



Real case preview

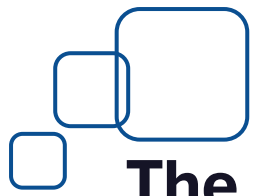
What if the culture problem is not the people— but the signals leaders send every day?



Leadership Effectiveness at Scale:
Culture, Operational Model and Strategy

Allen Jellas





The leadership paradox

We've been asked to empower, collaborate and innovate, while the system still rewards control, certainty and short-term delivery.

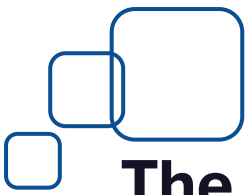


What leaders say



What the system rewards

Culture lives in the gap.



The system set expectations

Leadership Expectations

**Shape
Our Future**

Disrupt Ahead
of the Curve

**Free Up
Energy**

Accelerate &
Simplify

**Build The
Best Team**

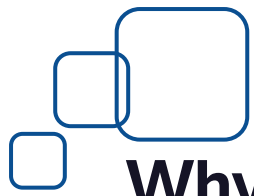
Coach &
Care

**Achieve
Together**

Collaborate
to Win

**Use Your
Judgement**

Empower &
Trust



Why now?

What leaders were facing



Organization

- Collaboration
- Organizational structure
- Silos
- Policies
- Accountability
- Shared ownership

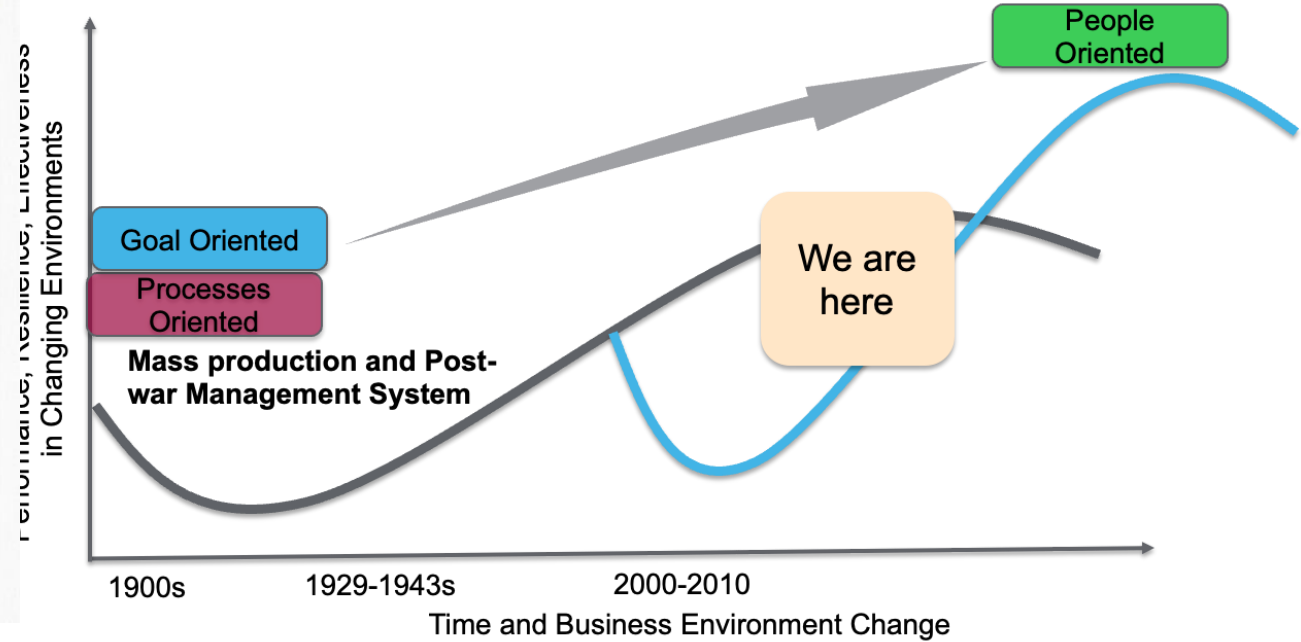


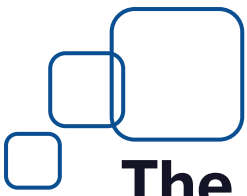
People & leadership

- Technology & AI
- Generational differences
- Keeping talent



These were not only leadership issues. **They were system issues.**





The system always speaks louder than the slogan

“We value innovation”



Business cases require certainty before experiments begin.

“We value collaboration”



Functions are rewarded only for local targets.

“We value empowerment”



Decisions still move upward for approval.

