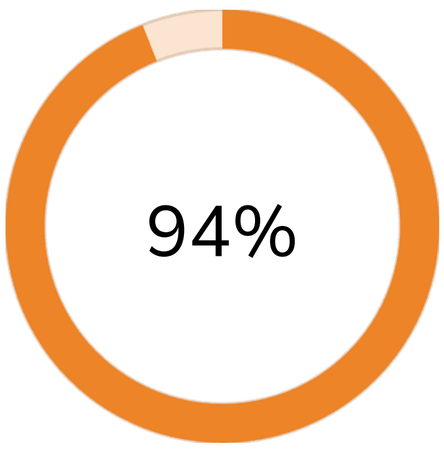
Strengthening Leadership and Culture at Pylones Hellas

A Data-Driven Journey to Develop Enabling Leadership, Improve Cross-Functional Collaboration, and Turn Company Values into Daily Habits

Project Overview

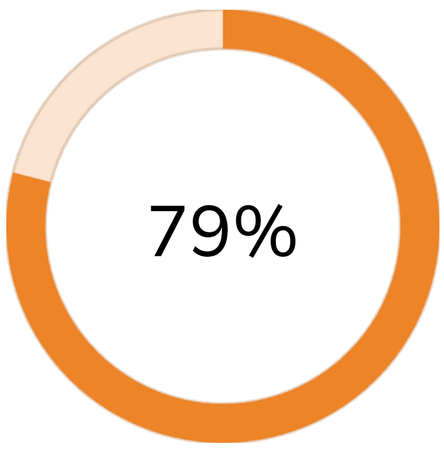
Organization: Pylones, a leading Systems & Cybersecurity company.
Company Size: 60 employees.

The Intervention: Teamentum designed and delivered a data-driven journey to strengthen leadership, foster cross-functional collaboration, and reinforce the cultural foundations needed to support the organization's next phase of growth. The program included a main coaching circle, two follow-up circles and 360 Feedback as an assessment tool.
Unlike most leadership coaching programs, **this initiative extended well beyond the executive suite.** It engaged every employee at Pylones, positioning culture change as a shared responsibility across the organization.



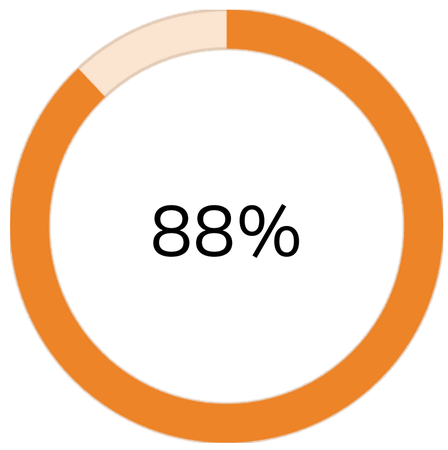
Leadership Score (360° Feedback)

Up from 75%
Indicates strong alignment in leadership behaviors, with most behaviors rated within the desired range across the management team.



Commercial & Technical Collaboration

Up from 76%
Reflects stronger collaboration between Commercial and Technical teams and progress in reducing siloed decision-making.



Employee Satisfaction

Up from 85%
Reinforces an already strong employee experience, with high levels of engagement and psychological safety.

The Challenge

Scaling Culture Alongside Business Growth

As Pylones continued to grow, projects became more complex, its solutions portfolio expanded, and the organization welcomed new talent. While technical expertise and commercial excellence remained key strengths, the leadership team recognized that sustaining growth would also require stronger collaboration, shared accountability, and enabling leadership.
Through internal assessment, the company mapped three priorities:

Turning Values into Action

Moving the company's values (communicate openly, support each other, listen, learn & experiment) from abstract ideals into observable daily habits.

Strengthening Cross-Functional Collaboration

Dismantling structural silos and strengthening cooperation and communication across teams to ensure seamless operational flow.

Supporting a Leadership Shift

Helping managers transition from hands-on problem solvers to enabling leaders who empower teams, develop talent and build long-term capability.

