

# Aligning leaders through structural transformations



## Client need

A national pharmaceutical organization needed to change its leadership and shift its stance on consumer innovation. To achieve these structural transformations, the company partnered with BTS to equip its leaders with the critical tools for success. The goal was to align leaders to the critical capabilities essential to strategy execution, including agility, innovative thinking, a common sense of purpose, and coaching.



## Results

The experience became a strong platform upon which the whole leadership team and CEO could role-model their expectations and reinforce them in the flow of work:

- Leaders' Net Promoter Score increased by an average of 7.5%
- Engagement Score increased 3%
- Senior leadership communicated a vision that resonated with employees increased 11%
- Ability to receive feedback increased 6%
- Confidence in the Senior Leadership team increased 11%

After completing the program, 100% of participating leaders reported that they strongly believe that they have the necessary tools to inspire change from their employees, and that they will strive to be better coaches going forward. By employing these new tactics in the future, leaders are committed to shifting to new customer segments, exploring ecommerce strategies, and adapting to the changing needs of consumers.



**"The BTS program has been the most effective corporate learning I have had throughout my career. This valuable experience has shown me that effective mentoring can make a significant impact to me as a member of the leadership team."**

**"I look forward to improving my coaching role within my own team. I have also improved my capability to address concerns directly with my leader, which has led to a trusting relationship."**



## The solution...

A leadership behavior development program, initially designed for just the top 70 members of the organization's leadership team, was eventually escalated to 200 of its senior leaders. Paced over three leadership sprints, the learning journey consisted of the following components:

- An organizational playbook that defined the critical mindsets required by the strategy change
- A gamified simulation experience encouraging peer-to-peer team learning, vulnerability, and deep interaction across the region
- Virtual and personalized on-the-job coaching, featuring 1:1 support
- Peer-to-peer pods supervised by BTS facilitators