

# Developing healthcare leaders' capabilities at scale



## Client need

A multinational medical device and healthcare organization needed to better understand, practice, and apply the critical capabilities of effective leaders.

To achieve this goal, the organization partnered with BTS to design a program for over 20,000 of its leaders. Together, they facilitated meaningful conversation amongst participating teams, coaching each leader to develop these critical capabilities over a four-phase journey.



## The solution...

Throughout the 12-week virtually facilitated journey, which was delivered in 13 languages, participating leaders learned and practiced four key leadership skills:



To build these skills, participating leaders followed a framework called "See-Hear-Speak," which culminated in a module focused on coaching and developing others:

**See:** building trust and drive inclusion by making others feel seen

**Hear:** helping teammates understand the value of their input

**Speak:** creating culture by communicating with clarity and compassion, after seeing and hearing



Throughout each phase, they experienced:

- **Learning bursts**, or digital scenarios during which to practice these concepts
- **Supplemental online training** using existing company content
- **Go-dos**, which are action items to be completed back on the job
- **Peer pods**, building trust through constructive conversation
- Development of **key takeaways and commitments**

After wrapping up the 12-week journey, each participating leader received a **sustainment plan** designed to help incorporate these new skills over a six-month period.



## Results

The program yielded completion of over **11,000 peer pods** and **269 1:1 coaching sessions**. Direct reports of managers who completed the program have meaningfully higher employee engagement-survey scores than those whose managers opted out. Analyzing these scores four months post-program shows positive effects on profit, revenue, safety, and productivity as well.

Additional highlights include:

**4.3/5**

Overall  
evaluation score

**97%**

Completion rate

**4.2/5**

Participants gave  
effectiveness of  
training score

**+129k**

Go-Dos completed



"I've seen a big change in my manager. They're listening more and asking more questions, and while they've still got a ways to go to be a good manager, I'm seeing real progress."

"I began to realize that when you step back, you bring forward curiosity. I was able to notice someone else's state and I know they felt seen because they came up to me later and said 'thank you!'"

"I'm finding more opportunities to get off 'auto-pilot,' get out of the box, and be more curious, really listening to others."

"I'm actively putting myself into a more empathetic mindset. I'm asking my people more questions, probing deeper into the data, and coming back with insights I've never seen from them before."

