

Building an Ownership Culture.

*A 2-year partnership with a global transport mobility leader
- turning their stated ownership culture into everyday
management practice.*

▲
+20%

ENGAGEMENT LIFT

▲
60% → 80%

INCREASE IN
RETENTION

▲
HK\$25M

SAVINGS TO THE
BOTTOM LINE

The Challenge

Two challenges. One root cause.



01

Living the Ownership Culture

A well-defined culture lived in documentation, not daily operations. It never shaped how managers motivated, engaged or led their teams.



02

Stress and Leadership Capacity

Tight deadlines and heavy workloads drove intensive stress among project managers, shifting leadership from solution-oriented to problem-oriented.



Our Read: The Two Were Linked

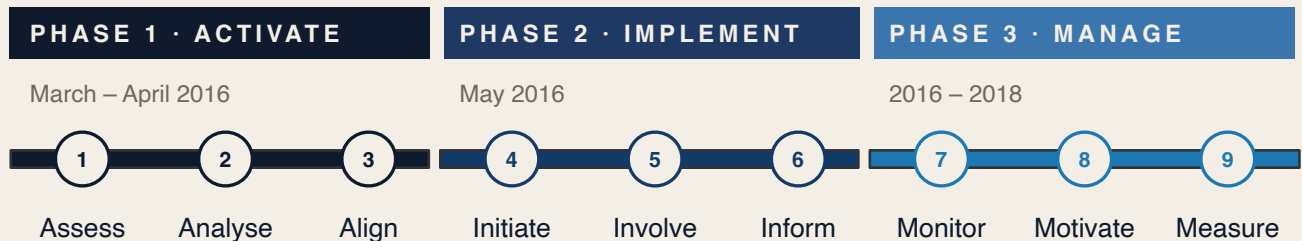
Managers are the link between culture and people. Until the ownership mindset was built at the managerial level, neither issue would shift.



Project management under sustained delivery pressure: the point where culture is either lived or lost.

Our AIM Model, Tailored, Targeted and Applied.

Three phases. One continuous partnership.



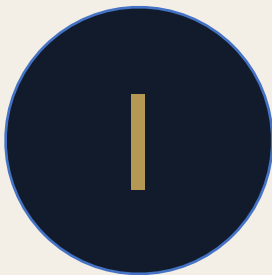
ACTivate



We started with evidence, not assumptions - establishing where the ownership culture actually stood in daily managerial practice.

- ▲ Start-of-programme survey across the manager population
- ▲ One-to-one interviews with managers and project leads
- ▲ Diagnostic report defining the behavioural gap
- ▲ Internal task force recruited to carry the work

Implement



We built the ownership mindset at the managerial level and gave the organisation its own people to sustain it.

- ▲ 2 Alignment workshop with leadership
- ▲ Train the Trainer programme
- ▲ 4 Cascade workshops
- ▲ Campaign launch, change agents, internal comms and events

Manage



We measured what changed, reinforced what worked, and redesigned where behaviour had not yet shifted.

- ▲ 10 Team coaching sessions
- ▲ Rewards and recognition tied to ownership behaviours
- ▲ End-of-programme survey against the baseline
- ▲ Review workshop, realignment and redesign

The Results

Measured against the start-of-programme baseline.



+20%

engagement lift



60% → 80%

increase in retention



HK\$25M

savings to the bottom line

“

Our managers are now making daily decisions that reflect how we actually want to operate. That shift in capacity, from managing problems to managing people, is the real change.

”

— Client leadership



Why This Worked

Culture is not a statement of intent. It is the sum of what managers do on an ordinary day under deadline pressure. This client had already defined its ownership culture well. What had not happened was the translation from a document everyone could quote into behaviour anyone could observe.

Our work started with awareness, because behaviour does not change until people can see their own patterns clearly. The ACTivate phase gave managers evidence about themselves rather than instruction from outside. From that awareness came choice, and from repeated choice came change that held after we left the room.

Two years, not two days. A single intervention can raise energy; only sustained partnership changes practice. Cascade workshops, coaching, change agents and recognition kept the new behaviour visible and rewarded long enough to become normal - and the closing survey measured whether it had.



Culture lives in behaviour, not in documents.



Managers are the leverage point.



This is what transformation looks like.



What could this look like for your organisation?

Every organisation has a gap between the culture it has written down and the culture its managers practise. We start by measuring that gap honestly, then build the capability to close it — with your people, over time, against numbers you can hold us to.

ACT Now. Start the Conversation.



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