

SKYLINE G

Transformation of a Series D Startup: From Dysfunction to Alignment and Results



CASE STUDY

SITUATION

A Silicon Valley-based Series D startup in the AI industry faced challenges as it onboarded new C-suite leaders to drive growth. This transition altered the roles of long-term employees, resulting in a tense workplace marked by back-channel conversations, siloed information, and alienated managers. To address these issues and restore harmony, the startup enlisted the help of Skyline G.

SOLUTION

Skyline G began with a comprehensive diagnostic to understand the organizational dynamics. Using the Five Dysfunctions of a Team framework, they evaluated trust, conflict, commitment, accountability, and results, uncovering low scores in all areas. The team was working up to five times harder to achieve their goals. Additionally, Enneagram profiles revealed a disconnect between the “Considerate Helpers” (executive team) and “Competitive Achievers” (extended team), explaining the breakdown in communication and trust.

Armed with these insights, Skyline G facilitated sessions for the startup’s employees and leadership to explore motivations, behaviors, and improvement areas at the team, relationship, and individual levels. This alignment increased execution, trust, and accountability. The combination of the use of executive coaching 1:1 between leader and coach, 2:1 support between 2 leaders with the help of a coach, and team development offsites accelerated leadership growth and resolved conflicts.



“To get real results, you can’t just focus on team building or one-on-one coaching. You must take an all-encompassing holistic approach to leadership development and engage with different parts of the system.”

THUY SINDELL,
Founder and President
of Skyline G

RESULTS

After a year, the startup’s executive team saw significant improvements. The organization clarified its vision and strategy, defined roles and responsibilities, and prioritized effectively, enhancing productivity and goal execution. Both the startup and Skyline G anticipate higher scores in future assessments.