

# IMAGINATION™

## GLOBAL PHARMA

## CASE STUDY

### Bespoke team development, innovation learning and coaching program

#### Problem

Due to the constantly shifting and changing global business and healthcare playing field in disruptive VUCA times, our client aimed to deliver unprecedented value to patients and healthcare ecosystems. Strategically aligned to their Vision, Ambitions and Leadership Competencies they invested a significant percentage of their annual budget in Moonshot investments, to radically transform and disrupt their “business as usual”. They appointed an innovation function and head as well as an innovation team. To be successful they sought to improve the team’s cohesion and ability to collaborate, experiment and innovate, as well as to deepen their understanding of managing change, catalyzing innovation and coaching others to be successful. By increasing their capacity, competence and confidence to adapt and develop, team and lead transformational breakthrough projects, and constantly maximize the impact of innovation across the organization, by capturing value that stakeholders, patients and users appreciated and cherished.

#### What we did

We developed a bespoke team-based action, deep and blended learning and coaching methodology for the innovation team, within a virtual, hybrid and remote environment, and applied a range of different and diverse learning modalities, designed and delivered through a partnership, coaching and mentoring framework, that engaged, enrolled and equipped the innovation team to:

- Catalyze change within the national organization, build supportive internal and external networks and alliances, and develop an internal innovation education framework.
- Co-create new ways of being, thinking and acting to meaningfully and purposefully, cohesively and collaboratively, deliver their core business mission and objectives, as a functional and effective team, aligned to the organisation's strategy and digital transformation initiatives.
- Explore, experiment, iterate and pivot creative ideas that deliver increased value to patients by assessing leaders Growth Leadership capability incorporating the Growth Leadership Indicator (GLI) to provide evidence of their current capability and to target developing new mindsets, behaviours and skills, supported by one-on-one coaching and aligned to initiating and executing new initiatives and business models.
- Catalyze and advance Moonshots by developing their commitment and ability to innovate, sense, see and solve specific problems before they know how to make them happen, that potentially completely disrupt and transform the current business.

#### What we achieved

- Co-created permission, tolerance, and a safe learning environment for innovation team members to pause, retreat, reflect, and respond authentically and effectively, to ultimately engage and upskill people in new ways of being, thinking, and acting and become future-fit in executing the radical breakthrough projects.
- Developed innovation team members discomfort resilience and change readiness, and encouraged them to be empathic and compassionate, curious and creative, courageous and confident with one another, to stakeholders, patients and users as well as to those they were seeking to persuade and influence and certified them as Professional Coaches for Innovation.
- Enabled and empowered the innovation team to collaborate, set and communicate their passionate purpose, share their story, culture plan and deliver key outputs to build their credibility within the organisation and improved each individual’s self-efficacy to be entrepreneurial, intrapreneurial and innovative and embedded these aligned to the 21st century Growth Leadership (GLI) mindsets, behaviours and skills by executing practical “on the job” applications.



"Great program with skilled instructors. Our team was really challenged throughout this program and we came out having grown immensely and better prepared to lead through innovation"

**MIKE DUONG** Head of Innovation Roche Canada

