



CASE STUDY: GLOBAL LEADERSHIP SKILLS FOR THE TECHNICALLY MINDED

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THE LANDSCAPE

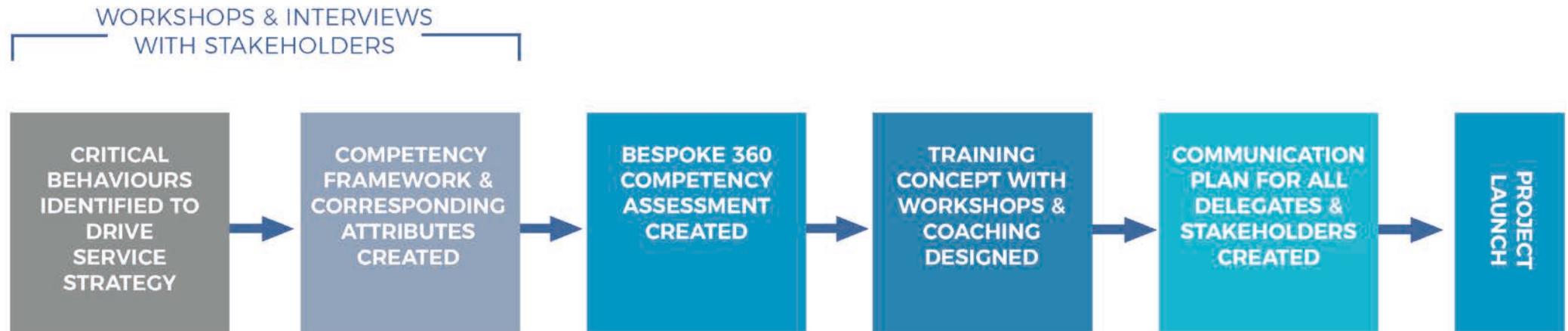


About 500 managers, responsible for technical service and training within an organisation that is a global player in the Pharma/Diagnostics industry were the target audience.

They needed to be developed and well prepared as part of the client's commitment to its people. These Technical Product Managers (TPMs) are highly educated, qualified specialists, who have to juggle technical content and stakeholder relationships as well as leading project teams. Therefore, they face increasing non-technical responsibilities and challenges like financial pressure and shrinking R&D budgets.

Because of the complex organisational matrix and the international nature of the environment in which they operate, TPMs need to constantly gain more skills to keep up with the pace of change. They need to improve worldwide collaboration and at the same time still ensure high service quality expectations – holding a technical qualification alone is not enough. Non-product-related soft skills increasingly need to be improved and enhanced for long-term business and career success.

As a result of this pressing need, Strategic Leadership designed an intense development programme known as the TPM Academy.



The TPM Academy initiative was tied to the business strategy, ensuring strong future performance through People Development.

One of the first steps Strategic Leadership took was to carry out detailed research on business needs and desired behaviours that should be fulfilled by every TPM in the future. We approached this with a blend of stakeholder interviews and workshops.

Next, we created a competency framework for the new Academy which laid the foundation for all elements of the Academy, as well as a communication plan.

