HPHE:
Our way
of working

PORT OF
AUCKLAND
TĀMAKI HERENGA WAKA

HPHE isn't just theory. It is a proven way of transforming culture and performance together.

At its core, HPHE is about creating high performing teams and businesses through high engagement. It respects the knowledge and experience of unions and frontline workers, recognising that the best solutions do not always come from the offices and executives but from the wharves, the tugs and the messrooms.

It works because it's rooted in shared interests, not opposing positions. By replacing battles with dialogue and entrenched power with co-created progress, HPHE unlocks the collective knowledge of people across the business.

This model connects individuals' purposes with their organisation's vision, building teams that are motivated, capable, and equipped to deliver sustainable change. It only works when leaders are willing to give up control and gain something far greater: genuine, lasting progress for people and business alike.

Our way of working: High Performance, High Engagement (HPHE)

HPHE is a shift in mindset toward collaboration, inclusion, transparency and consensus-driven problem solving.

A collaborative mindset

- We embrace trust-building behaviours and a humanistic, collaborative culture.

- Everyone contributes – there's no single "owner" of HPHE.

Structures that support engagement

- Strategic Council, CE Forum, Steering Committees, and Improvement Teams create spaces for collective problem solving.

Key methods

- Collaboration principles: those closest to the problem help solve it.

- Interest-Based Problem Solving and Consensus Decision Making guide our process.

What HPHE strives to achieve

We aim to create an open, respectful culture that makes the port a great place to work and strengthen our company-union partnerships.

Organisations using HPHE benefit from:

- Stronger market position and improved business results.
- Job security, competitive conditions and sustainable growth.
- Opportunities for personal development.
- Healthy, safe workplaces that retain skilled workers.
- Recognition in corporate social responsibility.

- Increased staff engagement through empowering people to be part of the solution.
- Improved health and safety in the workplace.
- Increase in productivity.
- Reduction in number of severe incidents.
- Improvement across set metrics.

- Skill development including public speaking, report writing, data analysis, problem solving, change management, communications.
- Exposure to methodologies that support change and continuous improvement.
- Better solutions (via stakeholder engagement).
- More support for and smoother implementations.

"This is a genuine shift with frontline workers now part of real decision-making, not just participation."

Grant Williams
Maritime Union
New Zealand
Local 13 Secretary

How we make it happen

Our collaborative strategies include:

Joint steering committees with union and management representatives.

Combined improvement teams tackling key issues.

Inclusive involvement from people closest to the work.

Interest-based methods and consensus for shared decision-making.

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Our guiding principles

These values shape how we work together through HPHE.

Principle	Meaning
Whanaungatanga	We build relationships
Manaakitanga	We look out for each other
Inclusion	Everyone has a voice
Performance	We get the job done safely
Accountability	We own our actions
Collaboration	The port and unions work together

"We are committed to improving the relationship with Unions. Management has implemented a HPHE approach to problem solving with the unions."

Jan Dawson, Chair of Port of Auckland

HPHE solution development cycle

Improvement can start with anyone - whether you're a leader, staff member, or union representative. If you see a problem or an opportunity to do something better, here's how the improvement process works:

1 Identify and discuss

Anyone can identify an issue or opportunity for improvement. It is recommended that the first step is to discuss it with your manager.

2 Manager support

If the manager agrees the issue is significant or presents a real opportunity, they support the person who raised it to form an Improvement Team.

3 Forming the improvement team

The team is set up with the right governance, which may include a sponsor and/or co-sponsors (typically a union rep and a manager). For larger initiatives, a Steering Committee may also be established. The team includes a diverse mix of people - especially those closest to the problem.

4 Problem-solving approach

The team uses structured tools like Interest-Based Problem Solving (DIBS), ADKAR®, and others to develop practical and effective solutions.

5 Solution review

Delegated team leads present the proposed solution to the Steering Group and/or Sponsors.

6 Decision and support

The Steering Group/Sponsors review the proposal. They may approve, decline, or request changes - providing direction on next steps and the support required.

7 Implementation planning

If approved, next steps and a clear plan for implementing the change are agreed.
(Note: Improvement Teams usually do not implement the changes themselves.)

8 When agreement can't be reached

If the team cannot agree on a solution, the issue is escalated back to the Steering Committee for further guidance.

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Interest-based problem solving: DIBS

DIBS (define, interests, brainstorm, solution) puts stakeholder interests at the centre. A good solution meets these interests – not necessarily all of them perfectly, but with understanding and transparency.

High Performance High Engagement (HPHE)

Interest-based problem-solving: DIBS

**Step 1
Define**

Clarify the issue
"How might we…?"
- Avoid solutions
- Avoid accusations

**Step 2
Interests**

Gather the needs and concerns of all stakeholders

**Step 3
Brainstorm**

Design options
Great ideas:
- Address the issue
- Address interests

**Step 4
Solution**

Evaluate options
- Mitigate risks
- Seek consensus

HPHE brings Whanaungatanga to life.

