



Building a High Performing Shared Leadership Team at a Pharma MNC

The Context

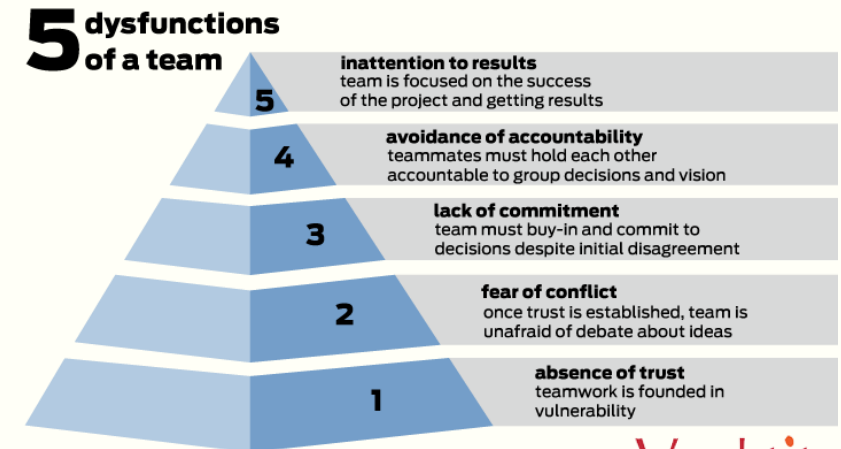
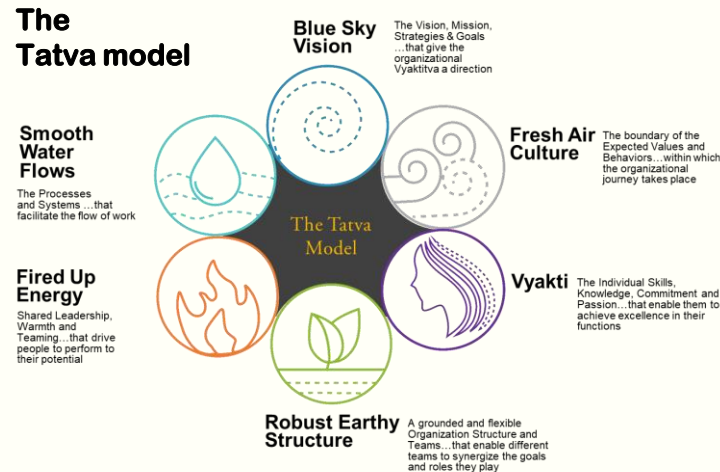
- 1 The company was a 12 year old home grown oral dosage pharmaceutical formulations and marketing company operating largely in the East and the South of India when it was acquired by a global pharma organization, with presence in over 40 countries and great ambitions for India.
- 2 As soon as the acquisition by the global company was completed, they hired a new CEO with a rich experience of working with global MNC Pharma companies in India and abroad . His mandate was of transforming the company into an aggressive, high growth player with an all India presence and establishing conformance with the prescribed regulatory norms for the MNC pharma industry in India . The CEO built his team retaining roughly 50% of the leaders from the earlier organization and hired the balance from other MNC pharma leaders in the industry.
- 3 Prior to partnering with Vyaktitva the CEO had just completed the acquisition of two new line of drugs business restructured the organization by creating therapy verticals, reducing managerial layers, hiring more sales reps and rationalizing titles, compensation as well as given necessary promotions. He had also introduced the global HR and business processes of the parent company and taken care of some much needed hygiene factors like a new office, a new warehouse and a 5 1/2 days work-week.

Case Study: Shared Leadership Journey for the Top Team



OUR APPROACH

1. We conducted appreciative inquiry with all the leaders 1-on-1 to understand the context from all the perspectives of each of the stakeholders
2. We articulate the design considerations – it was clear that the team displayed the 5 dysfunctions of a team and needed to initiate and deepen the development of the 5 elements of high performing teams (adapted from the work of Patrick Lencioni)
3. Additionally with the Vision articulated the other elements of the organizational system needed to be aligned or enhanced to support the development and sustenance of the 5



SPIRAL DEVELOPMENT WITH A DYNAMIC, CYCLICAL & INTERDEPENDENT DESIGN - 12 month Journey for the entire shared leadership team (CEO + DRs)

	<u>Mechanics</u>	<u>Content & Outcomes</u>
DYNAMIC Constantly adjusting to progression or regression over time in the group	2.5 day workshop	<p>Analysis, design and development</p> <ul style="list-style-type: none"> 1-on-1 conversation with the CEO and every member of the Leadership Team Design and Development of the intervention <p>Workshop 1</p> <ul style="list-style-type: none"> Bring out the need to implement strategies leading to the 5 Strategic Pillars/ Tenets of high performing teams- Trust, No Fear of Conflict, Superior goals, Accountability, Commitment Commenced the process of building Trust. Beginning with getting to know each other better, disclosure. Allowing the trust generated to raise the appropriate level of conflict and moved towards discussing real instances where trust was displayed and where it wasn't. Commenced the building of Accountability and connected it to the real world. In essence this session characterised the bringing of the team together – The Forming Norming – Agreed to behaviours around the 5 Tenets (e.g. Superior Goals – Ensure regular reviews including risk assessments Ensure continued debate / discussion on superior goals Initiate open and clear discussion and focus on issues.
CYCLICAL Building layer by layer	<p>Shared Leadership Sessions</p> <p>Full Day Workshop + Workout + Development pieces that will take the team forward on the commitments made and the 5 elements + 1-on-1 Conversations with the CEO and a consultant</p>	<p>Shared Leadership Session #1</p> <ul style="list-style-type: none"> Recap Making win-wins happen Reflection of self and others behaviours around the 5 Tenets Learn and practice Vyaktitva's model of conflict resolution <p>Shared Leadership Session #2</p> <ul style="list-style-type: none"> Recap, CEO's recap of 2020 strategic threads Tatva model- decoded Live conflicts handling, Role of Trust Realization of Interdependency for collective success Create Interdependency matrix <p>Shared Leadership Session #3</p> <ul style="list-style-type: none"> Revisit 5 tenets, ESCA, Interdependency Matrix Tatva map World Cafe- focus on Attitudes <p>Shared Leadership Session #4</p> <ul style="list-style-type: none"> Adaptive Leadership Cathartryst- Development Seat
INTERDEPENDENT Interplay between the components		<p>Shared Leadership Session #5</p> <ul style="list-style-type: none"> Development pieces that will take the team forward on the commitments made and the 5 elements 1-on-1 Conversations with the CEO and a consultant <p>Shared Leadership Session #12</p> <ul style="list-style-type: none"> Development pieces that will take the team forward on the commitments made and the 5 elements 1-on-1 Conversations with the CEO and a consultant

impact

Journey Elements

2.5 workshop

Shared Leadership Sessions

Full Day Workshop +
Workout

+

Development pieces
that will take the team
forward on the
commitments made and
the 5 elements

+

1-on-1 Conversations
with the CEO and a
consultant

Impact, measured and observed

- Clarity of goals and strategies and alignment of the Leadership Team on these plus the implication in terms of their own goals
- Significantly heightened energy and commitment towards the organization goals

- Slowly increasing ability to raise appropriate level of conflict as issues and resolve them amongst themselves without the intervention of the CEO
- Significantly heightened levels of collaboration leading to higher quality solutions
- Focus on delivering to commitments and to global standards
- Higher degree of accountability to each other and a desire to step up and support others
- Financial results are beginning to be met. Growing confidence in taking on higher targets.

Thank You

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