

# CULTURE IS THE NEW CURRENCY

Winning the tourism workforce of tomorrow

angus  
& ASSOCIATES

GROW  
TOURISM

 TOURISM  
TALENT  
Passion for Change







Samantha Howarth  
**Angus & Associates**



Alex Dykman  
**Grow Tourism**



Jason Hill  
**Tourism Talent**



# CULTURE SIGNALS AT SCALE

Sam Howarth, CRO at Angus & Associates  
on **what the data tells us about culture**

angus  
& ASSOCIATES



## TOP 5 CHALLENGES FOR TOURISM LEADERS NOW

Increasing costs

Weather related challenges

Staff burnout and mental wellbeing

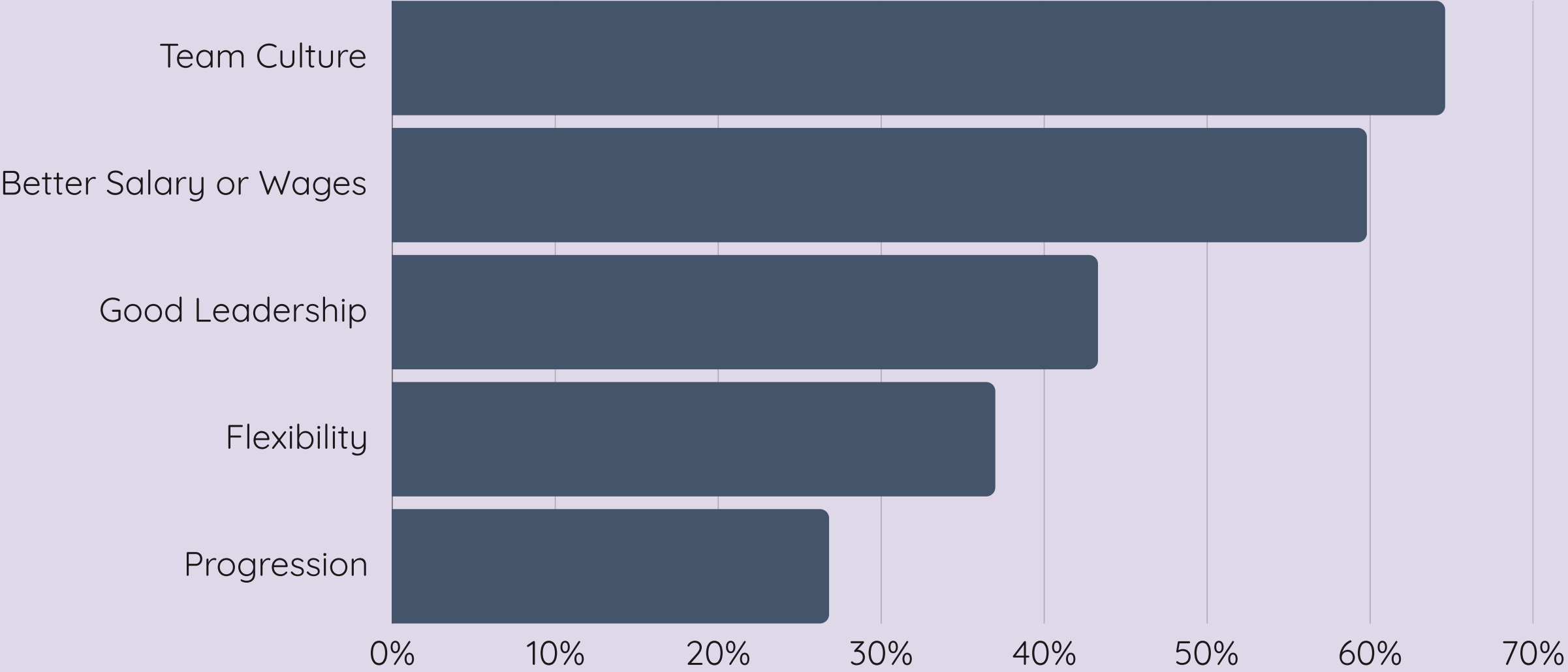
Cashflow management

Staff retention



The number 1 **retention** driver

# Retention Drivers





Culture is how work feels every day

angus  
& ASSOCIATES

# Positive Culture Attributes

Purpose  
Inclusion  
Growth



## SLIDO Question

Which culture attribute is highest priority for your organisation to address at the moment?

