



# CASE STUDY 2026

## TRANSFORMING DATA CENTER CONSTRUCTION DELIVERY

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*Leadership Development & Team  
Alignment for a Global Technology  
Company*

### CONTEXT

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A global technology company faced unprecedented demand to deliver data center capacity at record speed. Their regional construction team was responsible for one of the most complex programs in the portfolio—spanning multiple campuses, leased facilities, and concurrent project phases—while operating under intense organizational and industry pressure.

## CHALLENGE



The team encountered a convergence of high-risk challenges:

- Explosive workforce scaling: Labor went from ~900 to nearly 5K workers in 6 months
- Leadership gaps: Critical management roles remained unfilled during peak execution
- High turnover: 60–70% turnover disrupted continuity and trust
- Multi-site complexity: 6 geographies, parallel projects, competing resource demands
- Cross-functional friction: construction, facilities operations, and executive leadership
- Unclear team identity: Lack of shared purpose and role clarity during rapid growth



Despite strong technical expertise, the team struggled to sustain cohesion, alignment, and leadership effectiveness under extreme pressure.

### Genii Earth Leadership Development Process



## NEEDS

Leadership recognized that technical solutions alone were insufficient. The team needed:

- Stronger leadership capacity at all levels
- Clearer alignment around purpose, roles, and decision-making
- Improved collaboration across geographies and functions
- Stability and resilience during rapid change

## GENII EARTH'S APPROACH

Genii Earth partnered with the organization in a multi-phase leadership development and team alignment engagement spanning more than 15 months.

Key elements included:

01

In-depth leadership interviews and diagnostic assessment

02

Individual executive coaching and Leadership Circle Profile assessments

03

Facilitated team workshops and leadership summits

04

On-site integration work at critical project locations

05

Sustained support to embed leadership practices into daily operations

The work integrated **individual leadership growth** with **collective team effectiveness**, grounded in the real conditions of high-stakes construction delivery.



## RESULTS & IMPACT

The engagement produced measurable leadership and delivery capability outcomes:

- **Targets met throughout 6 month 450% workforce expansion and reorganization:** Deliverables consistently secured while scaling from 900 to 5,000 craft workers
- **Stakeholders realigned:** Shared understanding of purpose, priorities, responsibilities
- **Enhanced cross-functional performance:** Facilities and executive stakeholders
- **Improved leadership effectiveness:** 90% report they gained essential knowledge and skills to excel in their roles and on their projects through the engagement
- **Strengthened team cohesion:** Higher trust, clearer dialogue, cross-site collaboration
- **Increased staff retention:** The company's investment in its people was paid back manyfold in dedication and staff retention in a high-turnover industry
- **Created a happier work environment:** The qualitative sentiment of the leadership and staff improvement undergirds quantitative performance results

Most importantly, the team maintained performance during a period when programs often falter.

## LASTING VALUE

Beyond immediate results, the engagement established durable leadership capabilities, collaboration patterns, and alignment practices that continue to support performance in one of the industry's most demanding environments.

Ready to explore what this could mean for your leadership team?



Scan to learn more.

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Genii Earth | Leadership Development & Team Alignment  
www.geniiearth.com | billyafghan@geniiearth.com