

How TripleGoal Helped Kinyara Health Double Its Revenue and Client Base

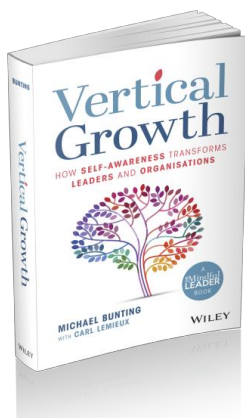


CUSTOMER PROFILE

Since 2020, Kinyara's 100 senior leaders and 900 caregivers have been providing home and personal care services to more than 3,000 older adults (75%) and people with disabilities (25%). Kinyara helps people stay safe and comfortable at home with everything from grocery shopping to complex clinical services such as wound and palliative care.

SOLUTION

TripleGoal: Vertical Growth Program



CHALLENGES

- Drive significant revenue growth
- Integrate Kinyara's unique growth and business culture across six acquisitions
- Shift from a hierarchical, command-and-control leadership style
- Address major gaps in leadership training

RESULTS

- Doubled revenue and client base
- 100% increase in operating margin
- 22%+ increase in Net Promoter Score (a patient loyalty and healthcare provider referral metric)
- 15% increase in caregiver retention



Executive Summary

TripleGoal gave Kinyara's young executives and managers the leadership training and development they needed to prioritise the company's growth outcomes, embrace its growth-positive culture and transition into senior leadership roles. Executives and managers identified the drivers behind their individual and team Red Zone and Green Zone behaviours and modified them to achieve the Triple Goal: Great Performance, Great Learning and Great Workplace. This shift helped Kinyara move from the healthcare sector's typical hierarchical, command-and-control model to a flat, collaborative structure that supports long-term sustainability.

To keep providing critical home care to more than 3,000 older adults and people with disabilities, Kinyara turned to TripleGoal to support revenue growth, manage significant cultural differences and address leadership development gaps.



As we grew from 110 to 1,000 employees through organic growth and six acquisitions, our young managers and executives needed leadership training to understand how Kinyara's collaborative culture would support our growth and sustainability in a way their previous organisations' command and control culture never could."

Norbert Walther
CEO, Kinyara

A Leader Who Had Lived It

Norbert Walther wanted TripleGoal to help his junior managers and executives move into more senior roles because TripleGoal had helped him become a better leader. Decades ago, as a new CFO and an inexperienced leader, Norbert imposed his own success strategies on his new team, and they didn't respond. With TripleGoal, Norbert learned that up to 50% of outcomes result from employees' behaviours and the internal drivers behind them. Identify the drivers, reduce the Red Zone behaviours, increase Green Zone actions and achieve the Triple Goal: Great Performance, Great Learning and Great Workplace.

"I knew TripleGoal was right for Kinyara and its employees' long-term success because it looks at who you are and how you lead, then helps you identify and regulate your Red Zone and Green Zone behaviours to improve your own and your team's outcomes," says Norbert.

At Harbour at Home, a recent acquisition, TripleGoal showed general manager Graham Shanahan how much his internal drivers and Red Zone and Green Zone behaviours influenced his leadership style and his team's outcomes.

"My beliefs, attitude and actions have a ripple effect across my Harbour at Home team as well as the whole Kinyara organisation," says Graham. "If I believe we can do it, they do too and when I don't believe, it filters all the way down."

Employees now tell Graham: *"I didn't believe we could and now I know we can because we did!"*

Embracing Growth for a Sustainable Future

Before TripleGoal, employees focused on helping people in their communities without considering that the company had to be sustainable and grow to stay in business.

*"We have to be commercially sustainable to keep providing services so we asked employees to commit to revenue growth and held them accountable despite the discomfort; it was a major shift," says **Norbert**.*

Across Kinyara, growth was almost a dirty word for employees, because in previous workplaces new business meant extra work without additional resources and support. Caregivers also felt that being asked to bring in new clients pushed them into more of a sales role.

Kinyara changed that narrative by showing employees how it supports growth day to day. When Kinyara asked, "How can we help? What's getting in your way?" employees didn't hold back. Kinyara addressed regulatory changes, outdated and missing technology, and practical obstacles like parking. Employees knew they'd get the resources they needed to provide the best care and support Kinyara's growth.

*"Employees now engage with the growth because with our support they can actually provide quality care to more people," says **Norbert**.*

Meanwhile, Kinyara continued to handle administration, finances, marketing and technology, so employees were free to focus on current and future clients.