- People closest to the problem help solve the problem
- Default to respectful engagement and collaboration
- Disagree without being disagreeable

Working for consensus

Can everyone 'actively' support the decision, even if it was not their first choice

DO

Build trust though listening, transparency and consistency

DON'T

Trade, bargain, vote or agree too quickly

Why we use it:

- Fosters a collaborative culture
- Encourages inclusive problem solving
- Shares data and interests openly
- Develops a consistent process across the organisation

"Being part of an HPHE project team has been a great opportunity to use our knowledge and experience to make positive improvements."

Taylor Gibbes, Stevedore

Consensus decision making

Consensus means decisions everyone can support, even if it's not their first choice. It ensures commitment, deep discussion and better results.

Why we use it:

- All voices heard
- Decisions shaped by shared interests
- Minority views respected
- "I can live with it" isn't enough – we pursue real agreement

When consensus can't be reached, the steering committee or sponsors help determine next steps

HPHE roles and responsibilities

Role	Responsibilities
All team members	- Uphold HPHE principles and processes - Participate actively and aim for consensus - Share interests openly and seek to understand others - Take initiative and complete team actions - Remain neutral when facilitating, but contribute to decisions - Build capability for future involvement
Team co-leads	- Lead the team towards its mission - Plan and facilitate meetings - Coordinate workflows and track progress - Secure resources and remove barriers - Update the Steering Committee
Facilitators	- Guide meetings in a neutral, process-focused way - Support co-leads with planning and prep - Keep discussions efficient and inclusive - Act as trainers to help grow skills.
Subject Matter Experts (SMEs)	- Bring specialised knowledge (e.g. operations, rostering, finance) - Offer insights and analysis during meetings - Support teams as contributors
Steering committee co-leads	- Set direction and lead - Oversee improvement team initiatives - Connect with HPHE leadership and working groups - Guide achievement of HPHE objectives - Assist with providing direction and drive outcomes
Improvement team sponsors	- Support and coordinate improvement team leadership - Serve as the link between teams and the Steering Committee - Monitor progress and keep communication flowing
Coordinators and support roles	Support needs may vary by project. These roles help things run smoothly: - Planning and logistical coordination - HR/ER analysis and process advice - Progress tracking and reporting - Administrative support (scheduling, travel etc)

How HPHE works: Strategies and methods

To achieve its goals, HPHE relies on inclusive, structured collaboration:

- Steering Committees involve management and workforce/union representatives in prioritising key challenges for resolution

- Improvement teams solve key challenges using interest-based methods

- Consensus decision-making ensures all views are considered

- Ongoing dialogue builds trust and prevents issues from snowballing

"Being part of the HPHE transformation, I've witnessed firsthand the growth of our people – from gaining confidence in public speaking to having a real voice in shaping improvements and co-designing solutions together"

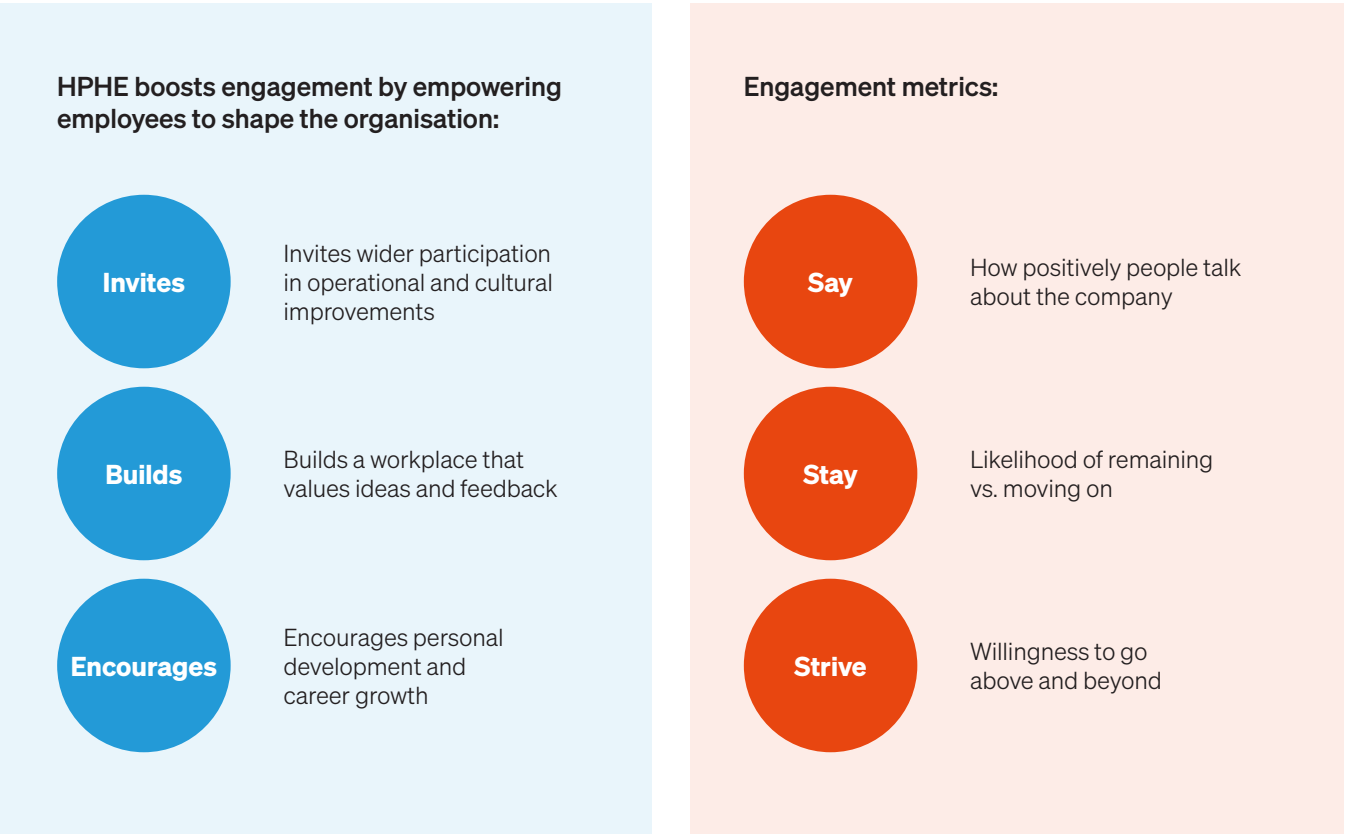Michelle Aicken, HPHE Manager
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Customer
at the Core

