

Four Utilities, One Culture: How Alectra Turned Post-Merger Fatigue Into Frontline Leadership Momentum



COMPANY OVERVIEW

- **Industry:**
Utilities, energy distribution
- **Scale:**
200 frontline leaders, 8 cohorts
- **Scope:**
Frontline leadership development as part of broader culture transformation post-merger
- **Duration:**
Engagement initiated in 2018, two years after merger formation
- **Region:**
Ontario, Canada
- **Context:**
Formed in 2016 through the merger of four large regional utilities

THE CHALLENGE:

Two years after four utilities merged into Alectra, the seams were still showing. Frontline leaders were navigating four inherited sets of norms and expectations with no shared behavioral foundation beneath them. Engagement had suffered, conflicting standards were creating friction at the team level, and the cultural vision the organization needed to move forward remained out of reach.

THE SOLUTION

- Conducted discovery to understand the gap between Alectra's stated cultural direction and the leadership behaviors actually present on the ground.
- Facilitated collaborative design with Alectra to build a designed around their specific context, co-branded leadership development experience grounded in the organization's own language and expectations.
- Delivered the program across 8 cohorts of approximately 25 frontline leaders, creating a consistent experience at scale without sacrificing relevance to the Alectra context.
- Built the program to develop specific, observable leadership behaviors rather than general awareness, giving leaders something they could apply immediately with their teams.

THE RESULTS:

- 200 frontline leaders developed through a single, cohesive program designed around Alectra's specific cultural direction.
- Leaders reported increased confidence in leading and engaging their teams, a meaningful shift given the morale challenges that had persisted since the merger.
- The program gave Alectra's leadership vision a concrete, behavioral foundation it had lacked, moving the culture from an aspirational statement to something frontline leaders could act on.
- Built organizational credibility and momentum for continued culture work across the merged entity.

KEY METRICS:

- 200 frontline leaders reached
- 8 cohorts of approximately 25 participants
- Leaders reported increased confidence leading and engaging employees
- Addressed morale and engagement challenges stemming from the merger