



Organizational **E**pisode **B**ased **L**eadership **D**evelopment

bridgingpositions

International Change – Consulting – Facilitation – Coaching

Organizations operate under Continues Disruption

[= an environment of continues, often unexpected change. External dynamics shape organizational reality faster than traditional planning and change cycles can respond.]



Permanent disruption



Shortening strategy cycles

At the same time, organizations are still steered as if disruption were occasional.

[= using multi-year strategy cycles, sequential often overlapping change programs as well as static leadership approaches.]



Overlapping change initiatives



➔ *This mismatch is no longer sustainable.*

The key challenge lies in maintaining focus, alignment, and appropriate leadership amid growing complexity.

OEBLD does not attempt to stop or simplify this reality.

Instead, it provides a way for the organization to **continuously adjust as a whole — without losing focus, alignment, or leadership coherence.**

OEBLD: A new Steering Logic

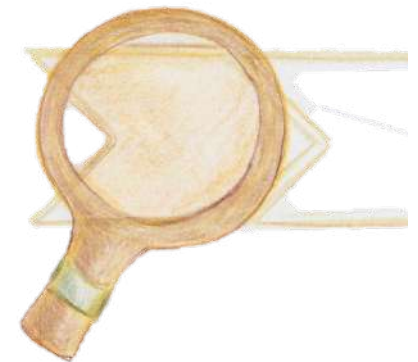
In the **O**rganizational **E**pisode **B**ased **L**eadership **D**evelopment **S**teering **A**pproach
- the organization itself evolves continuously.

Adjustment does not happen everywhere at once, but through **consciously defined Organizational Episodes**.

Each episode creates a temporary but stable focus, allowing the organization to act decisively, learn, and then deliberately re-adjust where needed in the following episode.

By defining an episode, the leadership team creates clarity about:

- ▶ What the organization must focus on now,
- ▶ what success looks like for this episode,
- ▶ and when the episode is complete*.



***An episode is outcome-defined, not time-defined.**

It ends when the defined results are achieved — or when leadership consciously decides that a different episode has become more critical.

The Organizational Development in the OEBLD Framework happens in episodes

An Organizational Episode is a consciously defined development phase in which the organization focuses on very few priorities until a clearly defined outcome is achieved.

Core Characteristics of an Episode are:

- ▶ **Top Management / Executive Team defines** the Episode
- ▶ An Episode has **very few [1-4] key priorities** → Maximum Focus
- ▶ **Clear Definition of Done.** What needs to be achieved so the Episode is over?
- ▶ **An Episode aligns the entire Organization** not some parts of it
- ▶ **Leadership Commitment.** Leadership actively protects the focus
- ▶ **Conscious deliberately announced end** of an Episode

Different Situations Require Different Focus

▶ Strategy Episode

Focus the organization on the next highest-leverage step in strategy execution.



▶ Crisis Episode

Restore viability and stability under acute pressure.



▶ Future Readiness Episode

Build capabilities, prepare for an open future.



Choosing the wrong episode type is a leadership decision failure:

“What episode lies ahead of us and what must we focus the organization on in order to make the biggest positive difference in the given context?”

Series, Seasons, Episodes

- ▶ **Series = Organization**

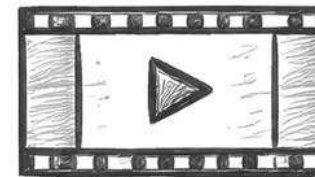
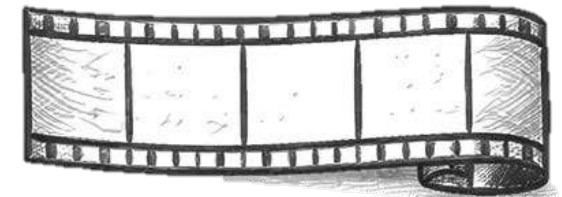
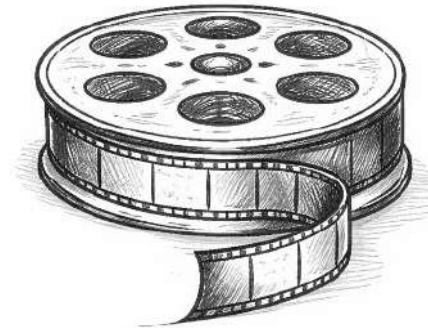
Specific history & culture, open future

- ▶ **Season = Strategic context**

Multi-year arc (strategy, leadership era, product cycle)

- ▶ **Episode = organizational Steering unit**

Short, focused phase with explicit priorities



Organizations don't fail because seasons are wrong.

