

CASE STUDY

Leading Through Complexity at EROAD

How a leadership simulation prepared EROAD's executive team for a high-stakes international acquisition.

EROAD**CLIENT CONTEXT**

EROAD is a New Zealand-based technology company operating in the fleet management and telematics sector. In 2022, EROAD acquired Cortex, a large US-based organisation, as part of an ambitious global growth strategy. In preparation, EROAD's executive and senior leadership teams engaged in an extensive leadership development and coaching programme delivered by Mantle. While leaders had developed strong tools and frameworks, the executive team identified a critical question: **how effectively would senior leaders apply their learning under the real pressure of a complex international merger?** They needed a safe, high-fidelity environment to test leadership capability, decision-making, and behavioural alignment before entering the real-world acquisition process.

“A professional, innovative and challenging leadership journey providing experiential learning and insights that standard workshops rarely get close to.”

- Helen Mead, People and Culture Partner, EROAD -

THE SOLUTION

Cyan People partnered with Mantle and EROAD's People & Capability Manager to design a tailored leadership simulation, custom-built around the real acquisition challenges EROAD was about to face.

5 Simulation Rounds

- Strategy
- Team
- Conflict
- Merger (Custom)
- Skills Development

Target Audience

Executive Team

Senior Leaders

Key Business Functions

MEASURABLE OUTCOMES

Strategic Alignment

Clearer, more aligned strategic decisions drove improved financial metrics across the business.

Talent & Recruitment

Increased criteria-based hiring decisions aligned with organisational strategy — not convenience.

Conflict Resolution

Faster resolution of conflict within defined timeframes; reduced team friction organisation-wide.

Risk Identification

More leadership risks identified and mitigated, particularly those with financial impact.

Capability Building

Higher numbers of employees upskilled within time, preference, and budget constraints.

THE IMPACT

The simulation served as a critical bridge between leadership development and real-world application. Leaders emerged with **greater confidence navigating ambiguity**, stronger executive alignment, and a shared language for decision-making under pressure, ensuring they were not only trained, but truly prepared for the cultural, operational, and strategic demands of the Cortex acquisition.

Delivered as one-day pressure tests across multiple cohorts over a two-year period.