

Cascading a Leadership Framework



Client need

A leading international oil and gas company wanted to align its top 5,000 managers to its new leadership framework. The company wanted to ensure that its top 400 executives became “change leaders” by facilitating sessions for their people in the flow of work.



The solution

The organization partnered with BTS to create a solution that:

- ✓ Leveraged BTS' **Digital Cascade Tool** to craft an interactive digital meeting-in-a-box.
- ✓ Allowed **senior leaders to facilitate sessions themselves easily, locally, virtually and effectively** in an engaging way far more impactful than merely distributing a PDF or presenting a slide deck.
- ✓ Included a discussion on the case for change, **exploration of pivotal leadership moments**, self-assessment on the framework, and commitment to actions to be implemented on-the-job.
- ✓ Enabled the client to cascade the framework and **rapidly drive behavior change** while also **harnessing data to gain insights** from the global deployment to 5,000 managers within six months.



Results

- ✓ After a successful pilot phase, the organization expects to reach the top 5,000 leaders within 6 months.
- ✓ Based on the pilot results, participating leaders will enact tens of thousands of “go-dos,” actions to be implemented on-the-job, in their daily work to live the new culture.
- ✓ Following the early success, the company launched a similar initiative to cascade customer centricity to an even wider audience.

Ethics & Leadership



#cascadingalignment: Highly interactive webinars for 1000-2000 per session.

Objectives:

- ✓ Recognize ethics issues
- ✓ Apply a framework for ethical decisions
- ✓ Understand resources available

Ethical Decision Framework

Senior executive presentation of ethical decision-making framework around what we call "The Right, The Good, and The Fitting." Link back and debrief of case exercise. Reveal of full framework.

Time: 30 min

Where You Go from Here

Leaders engage in an Idea Hunt to crowd-source and prioritize actions they can take to foster an ethical culture. Senior executive debriefs the exercise and underscores the importance of going and doing the top rated actions. Conclusion with resources available.

Time: 20 min

Activity
1

Case Part 1: The Email

Leaders work through a case exercise, identify possible ethical issues and rate the criticality of potential impacts. Real-time sharing of contributions and debrief of answers by senior executives.

Time: 20 min

Activity
2

Case Part 2: Our Call

Case unfolds with a series of phone conversations related to the issues surfaced in Part 1. Leaders apply the decision framework to brainstorm specific responses and identify action traps.

Time: 20 min

Activity
3

Activity
4