Understanding cooperation and leadership at a company in Brazil

Social Now - Lisbon

MAY 2024
A company founded 5 years ago that created pioneering and innovative services in Brazil.

- Accelerated growth
- No competition
- High value
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Today, a big shift.

- New competitors
- Making noise, gaining awareness and market share
- Innovating faster
Need to adapt strategy + culture FAST!
3 Drivers

• Strong Leadership
• Integration & alignment
• Innovation
To act more precisely, we had to go deeper into the diagnosis.

ONA is the MRI of the organization.
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Strong Leadership

Where is the CEO and top Executives in the network?
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Power Law – Influence Distribution

- No top Executive is at the **HEAD** of the influence in the Network.
- CEO is at the **TAIL**, the least influential group.
- **DISTANT** leaders.
- **Low interaction** with their teams.

Each bar represents an employee (from highest to lowest influence)
Strong Leadership

What to do?

1. Articulate and formalize corporate vision and strategy.

2. Communicate: act as spokesperson for culture and strategy.

3. Create connections and intensify influence in daily interactions.
3 Drivers

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Integration & alignment

Highly siloed organization.

3 Core areas for the business area **poorly integrated.**
Integration & alignment

"GPS tracking was used to monitor the movements of packs of wolves, revealing how these packs strategically avoid each other's territories. The data for this tracking was collected from wolves in six different packs located around Voyageurs National Park in Minnesota."

"The data provides fascinating insights into the avoidance behaviors among these wolf packs."

Source: LinkedIn
Integration & alignment

From a SMALL WORLDS perspective, it became clearer that there are "islands" within the organization.
Integration & alignment

Middle management is the heart of the organization

Of the 34 top influencers on the network:

- 16 are executors (analysts and coordinators).
- 15 are middle management.
Integration & alignment

What to do?

1. Get a deeper understanding of the TOP INFLUENCER’s profile.
2. Train, prepare and empower.
3. Manage talent and high potentials.
4. Identify and develop high potentials in TECH.
3 Drivers

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**Innovation**

**BRIDGES** are essential assets in the network, as they shorten distances and help the information flow faster.

Without them the network tends to became more fragmented, less resilient and the communication path longer.
Innovation

What to do?

1. Encourage bridges with other areas: Top-down and Bottom-up.

2. Design more diverse tribes by inviting HUBS from different areas.

3. Involve people with different expertise throughout the entire process of value creation.
Thank you!

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