The Data Behind the Initiative

This priority emerged from Pylones' previous 360° Feedback group report, which established a baseline score of 75%. The results showed a leadership team with strong operational discipline and execution capabilities. At the same time, they highlighted an opportunity to further strengthen leaders' **enabling behaviors** (listening, coaching, feedback, and psychological safety) to support the organization's next stage of growth while maintaining its operational excellence.
That is when Pylones brought in Teamentum to **design a tailored path forward.**

The Teamentum Approach

Why Coaching

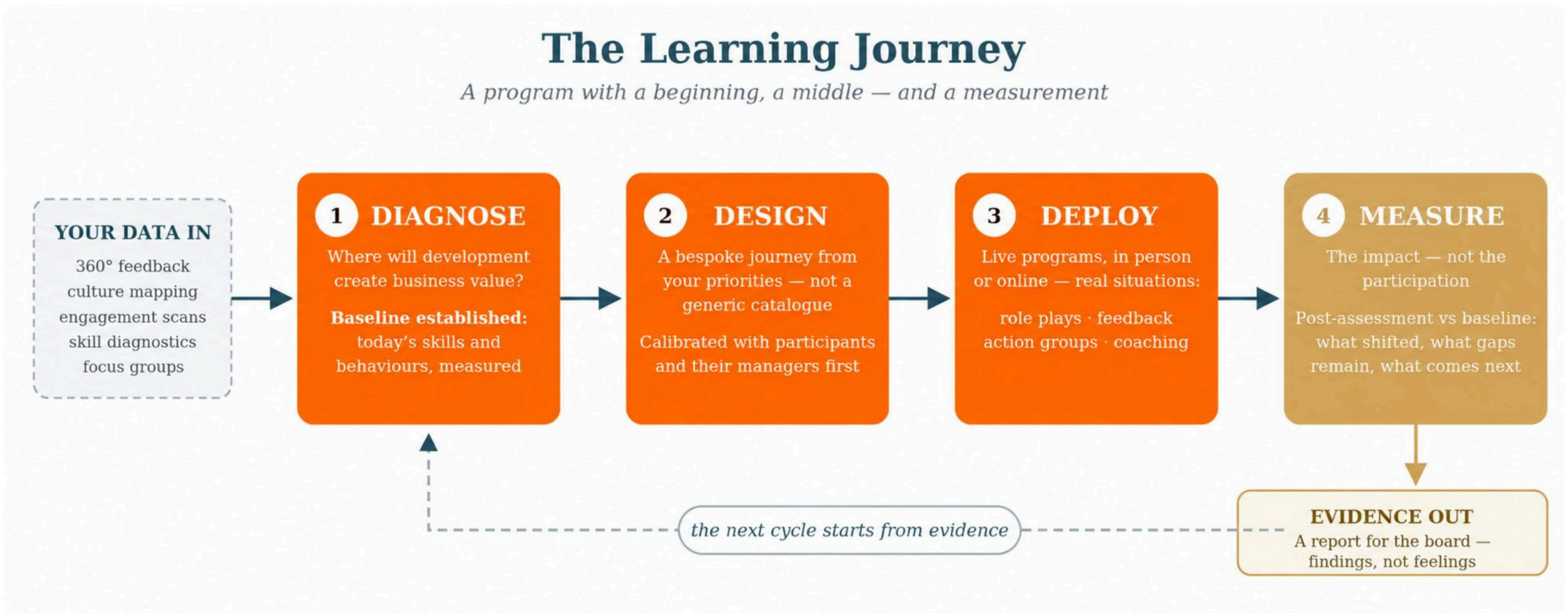
Pylones' growth challenges could not be addressed through traditional training alone. Workshops teach theory, but under high-stakes operational pressure, both leaders and employees usually revert to their default habits. To permanently shift these behaviors, Teamentum designed a flexible, data-backed multilayered coaching program to **make the new mindset and behaviours stick.**

Unlike traditional training where the curriculum is defined in advance, coaching is a dynamic process that naturally incorporates the real-time challenges and insights that emerge during each session. Teamentum built on this flexibility by using two key checkpoints: an organizational qualitative research at the program's outset and a mid-point 360° Feedback. By merging data with real-time session

dynamics, subsequent stages of the program were tailored to Pylones evolving needs, ensuring maximum impact.

