

## Elite pharma organization grows leadership skills with a custom learning experience from CLS

### Manage alignment with performance development opportunities

Since its modest beginnings over a century ago, this organization has earned its standing as a distinguished and reputable contributor in the domain of global pharmaceuticals. They aspire to be the frontrunner in developing patient-focused therapies for the targeted diseases in which they specialize by exploring and pioneering medicines and protocols where few or none exist. From the conception to commercialization of their robust portfolio of treatments, they rely on agile, results-driven leadership to impact goal-oriented results by their medical professionals toward this endeavor.

To excel as a leader in the competitive and ever-shifting landscape of pharma, the organization recognizes the intrinsic value of cultivating excellence in their people. This means a purposeful effort to equip their leaders with a universal development language through leadership training, enabling a repeatable, straightforward method for influencing staff to meet performance objectives. In pursuit of this, the organization sought a time-tested leadership framework that could be easily customized to their real-world challenges and be deployed for a global workforce.

Endorsed by one of the organization's executive leaders who was well-versed in the outstanding customer service and content The Center for Leadership Studies (CLS) could offer, the organization contracted with CLS to formulate and deliver a training solution tailored to the company's unique needs and audience.

Industry: **Pharmaceutical**

Number of Employees: **5,000+**

#### **Challenge**

Growing a culture of feedback and coaching to use with medical professionals

#### **Solution**

Implementing custom e-learning modules and companion webinars that enhance relevance and connectivity

... to be a leader in the competitive and ever-shifting landscape of pharma, you must cultivate excellence in your own leaders ...

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## A synergistic approach for developing or redirecting performance

CLS designed a customized experience that integrated the Situational Leadership® Model and a supporting coaching framework to enable the organization's leaders to operate through a common language of performance and influence. The solution included a blend of off-the-shelf instructor-led training that was enhanced by a set of custom-developed, interactive case studies in addition to a pre-training virtual webinar that highlighted the organization's business case behind the training integration.

As prework for the upcoming training and to promote awareness and unite leaders to a common purpose, CLS Executive Vice President Sam Shriver and the pharma organization's medical group vice president co-presented a custom-developed, introductory webinar to explain the intent and benefit of developing Situational Leaders in the company and its importance in driving the attainment of the organization's strategic objectives. As additional preparation, participants were asked to complete the self and 360° assessments and partake in a custom-developed, interactive e-learning module with thought-provoking case studies for immersive practice.

The assessments, integral components of the *Situational Leadership®: Building Leaders* course, provided perspective into the primary and secondary leadership styles and style adaptability of each leader. The case studies depicted compelling, relatable scenarios and engaged participants with "What would you do?" questions to which their anonymous responses were then compiled by CLS and integrated into the training programs to maximize the learning relevance.

## Steadfast support in a dynamic climate

Led by a CLS Master Trainer, *Situational Leadership®: Building Leaders* introduced the core principles and central theme of the Situational Leadership® Model—meeting the follower where they are for a specific task—and provided a construct for developing or redirecting performance as needed. The complementary *Situational Coaching®* program continued to reinforce the Situational Leadership® competencies with next-level skill development for optimizing the outcomes of performance conversations. Together, these courses ready leaders to manage and exceed organizational expectations with deliberate and methodical precision.

### SOLUTIONS EMPLOYED

- Multifaceted prework activities comprised of:
  - An engaging, custom-developed introductory webinar establishing the upcoming training's value and purpose
  - Self and 360° assessments to baseline and inform leaders of their leadership style tendencies
  - Custom-developed, interactive e-learning module punctuated with resonant scenarios for applicability
- *Situational Leadership®: Building Leaders* ILT introduces the fundamental principles of the Situational Leadership® Model and process
- *Situational Coaching®* ILT reinforces the Situational Leadership® framework with advanced practice and actionable feedback

Post-delivery feedback indicates very positive reactions to the synchronous learning as well as the customized webinar and integrated case studies, both of which received strong reviews for their ability to make the learning more personalized, relevant and relatable.

CLS remains a steadfast and vital liaison of the organization's leadership development activities and nimbly collaborates with them to ensure the continued success of the training solution through a dynamic climate.

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