They fail because **episodes are poorly defined, they are unclear, unfocused, overlapping, or never finished.**

The OEBLD Flow and Overarching Logic

1. Strategic Focus Dialogue

Strategic Orientation:

Creates clarity, focus, and leadership commitment for the next episode

➔ Decides

2. Battle Plan Conference

Organizational Translation:

Creates buy in, ownership, alignment, and execution realism across the organization

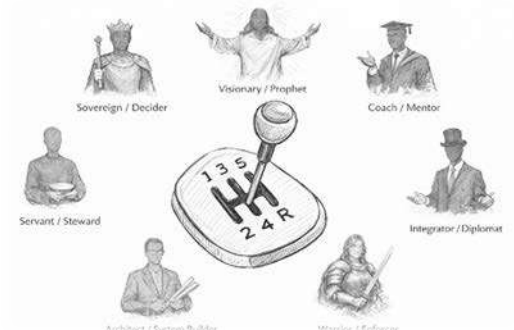
➔ Mobilizes

3. Appropriate Exercised Leadership Dialogue

Leadership Alignment:

Ensures the episode is actively supported and protected by coherent, situational leadership

➔ Carries



Step 1: Strategic Focus Dialogue

The Strategic Focus Dialogue is the moment where the Executive Team takes responsibility for orienting / focusing the organization in a continuously changing environment. They decide what the organization will focus on next.

Key outcome of the Strategic Focus Dialogue:

1. **Shared understanding of the organization's situation & reality**
2. **Agreed Episode Focus and Type**
3. **Defined Episode Focus Areas* [≤ 4]**
4. **Robust Episode Definition of Done**
5. **Joint Leadership Commitment**



The result is not a plan, but collective leadership commitment to protect focus, enable execution, and retain the ability to consciously pivot if circumstances change.

*Everything that is not an Episode Focus Area is 2nd priority.

Step 2: Battle Plan Conference

Turning Focus into Coordinated Action: The relevant parts of the organization translate the defined episode into concrete, coordinated, and jointly owned contributions.

Core mechanics:

- 1. Executive Team presents:** Episode, Focus Areas, Definition of Done (not debated)
- 2. Definition of Unit-Level Contributions**
- 3. Translate Contributions into Actions and Dependency Check**
- 4. Dependency Negotiation and Complexity Management**
- 5. Building a joint Episode Roadmap & Duration**



By making contributions, actions and dependencies explicit, the Battle Plan Conference creates ownership, synchronization, and real organizational capacity to act.

Step 3: Appropriate Exercised Leadership Dialogue

In OEBLD the central differentiator is leadership:

Leadership often stays constant while context changes. **OEBLD treats leadership neither as a constant, nor as a personal preference, but as episode-dependent practice. Leadership shifts are explicitly linked to the current episode.**

