

# Cardrona Alpine Resort



Cardrona is situated between the alpine resort towns of Queenstown and Wanaka in the South Islands Central Otago. First opening in 1980, it has grown to be New Zealand’s most popular ski field, boasting an extensive collection of mountainside facilities and year-round activities.

## THE CHALLENGE

Cardrona Alpine Resort employees 600 staff during the winter months to support the safe and smooth operations of an internationally renowned ski field located in Wanaka, New Zealand. The need to scale up in a short timeframe presents challenges and emphasises the need for existing staff to live and breathe the cultural attributes of the organisation. This includes promoting an organisational climate that fosters openness, collaboration, learning, growth, and continuous improvement. To support this, Cardrona was seeking to establish a feedback rich culture built on the foundations of self-awareness, authenticity, and emotionally intelligent leadership.

## OPRA’S SOLUTION

Cardrona used an emotionally intelligent leadership survey available through OPRA Psychology Group and coupled this with expert coaching from Linzi Ebbage-Thomas; an OPRA accredited EI Coach and Facilitator.

Prior to the EI Leadership 360 going out, Linzi facilitated an EI Intro workshop for participants that covered emotional intelligence in context for the participants, the fundamental science behind our emotions and how, through using the Genos model of EI, businesses can build a more productive workplace. OPRA was able to provide Linzi with workshop materials, including slides and participant workbooks, to support her facilitation of this session.

Following this, an EI Leadership 360 was administered to participants. The features of the Genos EI Leadership 360 include customisable rater categories to aid in the collection of feedback from multiple, relevant groups including capture of open free text responses, and easy to understand data presented for the six measured competency areas and each of the question items, with specific development tips provided.

OPRA was on-hand to support Linzi in the set-up, administration, and management of these surveys.

Each leader received an individual one-on-one coaching debrief from Linzi. To support this, OPRA provided an EI development tips workbook, as well as additional EI resources to support on-going development.

## RESULTS

The rollout of an EI leadership assessment and development solution at Cardrona has had a positive impact on participants leadership effectiveness and organisational results alike. Leaders report that they are more self-aware of the impact they have on others and are better able to connect, collaborate, and influence on that basis.

Additionally, this solution has contributed to an increase in employee engagement scores across the organisation;

- People operations: ↑ 7.6%
- Leadership: ↑ 7.2%
- Environment: ↑ 7.4%
- Engagement: ↑ 8.8%

“The difference this has made to my life, inside and outside of work, is massive. This programme has changed me and the organisation in so many positive ways. ”

Hannah Bud  
Sales and Guest Services Manager

“This assessment and development process has been the single largest catalyst for change in my career, increasing my self-awareness whilst improving my relationships & performance. It is an incredibly powerful process that continues to provide learning & growth opportunities years later. ”

Nadia Ellis  
Marketing Manager