

Leadership & Management Development

Client:	Major pharmaceutical company
Sector:	Pharmaceutical
Project:	Management and Leadership Development
Themes:	Leadership
Audience:	All leaders
Locations:	UK, USA, Belgium, Singapore, Korea
Duration:	2005 – present

The Organisation

Our client is the world's second largest pharmaceutical company with a wide product portfolio, and employs around 100,000 people globally. The company was formed in 2000 by the merger of two major companies, each of which had in turn been formed by previous mergers between major players in the industry.

The Project Context

The company wanted to ensure continual growth and success, and knew that maximising organisational management and leadership capability must play a key part in achieving this ambition. Specifically, it required leaders that could lead the

organisation through change and have an impact across the globe where team members are located in different countries.

The Requirement

In 2005 ASK were asked to become part of the core curriculum for our client to develop their managers and leaders to promote the organisational strategies and high performance behaviours. We were asked to develop programmes that would enable the company to continually improve its effectiveness, impact and productivity across all functional divisions.

As a successful, growing global organisation, it was imperative that its managers could achieve the best from their teams through support, motivation, development and empowerment. Its leaders therefore needed to enhance their skills, develop behaviours that would have a positive impact in any given context, and continually enhance their capability to lead in complex environments with matrix, virtual, and network team structures.

Each programme needed to focus on the various and distinct challenges employees face in the workplace. The content of each programme needed to challenge the highly intellectual audience that would attend, while having a significant practical and experiential element to ensure participants could practice, and receive feedback on their developing leadership skills.





The Solution

As the development of new behaviours and the application of new skills does not happen simply by attending a workshop, ASK's programmes were designed using our Stage-based Behavioural Transformation (SBT)[™] methodology to produce programmes that would raise participants' awareness, inspire a willingness to develop, and provide the forum both during and after the event to achieve their learning goals – and ultimately to delivering the goals of the organisation.

These three phases comprise:

- **Phase One:** pre-workshop preparation including guided self reflection via a programme specific journal, online diagnostics including MBTI[®], FIRO-B[®] and 360 degree feedback surveys (specific to each programme to focus on targeted behaviours and skills)
- **Phase Two:** a development workshop combining reflection, discussion, analysis, practice, feedback and coaching – from both peers and facilitators.
- **Phase Three:** follow-through activity using technology and coaching to reinforce, record and maintain new behaviours and develop key skills identified during the programme.

Evaluation

Our follow-through technology, enables us to continually support and track participants' progress against their development goals beyond the attendance of the workshops. It also allows our clients to assess the impact of the programmes on their business.

Participants rated themselves as 'more effective' as a result of the programme, with up to 70% of 530 individuals across the three core programmes indicating that they had made 'significant progress' on their goals 12 weeks after the programme.

Evaluations to date have shown that all of our programs are making a positive difference as evidenced by:

- more effective leadership behaviours
- managers' positive feedback to participants on observed behavioural changes
- the value reported by participants.

Delegate quotes

"Becoming aware of my attitudes (strengths and weaknesses) and the follow-up of the training obliges us to act after the seminar; obliges us to put in practice what was learned."

"I found the pre-work and the course itself very helpful as a tool to identify the areas in my work life that I needed to improve. The coaching has been very helpful – both for the content of the 1:1 sessions, but also to highlight just how coaching is meant to be performed [...] I have certainly made more changes following this course than from many others."

