

# CASE STUDY - Creating Alignment and Shared Purpose

## CONTEXT

A leading renewable energy organisation was experiencing rapid change in its external markets, and at the same time a period of organisational change (including Executive and Senior Leadership change and restructuring) that had led to significant disruption and discontent. Some people referred to their experiences through this time as traumatic. Engagement scores declined dramatically. There was a CEO transition, with the new CEO having a strong focus and interest in culture development.

## ASPIRATION

Through a discovery process, several key themes were identified as needing urgent attention:

- Connecting to a common and inspiring purpose and aligned priorities
- Develop and empower all people as leaders
- Create coherence, alignment and a human lens to change
- Break down silos and access untapped talent
- Respond to and adaptively lead market disruptions
- Richer and more robust dialogues in order to progress the business

### From the client

*"Throughout my time working with Adaptive Cultures on our organisations cultural evolution I have seen the work create deep and resonating positive change at our Executive and Senior Leader team level, there is a deep desire to change that has been created throughout the organisation and we have a Board that supports this work; recognising that it will take time to achieve this change."*

## OUR APPROACH

The organisation partnered with Adaptive Cultures to design and execute a bespoke culture transformation program.

The work began with Storyboarding for the Board – helping them to see the potential of culture transformation and gain their buy in to the work

Through discovery workshops and the Adaptive Cultures Insights Culture Diagnostic, a cultural aspiration was defined (Collaborative Growth) that aligned to the strategy and purpose of the organisation. A deep understanding of the current stage of cultural evolution (Compliant Dependent) enabled the creation of a series of initiatives designed to progress the culture transformation, including:

- Actively considering and embedding the culture necessary to deliver strategic initiatives
- Leadership and culture programs that focused on shared dialogue, breaking down siloes, inviting agency
- Work with executive team to enable the exec to role model the cultural aspiration and create a holding point for transformation
- Senior leader forums including initiatives such as future backwards (to create engagement in one future)
- Work at senior team level across the organisation, including senior leaders coaching
- A refresh of the purpose vision and strategy for the whole organisation was established (previously being there for separate parts of the organisation, but not as one whole)
- Increased focus on system change through prioritisation and unpacking adaptive challenges and improving strategic planning processes
- Establishing a leadership alumni group

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## OUTCOMES

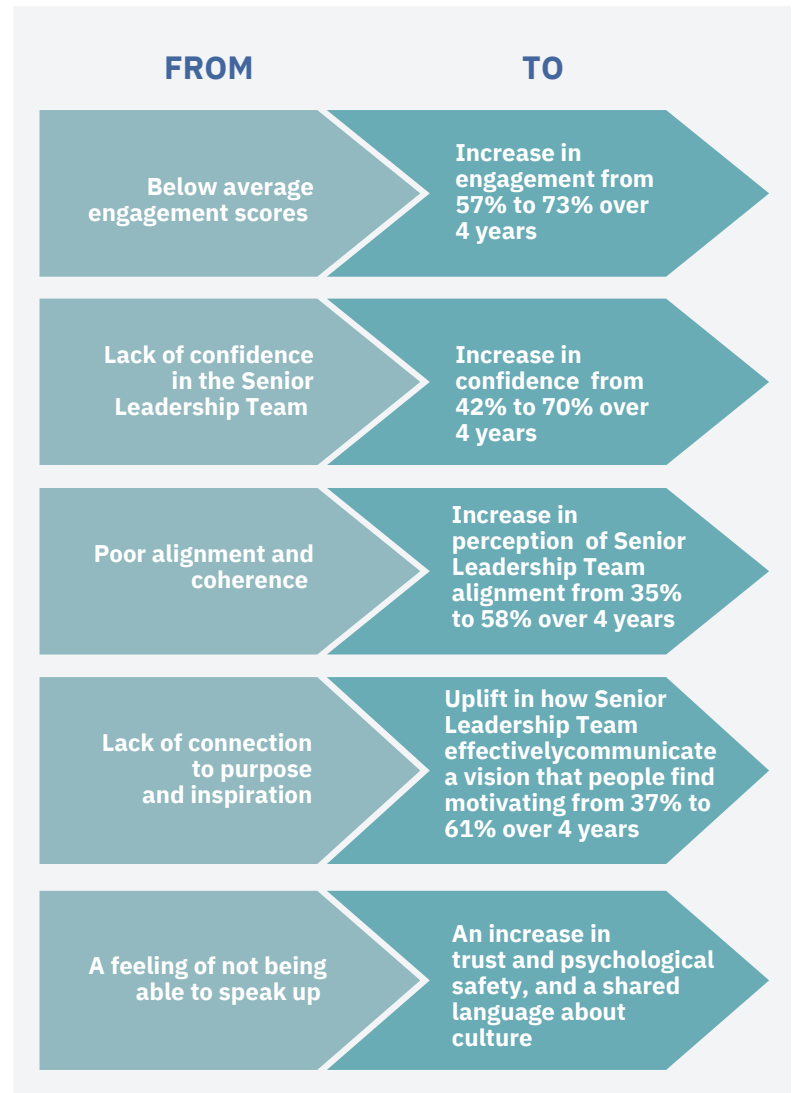
The impact these initiatives had on the organisation included:

- People returning to the organisation experienced a much greater level of vibrancy and optimism, and the ability to be able to attract a much higher calibre of candidates
- Engagement scores improved substantially
- People across the organisation expressed a much greater connection with the whole
- The alignment and commitment to one organisation increased dramatically
- An increase in trust and psychological safety and creation of a language around culture within the organisation

The uplift in alignment, engagement and trust was seen as a significant contributor to business outcomes, including improved governance, safety and financial results and more effective project delivery.

The organisation has made steady and consistent progress towards a collaborative growth culture and has embedded much stronger achievement foundations to support it in its journey. The next phase of the journey will test how well embedded the culture transformation is, with the CEO retiring and Head of Culture moving to another role.

This work was undertaken between 2021 and 2024, and continues into 2025



**Culture Transformation | Diagnostic  
Purpose Alignment | Renewable Energy  
Leadership**