“We value learning”



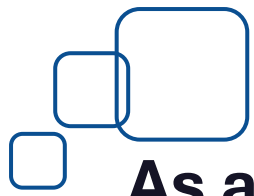
Failure triggers blame and tighter control.



What leaders focus on, becomes culture



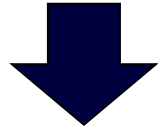
Culture is the cumulative effect of repeated leadership signals.



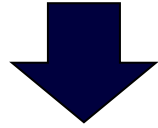
As a leader



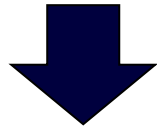
Focus



Step back



Gain a broader, deeper view

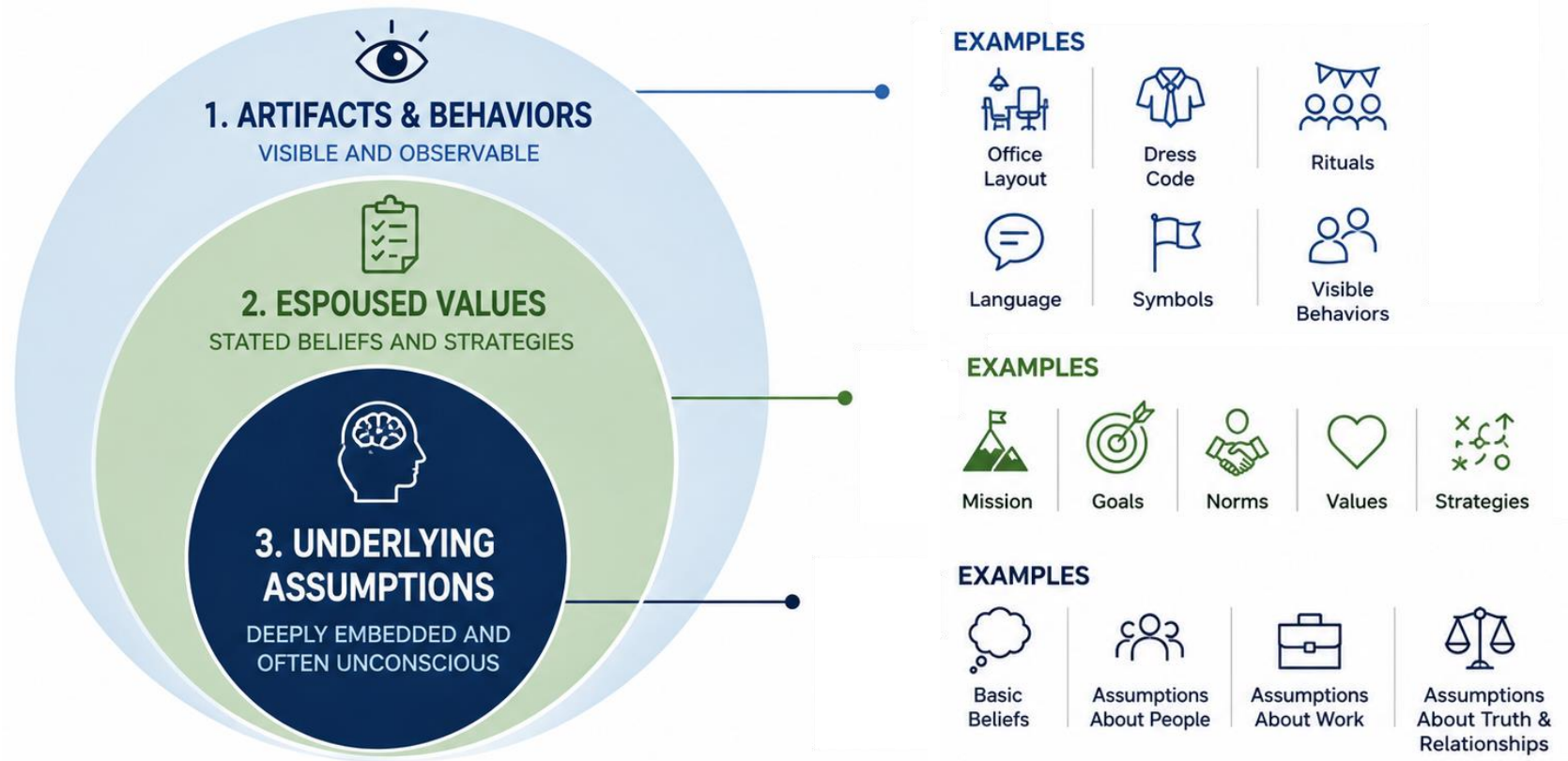


Re-engage, take an action



Employees read culture through everyday signals

- What gets discussed
- What gets measured
- What happens when things go wrong
- Who is trusted to decide

