

# THE LEADERSHIP COMMUNICATION GAP CASE STUDY

How JM Baxi Group Strengthened Leadership Communication  
Across Functions

## CLIENT CONTEXT

- **Organization:** JM Baxi Group
- **Industry:** Marine Services, Ports, Logistics & Technology
- **Audience:** 35 leaders across Finance, HR, Port Operations & Legal
- **Seniority:** CXO-1, CXO-2 leaders and their teams
- **Context:** A legacy organization navigating increasing complexity in cross-functional and external stakeholder communication

👉 JM Baxi, with over a century of operations, was at a stage where leadership effectiveness needed to evolve from operational excellence to communication-driven alignment.

CLIENT SPEAK

“Our leaders are strong in what they do, but they lack depth in how they communicate with their teams and external stakeholders.”

– GM, L&D

## THE LEADERSHIP COMMUNICATION GAP (LCG)

### What Leaders Intended

- To communicate clearly and efficiently with various stakeholders
- To share insights and updates across teams
- To drive execution through structured communication

### What Teams Actually Experienced

- Communication seemed functional, not influential
- Strong domain expertise did not translate into stakeholder buy-in
- Messages lost impact across levels and functions

### LCG at JM Baxi (a classic information-to-action gap)

1. **Trust Gap:** Limited emotional and audience connection led to reduced influence of leaders
2. **Clarity Gap:** Messages lost their “core why” due to details and lack of structure
3. **Action Gap:** Conversations did not consistently lead to decisions or aligned action

## STORI5 INTERVENTION

### Our Approach:

A Design Thinking-based Storytelling journey anchored in closing the Leadership Communication Gap.

**Framework used:** Empathize → Discover → Ideate → Craft → Narrate

### Program Details:

#### 1. *Lead2Inspire™ Assessment*

Communication behaviour patterns uncovered:

- Difficulty tailoring messages across senior leadership, peers, and external stakeholders
- Long, detailed communication going unread while short messages created misalignment
- Leaders struggling to influence without authority or sounding harsh
- Generational and cultural differences impacting alignment

## *2. Divecamp Journey*

- 1-day In-classroom ILT workshop based on inputs from the assessment
- Case studies curated for 'ME' (Individual)+ 'WE' (Team) + Org level business scenarios
- 3 Booster sessions (virtual) for Action Learning Project (ALP) handholding + review
- Re-assessment to measure shift

## *3. Capability Built Across 3 Dimensions*

- What to say → Story Playbooks
- Where to say → Context adaptation (boardroom, townhall, client)
- How to say → Design Thinking storytelling habit

👉 This was not a conventional communication program.  
It was a systematic effort to close the gap between Leadership intent and Stakeholder action.

## STORI5 IMPACT

As per Post-workshop feedback

1. Improvement in communication awareness across cohort (movement toward situational/strategic bands)
2. Leaders became more deliberate about audience, message, and outcome
3. Communication shifted from information → influence → action
4. Greater alignment across functions with different communication styles through ALPs
5. Increased consistency in communication behaviours post re-assessment

👉 Leadership capability is rarely the constraint.  
The real challenge lies in communicating intent in ways that create aligned action.