



PHARMACEUTICAL
INDUSTRY

20,000+

EMPLOYEES



GLOBAL
ROLLOUT



Pharmaceutical Industry

a Situational Leadership® Success Story

At a Glance

Challenge

- Expand global presence
- Achieve exponential growth
- Navigate complexity
- Cultivate a leadership culture

Solution

- Implement Situational Leadership®
- Optimize individual and team development
- Develop core management competencies
- Roll out global methodology

Results

- Established a common leadership language
- Achieved measureable behavior change
- Expanded the Situational Leadership® curriculum
- Systemized sustainment

Products

- *Situational Leadership®: Building Leaders*
- *Situational Coaching®*
- *Leading Teams: A Situational Approach*
- *Leading With DiSC®*
- *Leveraging Your Power to Influence*



The Challenge

Pride in this client's worldwide pharmaceutical organization stems from its dedication to science, philanthropy and leadership. As a leading source of innovative and affordable solutions to global health issues, it thrives with the simple and effective philosophy that everyone deserves access to affordable healthcare.

This client is accomplishing its mission by providing hundreds of medications, over 60 active pharmaceutical ingredients for drug manufacture, diagnostic kits and many critical care and biotechnology products. While this is an impressive portfolio by any standard, the client is poised to do more. In order to increase its impact on health in the world, it must meet lofty expansion goals to ensure its employees are ready to take on the tasks that accompany rapid growth and develop necessary leadership skills to fulfill the vision of the organization.

The results of an internal performance-related job function audit indicated a critical need for targeted skill development. It was clear that implementing and sustaining a formal leadership development curriculum would be vital to fulfilling their vision. Their challenge was to find a program that could both meet their global requirements and offer the relevance and simplicity to resonate throughout all levels of the organization.

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The Solution

Like many organizations, this client sought innovative content with a well-rounded scope of training solutions. They were charged with developing leadership competencies for leading individuals and teams, understanding management fundamentals, navigating cross-functional relationships, thinking strategically, executing results and utilizing skilled decision making. They needed a program that offered a comprehensive approach.

After attending an informational session on *Situational Leadership®: Building Leaders*, they found it “knocked down all of the pins” and met their needs. The Situational Leadership® program exceeded their expectations for applicable content, construct, learning and application strategies, facilitation and sustainment.

To drive leadership development initially, the client introduced two foundational Situational Leadership® courses to managers. *Situational Leadership®: Building Leaders* provided an action-oriented leadership framework and strategy to effectively assess and adapt to challenges. *Situational Coaching®* expanded on this content and utilized a task-specific application of an accessible coaching framework.

The Results

Situational Leadership® is driving behavior change as the centerpiece of the client’s global leadership development program. Within the first year of implementing the Situational Leadership® program, engagement and cross-functional alignment overall have increased, as observed by senior leadership in succession planning, with roughly 25 percent of participants receiving an extension of responsibilities or earning promotions.

“Given the high risk in decision making in our industry, the Situational Leadership® programs provided our emerging leaders with a much more heightened sense of awareness of their role in these decisions. Situational Leadership® has served as a template for talent selection, talent management and communications between managers and employees.”

To build on the successful Situational Leadership® rollout, the client decided to create an even more comprehensive and integrated approach and added three more courses to its global leadership development program: *Leading Teams: A Situational Approach*, *Leading With DiSC®* and *Leveraging Your Power to Influence*.

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