INITIATIVE FOR AN MULTINATIONAL PHARMACEUTICAL COMPANY

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Context

A recently joined expat CEO was mandated with an ambitious business agenda vis revenue, market share and new verticals. Six months into the system he felt that he and his team needed to align, collaborate and work with a systemic framework if the business agenda had to be achieved. He wanted to pre-emptively create this culture in his mix tenure team.

I. The initiative was envisaged with a developmental agenda for his team and him to understand each other's styles of working and agree on some rules of engagement to be aligned and collaborative towards the business agenda.

As a precursor for the SLT alignment on the business agenda, a workshop was designed with the following objectives:

Our Approach

For the SLT to understand the preferred way of working / communication of all members and agree on the most productive ways of working with each other based on that understanding

For the SLT to understand collaboration and systemic thinking and the multiplier impact it could have on the team's results.

Tools Used

- **Behaviour style Profiling tool for team work (they had all scored themselves on this tool before the workshop and we were able to give them what the team profile looked like). Other tools can also be used.**

- **Friday Night at ER**

Outcomes

Each SLT member created specific STOP START CONTINUE commitments vis-à-vis adapting to others' styles, handling conflicts and enabling collaboration

As a team they agreed on how they would leverage their strengths and also how they would make good the gaps in terms of styles that were missing from the team profile.

INITIATIVE FOR THE SENIOR LEADERSHIP TEAM OF A MERGED PHARMA ENTITY

Context

As a result of a merger, the new leadership team for India was formed and decided to start the journey of working together as "one team".

The leadership team comprised 10 leaders including the MD (who was the head of one of the merged entities), the heads of SBUs and heads of functions, and the head of the other merged entity. The team was a mix tenure team.

The SBU heads and the function heads would need to now transition from working in silos to work as an aligned, trusting and collaborative team driving an aligned consistent culture in the merged entity.

Long-term Objective

Role model and build a culture that is aligned to the new values of merged organization:	Behave and deliver like organisational leaders rather than functional leaders	Work collaboratively and build an environment of trust.

Our Approach

I. Diagnostics of the current state of the leadership team – helping and hindering factors towards the stated objectives.
    I. Interviews with the entire team and organisational perspective from the HR lead.
II. Workshop to sensitise the team to the long term objective and meet the objectives of:
    I. Agreeing on rules of engagement for working as a collaborative team:
        I. Understand impact of self and the impact we have on other team members.
        II. Build awareness, understanding empathy for other team members and their styles.
    II. Sensitize the team to the value of systemic thinking as organizational leaders rather than leaders of SBUs and functions.
III. Based on the above agree on behaviors that they will display as a team and as individuals to ensure collaboration and working as an organizational leader.

Outcomes

I.   Legacy that each team member would like to create as a leader.

II. Individual and team reflections to agree on the type of culture they would like to create in the team. (this was arrived at various exercises, discussions and simulations):
   I.   Building Trust
   II.   Inclusive working
   III. Systemic thinking
   IV.   Collaborative decision making as organizational leaders rather than SBU / functional leaders.
   V.   Creating an appreciative and non fault finding environment
   VI.   Enhancing accountability by encouraging "Driver Behaviour" of clear responsibilities and time lines.

III. The reflections were then translated into concrete
   I.   Individual **START-STOP-CONTINUE** behaviours aligned to the culture and growth objectives.
   II.   As a leadership Team – **RULES OF ENGAGEMENT** that would bring the desired culture and growth objectives to life