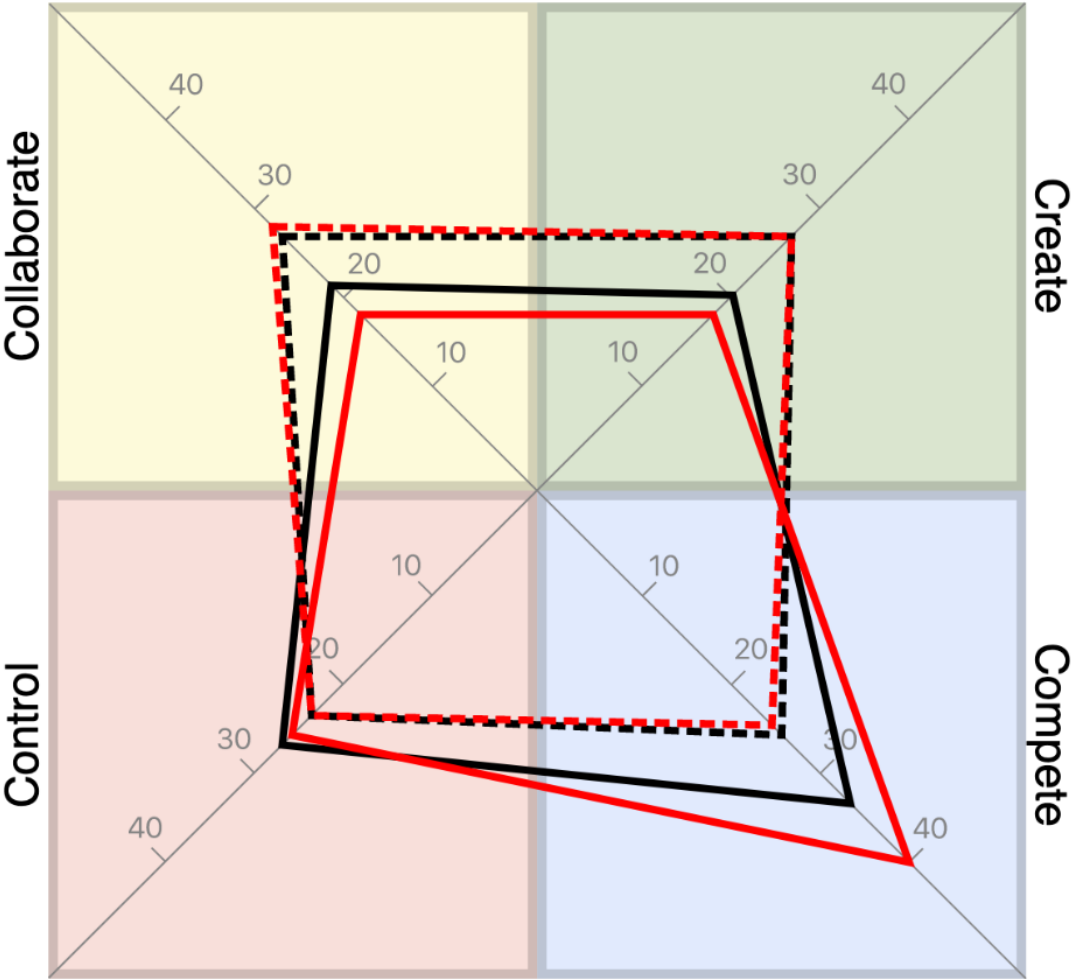


Edgar H. Schein's Three Levels of Organizational Culture model.

Culture is not the poster on the wall



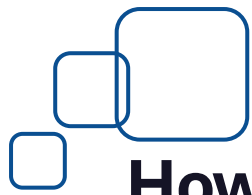
And then, what happened....



We are **discovering** that our organization is less effective with our own employees in creating a collaborative and creative space to contribute.

We are **confirming** that our organization has a strong focus on quality and speed.

We are well-structured to deliver value to our clients.



How case evolved



1



2



3



4



March — Diagnose

surfaced silos, accountability, shared ownership



Spring / Summer — Align leaders

linked strategy, culture and leadership habits



Autumn — Experiment

leaders listened more, rewarded collaboration, and gave teams more space to act



December — Inspect & sustain

reviewed what changed and what the system still needed

Listen

Align

Experiment

Inspect



When leaders start focusing on what matters

CLARITY

Fewer priorities. Clearer outcomes.
Explicit trade-offs.

LISTENING

More questions before answers.
More time near the work.

