



Transformation in Action

- **Industry:** Healthcare
- **Purpose:** Leadership transition and team alignment
- **Overview:** New leader, restructured and growing team with evolving priorities

Turning Leadership Transitions into Team Success

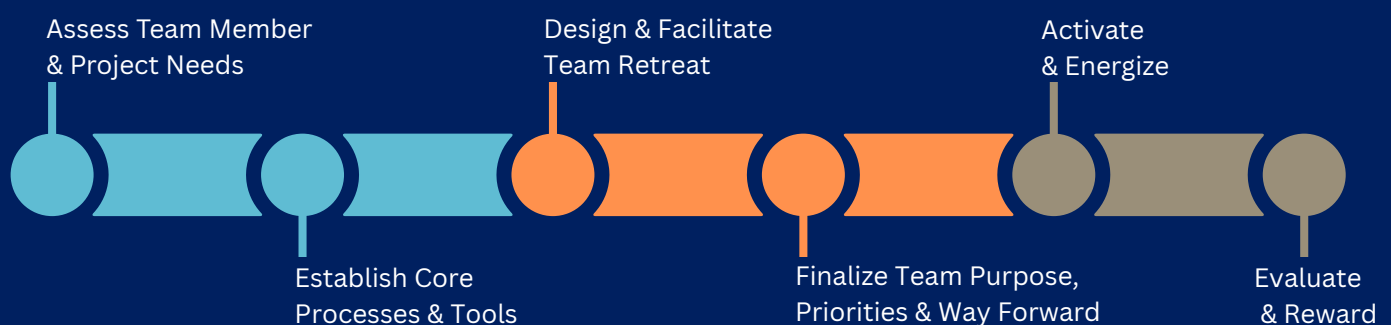
The Challenge

An executive transitioned into a higher-level role marked by increased complexity, broader visibility, and enterprise significance. As part of a larger restructuring, she also inherited a team that had been intact for two years and developed its own norms, goals and ways of working. The new leader needed to establish her own leadership expectations while honoring the past and gaining buy-in for a new strategic direction. The team's scope was shifting toward enterprise-level transformation and leadership development work, with two new full-time staff members and an external consultant to support the expanded mission. Operating in a remote/on-site hybrid environment made presence, connection, and communication more critical. To build a high-performing team ready for this next chapter, team members needed to establish shared goals, clarify roles, and align on how they would work together.

Our Approach

Grounded in evidence-based models of team development and behavior change, Baystone's principal consultant's approach prioritized collaboration and co-creation from the start. She and team focused on strengthening foundational team processes: establishing clear, shared norms for communication, decision-making, and best practices to prioritize projects. The consultant facilitated a team discussion to compare and co-design a custom project management dashboard that enabled visibility into progress, capacity, and opportunities for stretch assignments. Ahead of a two-day retreat, the principal consultant conducted assessments to understand individual strengths, working styles, and team dynamics. She leveraged insights from interviews to inform the design of theory-based, interactive sessions. Facilitated sessions aligned on purpose, clarified roles, and created team agreements, ensuring every voice shaped how they would work together moving forward. The team produced a charter, logo and name. By end of month, the team finalized workflow processes.

Key Elements



Results

- **Stronger Alignment:** Clearer understanding of shared goals, roles, and team priorities.
- **Improved Collaboration:** New norms led to efficient communication and decision-making.
- **Increased Awareness:** The team's project dashboard provided real-time insight into members' workload and project status, supporting better planning and resource allocation.
- **Foundation for Growth:** The expanded team emerged with more trust, clearer direction, and stronger sense of ownership, which positioned them to lead enterprise-level change.

