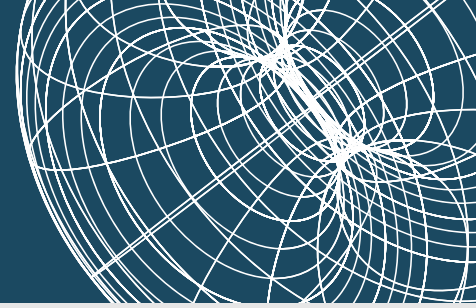


IMPROVING ORGANIZATIONAL PERFORMANCE AT BAYER



A Flight Levels Case Study



Summary

Bayer successfully implemented the Flight Levels framework to transform its approach to business agility. By aligning strategy with operations through structured coordination and iterative improvements, Bayer enhanced communication, collaboration, and strategic execution. This transformation enabled Bayer to overcome traditional hierarchical barriers, achieve higher acceptance of strategic initiatives, and foster a culture of continuous improvement, leading to sustained business agility and growth.



Challenges

Bayer, a global pharmaceutical company, faced persistent issues in executing its strategy due to traditional organizational structures and processes. Despite numerous attempts, they struggled with recurring problems and inefficiencies. The company needed a more agile and adaptive approach to align its strategy with operational realities, overcome hierarchical barriers, and enhance overall business agility.

Solutions

Bayer engaged in a comprehensive transformation using the Flight Levels framework combined with OKRs. They began with setting up Flight Level 1 teams focused on product delivery, then moved to Flight Level 2 for cross-team coordination, and finally established Flight Level 3 for strategic alignment. The implementation involved creating physical and virtual boards to visualize and track initiatives, facilitating better communication and collaboration across levels. They also introduced an "Idea to Product" board for portfolio management and used the Flight Level Hub to centralize communication, decisions, and information sharing. Regular workshops, coaching sessions, and iterative improvements were essential components of the transformation.

Benefits

The adoption of Flight Levels significantly improved Bayer's strategic planning and execution. The company saw enhanced alignment and transparency, with employees at all levels contributing to strategic discussions. The agile approach reduced dependency on traditional meetings, streamlined decision-making, and fostered a culture of continuous improvement. As a result, Bayer achieved higher acceptance of strategic goals, better operational alignment, and more effective use of resources, leading to improved business agility and responsiveness to market demands.



📞 646 467 7394

✉️ info@arielpartners.com

📍 1441 Broadway, 6th Floor,
New York, NY 10018

🌐 arielpartners.com/flight-levels