

The logo for Third Factor, featuring the words "third" and "factor" stacked vertically in a white, lowercase, sans-serif font, set against a solid teal square background.

third  
factor

The Orium logo, consisting of the word "Orium" in a white, lowercase, sans-serif font, centered within a dark blue circle. The circle is partially overlaid by other overlapping circles in shades of purple and teal, all set against a dark teal background.

Orium

CASE STUDY

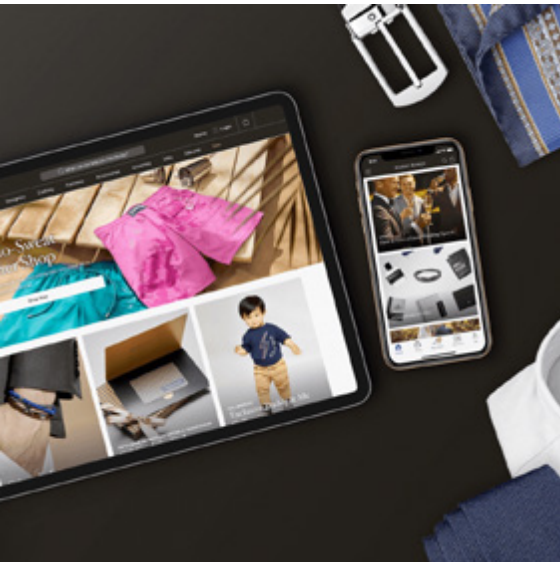
# Orium navigates rapid growth with Third Factor.

Doubling in size and shifting to a remote-first work environment meant Orium needed a framework and skills for its leaders to stay true to the company's values under pressure. Third Factor's coaching programs delivered.



**We have a ton of really smart people who are incredible individual contributors who were promoted and suddenly responsible for managing a team . . . Third Factor has been an invaluable part of helping them become successful managers.**

– Martha Twidale,  
Director of Practice  
Development & Learning,  
Orium



## ORIMUM NAVIGATES RAPID GROWTH WITH THIRD FACTOR

In the midst of rapid expansion and a shift to a remote-first environment, retail consulting and technology startup, Orium, partnered with Third Factor to give its leaders a framework and skills to lead with its values.

Twenty-four of Orium’s leaders participated in a total of three days of training, leading to an uplift in engagement among leaders and their teams, and enabling the organization to navigate the pressure that comes with doubling in size.

### CLIENT PROFILE

- Leading e-commerce consultancy and system integrator
- Rapidly growing professional services company with over 200 globally distributed employees

### CHALLENGES

- Rapid growth, doubling in size over a period of one year
- Shift to a remote-first environment
- Need for a cohesive framework where leaders can learn, practice and apply the necessary skills to navigate complex challenges

### SOLUTION

- Renewed focus on six core values as an anchor for working together
- A shared framework and skills for coaching as a leadership style using Third Factor’s 3x4 Coaching and Managing Challenging Conversations programs

### RESULTS

- Notable uplift in manager support and confidence
- Improved engagement among leaders and their reports
- Renewed energy in leaders and teams across the company



*It's really important to us that our values continue to be our anchor as we grow and move forward.*

– Lindsey Colquhoun,  
VP of Culture,  
Orium

**What is it that keeps a company moving in the right direction through a period of rapid growth and massive change? For Orium, a fast-growing retail consulting and technology business, the answer is values.**

As Orium doubled its workforce and extended its reach globally, it also made a major shift to become a remote-first work environment. To address the intense pressure of its circumstances, the organization made a conscious decision to become a values-led organization. Throughout whatever growing pains it may experience, six core values would govern interactions between its people, decision making, hiring, and everything in between.

**ORIUM'S VALUES**

- Own our commitments
- Face challenges head-on
- Respect the whole person
- Continuously improve our craft
- Pursue diverse perspectives
- See the possibility

Recognizing the complexity of this endeavor, Orium chose to partner with Third Factor to execute the difficult task of integrating an increasingly large and diverse team into a remote first environment - without compromising on its ethos.