Our Methodology

Every Teamentum engagement — whether a coaching journey, a broader learning & development program, or a culture transformation initiative — is built on the same structured, cyclical framework: The Learning Journey. It is a program with a beginning, a middle, and a measurement, and it is never designed in the abstract.



The framework starts with data, not assumptions, drawing on existing sources such as 360° feedback, culture mapping, engagement scans, skill diagnostics, and focus groups. From there, the journey moves through four stages:

1. **Diagnose**
   Establishing where development will create real business value, and setting a measured baseline of today's skills and behaviours.
2. **Design**
   Building a bespoke journey from the client's priorities, not a generic catalogue, calibrated directly with participants and their managers.
3. **Deploy**
   Delivering the program itself — in person or online — grounded in real situations, whatever form that takes for the client: coaching, training, or structured team interventions.
4. **Measure**
   Assessing impact, not participation, through a post-assessment against baseline: what shifted, what gaps remain, and what comes next.

The cycle closes with evidence: a report for the board built on findings, not feelings. Because the next cycle always starts from evidence, Measure feeds back into Diagnose, turning each engagement into the foundation for the next one, rather than a one-off intervention.

For Pylones, this framework took the specific shape described in the following section: a diagnostic phase, three coaching circles, a mid-point 360° Feedback, and a closing consulting report.

The Coaching Process

The coaching journey was built on **Positive Psychology Coaching**, an evidence-based approach that focuses on developing individual and collective strengths while creating the conditions for sustainable behavioral change.

Rather than relying on a single intervention, the program combined coaching, reflection, practice, and assessments, with each stage building on the one before it. Working hand-in-hand with Pylones throughout this process was Teamentum's coach Dimitra Zygouri (Msc, EMCC EIA Senior Practicioner, Researcher).



Diagnostic Phase: Qualitative Research

The journey began with qualitative research to ensure the coaching program reflected Pylones' actual needs rather than assumptions.

The Process: Teamentum conducted semi-structured interviews with a representative sample of 14 employees across different roles, departments, and experience levels to capture the lived employee

experience.

The Value: These insights established a clear starting point for the coaching journey and helped shape its focus.

The diagnostic identified three areas that became the focus of the coaching journey:

- **Cross-Functional Alignment (Commercial & Technical):** Improving communication, collaboration, and mutual understanding between the Commercial and Technical teams to strengthen cross-functional cooperation and support shared business goals.
- **Empowerment & Autonomy:** Addressing the employees' strong desire for professional growth, greater involvement in decision-making, and increased autonomy.
- **Purpose & Motivation:** Connecting operations to the company’s broader, long-term vision to strengthen employees’ sense of purpose, ownership, and motivation.

Coaching Circle 1

The first coaching circle established the foundations for change. Development began with individual leaders, expanded to the leadership team, and then extended across the rest of the organization through cross-functional coaching groups. This sequence created alignment at every level while building a shared language around leadership and collaboration.

Leadership 1:1 Coaching	Leadership Team Coaching	Cross-Functional Group Coaching
Built personal safety & tools	Built collective voice & alignment	Activated collaboration & bridged silos

1A. Leadership 1:1 Coaching: Building the Foundation

The coaching journey began with 14 senior and mid-level managers, focusing on self-awareness, emotional intelligence, and leadership flexibility. Individual coaching gave leaders the opportunity to step back from day-to-day operations and reflect on how they influenced their teams—not only through technical expertise, but through their behaviors, communication, and decision-making.

This first phase was essential. Developing stronger individual leaders created the foundation for the work that followed, but individual growth alone would not address the organization's cross-functional challenges.

Outcome

Leaders developed the confidence and practical tools to shift from "technical experts" to "culture enablers," while establishing the psychological foundation required for them to work effectively as a unified leadership team.

1B. Leadership Team Coaching: Transitioning to Collective Leadership

Having established a foundation through individual coaching, the 14 leaders came together as one leadership team. The focus shifted from individual leadership development to collective leadership—moving the conversation from "How do I lead my department?" to "How do we lead Pylones together?" This stage recognized that developing stronger individual leaders was only the first step. Lasting organizational change required the leadership team to work together, strengthen cross-functional collaboration, and build shared ways of leading across the business. By addressing cross-functional dependencies together, leaders began moving beyond a departmental mindset toward a more unified approach to leadership.