# How are we doing?

There is a **concerning level** of bullying and harassment reported by people working in the sector

Just a **third** of people feel they have learning and development opportunities to help them grow

People in the tourism sector generally feel positive about their job but just **15%** say they **love it**

**70%** of people know how their role contributes to the company's vision and values



**47%** are motivated and inspired by their work

**55%** see their manager/s as good role models

Culture impacts **retention & resilience**

angus  
& ASSOCIATES

## From stable roles...

Permanent Full-time 61%

Permanent Part-time 26%

Casual/Temp 10%

Contract 2%

## ...to fluid models

Hybrid

Remote

Fractional

AI-Augmented

Culture has to be **portable**, something that travels with people and connects them, wherever and whenever they work



Culture is something you can **see**,  
**measure** and **shape** and when you do,  
**retention, wellbeing**, and  
**performance** all rise together

# **FUTURE OF WORK**

**Alex Dykman, Founder at Grow Tourism  
on New Models, Same Motivators**

**GROW  
TOURISM**







- Meet Jo - your hybrid, fractional marketing manager
- On Mondays, Jo works for a winery
- Tuesdays and Wednesdays - she's yours
- 50 hours/month managing your brand
- Jo has never been to your office
- She doesn't join team lunches
- Not online during zoom catch-ups





More than 1 in 10 roles in  
New Zealand tourism are  
contract, casual or  
temporary

**GROW  
TOURISM**



From 9 to 5 to **fluid** and **flexible**

**Globally, 20% of travel companies  
are already using hybrid or flexible  
models**



Work evolves.

People don't.



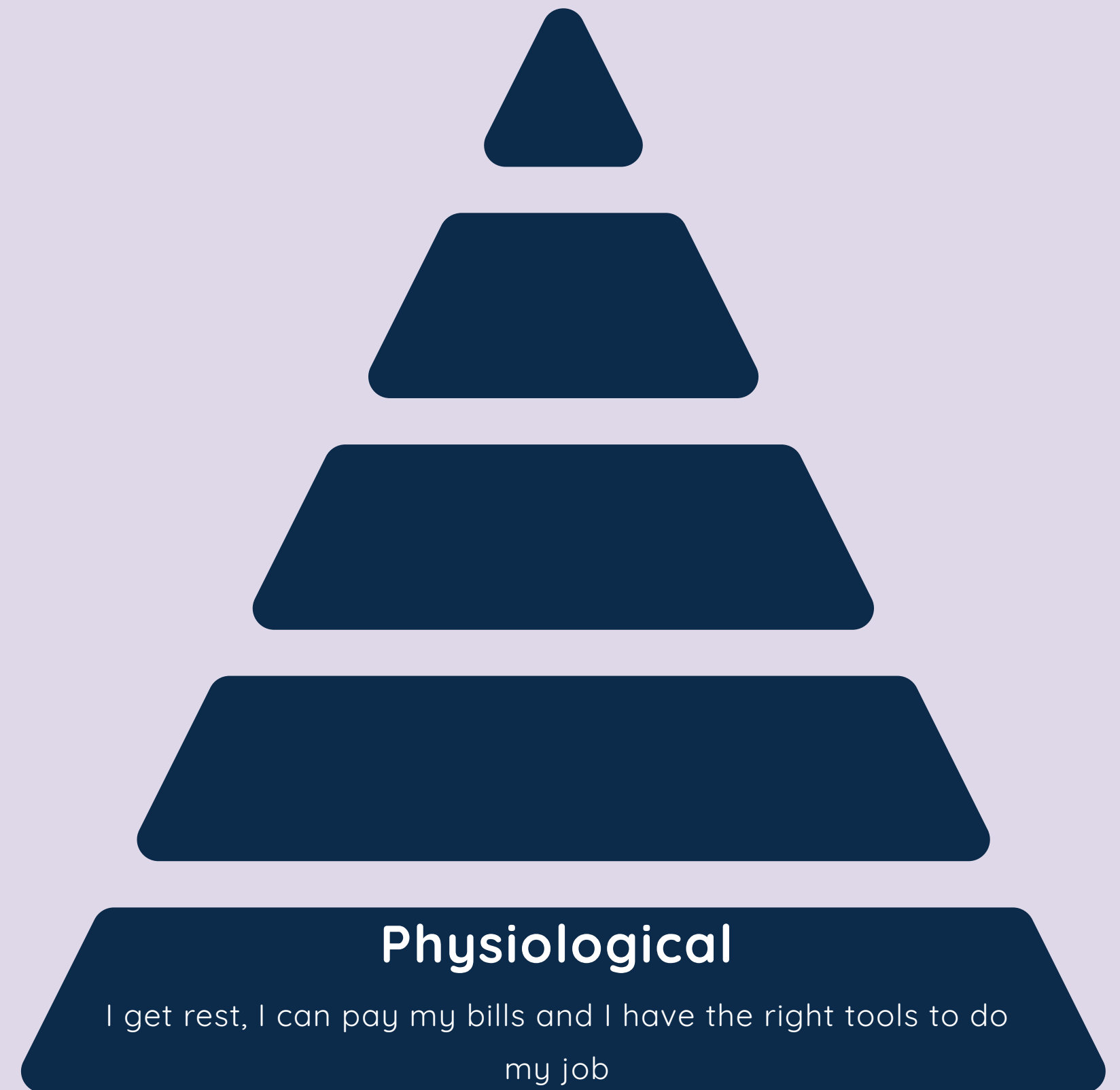
# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive,  
no matter the place, platform or contract?



# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive, no matter the place, platform or contract?





# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive, no matter the place, platform or contract?



# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive,  
no matter the place, platform or contract?



# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive, no matter the place, platform or contract?





# Maslow's Hierarchy: NZ Tourism Edition

How can we empower our people to thrive, no matter the place, platform or contract?

## Growth

I take ownership, I actively improve things, I coach others

## Esteem

I'm recognised, trusted and valued for what I contribute

## Belonging

I feel included, connected and part of the team - wherever I'm working from

## Safety

I know what to expect, I feel secure and I can plan my future

## Physiological

I get rest, I can pay my bills and I have the right tools to do my job

Training with Grow really lit a spark for two of our rising stars. While initially they weren't considering careers in tourism, they are now!

Their understanding of the business, engagement and ownership of their roles have all lifted.

- Steph James, General Manager - ZORB Rotorua



Maslow and the evolving tourism workplace

**Same needs, different delivery systems**

## SLIDO Question

Which of Maslow's needs deserves more focus in your organisation right now?



82% of tourism workers are optimistic about AI

**The more tech we add,  
the more culture matters**

Meet real human needs

Retain real human talent



**61% of employees who pass the one-year mark will stay long-term**

Culture is humanity, **operationalised**

If meeting real human needs is the brief,  
leadership and work design is the  
delivery system



# CULTURE IN ACTION

Jason Hill, Managing Director at Tourism  
Talent on **Leadership and Work Design**





# Workforce first? Workplace first? Culture first?

There are no answers, only questions...

- What roles do you need people for ?
- What roles can technology do better?
- What roles need to be employees?
- What can be outsourced?
- What work is full time?
- What work has a finite period (part time, fixed term, fractional)?

# Where to start?

## Workplace

- One site or multiple sites?
- Hybrid or fully remote?
- NZ or Global?

## Culture

- |                 |              |
|-----------------|--------------|
| • Co-design     | Team centric |
| • Asking        | Listening    |
| • Leadership    | Action       |
| • Communication | Recognition  |
| • Measurement   | Purpose      |