HPHE's biggest challenges and how we're tackling them

Like any cultural shift, HPHE demands commitment and consistency.

Challenge	How it's addressed
Embedding HPHE into daily operations	Building awareness by ongoing reinforcement
Facilitation capability gaps	Focus on training and mentorship
Awareness of HPHE principals and approach	Shared regularly
Project timelines and efficiency	Adopt a continuous improvement mindset and use project management tools and templates

"It's about inviting our people into the heart of the business - giving them real agency to shape the future of the port."

Roger Gray, Chief Executive of Port of Auckland

Increasing engagement through HPHE

HPHE boosts engagement by empowering employees to shape the organisation:

Invites — Invites wider participation in operational and cultural improvements

Builds — Builds a workplace that values ideas and feedback

Encourages — Encourages personal development and career growth

Engagement metrics:

Say — How positively people talk about the company

Stay — Likelihood of remaining vs. moving on

Strive — Willingness to go above and beyond

Continuous Improvement (CI) and HPHE

CI is the engine for identifying improvements and constantly improving.

At the port, HPHE teams may work with CI practitioners to:

- Apply improvement techniques or methodologies
- Gain expert support when needed
- Strengthen collaboration through shared learning

The two approaches work hand-in-hand to support smarter problem solving and long-term success.

"From deck to desk, our port runs best when stevedores and our leaders work side by side, proving that HPHE isn't a program - it's a partnership"

Nico Maka Kea Lupo, Stevedore/Union Representative

ADKAR® approach to change management

ADKAR® is a model that the port has found positively supports HPHE and changes resulting from improvement groups.

Each letter in ADKAR® represents a step in the change journey. As a leader, you play a key role in helping your team successfully move through each stage. Always remember that change is an individual journey!

A Awareness	**D** Desire	**K** Knowledge	**A** Ability	**R** Reinforcement
Understand the need for change Identify the reasons and drivers behind the change. Communicate the need for change to all stakeholders. **Create a sense of urgency** Convey the significance of the change to the organisation and individuals. Explain the potential consequences of not implementing the change. **Build a coalition of change champions** Identify influential leaders who support the change. Engage these change champions to promote and advocate for the change.	**Foster positive attitudes and emotional support** Address resistance to change by understanding and empathising with concerns. Demonstrate empathy and communicate openly with individuals. **Engage and involve people in the change process** Allow individuals to participate in decision-making where possible. Encourage feedback and input from all stakeholders. **Create a shared vision of the desired outcome** Clearly articulate the benefits and positive outcomes of the change. Inspire individuals by creating a vision that aligns with their values and goals.	**Provide information and training** Offer comprehensive information about the change and its implementation. Deliver training sessions to ensure individuals possess the necessary skills for the change. **Address knowledge gaps** Identify areas where individuals lack information or skills. Offer resources and support to bridge these gaps.	**Ensure resources for change** Provide the necessary tools, technology and resources to support the change. Remove any obstacles or barriers that hinder the change process. **Support skill development** Offer coaching and mentorship to individuals as they adapt to the change. Encourage a learning culture to promote continuous improvement.	**Celebrate successes and acknowledge achievements** Recognise and celebrate milestones and achievements related to the change. Reinforce positive behaviours and outcomes. **Sustain the change** Ensure the change becomes ingrained in the organisation's culture and processes. Continuously monitor and measure the changes effectiveness. **Provide ongoing support** Offer ongoing support to individuals during the change process. Address any challenges that arise and make necessary adjustments.

Want to know more?

If you'd like to learn more about HPHE email:

info@poal.co.nz

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