OWNERSHIP

Teams brought proposals, not only
escalations.

REINFORCEMENT

Recognition shifted toward collaboration,
learning and judgement.

Leadership attention moved from controlling activity to enabling outcomes.



What employees start to experience

**MORE
VOICE**

**FASTER
DECISIONS**

**GREATER
TRUST**

**SHARED
OWNERSHIP**

**BETTER
DEBATE**

**LESS
ESCALATION**

**MORE
LEARNING**

What have we achieved, so far...

WHAT

- Supply recovery- war rooms
 - Forecast accuracy
 - BOV
 - OTDS
- Kaikaku
- Switch from recovery challenges to better than normal context
- Competitiveness workshops

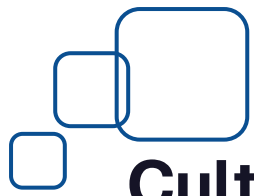
HOW

- Higher individual efforts
- Working as team
- Cross functional
- Embrace change
- Less tensions

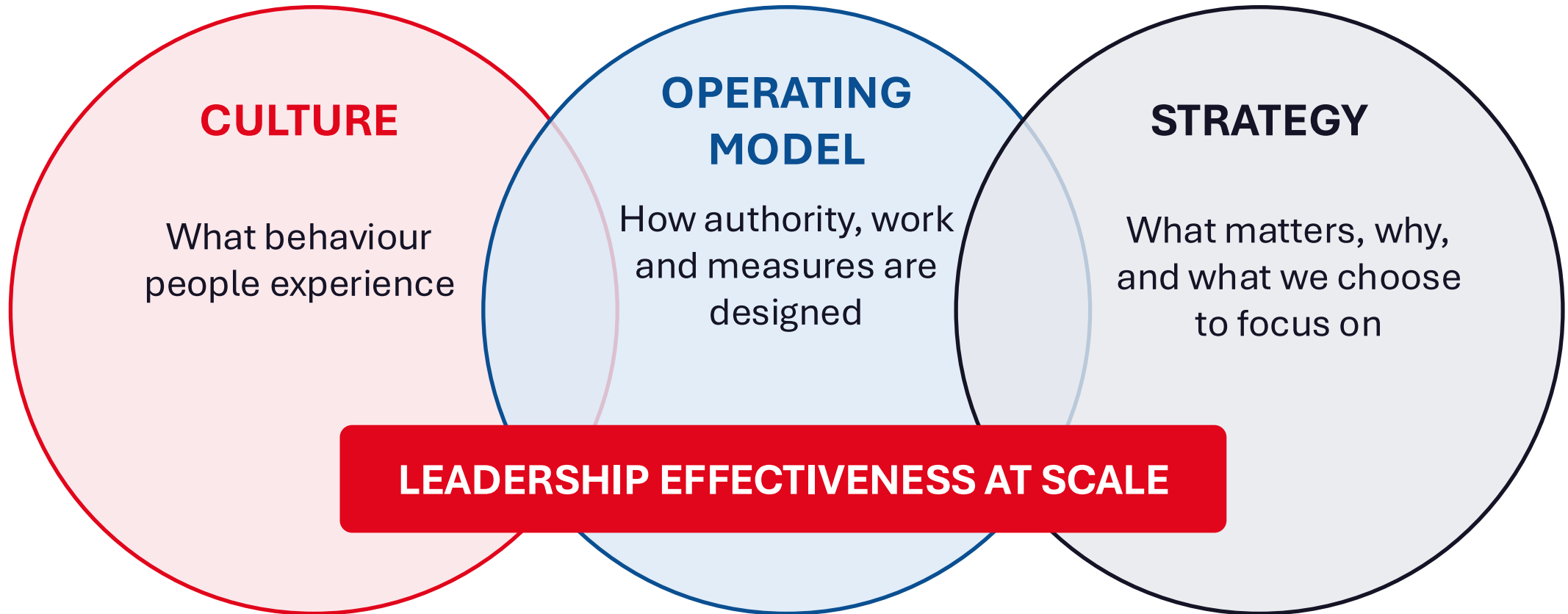


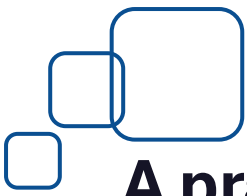
Life Is On

Schneider
Electric

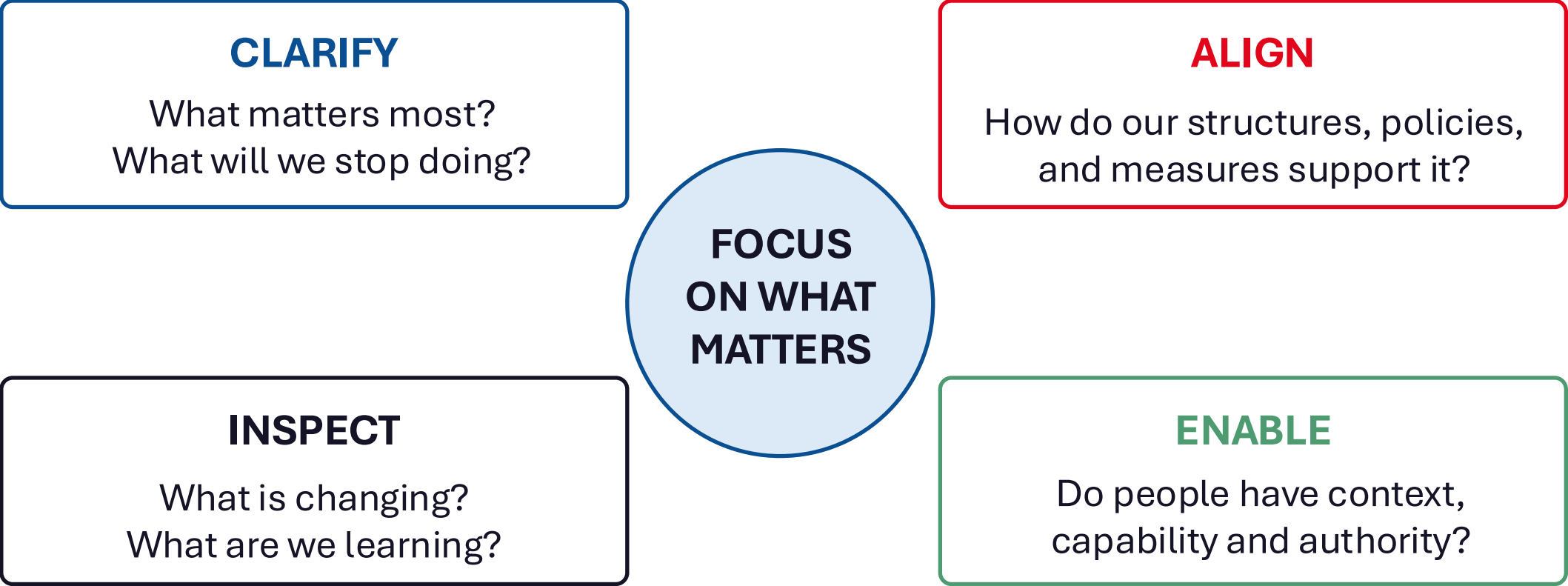


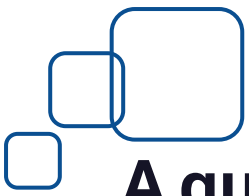
Culture, operating model and strategy must reinforce each other





A practical leadership cycle





A question for your organization

**“We say that _____ matters,
but our system rewards _____.”**

Please share your sentence in the chat.

THREE IDEAS

TO TAKE WITH YOU



1. CULTURE

Culture is the **cumulative effect** of repeated leadership signals, especially under pressure.



2. FOCUS

