

# BirdsEye - Culture Leaders Network Transformational Success Stories Guest # 2

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White Paper Topic:  
Culture Follows the Leader



**White Paper:**  
**Culture Follows the Leader - Why Constructive Styles Matter**  
**By Réjean Boudreau**

**Question # 1: What do you believe are the key linkages between leadership, culture and organizational performance?**

- Culture and behaviour are essentially connected, shaping the overall work environment and influencing organizational success.

- A company's culture is a **reflection of the collective behaviours, values, and attitudes of its people**. When constructive behaviours, such as open communication, collaboration, accountability, and adaptability are encouraged, they define a leadership style that fosters trust, motivation, and a shared vision among employees.

**Question # 2: What was your first impression of the LSI leadership assessment from Human Synergistics? Did you find the tool and the visual framework helpful?**

At first glance, the LSI leadership assessment presents a wealth of new concepts that can be challenging to fully grasp and interpret. The framework introduces various thinking and behavioural styles, each of which influences leadership effectiveness and workplace interactions. Without prior exposure, it may take time to understand how these styles relate to one another and how they impact personal and professional growth.

However, with proper coaching and guidance, the LSI assessment becomes an incredibly valuable tool for self-awareness and development. A skilled coach can help interpret the results, providing clarity on how specific thinking patterns influence behaviour, decision-making, and leadership effectiveness. This deeper understanding allows individuals to identify strengths they can leverage and areas that need further development.

**Question # 3: In the early days of engaging in LSI leadership development and cultural change work at Assumption Life, senior leaders were asked to engage in LSI 360 leadership assessment reviews. Knowing that role modelling new thinking styles and behaviours must start at the top - how did the LSI 360 process help support the overall cultural change process?**

First of all, we embarked on this journey of transforming our organizational culture with the full commitment of our CEO and the support of our board of directors. Our CEO was the first to undergo the LSI 360 leadership assessment. He then shared his action plan with his VPs for the following 12 months to improve and adjust his leadership style, requesting their support in identifying and correcting any recurring behaviours that needed adjustment.

Secondly, he asked his VPs to do the same and share their action plans with their direct reports.

This approach sent a strong and clear message throughout the organization that this cultural transformation was serious business and reflect our commitment to make it happen.

The LSI 360 tool was instrumental in identifying areas for improvement, and with proper coaching, it helped our leaders enhance their leadership styles.

**Question # 4: In what manner do you truly believe constructive leadership styles matter for leadership effectiveness? In your opinion, does constructive thinking and behaviour foster psychological safety?**

I strongly believe that constructive leadership styles are essential for leadership effectiveness because they create a work environment where individuals feel valued, motivated, engaged and empowered to contribute their best.

Leaders who adopt constructive behaviours, such as encouraging collaboration, providing clear and positive feedback, and fostering a culture of accountability, help build high-performing teams with psychological safety that are engaged and aligned with the organization's goals. **A constructive leadership style promotes trust, innovation, and resilience, all of which are crucial for long-term success.**

**Question # 5: In what manner have you seen constructive leadership styles make a marked difference on business performance; specifically, achievement-based thinking and high standards of excellence this thinking style promotes?**

With a 120-year history, our company has successfully evolved over the years, adapting to different leadership styles. However, with our strong heritage came certain behaviours, such as a tendency to avoid difficult discussions or refrain from sharing ideas that contradicted management decisions.

After four years on this journey to transform our corporate culture, we can see significant progress. Today, our employees feel safer and more confident in challenging the status quo, sharing their ideas, and actively contributing to discussions. This openness has had a profound impact on our business performance. Notably, we have observed positive trends, such as an increase in achievement-oriented behaviours and a decline in avoidance and opposition. These improvements confirm that our efforts to foster a more constructive and inclusive workplace culture are driving meaningful change.

**Question # 6: If you were list the 2-3 most impactful things the leaders with Assumption Life did that help create the conditions for the transformation of your organizational culture. What would these be?**

**Full commitment from the executives and our board members** to transforming our corporate culture and continuously investing time and financial resources year after year.

**The courage to acknowledge our shortcomings** as leaders and strive for improvement through greater awareness of the triggers behind our reactions to certain situations.

**An onboarding process for all new employees**, led by our HR department with the participation of an employee's culture committee to explain our cultural strategy and promote constructive behaviours.

**Question # 7: “Inspired culture drives prosperity... Inspired leaders drive inspired cultures”... can you please respond to this statement, specifically exploring how leaders and the staff within Assumption Life were inspired by the shared leadership from senior leadership, directors, HR and the culture change committee?**

I strongly believe in this statement, as an inspired culture does not emerge by chance; it is the result of intentional leadership that fosters engagement, trust, and a shared sense of purpose.

In our organization, the transformation of our corporate culture was driven by a shared leadership approach, where senior leadership, directors, managers, HR, and the culture change committee worked together to inspire and empower employees at all levels.

Senior leadership played a crucial role in setting the tone for change. Their visible commitment to cultural transformation, through their willingness to undergo the LSI 360 leadership assessment, openly share their development plans, and seek feedback, demonstrated vulnerability and a genuine desire for growth. By leading by example, they inspired employees to embrace self-improvement, constructive behaviours, and open dialogue.

Directors and managers reinforced this inspiration by ensuring that the culture shift was embedded in daily operations. They encouraged their teams to challenge the status quo, share ideas, and engage in meaningful discussions. Their support helped bridge the gap between senior leadership’s vision and employees’ day-to-day experiences, ensuring alignment and sustained motivation.

HR and the culture change committee acted as the organization’s cultural ambassadors, ensuring that transformation efforts were not just top-down but also driven from within. HR ensured that new and existing employees understood the expectations and benefits of the evolving culture. Their efforts created a sense of belonging and psychological safety, further driving employee engagement and inspiration. Our culture change committee served as a platform for employees to voice their experiences, propose ideas, and actively participate in shaping the culture. Their involvement fostered a sense of ownership, making the cultural evolution feel inclusive and authentic.

### **Closing Comments by Réjean:**

The result of this culture transformation journey at Assumption Life is a more inspired workforce.

By working together, senior leadership, directors, managers, HR, and the culture change committee created an environment where employees felt more valued, empowered, and motivated to contribute their best. The shift in culture led to increased collaboration, innovation, and performance, ultimately driving prosperity for the organization.

In conclusion, inspired leadership is the driver for an inspired culture, and when this type of leadership is shared across different levels, it creates a ripple effect that transforms the entire organization.

Our collaboration with **Frank Gallant at Peak Experiences** was essential to our success. As a trusted advisor, he provided the tools, coaching support and a clear journey for us to travel. We continue to utilize his support as we work to sustain our high performance culture.