

CASE STUDY - Enabling strategy execution through evolving leadership and culture

CONTEXT AND ASPIRATION

The Australian subsidiary of a global financial services organisation was struggling with a legacy Compliant Dependent culture where people were afraid to challenge, speak up or take responsibility and ownership.

The organisation was also experiencing significant disruption which meant that if they did not change their ways of working and going to market, their business was at risk.

To enable the business strategy and become more agile at making and acting on strategic decisions, it was essential that people in the organisation stepped into greater personal responsibility and challenged the status quo.

OUR APPROACH

Adaptive Cultures partnered with the organisation to deepen responsibility, expand strategic insight, and conduct authentic conversations.

We began with building the capability of the senior leadership community, running leadership workshops for 16 senior leaders and quarterly leadership forums for the top 40 leaders. Later, this extended to further groups of leaders and to all people managers in the organisation.

These interventions addressed cultural inhibitors, enhanced positive cultural attributes, and created further awareness and energy for change.

The Adaptive Cultures Insights Diagnostic was used to identify culture levers and inhibitors, and we partnered with a group of leaders to engage the business in initiatives to address these.

We partnered with the executive team to deepen accountability and accelerate strategic action. Support included leadership retreats, 1-1 coaching, and Board presentations on enabling adaptive cultures.

**Strategy execution | Culture
| Leadership | Financial Industry**

OUTCOMES

Over a 2 year period, engagement scores increased by more than 11%, and alignment scores increased by more than 15%.

The ability to speak honestly and work more constructively has been credited with turning around two key strategic projects that were at high risk.

As a consequence of the partnership, the organisation has expanded their perspective on what is possible. They have actively explored new structures and ways of working that complement the leadership work undertaken.

This work was undertaken between 2017 and 2019.

