

Leader Lab: Adopting an enterprise perspective



Client need

An American multinational medical technologies organization was in the midst of significant growth, expecting to double its workforce. To continue thriving as a larger organization and adapt to changing client needs, all employees needed to gain an enterprise mindset. As such, the company partnered with BTS to help its senior leaders adopt a mindset of greater interconnectivity and customer-centricity.



The solution...

With BTS's support, the organization developed a Leader Lab solution. This program would enable participants to work together effectively and gain a holistic, enterprise-wide view of the company.

To accomplish this overarching goal, participants were expected to:



The program, which spanned three days and was conducted entirely in-person, included the following:

- 01 Pre-work** – a case study reading exercise, which was modelled after the business and set the scene for the business simulation.
- 02 Strategic planning** – outlined priorities and the plan to execute the strategy.
- 03 Running the company** – a realistic business simulation where participants joined cross functional teams to practice running the business.
- 04 Debrief sessions** – a facilitated post-simulation gathering to discuss performance and observed behaviors.
- 05 Company-led sessions** – a platform for company leaders to go deep and explore business challenges and opportunities.
- 06 Execute** – activities to ensure application and reinforce learning back on the job.

Throughout the Leader Lab experience, participants engaged in an enterprise simulation where they managed a fictitious company that closely resembled their organization. The simulated company had built strong relationships with its past customers. However, technology and evolving consumer needs added pressure to meet expectations. Facing these challenges in a simulated environment enabled participants to debate in teams, determine the best possible course of action, and make decisions with input from across different sectors of the business.

After each simulated round, participants took part in facilitated sessions, led by BTS coaches, to explore:

- The results that their decisions had on their performance
- The difficult trade-offs they faced
- How they communicated and effectively worked as a team

In one-on-one conversations, coaches helped participants identify specific leadership strategies and challenges revolving around three central themes:



Ultimately, these sessions prompted participants to commit to action and hold each other accountable.



Results

Afterwards, participants provided feedback through comprehensive surveys, yielding the following results:

Quality of sessions

- Most participants were highly satisfied with the program.
- Over half reported that they were “very satisfied” with all aspects of the program, which included customer focus, operating models, relevancy of content, time with BTS coaches, and engagement with peers and leaders.



Most believe that the program will positively impact their career growth and development, as well as found it applicable and inspiring.

All of the participants agreed that the Leader Lab content was relevant to their challenges as leaders, the insights generated during exercises and debriefs were helpful, and that they learned something new in the process that will influence future behaviors and decision-making.