



Case Study - Cascading Team and Leadership Development

A key acquisition made by a large drug maker created huge buzz and high expectations. A changing organization and changing company structures created the opportunity for the development of many new leadership teams throughout their largest site. The Director of Injectable Operations had the challenge of assembling a new leadership team and creating an organization that would be successful given the new business context.

The Solution - The Director started from scratch, hand picking the managers that would be members of her new leadership team paying special attention to skill sets and team chemistry and less on experience in leading within the “old organization.” Because of her belief in the enhanced effectiveness of high performing teams and her passion around the development of others she was committed to her leadership team functioning like a true team.

Crux Move Consulting was enlisted to partner with her to design and deliver a process that would meet the following objectives:

1. Define and embed a culture of teaming within the leadership team, the Injectable Operations organization and in their collaboration with key enabling functions (specifically with the Quality organization)
2. Assist the leadership team in fully understanding, owning and sharing the responsibility to lead the entire organization.
3. Assist the managers in really utilizing each other as trusted sources of support in their ongoing development as team members and leaders.
4. Provide periodic support to ensure that cultural norms are maintained.

Crux Move led the team through their multi-phase team development process highlighted below. Key to the process is the relationship and alignment between Crux Move and the team leader.

- **Team Leader Coaching**
- **Pre-program Assessments, Meetings and Interviews**
- **Shared Exploration & Experiential Training Session** (3 days offsite)
- **Follow Up** - integrating learning into the work and the culture
- **Team Leader Post Program Consultation and Support**

The Results - Upon completion of the leadership team’s development process results were evaluated by comparing pre and post assessments of team values, thinking and behaviors along with open team interviews regarding the changes members were seeing and feeling. The results were overwhelmingly positive and the changes were being embedded as part of the foundation of the ongoing culture. With the strength of the initial results support was made available for all 8 managers, to take their own teams through the same Crux Move multi-phase team development process, but this time as the team leader.

Each team showed similar positive results, but it was also noted that as each leader went through their own process of development with their team, it influenced the relationships they had with their peer leaders, continuing to have an upward positive impact at the leadership team level. They also saw positive impact in relationships between functions deeper in the organization, and across team boundaries that included individuals who hadn’t gone through the training themselves but were learning from each other. Crux Move Consulting’s partnership with the leadership of the Injectable Operations for over 3 ½ years has included support at key developmental times, partnering with the managers in developing their teams, leadership coaching and vision work, and ongoing team self-assessment against benchmarked data.

Our Clients Say

The relationship skills that the Crux Move Team has taught us to courageously use have enriched our lives by teaching us to walk, and not just talk, the values, standards and behaviors that we hold ourselves to as leaders.

Anne Early
(Fmr.) Director
Injectable Operations
Kalamazoo, Michigan