OUR APPROACH

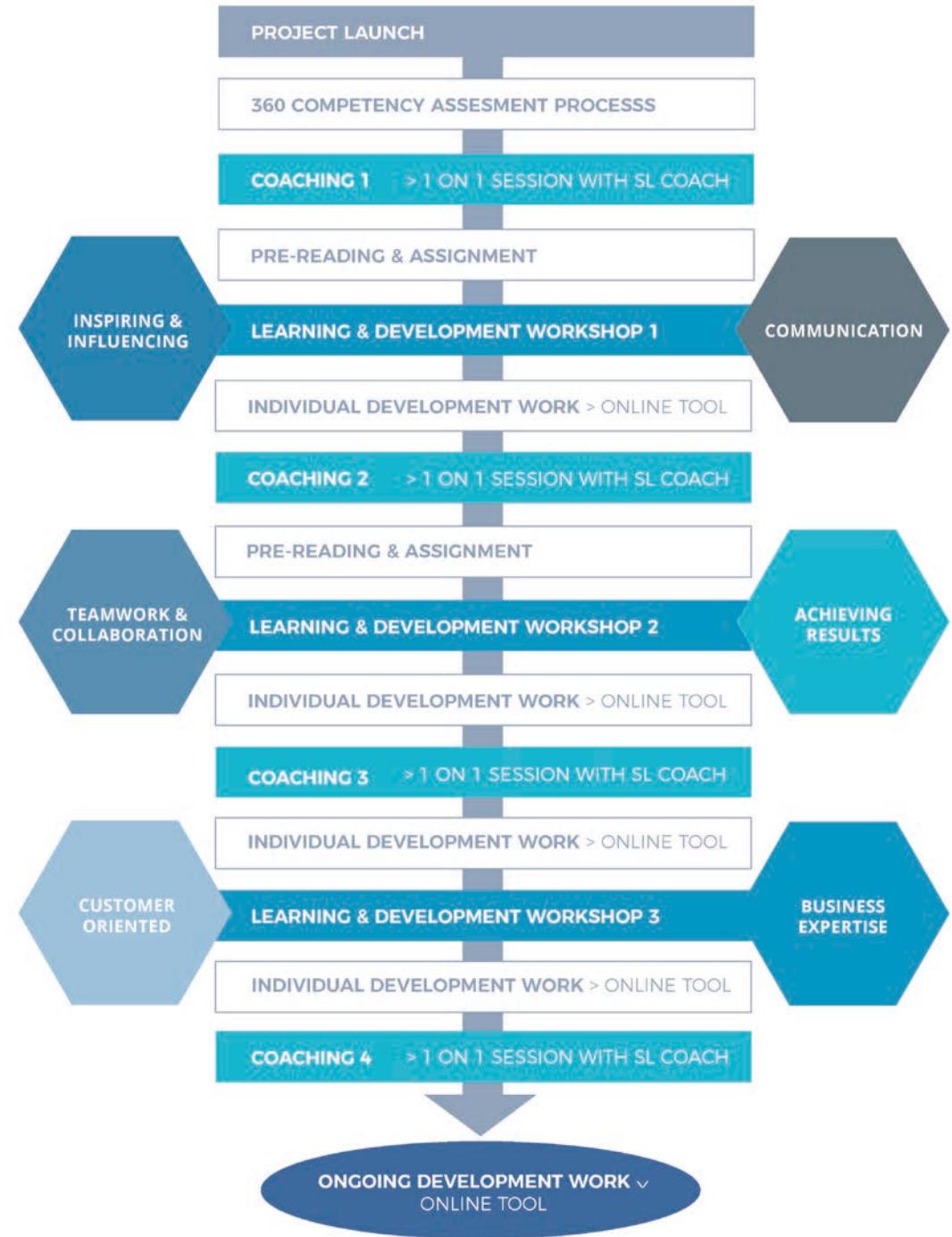
One important element of the Academy was the series of three 2-day Learning & Development Workshops. In these workshops, the participants applied the Competency Framework to key needs in their work environment. These needs were to:

- Keep close contact with regions, manufacturers, teams etc. (leading in a matrix context)
- Manage conflict in a product development context
- Manage stakeholders in a product care context

All participants received individual support through their Strategic Leadership coach & trainer. 4 individual coaching sessions in-between the workshops made the learning stick and helped meet individual needs.

A detailed communication plan describing milestones achieved, next steps in the programme or stakeholder testimonials – ensured a high level of delegate engagement. In addition, we involved TPMs bosses before and during the Academy to emphasise the importance of going through this programme. Regular executive drop-ins as well as video messages from department heads also played an important role in engaging delegates.