**CHALLENGES: SUSTAINING CULTURE IN RAPID EXPANSION**

As Orium embarked on its journey of rapid expansion it faced a kind of pressure that, without a careful guiding hand, could threaten the very core of its identity. The first hurdle was the sheer scale of growth. Doubling the workforce meant integrating a vast array of new talents, perspectives, and backgrounds into an already diverse team. This diversity, while a strength, also posed a significant challenge in maintaining a cohesive and unified company culture.

The second, and perhaps more daunting challenge, was the shift to a remote-first environment. Orium, like many others, found itself navigating uncharted waters. The physical distance created by remote work amplified the risk of cultural fragmentation, making it harder to foster a sense of community and shared purpose.

Finally, there was the issue of leadership in this new era. Orium's leaders were now tasked with not only managing a larger team but also embodying





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and reinforcing the company’s values in this new remote context. The need for a leadership style that was adaptable, empathetic, and aligned with Orium’s core values became increasingly clear.

Through unprecedented growth and change, a commitment to values stood paramount to Orium. “It’s really important to us that our values continue to be our anchor as we grow and move forward,” says Lindsey Colquhoun, Orium’s VP of Culture. “That’s what is going to allow us to hold on to the secret sauce.”

#### SOLUTION: ORIUM’S LEADERSHIP EVOLUTION WITH THIRD FACTOR

Orium, at a pivotal point in its expansion, recognized the need for a strategic shift in its leadership approach. In collaboration with Third Factor, they embarked on a journey to deliver its leaders a framework for coaching that would enable them to lead with the company’s values.

The vehicle for change was Third Factor’s 3x4 Coaching Program, a one-day live in-person workshop that taught the mindset, three ‘plays’, and four communication skills of great coaches. Orium extended the training to twenty-four leaders – nearly one eighth of its workforce – bringing them in to its Toronto office to participate in the experience together.

“We have a ton of really smart people who are incredible individual contributors who were promoted and suddenly responsible for managing a team,” recalls Martha Twidale, Orium’s Director of Practice Development & Learning. “We needed to give them tools and frameworks for how to be successful, and 3x4 Coaching has been an invaluable part of helping them become successful managers.”

This program was specifically chosen for its compatibility with Orium’s ethos. It emphasized key skills like effective questioning, active listening, and constructive feedback, which were vital for leaders in Orium’s evolution.



**The program gave us tools and techniques, not just theory.**

*–Program participant*

“How can you face challenges head on when you don’t have a clear understanding of how to give competent, relevant feedback?” notes Twidale.

To further develop its leaders’ coaching skills, Orium invited its leaders back one year later for a two-day Third Factor workshop on Managing Challenging Conversations. This deeper dive into feedback and confronting would serve to improve its leaders’ ability to face challenges head on while respecting the whole person.

“It requires a lot more work and energy to have a challenging conversation with an employee,” says Twidale. “It’s important to us to continue investing in the skills that will enable our people to live our values.”

### RESULTS: ORIUM’S CULTURE AND LEADERSHIP TRANSFORMATION

The implementation of the 3x4 Coaching and Managing Challenging Conversations programs at Orium marked a significant turning point in the company’s evolution. Post-program surveys and feedback painted a vivid picture of a transformed organizational landscape. “We’ve seen a notable uplift in manager support and overall engagement,” reported Lindsey Colquhoun, Orium’s VP of Culture, reflecting the positive shift in the internal dynamics.

Leaders, once apprehensive about navigating coaching conversations, now approached these challenges with a balanced mix of confidence and empathy. This change was not just in approach but in mindset. “The program gave us tools and techniques, not just theory,” shared one of the program participants, an Orium team leader. Another participant noted they “genuinely feel more confident in managing conversations with [their] team.”

Perhaps the most profound impact was the alignment of Orium’s team with the company’s core values. What was once an aspirational goal had become a living reality within the organization. This alignment was especially crucial in the smooth integration of new employees. Despite the challenges of a remote-first approach, Orium managed to foster a unified and inclusive culture. “It’s been amazing to see that energy,” says Colquhoun. “You can feel it in the teams across the company.”

Orium’s story is a testament to the power of values-driven leadership and its role in guiding a company through periods of significant change. The strategic partnership with Third Factor and the adoption of the 3x4 Coaching program enabled Orium not just to grow in size but to strengthen the very foundation that spurred its initial success.

