see that my team’s performance is improving how we together serve our customers.

**If all of the bank are going through this same process, it’s easy to see how we will certainly all reach our goal of Kiwi making Kiwi better off, no matter which part of the business we’re in.”**

Participant feedback

## The solution.

This 4-month journey has been delivered to 39 cohorts, impacting 640+ participants to date.



Note: The ‘Diagnose, Inspire, Action and Reflection’ cycle shown is now known as the Adeption B3 methodology – Be conscious, Be curious, Be better.

## Impact commentary.

### The Programme and Organisational Transformation

The programme is an organisation-wide mechanism in Kiwibank which encourages new ways of feeling, thinking and acting, enabling change.

### Whole System Impact

Imagine Adeption was given the task “Please help us design and deliver a programme that enables every single Kiwibanker to get better at whatever they’re doing, regardless of where they work or what level of the organisation they work in. Create a programme that improves, cross-organisational collaboration, decision-making at all levels, and ‘time to market’ for critical initiatives.” **This is what we’ve done together.**

### Creating Relational Intimacy in Virtual Context

Kiwibankers are benefiting from meeting other Kiwibankers from across the organisation and learning from their experiences and perspectives. The programme has provided the opportunity to grow collaboration and networks in a remote environment as it brings together cohorts from across the country.

## Participant feedback.

**A lift in networks and collaboration** “It can be intimidating to be with other leaders but its great to push yourself out of your comfort zone and by the end of it you find a safe place to get introspective, share your thoughts and have discussions you wouldn't normally have with people you normally wouldn't interact with.”

**A powerful culture with a sense of engagement and belonging** “Nga Kauwaka really embodied. Not just writing on the wall — a real live-it-out.”

**A lift in capacity** “It’s helped personally and professionally – using time more effectively.”

**Impact on capability** “Confidence and Self-Awareness – VMI was huge for this. Applied for and got a new role within the bank because of the VMI & awareness.”

## Results.

- 97.5% of participants signed up to the digital platform experience.
- They **averaged 33.9 questions answered, 9.2 engagements (like, comment, share) and 4 action reflections** (planning and on the job action and returning to the platform to reflect and share their learnings).

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