PROGRAMME DESIGN



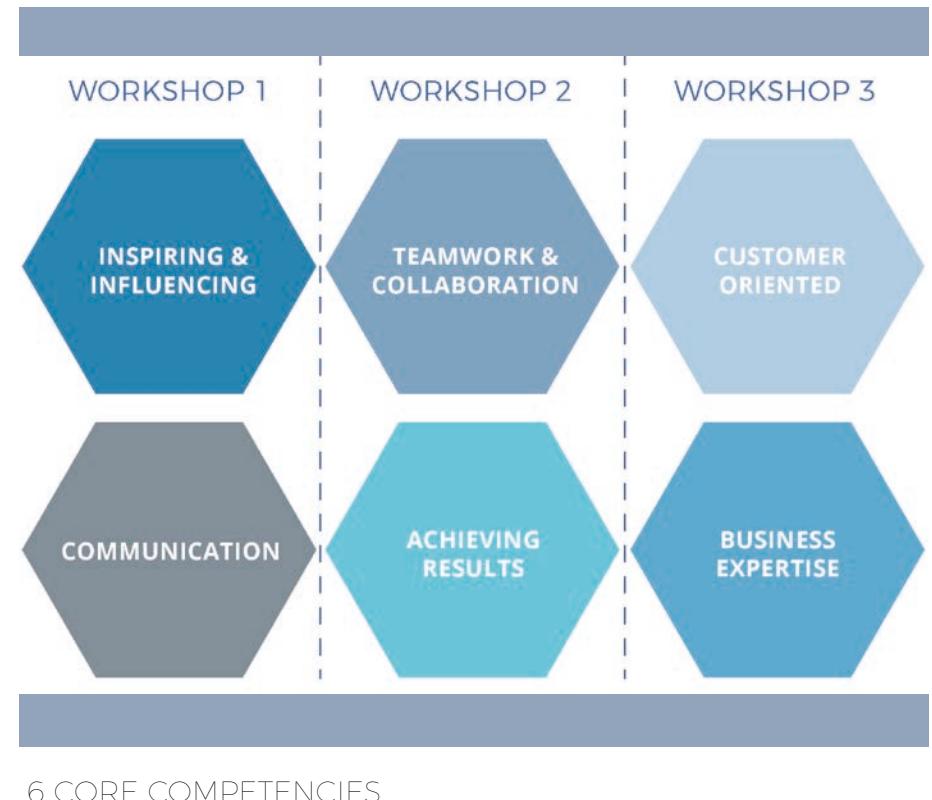
ENSURING STRONG FUTURE PERFORMANCE...

We created a Competency Framework for the Academy detailing necessary critical behaviours, that should be fulfilled by every TPM in the future.

Since the Academy was made up of a mixture of learning and development workshops and individual coaching sessions, all elements were wired around the six core competencies, which were identified to be of importance and value for this role.

During the Academy, participants discovered:

- Strategic & impactful communication
- How to handle uncomfortable & difficult conversations
- The role of diversity in creating teams
- How to drive results through transformational leadership
- The commercial forces that affect them
- How to simplify complex or technical information



