



How Lead Above Noise helped this retail company #Activate a change, shifting from resistance and stagnation to agile and ready to innovate with this Power Up Pulse Check.

Challenge

In this retail organization, tenured teams have always “done things a certain way.” Successful for many years, recent market shifts require that we reimagine how we work. We’ve made some changes to our organization and ways of working – but we’re meeting resistance to change. We’re also seeing strife between teams and have had a handful of resignations. We need to get things back on track but we’re not sure where to begin.

Approach

We ran a Pulse Check Using our proprietary framework* for defining activated teams, we conducted 3 focus groups, asking, probing, listening, learning, and extracting actionable insight.

Within one week, we presented themes and recommendations to senior leadership.

Insights

From just 3 focus groups, we gleaned numerous insights which we organized into key themes including:

- ▶ Too many process design choices were made without the input of those would need to implement.
Processes made sense on paper but not in reality
- ▶ Inconsistent messaging across teams led to unclear priorities and objectives, resulting in tension over collaboration
- ▶ Tenured employees felt their years of experience and wisdom were obsolete and unappreciated, leaving them feeling unrecognized and devalued

Early Action

We recommend clients take small, visible actions to start – building momentum and earning trust from their teams. Some initial recommendations included:

- ▶ Inviting frontline teams to advise on process adjustments – to simplify while still meeting “new world” objectives
- ▶ Alignment and key messaging session with senior leaders to drive consistency throughout the organization
- ▶ Leaders to identify and recognize long-time performers, inviting them to mentor (and be reverse-mentored by) newer employees

Results

“We can’t believe the turnaround we’ve seen in just a few weeks,” [SVP, General Manager, Northeast Territory] “Our teams are leaning into the change – helping us refine the change rather than resisting it. Our team leaders are cross-checking priorities to ensure we’re all rowing together. And our teams just look more energized; more ‘in it’ – this exercise was just the thing we needed to reinvigorate our movement into the future.”



Our Proprietary Activation Framework

Activated teams are those that demonstrate exceptional performance and enjoy employee experiences that fully engage. We activate by creating the conditions in which our teams can do four key things:



DELIVER

"I am equipped to get my best work done. Expectations are clear. I work without obstruction or inefficiency."



DEVELOP

"I am growing new skills and capabilities. I'm challenged and excited. I receive feedback, coaching and opportunity."



CONNECT

"I belong here. I feel purpose, part of a team and community. All ideas and questions are welcome."



THRIVE

"My wellbeing matters. I'm recognized and appreciated. I set boundaries, manage my energy and feel respected."