



Building Trust Through Transition: How 2638 Management Group Helped Strengthen a University Leadership Team

ABOUT 2638 MANAGEMENT GROUP

2638 Management Group is a Washington, DC-based leadership development and organizational consulting firm. Since 2020, 2638 has helped corporations, government agencies, higher education institutions, and nonprofits strengthen leadership effectiveness and team performance through leadership development programs, executive coaching, leadership assessments, and organizational consulting — helping organizations understand not just what's happening inside their teams, but why.

THE CHALLENGE

When the Vice President of University Advancement stepped into his role at George Washington University, his leadership team was navigating a recent transition and a period of broader organizational change. He wanted to be intentional from the start, building trust with the leaders who reported to him and making sure they had the resources and opportunities to do their best work.

Before deciding where to invest additional support, the Vice President wanted a clearer picture of the factors shaping his leadership team's effectiveness and the dynamics at play. That's what led him to 2638 Management Group.



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THE APPROACH

2638 Management Group's process was intentionally built in five stages: Discover, Build, Assess, Apply, and Advise.

DISCOVER: The engagement began with a discovery consultation with the Vice President, followed by a brief three-question survey for his leadership team to identify themes worth exploring together.

BUILD: In the first workshop, 2638 reviewed what surfaced in the survey, introduced the team to the seven levels of energy, a framework for understanding how energy and stress shape leadership behavior, and prepared participants for the Energy Leadership Index (ELI) assessment and debrief to come. Just as important, this stage gave 2638 the chance to start building trust with the team before moving into deeper work.

ASSESS: Every participant completed an individual ELI assessment and received a personalized report. 2638 also analyzed the results collectively, looking for patterns across the leadership team as a whole, not just individual takeaways.

APPLY: In the second workshop, 2638 facilitated a collective ELI debrief. Leaders

examined how they were showing up together, connected those insights to their day-to-day experiences, and identified practical solutions for strengthening how they worked together.

ADVISE: 2638 closed the engagement with an executive report for the Vice President, synthesizing insights from across the process into clear recommendations for continued leadership and team development.

The ELI was central to this engagement, but the assessment itself was only the starting point. 2638 used the individual and collective insights to create meaningful dialogue, help participants identify practical solutions, and provide the Vice President with recommendations for continued leadership and team development.

The engagement reached approximately 30 leaders reporting to the Vice President of University Advancement within a division of more than 100 employees. Participants stayed actively engaged throughout, bringing meaningful discussion and reflection to each stage of the process.

The engagement concluded with an executive debrief and a documented set of recommendations for continued leadership and team development.



About 30 days later, the Vice President reported more positive interactions during staff meetings and increased participation across the leadership team.

The impact continued beyond the engagement. At a subsequent leadership retreat, leaders developed several work streams to continue building a positive culture of collaboration.

“The session we did continues to pay dividends. The July retreat was highly interactive, with significantly greater participation across the leadership team.”

— David L. Unruh, Vice President of University Advancement
George Washington University



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what's really driving
your team's
performance?**

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