



Lean Fox Solutions

**Health Care
Manufacturing
Services, Technology & Sales**

Utilizing a Behaviour-Based Leadership Approach to support Organizational Scale and Growth

Background

“The organizational world is littered with people who fail because they didn’t adjust their behavior to the changed or changing situation.”

Dr. Robin Stuart-Kotze

Knowing when, how and what to change as organizations evolve is one of the most critical challenges of any organization. In the evolution of start-up organizations it is a critically important that the leader understand their own and their team’s strengths, deficiencies and team effectiveness as they look to position their organizations to take the next step.

LeanFox Solutions works with organizations of all sizes to improve overall organizational and team performance; however, our recent work with a small IT start-up organization demonstrates how our behavioural kinetics approach helps organizations looking to scale-up by understanding its people, their current and needed behaviours and assessing key gaps and challenges that need to be addressed in order for this company to be successful.

Situational Assessment

Oculys, a technology company based in Waterloo, Ontario, provides software to hospitals to support improved patient flow and publicly report emergency department wait times. The company has been in existence for approximately 6 years and has installations in over 35 hospitals across Ontario and Manitoba. In spring 2016, Oculys was selected at part of a national scale-up program designed to support 10 small technology start-up companies in Canada to scale globally.

The vision of Oculys is to develop a simple, singular tool that consolidates essential hospital operational and utilization data across systems into one view in real-time. With the Oculys solution, healthcare leaders and teams have access to the pulse of their operations – from emergency department wait-times to operating room performance and patient flow bottlenecks – anytime, anywhere on any mobile device.

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As a company, Oculys is entering a new phase of the organizational life cycle. Typically, the organizational life cycles include 5 phases: Seed and Development, Start-Up, Growth and Establishment, Expansion, Maturity. Oculys is transitioning from Growth and Establishment to Expansion. This evolution in the life cycle requires the leadership of the company to think about and assess the current performance of all team members in order to understand the 'culture' of the current organization and to best position its next steps.

Behavioral Assessment & Key Behaviour Indicators

Understanding the situation for his company was about to change, CEO Franck Hivert partnered with Lean Fox Solutions in early 2017 to assist in a current state assessment and behavioural analysis. Lean Fox Solutions (LFS) deploys a technology developed by Behavioural Sciences Systems Ltd. (BSS) to assess individual and team behaviours. The BSS questionnaire provides individuals and teams with a data-based overview of their current set of behaviours contributing to or hindering the individual and team's levels of performance. Developed over years of behavioural kinetics research and validated by the London School of Economics the BSS technology provides organizations the opportunity to objectively assess the culture of their organizations demonstrated through leadership behaviours.

Leaders and organizations have known about and emphasized the importance of Key Performance Indicators (KPI's) for years, but at LeanFox we believe that alongside KPIs sit KBIs - in other words, the actions and behaviors each job holder should be doing to perform their job most effectively.

Client Engagement

Franck is a hands-on leader who spends a considerable amount of time and energy on direct involvement with all aspects of the organization's operation. He understands his role must shift into a more strategic leader so that he can focus on the critical priorities of the business while at the same time create capacity in the organization to build and scale. Franck's own behavioural assessment results provided him tremendous input into where and how his Key Behaviour Indicators (KBI's) had to shift as the most senior leader in the organization. Having the entire Oculys team completed the BSS questionnaire allowed us to objectively understand where the team and its leaders needed to focus on in order to improve effectiveness. A team interpretation and individual reports were provided back to the all individuals on the team 5 days prior to an on-site team building and coaching session. Other services included one-on-one coaching sessions and leadership training sessions.

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Outcomes and Results

- Data-Driven Results
 - ◆ The data provided by BSS for all individuals and the team gives leadership insight into current performance and gaps.
 - * *“The objective data-driven information we received through the BSS questionnaire gave me tremendous insight into not just my but my entire team’s level of performance, where we had opportunities to improve and gaps to fill.”*
- Actionable Outcomes
 - ◆ In the course of a half-day session the team came together to develop a “vision” of where Oculys was going, how each member of the team contributed to that success and aligned the company toward the next stage of growth.
 - * *“We’ve done lots of team-building activities, but this session was by far the most effective for getting everyone on the team on the same page and creating commitment.”*
- Highly Effective Development & Coaching
 - ◆ Each team member was given the opportunity to have one-on-one coaching to help interpret their individual results and set objective goals and objectives for changing individual behaviour to improve their performance
 - * *“I really appreciated the insight into my own opportunities for growth and development. I understand the importance of defining my role and adjusting my behaviours to ensure I’m doing the right things at the right time for the company.”*

Franck Hivert, CEO Oculys

Charlie Farkas, Director Engineering & Product Development

Alex Jorge, Development Team

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