



THE LEADERSHIP CONTEXT

Case Study -
Pharmaceutical Company



Context

A newly appointed CEO for the Australian arm of Sandoz, a multinational pharmaceutical business owned by the Novartis group, commenced in January 2014. He was the fifth CEO in succession for that role over a period of six years. Allan Tillack, the newly appointed CEO, had solid industry experience having worked for three similar organisations. This was also his second time heading up an Australian affiliate of a multinational. Having arrived at the organisation he found business that was solid being the #3 player in the market. But the organisation had not achieved its financial targets nine years. He also had an executive team that he found to be working in silos with no collective vision for the organisation.

We had worked with Allan in a coaching support role to optimise his transition into the organisation and the CEO role.

Background

As part of the coaching process, Allan's coach helped him identify in the first 90 days what the key strategic focus areas for organisation needed to be. During his transition period he took time to interview and speak to a wide range of staff and key stakeholders both internal and external to the organisation. He also got a very clear mandate from his regional leaders based in south-east Asia. It became apparent quickly that the then level of the leadership team was not high enough to lead the organisation to where it needed to be. At his first leadership retreat with his team Allan laid out where he wanted to focus on leading the organisation and in what financial state it needed to be in the next 18 months.

Within a few weeks of that meeting, two of the Executive Team opted to leave the organisation or were encouraged to do so. Having then the "the right people on the bus", Allan re-engaged the Leadership Team for a second leadership retreat session. In this session the agenda focused on:

- Developing a two-year strategy for the organisation,
- Leadership in general,
- The collective leadership goals for the Leadership Team
- A measurement of the current leadership culture using the LCS assessment framework.

In that meeting, the LCS assessment demonstrated a leadership team that was superficially nice to each other, but effectively working in very strong silos with little collaboration across the organisation. Reactive tendencies scored quite high in the LCS assessment, particularly PROTECTING and RELATING whereas the creative behaviours



were scoring very low, all below 30th percentile. (Fig 1). Teams that have a lack of leadership or regular changes in leadership tend to move into silo mentality quite quickly. It is easier to focus on doing one's own job that to try to figure out what the next leader might want. Plus it is safer when operating in an ever changing and volatile environment!

As an output from that meeting the Leadership Team decided to focus on four elective goals that they would lead the organisation through.

They were:

1. Build a winning culture that we can all be proud of (ACHIEVING)
2. Stop crushing the idea before we have the debate (PROTECTING)
3. Be more decisive with senior leadership team decisions (ACHIEVING)
4. Build the discipline to celebrate good performance and Outcomes (AUTHENTICITY and RELATING)

Also, the Leadership Team under Allan's guidance decided to embark on a collective leadership development journey which included four x 2day Leadership Team meetings over a 15-month period and individual coaching for all members of the Leadership Team.

The individual coaching sessions took place on a monthly basis and after the second month included an LCP assessment for each individual. The second of these four leadership retreats included time spent using the leadership circle mat and discussing the LCP results per individual.

From that point forward the individual coaching sessions had three focus points per individual:

- (a) Contributing to the team goals
- (b) A goal related to the peer/ CEO feedback received post their LCP
- (c) An individual goal unique to each individual

This 'Promise of Leadership' workshop became a major turning point for the Leadership Team as they embarked in true dialogue and vulnerability. Using the outcomes of the LCP reports per individual, the teams then were able at a peer level to give feedback, using a 'speed feedback session' approach to each leader on what they might want to focus on in their own individual leadership journey. The phrase "What I need from you as your peer" became a very strong attractor question in the Leadership Team.



Each quarter the Leadership Team held a whole of company (Town Hall) meeting where they shared the focus on the leadership team and sought feedback on how the Leadership Team were faring against the four original objectives they had set earlier that year. Using Pulse™ survey feedback they were able to measure their progress against those four criteria and the transparency to the organisation on its progress. These progress measurements were again shared with the wider organisation.