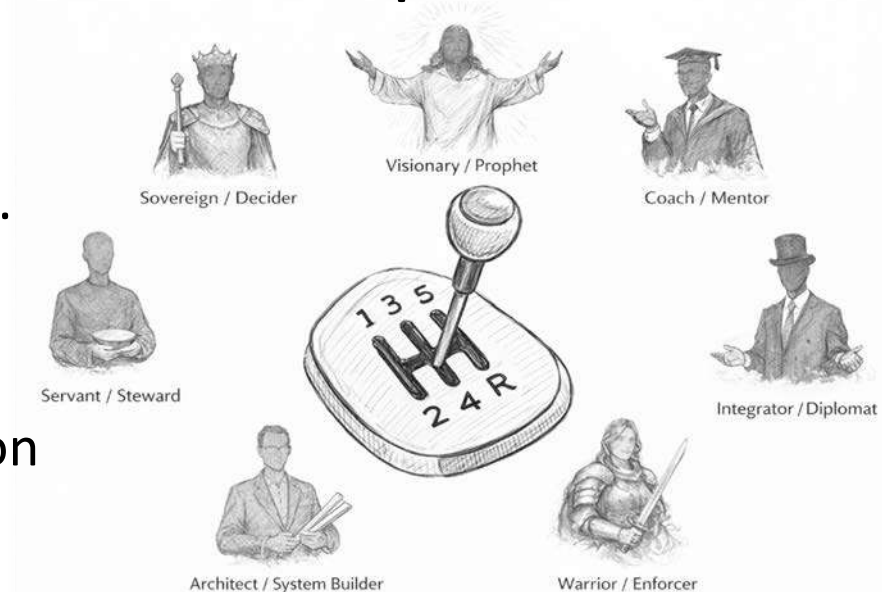
Core mechanics:

- ▶ Align leadership behavior with episode logic.

What leadership does this episode require?

Definition of “to be exercised Leadership”

- ▶ Ensure leadership actively supports execution of Contributions, Actions & Dependencies
- ▶ How must leadership shift collectively and individually?
- ▶ What must leaders amplify, reduce, or stop?



OEBLD embeds leadership development into real-time, real-work.

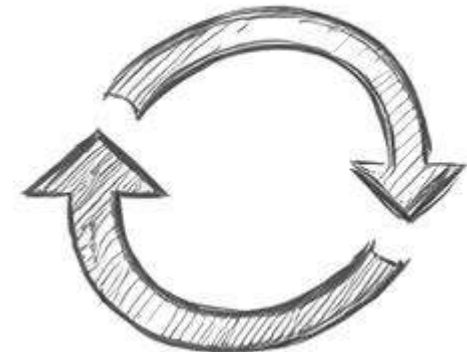
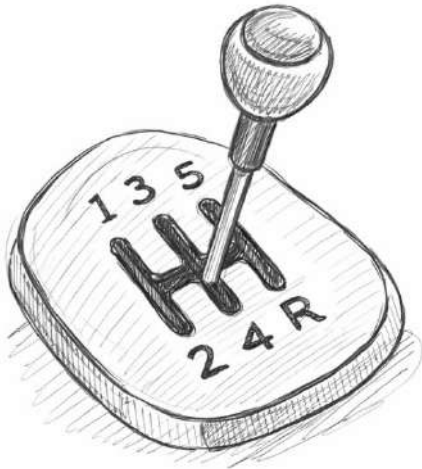
Leadership Development Across Episodes

Growing Leadership Competency Over Time

Across multiple episodes:

- ▶ Leadership range expands
- ▶ Judgment of organizational context improves
- ▶ Leadership Teams become more adaptive and capable

Leadership capability grows through **deliberate shifts and practice** in real time and real work, not in training.



Focus, Completion, and Conscious Course Correction

The organization evolves by moving from one focused episode to the next.

- ▶ Episodes are explicitly closed
- ▶ New episodes are consciously launched
- ▶ Episodes can be interrupted* when reality changes

*Stopping an episode is a leadership act, not weakness. Failing to decide is!

**OEBLD creates Focus, Alignment, and Leadership Credibility
in Permanent Uncertainty.**

OEBLD introduces a new executive discipline:

- ▶ From managing initiatives → **leading episodes**
- ▶ From static leadership styles → **context-appropriate leadership**
- ▶ From time-driven plans → **completion-driven roadmaps**
- ▶ From chronic overload → **brutal prioritization and focus**
- ▶ From a siloed organization → **deliberate organizational alignment**

In short:

OEBLD is a steering logic for organizations that want to stay coherent while the world refuses to stabilize.




Postal address

bridgingpositions

Julian Geuder

Hohenzollernstr. 14 Rgb

80801 Munich

 +49-(0)89 23966588

E-mail: info@bridgingpositions.com

www.bridgingpositions.com