# Challenging **your** version of what is “right”

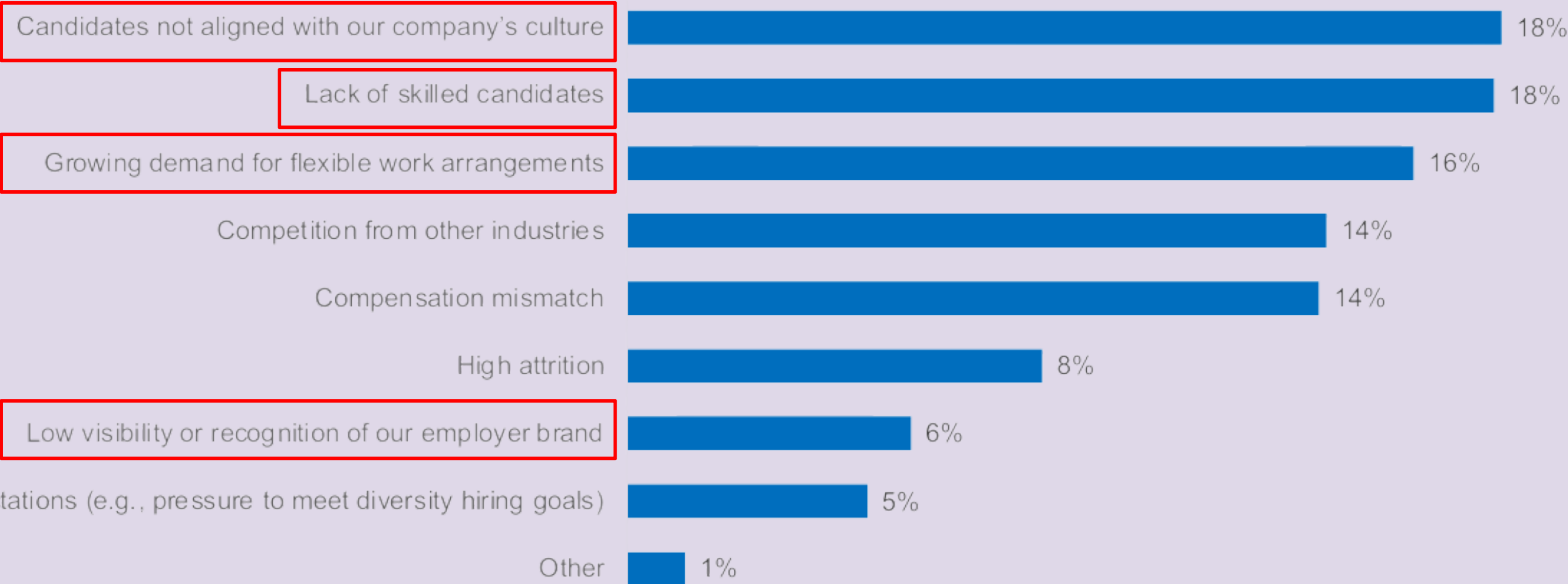
| OLD                       | NEW                                                  |
|---------------------------|------------------------------------------------------|
| Command & control         | Empowerment & facilitation                           |
| Static roles              | Agile, flexible roles                                |
| Single-location workforce | Global/hybrid/mobile talent                          |
| Focus on compliance       | Focus on meaning, connection,<br>continuous learning |



# Do we need to start designing work around talent?

## Talent Alignment, Skills Gaps, and Flexibility Drive Recruitment Challenges

### Biggest Hiring Challenges (% of hiring managers)



**Adapt your culture**

**Upskill your team**

**Become more flexible**

**Do something about it**



Employer branding starts and ends  
with your employee reputation,  
**past, present and future**

Your **employer brand** lives in the  
minds and hearts of your **former,**  
**current, and future employees**

# Lessons from 2x Winning Employer of Choice

## Make Listening a Habit, Not a Task

Build consistent feedback loops - like pulse surveys - and act on what you hear. Small, meaningful changes over time create a culture of trust and improvement.

## Recognise and Amplify Success

Celebrate team wins regularly and use them to inspire others. Recognition not only drives morale but also attracts like-minded talent who share your values.

## Practice Transparency

Open the door to honest conversations at every level. Whether it's "ask me anything" sessions or updates on company goals, transparency fosters connection and ownership across your team.



# Build your employer brand with your team

## Evaluate

Understand your reputation and what you do well

Assess expectations

Identify gaps

## Develop

Define what makes you unique

Create strategies to improve

Forecast future talent needs

Build communication processes

## Launch

Launch a communication strategy

Promote your employer brand

Ask for feedback

Ensure consistency

## Measure

Monitor and measure

(i.e.: retention, employee satisfaction, number of applications and social media engagement)

## Iterate

Keep it up!

Take time to refine strategies with new feedback



# Modernise your engagement to build trust

| OLD QUESTIONS                     | NEW QUESTIONS                            |
|-----------------------------------|------------------------------------------|
| What are your career goals?       | What excites you about your career path? |
| What are your development needs?  | What are you curious to explore?         |
| How do you like to be recognised? | What makes you feel valued at work?      |
| What keeps you here?              | What would make you stay long-term?      |
| What are your hot buttons?        | What holds you back the most?            |

The competitive advantage of  
the future is **culture**

# SLIDO Question

What is your biggest talent  
recruitment or retention pain point?