

CASE STUDY

BUILDING SKILLS, EMPOWERING SUCCESS

How Galaxy Labs transformed frontline supervision — building a culture of coaching, trust, and consistent leadership across two sites.

Galaxy Labs · Cannabis Cultivation & Retail · 50 Employees · 2 Sites · 2025

50

Employees

13

Leaders in Training

2

Sites

3

Phase Program

Your thoughtful approach to teaching delegation with professionalism, managing feedback respectfully, and reinforcing consistent performance expectations was both timely and transformative.

— Sharon F. Harris, HR/Office Administrator, Galaxy Labs, LLC — written to Dr. Griffin the day of training, July 23, 2025

THE BUSINESS CHALLENGE

Galaxy Labs operates at the intersection of two demanding environments — cannabis cultivation and retail. Their supervisors were promoted because they were strong individual contributors, but most had never received formal training in leading people. The result: a supervisory culture where correcting was the default, delegation was avoided, and communication often landed without the dignity that builds trust.

ROOT ISSUE

Entry-level employees could not succeed in their roles when performance expectations were never clearly defined. Without a shared language of accountability, every correction felt personal — and every personal correction eroded trust.

What Leadership Was Experiencing

- Defaulting to correction over coaching in daily interactions
- Communication delivered with dismissiveness rather than respect
- Avoiding delegation — leaders executing tasks themselves
- No consistent framework for performance conversations

What the Organization Was Experiencing

- Entry-level employees unclear on what success in their role required
- Trust deficits between supervisors and floor-level team members
- Inconsistent supervision across two separate sites
- Team members reluctant to attempt new tasks or own processes

THE SOLUTION

Galaxy Labs partnered with Drink Some Water.® LLC to design and deliver the Galaxy Labs Supervisor Leadership Program — a three-phase blended learning initiative built around one principle: supervisors need practical, repeatable tools they can use on the floor the very next day.

Thirteen supervisors across both sites participated in a structured journey beginning with an in-person half-day workshop on July 23, 2025, followed by three self-paced microlearning modules, and a virtual refresher session on August 27, 2025. This was not a training event — it was a behavioral change initiative delivered in the flow of real operational demands.

Leadership Competencies Developed

- Communication triggers and professional response frameworks
- The shift from correcting to coaching as a leadership default
- Trustbuilding strategies with direct reports
- Responsible delegation with clear expectations
- Performance expectations and accountability conversations
- Leadership vs. management — knowing when to lead and when to execute

Three-Phase Learning Methodology

- **Phase 1:** In-person half-day leadership workshop (July 23)
- **Phase 2:** Three microlearning modules via DSW Training Academy
 - · Delegation Made Simple
 - · Trust on the Floor
 - · Coach in 60 Seconds
- **Phase 3:** Virtual group refresher and reflection session (August 27)

BEFORE THE PROGRAM → AFTER THE PROGRAM

BEFORE	AFTER
✗ Supervisors correcting rather than coaching their teams	✓ Coaching conversations replacing correction as the default response
✗ Dismissive communication causing disengagement on the floor	✓ More intentional, respectful communication with measurable results
✗ Unclear performance expectations for entry-level roles	✓ Performance Scorecards adopted as the organizational standard
✗ Weak delegation — leaders doing tasks instead of developing people	✓ Leaders delegating responsibly and developing team capability
✗ Inconsistent management approach across two sites	✓ Consistent supervisory practices across both sites
✗ Employees unaware of what success in their role looked like	✓ Employees owning processes and attempting new tasks with confidence

ORGANIZATIONAL IMPACT

"This was more than training; it was a cultural shift."

One worth continuing.

Dr. Denitra D. Griffin, Ed.D. | CEO, Drink Some Water.® LLC | Program Summary Statement

The highest measure of any leadership program is what gets carried back into the workplace — not what is retained on an assessment. At Galaxy Labs, the most significant organizational outcome was structural: the Performance Scorecard, a tool introduced in training, was adopted as the official standard for performance conversations across both sites.

What Adoption Looks Like at Galaxy Labs

Supervisors across both Galaxy Labs sites now anchor performance conversations using the Performance Scorecard — a tool developed during training from actual job descriptions. Supervisors also reported huddling daily to apply communication tools, sharing strategies across shifts, and managers engaging as collaborative peers rather than siloed authority figures.

