

BIRKMAN METHOD & PROFILOR 360° FEEDBACK TOGETHER DRIVE A SUCCESSFUL TEAM DEVELOPMENT INITIATIVE

Les informamos que este cliente de PLP está ubicado en E.U y el idioma del proyecto fue el inglés.

The commercial director of an eight-person team in a specialty pharmaceutical company was looking for a robust initiative to provide a common framework around specific skills and competencies her team needed to develop if they were going to execute successfully against their strategic goals of boosting top line revenue and expanding into an adjacent OTC market. From previous personal experience, she valued the transformational power of coaching, and she realized that any plan she put in place for her team would have to provide deep insight and motivation if the behavioral change she was looking for in the team's leadership patterns was going to happen. In union with an outside consulting resource provided by PLP, the company decided on a two-pronged approach to developing the commercial team's capabilities, and taking them to another level of effectiveness. All members of the team started a 360° feedback process using PDI's PROFILOR® mid-level leader 360 feedback instrument. At the same time, all participants took the on-line Birkman Method®, a powerful personality evaluation and assessment tool. After this data gathering phase, each team member received two individual feedback and interpretation sessions to aid them in understanding and applying the results of their Birkman results and their 360° feedback data. After the individual Birkman sessions, the team also participated in a half-day of team building activities, which generated strong engagement in the team who immediately began to incorporate the Birkman concepts and language into their team culture and modus operandi. At the end of the 360° feedback interpretation sessions, each team member began work on an individual development plan which was later validated in a development planning meeting with the team member and the commercial director. An external PLP coach

facilitated this meeting. The big developmental payoff for this commercial team came as a result of combining two critical elements. First, the PROFILOR instrument provided data around what behavior the team was deploying in their business, and second, the Birkman Method provided insight around why that behavior was being observed. Each team member immediately became cognizant of what was happening, and why it was happening. They were thus in a good position to understand what needed to be done if they were going to be more effective both individually, and as a team. Team members began to modify their behaviors, and integrate and practice new skills using the PROFILOR competency framework, and the Birkman data around management, thinking, and problem-solving styles and work preferences. The commercial director was a pivotal element in the success of this initiative. Using both the individual development plan as a base document, and the intelligence provided by the Birkman Method, she achieved laser-like focus in her subsequent one-on-one meetings with her team which converted the development objectives into productive leadership behavioral change. The developmental approach she had chosen was both structured and disciplined, and the benefits were multiple. Collaboration across regions increased exponentially, allowing critical best practices to be shared and implemented rapidly with an upswing in top-line revenue. Effective delegation, which had been one of the team's development needs, was addressed and improved, and the team became far more effective in establishing critical expectations and accountabilities in all their initiatives. They were more engaged as a team, and their ability to think and act strategically together increased significantly with profitable results in their plan to enter an adjacent market.