

A new leader at a Fortune 200 company used 9Lenses to gain strategic insight into her new organization



A new executive needed to create a strategic plan

A leader at a Fortune 200 company was moving into a new position with 52 direct reports across seven regions. As part of her leadership transition, she was expected to develop a 60-day strategic plan to move the business forward. In order to do so, she needed to be able to rapidly and thoroughly understand the current state of the business. The leader traveled to each of the seven regions to meet her teams in person, but in order to obtain the level of insight she needed, she would have had to make a number of additional trips. Moreover, the leader recognized the difficulty of gaining an accurate understanding of the business through initial team meetings, as employees are frequently reluctant to share their perceptions with a new leader.

9Lenses enabled the leader to rapidly understand her organization's challenges and opportunities

The leader turned to 9Lenses in order to reduce the lead-time for strategic onboarding and quickly design a plan that would allow her to make informed decisions to move her teams forward. Designed to capture high-level perspectives on the effectiveness of the department, the 9Lenses interview targeted the basics of organizational health such as communication effectiveness, innovation opportunities, and operational efficiency.

The 9Lenses interview highlighted key focus areas

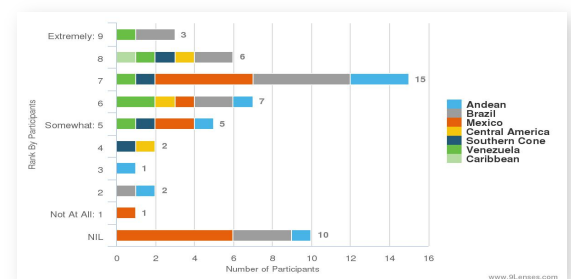
Over a period of twelve days, the interview collected over 11,000 data points from 55 participants at a 95% participation rate. Because the interview was anonymous, the leader was able to circumvent political barriers to gain a thorough perspective. The data revealed a number of immediate focus areas, highlighting tools that were not as useful as assumed and issues around alignment of the organization with other parts of the business.

Challenges:

- A leader in a new position needed extensive understanding of her new organization in order to move forward strategically
- Multiple regions made alignment and understanding of issues difficult
- Traditional strategic onboarding is time-consuming and often insufficient

Results:

- Identified a lack of team alignment and complications with certain tools
- Leveraged insights to develop a strategic plan within 60 days of hire
- Used data to drive team alignment across seven regions



9Lenses Analytics Platform

The leader used the interview results to align her teams and create a 60-day plan

The leader communicated the interview results to her team members to ensure everyone was aligned. With the data collected from the interview, she was able to gain an accelerated understanding of the business and create a 60-day plan to meet her goal. Because the plan was based on hard data and rich insights from the employees, she was able to forge ahead with the confidence that her plan was what the business needed to move forward. The company as a whole saw the value of aligning leadership with team members and identified a number of additional opportunities to leverage 9Lenses software.