Dr. Griffin's Recommendation: Expand to Annual Leadership Retreat

Based on the depth of behavioral change observed, Dr. Griffin recommended Galaxy Labs elevate this work into a recurring annual leadership retreat — ensuring that the cultural gains made in one program are sustained, reinforced, and built upon year over year.

THE DATA: SUPERVISOR SELF-ASSESSMENT RESULTS

Post-program survey results showed the strongest gains in intentional trust-building and creating psychological safety — the exact conditions needed to retain entry-level talent in a high-turnover industry. Delegation and the shift from correcting to coaching represent the highest-growth opportunities as the organization scales.

Post-Program Survey Statement	Strongly Agree	Business Implication
I use trust-building strategies more intentionally with my team	~85%	Trust is the foundation of retention
I create more opportunities for team members to raise concerns	~70%	Psychological safety drives performance
My actions show more consistency between what I say and what I do	~70%	Credibility reduces turnover risk
I apply communication techniques (sentence stems, trigger response)	~60%	Consistency prevents miscommunication
I am more aware of how my tone impacts my team	~60%	Tone shapes team morale daily
I delegate tasks with clear expectations and follow-through	~50%	Delegation scales productivity
I have shifted from correcting to coaching in my approach	~45%	Coaching reduces corrective action costs

VOICES FROM THE FIELD

These voices represent two layers of evidence: a named executive sponsor writing to Dr. Griffin the day of training, and anonymous supervisor reflections from the 30-day refresher session. Together, they tell the same story — something real shifted at Galaxy Labs.

"The tools you provided are already sparking meaningful conversations within our Management & Leadership groups. We feel better equipped to rise to the responsibility of guiding our teams with clarity, confidence, and care."

— Sharon F. Harris, HR/Office Administrator, Galaxy Labs, LLC — July 23, 2025

"Creating clear lines of communication and delegation. If an employee is unsure of their tasks, there is no way they would be able to accomplish their goals."

— Galaxy Labs Supervisor — on the link between clarity and performance

"Pausing in emotional situations and stating expectations."

— Galaxy Labs Supervisor — on managing communication under pressure

"Having honest conversations while seeking to understand the individual needs of each employee."

— Galaxy Labs Supervisor — on shifting from directive to dialogue

"People are much more willing to attempt a task they have never done and are starting to really own certain processes."

— Galaxy Labs Supervisor — on the impact on their direct reports

"My fellow supervisors are more open and comfortable. We are able to have conversations that empower us to feel like supervisors."

— Galaxy Labs Supervisor — on the impact on peer leadership culture

WHAT ENTERPRISE LEADERS CAN LEARN FROM GALAXY LABS

01

Clarity is a leadership responsibility.

When entry-level employees don't know what success looks like, they cannot deliver it. Defining performance expectations is not HR's job — it is the frontline supervisor's daily obligation.

02

Coaching retains talent. Correction drives it away.

In high-turnover industries, the supervisor relationship is the number one predictor of whether an employee stays. Moving from correction to coaching is not a soft skill — it is a retention strategy.

03

Delegation is a development multiplier.

Leaders who do instead of delegate create bottlenecks. Leaders who delegate responsibly build capacity. Galaxy Labs supervisors began to see delegation not as a handoff — but as an act of trust that grows their teams.

04

Culture change requires continuity.

Galaxy Labs did not just complete a program — they shifted how leadership is practiced across two sites. Dr. Griffin's recommendation to expand into an annual leadership retreat reflects the standard every leadership investment should aspire to.

"This was more than training; it was a cultural shift. When leaders leave a program and begin huddling with their teams, applying tools daily, and empowering each other to lead — that is not a program outcome. That is organizational transformation."

Dr. Denitra D. Griffin, Ed.D. | CEO, Drink Some Water.® LLC

ABOUT DRINK SOME WATER.® LLC

Drink Some Water.® LLC is a leadership development firm specializing in frontline manager readiness, workforce performance, and organizational culture change. We design learning experiences that equip supervisors with the skills, tools, and self-awareness to lead people effectively while delivering operational results.

Our Frontline Manager Program™ is built for organizations ready to move beyond correction — toward a leadership culture grounded in clarity, coaching, and trust that reduces turnover, strengthens engagement, and drives sustainable performance.

Contact Us

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Business Credentials

M/WBE · WOSB · BEP · NMSDC

Certified

CAGE: 9WCV1 · UEI: DGS4N94NWTM4

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