

Kerstin's and Torbjörn's Leadership Agility Coaching Clinic Learning Case

Client's First Name: The retail company

Name for This Practice:

Transforming the leadership culture on a system level within a Tech-Department in a retail company

Relevant Background

Type of Organization (e.g., for or non-profit, industry):

Retail

Multi-brand and multi-channel

Global organization with +170.000 employees in more than 70 markets. The focus in this case is the Tech-department with around 5000 employees.

Motivation for Coaching:

Gaia Leadership is since a year back the partner for the company when it comes to developing the culture and the leadership. In the Tech-department-project we run group-coaching in teams of 3 leaders and there we have used the LA Accelerator for app. 140 leaders. These leaders operate on three organizational levels within approximately 15 organizational units. Most of them assesses themselves as Expert or Achiever.

We are also running leadership-workshop throughout the tech organization on topics connected to the vertical development such as leading in complexity, collaboration, psychological safety, neuro-leadership, growth mindset etc.

Context/situation: To provide you with helpful feedback what would it be helpful for us to know about the larger situation in which your client is working?

Since a year, the company has taken on a new and challenging mission and direction to disrupt the industry towards a more circular and sustainable business model.

The tech department is going through a major transformation since 18 months back, moving into a product-organization based on empowered product teams and agile ways of working enabled by a strong focus on creating a leadership culture towards achiever/catalyst.

High demands on the Tech-department from the rest of the company to deliver at the same time as the tech-function is in the middle of their transformation. The Tech-department's around 5000 employees are all over the world but mostly located in Sweden.

Tech as a function has moved from being "the back office" at the bottom of the organizational hierarchy to be the core department in the forefront and should take lead in the transformation of the whole company. This means that all leaders within the Tech-department also needs to influence/lead the change of culture, mindsets and behaviors in the surrounding organization.

Challenge & Feedback: What led you to use this “case” for receiving feedback? In helping this person develop their desired behavior and mindset for this practice, in what way do you feel challenged or unsure of the best way to proceed? Please be as specific as possible.

We would love to hear all your ideas and experiences about transforming leadership cultures vertically. How to best support the leaders doing so in a highly complex and challenging environment, also when you are only a part of an even bigger system?

What are the pitfalls in this? What could be some great principles to use working with this. How to handle resistance towards changing behaviors and mindsets?

Changing mindsets and behaviors, how to meet and handle the expectations from employees who are used to have more of expert/achiever-leaders in the history.

How to support and develop the leaders towards achiever-/catalyst leadership also when it comes to leading peers / stakeholders within the Tech-Department. To support and challenge each other to grow and develop. Their desired culture has a great focus on learning and we want to build in learning and development between leaders as part of their daily work.