

Transforming an Energy giant's leadership culture to support enterprise alignment

Client need

Facing a rapidly evolving energy landscape, a multinational energy corporation recognized the need for a fundamental transformation within its Australian branch. Historically project-focused, the company struggled to maintain cohesion across its various operations. The stakes were high: without a unified business culture and strategic alignment, the company risked losing its competitive edge and failing to navigate the complexities of the modern energy industry.

To ensure sustainable success, the leadership knew they needed more than just a tactical shift—they required a deep, cultural change that would align their entire enterprise under a common vision. The challenge was clear: how could they transform their leaders' mindsets and behaviors to create a cohesive, forward-looking organization?

Solution

To tackle this challenge, the corporation turned to BTS to co-create a transformative solution that would not only address immediate needs but also prepare the organization for the future. Together, they developed an immersive, in-person simulation experience that was unlike any traditional training program. This simulation projected participants 30 years into the future, creating a vivid, customized business scenario that mirrored the complex challenges the company might face in the coming decades.

The simulation was designed with several key objectives in mind:

Strategic optimization: Leaders were guided through strategies that would be critical for navigating future industry challenges, helping them understand the importance of aligning short-term actions with long-term goals.

Cross-functional collaboration: The program fostered relationship-building across different parts of the organization, breaking down silos and encouraging a more integrated approach to problem-solving.

Personal development: Leaders were challenged to step outside their comfort zones, adopting new ways of thinking and behaving that would be essential for driving the company's strategic vision forward.

Realistic challenges: By simulating on-the-job challenges, the experience allowed participants to experiment with solutions in a risk-free environment, learning from their successes and failures in real-time.

The program was developed over several phases, beginning with comprehensive stakeholder interviews and pilot testing. This process ensured that the final experience was not only highly relevant but also deeply engaging. Leaders were grouped into diverse cohorts, where they engaged in scenario-based roleplaying exercises that reflected the complexities of their real-life roles. These exercises were followed by debrief sessions, where teams reflected on their strategies and learned how their decisions impacted broader business operations.

To support the cultural shift, BTS also provided a suite of behavioral guides tailored to the company's needs. These resources equipped leaders with the tools they needed to navigate the operational transition, promoting enterprise thinking and resilience in the face of industry surprises. Personalized coaching sessions further enhanced the learning experience, offering one-on-one guidance that helped participants translate their insights into actionable plans for their day-to-day roles.

Results

The impact of this comprehensive program was significant and far-reaching. The program achieved a **Net Promoter Score (NPS) of 80, surveyed across 500 leaders from 15 cohorts**, underscoring its **effectiveness** and the **positive reception** from participants.

Leaders emerged from the program with strengthened decision-making skills, a deeper understanding of business complexities, and enhanced resilience in navigating the challenges of the energy industry. The immersive, game-like nature of the simulation not only made learning enjoyable but also solidified the cultural transformation the company was aiming for. Participants credited the program with helping them internalize the company's new strategy and empowering them to lead their teams with a renewed sense of purpose and alignment.

This case study highlights how a creatively designed, immersive learning experience can drive strategic enterprise alignment, fostering a unified culture that equips leaders to navigate the future with confidence. By focusing on realistic challenges and providing tailored support, BTS helped this energy powerhouse not only envision its future but also take the necessary steps to achieve it.

Testimonials

- “ The program provided excellent fundamentals about the impact of decision-making across the value chain and gave me a clearer understanding of the levers used by management.
- “ This course truly cemented in my mind the importance of considering all elements of the value chain together. The simulation shined a light on the complexity of the business and the many drivers, metrics, and desired outcomes that need to be balanced or traded off.
- “ The exercise of representing other parts of the value chain was eye-opening. It pushed us into uncomfortable yet insightful spaces where we had to rely on each other's expertise.
- “ The course was highly enjoyable, with a perfect balance of simulation, discussion, and humor. The sessions were well-structured and expertly managed.
- “ The simulation reinforced the value of cross-functional collaboration, which, along with specific insights into other areas of the business, I will continue to promote within my team.