

5 Outcomes of Vertical Leadership Culture work



Silo-Busting

Supply chain integration



Agile Decisions

Shared, smarter public learning



Enterprise Ownership

100% Responsibility



Dilemma Ready

Both/And Maturity



Complexity Capable

Interdependence

Case in Point: Industrial Company



The Challenge

Challenge: The organization had become too comfortable and were in danger of becoming irrelevant. Innovation had stalled, profitable growth slowed, poor time to market, market share at risk.

The Approach

- Engaged the executive team first.
- Used dialogue to put executives “themselves in the middle” for discovery learning. Key discovery: Organization too stove-piped, operational beliefs that everything was “good enough” and *could get no better*.
- Established separate operations and strategy sessions and established key performance metrics, including improvements in industry safety.
- Shaped leadership strategy in action development team prototypes
- Cascaded down to next 100 leaders, who subsequently cascaded to their teams. Leaders developed leaders.
- Whole organization transformation occurred, becoming client-driven across every function.

Impact



Profitable Growth



Customer and Employee Satisfaction



Coveted #1 Rank in the Industry for Safety

Tools

- CCL Leadership Culture Gap
- Dialogue & Fishbowl tools
- Beliefs in Action Workshops
- Action Development Implementation teams

Case in Point: Used Car Company



The Challenge

Challenge: The organization wanted to use a blue ocean strategy to transform from a used car company to a financial services company. Needed to change emphasis on selling cars to serving loans where customers have low income.

The Approach

- Engaged the executive team first. Stuck in technical mindsets.
- Identified that sales and finance were completely stovepiped. Customer interacted with each completely separately.
- Needed to fundamentally change belief that “we are a used car company.” Began taking a series of steps to change to a financial services company. Commissions were eliminated and sales staff put on salary.
- Through action inquiry, became tolerant of risk as tried new things.
- Whole organization transformation occurred, becoming data-driven with industry’s most accurate model for predicting loan failure and selling loan bundles on Wall Street.

Impact

- Digitally transformed, moved to internet commerce and integrated their operations end to end
- Improved profitable growth
- Became a financial services company selling loan bundles on wall street.
- Created industry’s most accurate model for predicting loan failure.
- Second largest used vehicle retailer in the United States with *a primary focus on the sale and financing of used vehicles and related products.*

Tools

- Global Leadership Profile
- Leadership Culture Map
- www.ccl.org/Transformations

Case in Point: Financial Services Company



The Challenge

Challenge: Traditional, long standing financial services organization currently restructuring the business strategy and business operations to break down silos and accelerate collaboration. Identified the need to shift the culture to one that is more interdependent in order to navigate the complexities of the organization and disruptions in the industry.

The Approach

- Engaged executive team to align the business strategy and the desired/required culture.
- Executive Team then involved the Top 80 leaders to refine the description of the behaviors required in the new culture.
- Change Champions Team formed to learn and apply new leadership practices in support of the new culture.
- Diffusion of new practices into everyday work (leader led approach).
- In parallel the Executive Team was introduced to Vertical Development to grow individually and as a collective team in service of culture change.
- ‘Practices’ developed included Dialogue, Reflection Practices, Polarity Thinking, Boundary Spanning.

Impact (“Work in Progress”)

- New practices being applied across the organization to support the culture shift
- Growing market share
- Progress in ‘targeted areas’ such as breaking down silos, risk taking, and creating psychological safety
- Improved indicators of collaboration and agility
- Increased engagement in business operations and innovation

Tools

- CCL DAC Framework and Assessment
- Leadership Culture Indicator
- Polarity Mapping
- Dialogue, Fishbowl, Thinking Rounds
- Team Reflection Practices
- Unpacking Beliefs and Assumptions
- Boundary Spanning Strategies and Practices
- Feedback
- Global Leadership Profile