*"With TripleGoal, we exceeded, by 61%, the target we had been unable to meet, and we're setting records with the number of new clients onboarded monthly," says **Una Kiloni**, operations manager, 365 Care. "We now see growth as an integral part of what we do, and we know it can be fun and easy."*

TripleGoal Acceptance Came with Results

Initially, some leaders were sceptical, even resistant, but that changed as they experienced the program and saw its impact on growth, leadership styles and behaviours.

*"TripleGoal was a godsend: for the first time, I feel alive in my career and actually love my job," says **Una**. "I had been questioning my choices, and without TripleGoal, I wouldn't be here now."*

Senior leaders expected they'd learn new skills and acquire new tools. They didn't anticipate the honest feedback their teams would give on their leadership styles and behaviours. Nor had they realised they'd have to figure out why they thought and acted the way they did.

*"The first leadership report was a kick in the teeth because I thought I was doing a good job," says **Lucinda Di Giulio**, general manager of people and culture, Kinyara.*

TripleGoal helped employees uncover the internal beliefs, childhood and life experiences, and parental and societal conditioning behind their Red Zone and Green Zone behaviours. It was difficult, even painful, but transformative.

*"Changing my behaviours took constant, considered effort; it wasn't easy, but the reward is seeing what we've achieved as a result and that's an overwhelmingly joyful experience," says **Lucinda**.*

Drivers → Behaviours → Outcomes

TripleGoal's development program is grounded in brain science and behavioural research. It is academically rigorous and proven in practice with global companies. Once leaders identify their drivers, they understand why they behave the way they do and can manage their Red Zone and Green Zone patterns to deliver better results.

The six smaller companies Kinyara acquired shared the hierarchical, command-and-control leadership style that's typical in healthcare. Their employees were less engaged and less likely to innovate, adapt or take responsibility, all of which affected their performance.

Red Zone behaviours are reflexive, habitual, stress-based and often unconscious. They aren't moral failings but conditioned responses rooted in fight, flight and freeze reactions.

Lucinda's team reported that her Red Zone behaviours (a love of chaos, a free-flow approach and doing things herself) made their jobs harder.

"The fact I'd had to be an adult as a child drove me to do the exact opposite in my grown-up professional life," says **Lucinda**, who learned to minimise her Red Zone and increase her Green Zone behaviours.

Reflective Green Zone behaviours require deliberate, values-driven practice. Employees must recognise and interrupt their automatic Red Zone reactions and consciously choose Green Zone responses. TripleGoal recommends structures such as routines, rituals, rewards, recognition systems, processes, role modelling and accountability mechanisms to embed Green Zone behaviours.

Behavioural Changes Drive Business Outcomes

At Harbour at Home, TripleGoal helped Graham increase revenue by an exceptional 60% in 12 months as he learned to communicate directly and transparently about performance and growth.

Before TripleGoal, Graham kept quiet or sugar-coated messages because he wanted to be liked and make people happy. Afterwards, he spoke clearly about expectations and consequences around increasing revenue, restructuring and sub-par performance.

When a poorly performing employee set tame, even tentative targets, Graham asked: *"Is this really your true goal? Can you get excited about this?"* Two weeks later, she quadrupled her target and became a top sign-up partner.

60%

revenue increase at Harbour at Home in 12 months



Rituals, Rewards and Recognition

Kinyara executives and managers now hold quarterly, monthly and weekly meetings with their teams and direct reports. Group breakfasts and lunches create more opportunities for connection. Departments also meet individually and with the teams they affect and interact with most. Office staff and caregivers meet monthly too. Meetings are non-negotiable because they create alignment, accountability and connection.

At 365 Care, Una's simple agenda invites employees to discuss what's going well and what's not. She then asks their permission to share honest feedback.

"I realised they wanted to know what needs improvement and by being more honest, I earned their respect," says Una. "By trying to protect them, I was actually disrespecting them."

Leaders like Lucinda maintain routines such as checking and updating performance metrics monthly. Meetings often end with questions like "Is there something I could be doing differently?" or "Is there something I'm getting wrong at the moment?" With TripleGoal, the people who schedule and lead these meetings are no longer the first to cancel them.

"I religiously stick to these routines with a set structure so that we don't miss anything," says Lucinda. "As you do it consistently and experience the benefits, you know you can do it and it's not scary anymore."

Rewards and recognition can still be spontaneous, but Kinyara also builds celebrating wins and performance milestones into the routine with weekly coffee breaks and quarterly lunches. Public shout-outs help employees feel seen and appreciated. When Lucinda notices someone has put in extra hours, she'll suggest they finish early on a Friday.

"Meaningful gestures and seeing the person and recognising what's important to them goes a long way," says Lucinda.

THE VERTICAL GROWTH PROGRAM

6

modules

40

hours of development

7 to 9

months

Online learning

plus coach-guided, facilitator-led group meetings