Key Outcomes

- **One Leadership Message:** The coaching process helped leaders build greater alignment before communicating with the wider organization. Even when opinions differed, they presented clear, consistent messages that strengthened trust and reduced confusion.
- **Shared Purpose:** Together, the leadership team co-created the narrative: **"We make IT matter."** More than a slogan, it became a point of reference for culture and leadership. It connected daily work with the company's broader purpose and responded directly to the need identified during the diagnostic phase.

1C. Cross-Functional Group Coaching: Activating Collaboration

The third stage of the first coaching circle brought together employees from across the organization in five cross-functional coaching groups. The sessions focused on strengthening collaboration, building empathy, and developing a common understanding of how to communicate and work effectively together.

This phase recognized that culture change cannot happen through leadership alone. While leaders play a critical role in setting direction, lasting change depends also on enabling the employees across the organization to develop new ways of communicating, collaborating, and taking ownership. By extending the coaching journey beyond the leadership team, the program created opportunities for people from different functions to learn from one another, challenge assumptions, and strengthen relationships across departmental boundaries.

Key Outcomes

- **Humanizing Collaboration:** By bringing mixed cohorts into the same coaching rooms, employees moved beyond assumptions, and the abstract concept of "the other department" gained a human face, developing empathy and psychological safety.
- **Enhanced Ownership:** Participants developed a broader understanding of how the organization works and gained the confidence to take greater ownership beyond the boundaries of their individual roles.

Voice of the Participant

> *“I learned to define my role boundaries and prioritize active listening.”*

> "The program helped me deeply understand the challenges faced by other departments, making me much more collaborative."

> "There was a genuine drive for mutual understanding and respect, which ultimately brought our teams closer together."

Coaching Circle 2: Reviewing Real-World Practice

Three months after the first coaching circle, the 14 leaders returned for individual follow-up coaching sessions. By this stage, they had the opportunity to apply new leadership behaviors in their day-to-day work and experience the realities of leading differently.

This phase recognized that lasting behavioral change requires time and practice. Rather than introducing new concepts, the coaching focused on helping leaders reflect on their experiences, explore what was working, address challenges that had emerged, and adapt their approach based on real organizational situations.

Coaching helped leaders reflect on their progress, while the assessment provided an objective view of how those changes were experienced by the people they worked with every day.

The 360° Feedback Mid-Point Assessment

Following the second coaching circle, a comprehensive 360° Feedback assessment took place. Managers, peers, and direct reports provided feedback on the 14 leaders, making it a truly organization-wide process.

The 360° Feedback allowed the organization to safely measure the real-world impact of the leadership shift before progressing to the concluding stage of the program.

The Data Insight

The 360° Feedback measured leadership effectiveness across 4 behavioral dimensions, 12 specific behaviors and 39 indicators.

The group report showed a **94% Leadership Score**. This was a clear improvement from previous data, with only one behavior not yet being demonstrated at the desired level. The results highlighted *Empowers* as the main opportunity for further development, with scores sitting just below the desired range. At the same time, the behavior *Listens* sat at the lower end of the "Right Amount" zone, suggesting it may be more difficult for leaders to maintain consistently under pressure. These findings provided a clear focus for the final stage of the coaching journey.

Coaching Circle 3: Turning Insights into Action

Building on the 360° Feedback, the final coaching circle helped the 14 leaders translate the findings into meaningful action.

The coaching encouraged leaders to move beyond individual scores and explore what the feedback revealed about the leadership team as a whole. Rather than focusing on individual shortcomings, the conversation shifted to exploring the question, "*What is our collective pattern?*" This created space for honest reflection and practical action, turning feedback into a catalyst for continued development rather than a performance judgment.

Two questions guided the coaching conversations:

- Where do we unintentionally limit ownership?
- How can we maintain our operational discipline while creating more space for others to lead?

Key Outcomes

- **Behavioral Experiments:** The coaching sessions turned insights into concrete commitments. Leaders designed 8–12 week behavioral experiments focused on:
  - Clarifying decision ownership earlier in project cycles.
  - Inviting staff input before decisions were finalized.
  - Closing the feedback loop after strategic discussions.
  - Making strategic priorities highly visible in routine team communication.
- **Reinforcing Psychological Safety Across Teams:** By focusing on group data rather than individual scores, the leadership team showed the organization that feedback is a tool for shared growth, not a performance verdict.