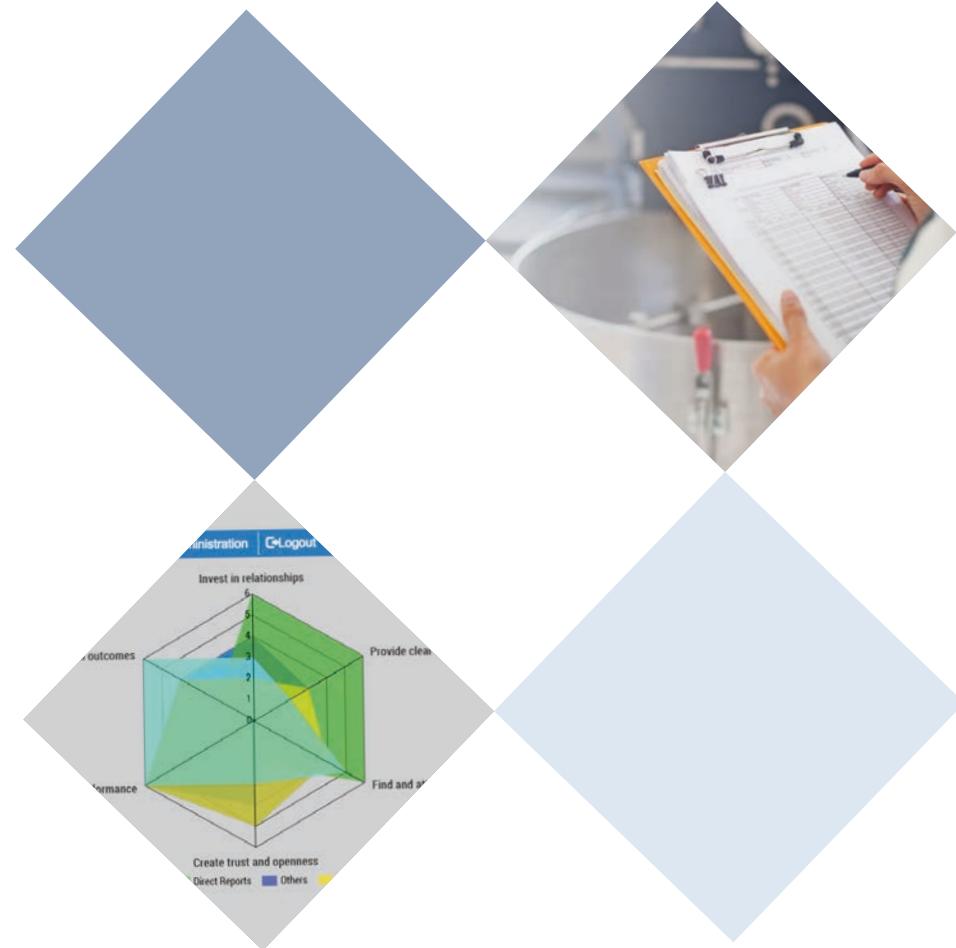
CORE COMPETENCIES

A FULLY CUSTOMISED SOLUTION...

A 360 Assessment is a confidential, anonymous feedback process provided by members of the participant's immediate work circle, such as direct reports, peers and superiors, as well as a self-assessment. The feedback measures behaviour and competencies within various areas. The results of the assessment enables the receiver of the feedback to see various perspectives of their performance and deliver valuable insights for their future development.

A 360 Competency Assessment was conducted that was fully aligned to the framework of the six core competencies (on the previous page). This Assessment captured a snapshot of the current competencies appearance in key situations.

The results of this online assessment formed the Academy starting point for the participants. By using the same tool, participants were able to work on their continuous development, adding individual goals, sharing with their coach and managers and tracking development steps throughout the Academy.



The framework and the key situations were defined in a series of workshops during the groundwork and pilot phase, in a collaborative approach involving TPMs, Department Leaders, Department Heads and other important stakeholders.

BESPOKE 360 ASSESSMENT



THE RESULTS

Our client values TPM Academy as an essential programme for existing and new TPMs.

Participant surveys showed that over 90% of participants successfully apply what they learned on the job.

Participants especially valued the chance to directly exchange experience and knowledge with their colleagues and learn from each other.

Almost 90% of TPMs have already seen positive results from the Academy; they feel more confident in their job, experience more appreciation from their bosses and get involved in expert meetings more often.

Moreover, stakeholder surveys showed that there are observable positive changes in TPMs behaviour since attending the Academy. Especially in the fields of tailoring communication and collaboration.

Based on observing the employee's performance before and after the TPM Academy, the majority of stakeholders would recommend the TPM Academy to new and developing TPMs.

In the meantime, our client rolled out the TPM Academy to other business units.

In order to ensure continuous development for all TPMs that have gone through the Academy, we established a TPM Alumni Academy for managers to provide additional learning support and facilitate knowledge exchange.



PARTICIPANT FEEDBACK



"I'm pretty sure all of us have given a lot of presentations over the years, but it was very helpful to work through certain models for more structured presentations. I directly applied that to my next presentation and it was a clear win."

"What I really liked about TPM Academy was the chance to meet colleagues from all around the world I had not yet a chance to work with."

"I liked the variety of topics we had in the learning & development workshops and also the amount of interactivity. It was very engaging and fun to be part of TPM Academy."

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I am very thankful for TPM Academy, because participants belong to the most important people in our organisation – They are the real heart. With the increasing responsibilities and challenges in our environment we need to be prepared for a successful future.

HEAD OF DEPARTMENT

