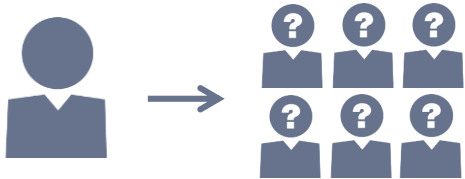


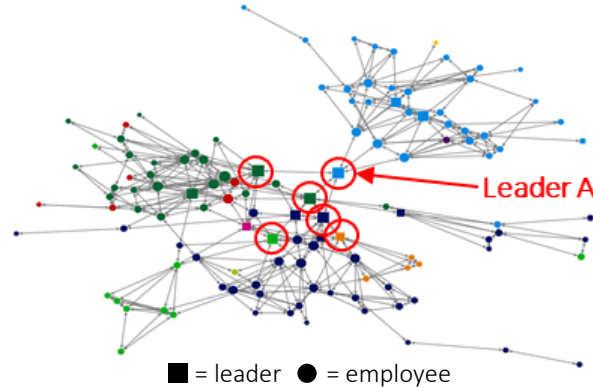
CASE FROM TOP-DOWN CONTROL TO BOTTOM-UP CULTURE TRANSITION

CHALLENGE WHO TO ENGAGE IN NEW TRANSITION



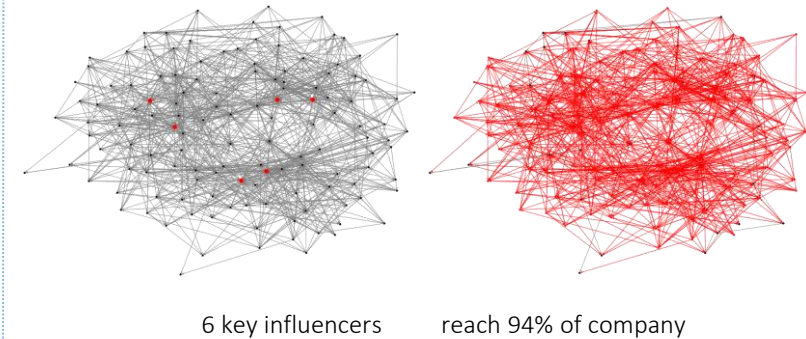
- An architecture company with +150 employees internally promoted a new CEO with the mandate to take on a culture transition
- The new CEO knew the culture transition had to be driven by the informal organization, and he knew that the deep-rooted leadership style from the years before could become a serious obstacle to the success of the transition
- The new CEO wanted to find the key persons on employee level – the key influencers – that could help him drive the new culture

INNOVISOR INSIGHT FORMAL STRUCTURE AS BARRIER



- Innovisor identified two insights that the new CEO needed to successfully accelerate the culture transition:
 - 1. The company's formal structure resulted in a collaboration barrier!** Six leaders were bottlenecks for collaboration across locations. The company's largest location – New York - only collaborated with the rest of the company through Leader A, who displayed a controlling leadership style
 - 2. Influence was found on employee level!** Six key influencers influenced 94% of the company. All were a surprise to the new CEO

ACTION BOTTOM-UP INFLUENCE AS ACCELERATOR



- Selected employees from New York were included in cross-collaborative projects to bridge the divide
- Leader A was repositioned into a Special Assignment role with no formal managerial obligations
- The six key influencers were engaged as the voices of the people allowing the CEO to understand how the rest of the organization perceive the culture transition
- The six key influencers were involved in specific cultural activities during leadership meetings