



## Advancing Leadership Effectiveness of a Cross-border Drug Discovery Team

A large global organization was exploring ways to increase the effectiveness of the R&D leaders and projects lead working on early stage drug discovery projects. The observation was that the project leads in India needed extensive directions from their leaders in the United States. They seemed less engaged with their own teams, as a result missed important developments in the lab that could move the discovery process forward. The organization contracted with Human Capital Growth to support the India team's ability to operate as a self-managed team. The solution involved delivering a semi-customized leadership effectiveness workshop in which participants learned of an empirically supported framework of effective leadership, gained insight into their leadership style through a psychometric assessment and practiced skills in dealing with typical leadership challenges.

### Approach

A five part approach was used to deliver a solution to the client organization.

**Step 1:** The participants completed the Human Capital Growth Leadership Assessments and a **prework** assignment to inspire thinking on effective leadership.

**Step 2:** The lead consultant engaged in a **diagnostic** exercise with the leadership in India and the US to understand the challenges and desired outcomes. The process revealed the company's expectation of good leadership and how the absence of strong leaders was hurting the success of the team. This information was incorporated in the workshop to create relevance and urgency for change. Some of the leaders agreed to share their leadership journey during the workshop.

**Step 3:** Human Capital Growth's two-day **workshop** on 'Transformational Leadership' focused on creating a shared understanding of poor leadership behavior and distinguishing those from behaviors of exemplary leaders. The scientific foundation on the framework was particularly attractive to the R&D team and was well accepted. Participants practiced the new skills through role plays (customized for the work context) and case study analyses.

**Step 4:** Each participant received a personalized **assessment** report and attend a group coaching session. Following the session, the participants created a development plan and set application and performance goals. To inspire change, organizational leaders actively participated in the workshop and shared their personal journeys.

**Step 5:** A week after the workshop, the extensive data gathered during the session were analyzed and the insights shared with the leadership. An aggregate assessment report was present with the team's leadership strengths and gaps with accompanying recommendations for coaching support.

## Workshop Benefits

### Session Evaluation

The facilitator had an enthusiastic and engaging approach	90%
I felt comfortable sharing my opinion	100%
I have a clear understanding of effective and ineffective leadership styles	90%
I have a clear understanding of the difference between management and leadership	100%
The concepts learned are relevant for my work	95%
I plan to put into practice what I have learned	95%
Using the concepts learned in this workshop will help me become a better leader	90%

#### Client experience

"I took a week long leadership course at a famous business school, I learned a lot more that I can use in this 2-day workshop."

Project Manager

### Results observed by stakeholders after 1 year follow-up

- 🎯 Increased work related communication within teams, between teams and between functional areas
- 🎯 Increased ability to lead self-managed teams
- 🎯 Increased ability to generate ideas and evaluate its viability as a team

## About Human Capital Growth

Human Capital Growth is a global talent management firm specializing in evidence-based talent management methods. Our experience spans across large multinational corporations across multiple continents and regional organizations. The solutions we design are grounded in the science of human and organizational behavior. We drive business results by delivering integrated human capital solutions, instituting metrics to track progress and by helping organizations effectively manage change.

For more information: +1707 317 7644, [info@humancapitalgrowth.com](mailto:info@humancapitalgrowth.com), [www.humancapitalgrowth.com](http://www.humancapitalgrowth.com)

Copyright 2008-2018 Human Capital Growth, Inc.