What leaders **pay attention** to becomes important.

What they **ignore** becomes optional.

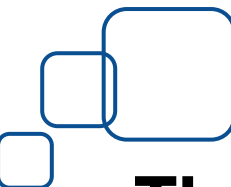


3. SYSTEM

Leadership focus becomes credible only when **structures, policies** and **measures** reinforce it.

At scale, **EFFECTIVENESS** is less about heroic leaders and more about an organisation designed for **GOOD JUDGEMENT**.





Thank you



When leaders focus on what truly matters and align the system around it culture stops being an aspiration and becomes an organisational experience.



Let's connect

Your feedback is appreciated

The logo for e-on, featuring the text 'e-on' in a red, stylized font.The logo for Blue Water Shipping, featuring the text 'BLUE WATER SHIPPING' in white on a blue background.The logo for SVITZER, featuring the text 'SVITZER' in white on a grey background, with 'cardlay' in yellow on a black background below it.The logo for Schneider Electric, featuring the text 'Schneider Electric' in green.The logo for MAERSK, featuring a blue star icon and the text 'MAERSK' in black.The logo for Novo Nordisk, featuring a stylized cow icon and the text 'novo nordisk' in black.The logo for RAMBOLL, featuring the text 'RAMBOLL' in white on a blue background.The logo for FLEXERA, featuring the text 'FLEXERA' in blue.The logo for NOKIA, featuring the text 'NOKIA' in blue.