Consulting Reporting

The engagement concluded with a comprehensive report that brought together the key findings, and observations from the coaching journey. Alongside the outcomes achieved, the report outlined practical recommendations to help Pylones continue strengthening leadership, culture, and cross-functional collaboration as the organization grew.

Validated Outcomes

> "Teamentum didn't just design a program; they built a new framework for how we work together. Through leadership and executive coaching, our leadership team achieved the cohesion it needed and successfully cascaded our vision across the entire organization. Most importantly, the results aren't just reflected in improved metrics, but in the way our culture has become even stronger."
> — **Emmanuel Netos, Chief Executive Officer, Pylones**

The coaching journey helped Pylones strengthen both leadership and the way people worked together across the organization.

Leadership Maturity

The **360° Feedback assessment** recorded a group **Leadership Score of 94%**. The previous 360° Feedback identified enabling leadership behaviors as development priorities. By the end of the coaching journey, the 360° results showed that almost all of those behaviors were demonstrated within the desired range, indicating a clear positive shift in leadership effectiveness.

Cross-Functional Collaboration

Employee survey results showed that collaboration between the Commercial and Technical teams increased by **3 percentage points**, from **76% to 79**%. During the same period, cooperation response-time scores increased by **10 percentage points** for Commercial teams, from **71% to 81%**, and by **3 percentage points** for Technical teams, from **83% to 86%.** These results indicate stronger communication and more effective cross-functional collaboration.

Employee Satisfaction

Employee survey results showed that overall employee satisfaction increased from **85% to 88%,** building on what was already a strong baseline. Alongside these results, Pylones observed more open and meaningful dialogue across teams, as well as a greater willingness among employees to take initiative and ownership.

Next Steps

The coaching journey concluded with a consulting report that translated the program's insights into practical recommendations for the next stage of Pylones' development. Based on these recommendations, the leadership team approved a strategic roadmap to continue strengthening leadership, collaboration, and organizational effectiveness.

The roadmap includes the following priorities:

01

Leadership Alignment

A unified leadership framework aligning the CEO, CTO, and CCO on one organizational vision.

02

Structural Co-Ownership

2 joint KPIs shared between Commercial and Technical functions, to eliminate siloed target chasing.

03

Second-Line Leadership & Succession Planning

A structured pipeline for second-line leaders and a formal path for succession planning.

04

The "Shared Hero Story"

A new narrative where the "hero" is no longer the individual who hits a target in isolation, but anyone who achieves their goals while enabling others to succeed.

Scaling Through People

One of the defining features of this coaching journey was its organizational reach. While leadership coaching is often limited to senior executives, Pylones chose to involve employees across the organization, making development a shared experience rather than a leadership-only initiative. As a result, change became something people actively participated in—not something introduced from the top down.

This evolution anchors two permanent pillars for the company's future:

Human Sustainability

In high-pressure technology environments, sustainable performance depends on more than technical expertise. Trust, psychological safety, resilience, and clarity create the conditions that allow people to adapt, take ownership, and continue growing as the organization evolves.

Leadership Scalability

As organizations grow, they cannot rely only on a small number of capable leaders personally holding everything together. They need systems of ownership. They need people at different levels to understand priorities, act with confidence, and take responsibility within clear frameworks. By focusing on enablement and empowerment, Pylones strengthened precisely this capability.

While the coaching journey has concluded, the work of strengthening leadership and culture continues. Pylones moves forward with a clearer sense of direction, stronger collaboration across the organization, and a leadership team better equipped to **make IT matter through people—not only through technology.**

> "Working with Teamentum means consistency, great communication, and genuine support. They provide solutions fully customized to our needs, utilizing the right experts to create truly tailor-made proposals for every unique situation. Their reliable methodologies and professional approach make this collaboration a true model for success."
> **— Nelli Dedemadi, Human Resources Manager, Pylones**

Is your organization scaling faster than your culture can keep up?

Teamentum partners with leadership teams to close that gap through development journeys designed around their organization's unique needs, informed by data rather than assumptions.

growth@teamentum · teamentum.com