



Corporate Transformation In A Mature Organization

Background

An established software development company of 1,700 employees faced an increasingly competitive marketplace, with changing customer needs and employee expectations.

In response, leadership proactively decided to drive exponential thinking and action for employees at all levels, in an effort to source new growth opportunities.

Problems to Solve

The organization's leadership was looking to:

- Increase the overall capacity to innovate
- Increase the speed of decision making for all employees
- Encourage more experimentation and autonomy
- Build a more customer-focused perspective
- Encourage a consistent approach to developing new ideas for all employee levels
- Create a movement of engaged employees to drive ongoing culture change
- Encourage ongoing behavior change, rather than excitement around a single event
- Engage existing employees and enhance recruiting efforts with ExO thinking

Solution

In response, ExOxo designed a program with the following features:

- Theory, practice and institutionalization are integrated in short feedback loops for all phases of the program
- Start with all the change agents inside the organization, followed by the doubters and the laggards in the next programs
- Fully tailored content and methodology that was consistently cascaded down the organization from the C-suite to the lowest levels of the organization
- Delivery approach designed for audience needs, especially where scalability was required to engage hundreds of globally distributed employees
- Most program management handled by the ExOxo team, given the tight PM resources on the client side
- Generate ongoing engagement, community building, common language and behavioral change
- Focus on two of the organizational criteria outlined within the Exponential Organizations book, in this case Autonomy and Experimentation



Approach

The organization's leadership engaged ExOxo to design a fully-tailored program that included a series of talks, interactive workshops, coaching, online programs and resources, that was rolled out (within only 4 months) across the organization in a cohesive, thoughtful manner. The resulting program included the following elements:

- **Board Buy-In** - A half-day session focused on the impact of an exponential environment to their organization, agree on overall program direction and commitment by each Board member.
- **Exponential Maturity Assessment** - A survey gauged employee's exponential and innovative perceptions, setting the stage for the program.
- **Senior Leadership Strategic Support** - A two-day session with senior leaders developed a framework to drive the business towards a more exponential operating-model. Included theory and institutionalization.
- **Mid-Level Management Facilitators** - Forty mid-level leaders completed a three-day intensive workshop on exponential thinking, autonomy and lean startup methodology and practice. The goal was to generate customer-focused, exponential ideas and train participants as Facilitators for the program's next stage.
- **Employee Ambassadors** - Using a similar curriculum to Management Facilitators, over 200 globally-dispersed employees participated in 8 sessions, spread over 4 weeks. For each session, participants gathered in a physical or virtual meeting room with 15 colleagues to watch a 30-minute live streamed theory and case study-based presentation, followed by a structured 90-minute working session led by Facilitators from the earlier program. Participants generated, selected and developed exponential ideas using the lean startup approach in self organized teams.
- **Ongoing Employee Engagement** - To engage employees and inspire new thinking participants could access an online Library / Newsletter of innovation-related materials over 6-months. This included a range of proprietary innovation and ExO-focused templates, along with weekly curated online articles, videos and book summaries, based on the client's needs.
- **Tracking and Reporting** - Various tracking and reporting activities focused on idea development, participant's application of learnings and perception of the organization, etc.



Results

This program surpassed all expectations, and is in the process of being expanded. Some results include:

- 30+ high-quality exponential ideas generated, with 6 selected for further development
- Participant program retention was tracked at **89%**, exceeding set targets
- Participants have been actively pushing for program extension across the broader organization, even to the CEO
- Post-session sample survey results indicate:
 - Senior Leadership said,
 - The exercises helped create valuable ideas to improve the organization: **4.6** out of 5.0
 - The ideas generated from this program have a good chance of impacting the organization: **4.6** out of 5.0
 - *"The interactive part of the program worked very well for me. I believe good ideas came up to be investigated in the near future."*
 - Management Facilitators said,
 - The instructors were knowledgeable about the subject: **4.8** out of 5.0
 - The concepts presented in this program can be applied to the organization: **4.6** out of 5.0
 - *"Plenty of room for team work kept us engaged and kept energy high."*
 - Employee Ambassadors said,
 - I can share what I've learned in the program with my colleagues: **4.3** out of 5.0
 - The Facilitator(s) that I worked with were helpful = **4.3** out of 5
 - *"The interactive sessions within the smaller teams gave everyone a chance to express their ideas."*
- The Library / Newsletter surpassed usage targets by **50%**
- The organization is expanding the program beyond the initial engagement to build an exponential organization.

Contact

To learn more about this, and other client engagements, please contact the following:

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The CEO of this client organization is available to discuss this engagement, upon request.