

## Developing Successful Organisations, Teams and Individuals

### Update - March 2005

Managers naturally wish to help their staff develop experience and skill, as well as wanting to motivate them to be more committed and enthusiastic. However, these stay as 'wishes' as busy managers are continually diverted by short-term issues. For everyone this is frustrating and inefficient: manager workload increases and even the smallest decisions are referred upwards. For the organisation it can be lethal in the long term. Changing this situation can be challenging, but immensely rewarding, as the often-latent motivation in staff members is unlocked! We can help you do this!



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### Case Study - Taking the lead - Engaging the Team Leaders

We've done a lot of work with smaller Pharma/Biotech organisations during 2004. Recently a director of a pharma services organisation asked us to help develop one of his department heads to take over full responsibility for managing his area. The director had built the structure of his division in the previous year. He now needed to delegate fully to allow him time for cross-company strategic work.

The manager concerned was a highly competent, expert scientist, much respected by his department's staff. However, he found it challenging both to deal with the high-drive, hands-on director's approach as well as having to take a strong leadership stance with his first line team leaders. We began with individual coaching sessions, firstly helping the director himself to adopt the best approach. Then in-depth with the manager to help him to think through his current style and set goals for change.



We spent a day with the manager and his team leaders. The manager explained how he wanted to change and develop his role, what it would mean for them and what support he wanted in future. The team leaders reacted very enthusiastically!

The team then discussed in detail the priorities for change and development of the department.

A list of key areas was established that would make the most positive impact on the department's business. Previously, the manager would have taken them all on, with only a vain hope of having time to make progress. Now, each of the team leaders picked up accountability for one of these – with cross-department authority, outcomes, timelines and staff to help, all defined.

A few months later, the manager had taken control of the department, feeling much more confident in his role, with an enthusiastic, more committed and motivated group of teams. And he started to push back much more and fight his corner when the director was tempted to get involved in small tactical issues!

### How can we help?

We develop the human side of business – changing behaviour to improve performance. We can:

- Help management teams develop an inspirational leadership style and drive the business in a positive way
- Help you to engage and motivate your staff
- Help you make sharper, better decisions
- Help project groups work effectively and satisfy manager/external stakeholders

We have a great deal of experience in the pharmaceutical/biotech sector. We can help you to:

- Build scientific/commercial consensus to help product development and portfolio management
- Clearly establish roles/responsibilities of and links between project teams and functional management
- Establish a formal project system in start-ups and discovery organisations
- Make trans-national teams work



### Are you on course for success?

Have you set ambitious goals for the years ahead? Like many organisations you have a challenging vision. You are thinking positively - you want to inspire your staff to share in it, be committed to going the extra mile. You must focus on developing leadership – becoming critical at senior and middle levels; managing and developing talent in your business; making your teams and projects work at maximum effectiveness. Check out advice, guidance and latest thinking on these three key issues on our website!

