



A major business group within a Fortune 100 company

This large organization was struggling with complexity and ambiguity. Their traditional leadership practices were slowing them down and organizational health scores among leaders were low. Oyster led a multi-month program that introduced Adaptive Leadership to the top 60 leaders, significantly improved organizational health and delivered stronger results.

This organization is within a large technology company and is responsible for more than \$30B in annual revenue. They are responsible for product research, design and development as well as technical marketing and technical sales. They have employees at numerous sites around the world.

Challenge

The leaders and employees of this group have a long track-record of leading-edge products in their market segments. They were accustomed to using specific, tested processes to design and deliver products. Plus, their leadership culture was very traditional: tops-down, need-to-know, risk-averse. In 2018, it became painfully apparent that the pace of change was accelerating, that product development was becoming increasingly complex and that traditional leadership practices weren't keeping pace. That's when they turned to Oyster for help.

Goal

The goal of this engagement was to work with the top 60 leaders to help them identify complexity in their work flows and then apply modern Adaptive Leadership behaviors and practices across the organization. The ultimate goal was to increase the ability of these leaders to respond more nimbly and effectively to their rapidly changing environment and achieve better results.

Strategy

Oyster collaborated with the General Manager and his staff to create a program designed to engage the leadership team in key modern Adaptive Leadership behaviors and practices.

An initial eight-hour workshop over two days immersed the top 60 leaders in identifying complexity in their business, and educating them on Adaptive Leadership and how it is very different from traditional leadership in theory and practice. This was an immersive, experiential workshop focused on interaction amongst the larger group as well as sub-team breakout discussions.

The initial workshop was followed by four-months of research and conversations among the leaders on key Adaptive Leadership behaviors that culminated with specific recommendations on addressing challenges and opportunities.

They then came back together for another eight-hour, two-day workshop where they presented and debated the recommendations, and departed with commitments, deliverables and timelines for the journey forward.

Results

This organization is well on its way to transforming its leadership culture from traditional to adaptive. Organizational health scores around trust and confidence have increased significantly both within the leadership team and across the organization overall. In early 2020, one leader told us, "Our employee engagement scores have improved substantially compared to last year, much of it because of the Adaptive Leadership work we did with Oyster. We now have a much healthier organization."

Psychological safety and collaboration have increased as well. One leader said to us, "Adaptive Leadership is continuing to progress. As you're well aware, this type of collaborative environment has been lacking for a long time."

And most importantly, performance and results have improved.