

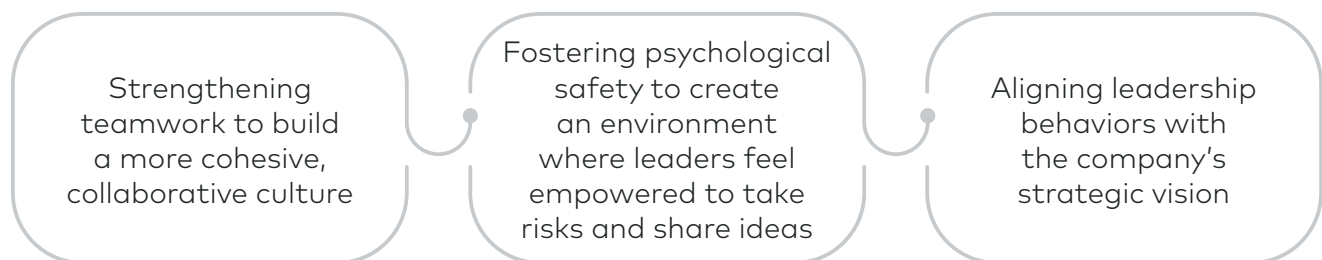
Developing biopharma leadership to fuel innovation in disease management

Client need

An American biopharmaceutical company set ambitious strategic goals for 2030, including advancing innovative solutions that could transform healthcare access for patients worldwide. However, the company's hierarchical culture stifled collaboration, limiting its potential for innovation. Recognizing that a comprehensive cultural transformation was essential to achieving these goals, the company sought to reshape its leadership approach to foster a more dynamic, inclusive, and collaborative workplace environment. To help lead this transformation, the company partnered with BTS.

Solution

Together, BTS and the company co-designed a five-month immersive leadership program aimed at reaching 5,000 employees across all levels during a multi-year rollout—from senior to frontline leaders. The program's primary focus areas included:



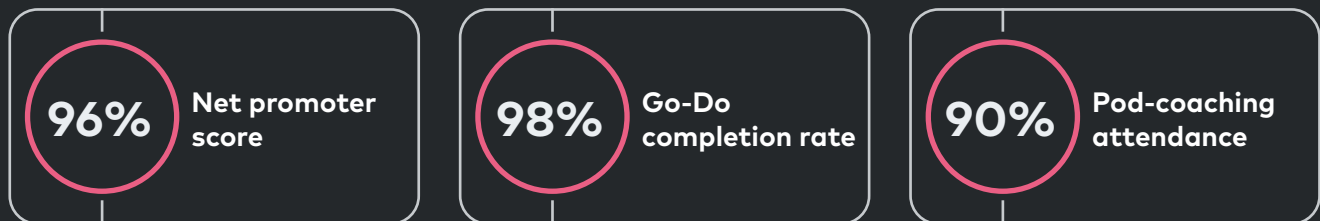
The collaboration began with a two-year development phase, including a six-week pilot with four initial cohorts. This pilot phase enabled the team to refine the program based on direct participant feedback, ensuring maximum relevance and impact before the full-scale launch.

The program was delivered globally, with cohorts of 30 participants each, creating an intimate, diverse learning environment. Each cohort engaged in a multi-faceted journey that included:

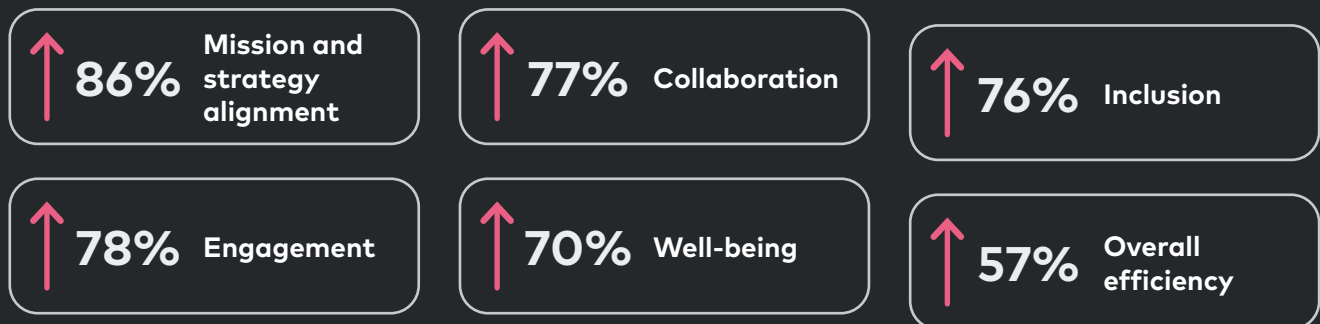
- **Virtual kickoff:** A 60-minute session where facilitators introduced program objectives and outlined expectations. Participants were given access to a multi-modal digital platform housing a comprehensive collection of resources, from reading materials to assignments.
- **Pre-work:** Designed to lay a solid foundation, participants engaged with interactive videos, podcasts, and articles to identify personal learning gaps and explore potential challenges. This preparatory phase fostered a reflective mindset, allowing participants to enter the immersion experience ready to grow.
- **Three-day in-person immersive learning:** Through gamified activities, leaders practiced critical skills such as building self-awareness, developing trust, and improving communication. Days one and two focused on skill-building, while Day three emphasized reflection, feedback, and planning for practical application. The immersive experience included peer coaching and journaling, offering a balance of external collaboration and personal growth.
- **Go-Dos:** After the immersion, participants were assigned on-the-job tasks that helped them integrate new behaviors into their daily work. These Go-Dos reinforced the concepts learned and promoted sustained behavioral change.
- **Pods:** Following each Go-Do, small-group coaching sessions (or Pods) were held to support ongoing development. These sessions provided a safe space for participants to discuss challenges, celebrate successes, and receive feedback from peers and facilitators.
- **Ongoing support:** The program included resources for continued learning and reinforcement, such as conversation guides, refresher content, online discussion forums, and networking opportunities.

Results

By April 2024, the program had reached 2,400 leaders through 94 cohorts launched globally. The program's success is reflected in several key metrics:



The program also included comprehensive pre- and post-program surveys to track leadership competency improvements. These surveys revealed a significant increase in confidence and performance across key areas, including:



The success of this initiative has encouraged the company to expand the program's scope, with plans for 40 additional cohorts in 2024 and 24 cohorts in 2025. This strategic investment is helping to solidify a foundation of transformative leadership that drives the company's goals and strengthens its competitive position.

Testimonials

“ I'm really stunned at how empowered I feel to expand my leadership skills. I was truly skeptical before this.

“ This is the most impactful leadership development experience I've had in 15 years.

“ I was initially skeptical, having been on many training courses that achieved very little. I was pleasantly surprised at how insightful, challenging, and ultimately rewarding the sessions were.