From a disruption point of view the leadership team implemented some interesting ideas including a 'Stop it Month' event. This was designed so that everyone in the organisation had the permission to stop doing anything in their role that was no longer useful or beneficial. Legacy reasons for doing particular things in certain ways were given the heave ho! The only caveat was that nothing could be stopped that might impact finance results or impact their customers. This led to a savings of over 200 hours in the first month across the whole organisation. More importantly it showed the organisation the leadership team were willing to try new things in order to get better results.

Outcomes from the assignment

Fifteen months after the initial engagement the LCS assessment was repeated which showed marked changes in the ACHIEVEMENT, RELATING and AUTHENTICITY dimensions in the creative half of the LCS graph. All three had doubled in that ratings. With that came decreased energy in the reactive tenancies particular in COMPLYING and PRETECTING.

The organisation hit its financial goals for the first time in nine years and celebrated with a whole of company conference. The key leaders at the level 3 and level 4 areas of the business were promoted into more senior positions and the promise of leadership workshop was cascaded down the organisation to Levels 3 and level 4 leaders.

The CEO, HR Director and Supply Chain Director all undertook accreditation in The Leadership Circle assessment framework and were involved in the debriefing of LCP 360 results amongst key staff. This demonstrated credibility and commitment to the process as seen by the level of leaders below them.

For more insights listen to Allan Tillack as a guest on The Leadership Diet podcast

Figure 1



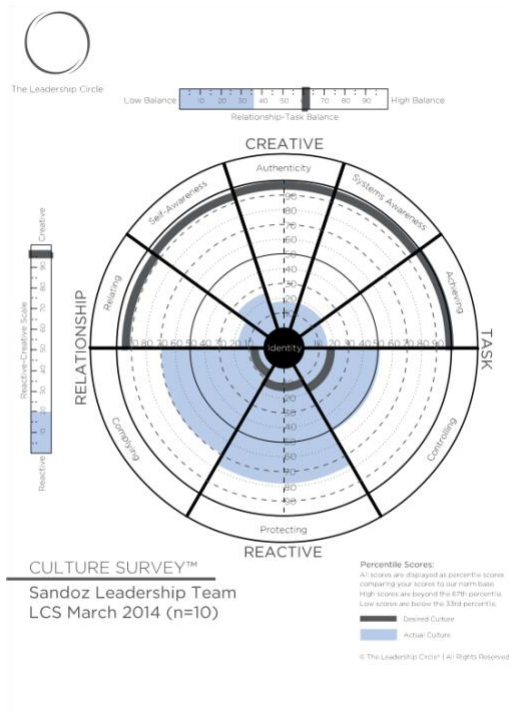
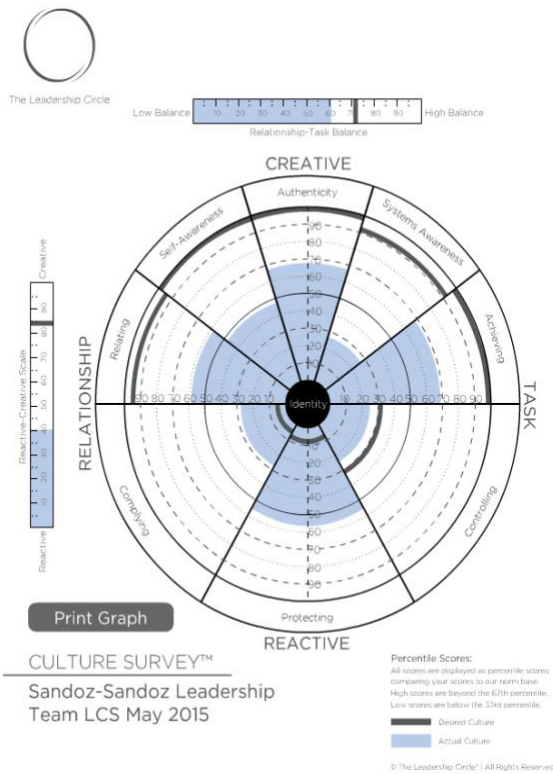


Figure 2





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