

Globalizing Leadership in a Healthcare Company via Linkage's Leadership Academy

The Challenge

A multinational healthcare conglomerate decided to realign its business strategy ... and leadership development was decentralized, disjointed, and not global in orientation.

In the face of continued globalization within the pharmaceutical industry, a multinational conglomerate of pharmaceutical and consumer businesses decided to realign its business strategy to become an integrated healthcare company. Although it had companies around the world, the company had for years operated largely as an American multinational. The management style and culture were results-oriented, hierarchical, and risk-averse. Business units operated with different processes around the world, which hindered productivity, quality, cross communication, and learning. And the approach to leadership development was decentralized, disjointed, and clearly non-global.

Linkage Solution

Leadership Academy: A customized program for high potential leaders.

Linkage consultants responded to these global challenges by partnering with the company's Senior Management Committee to develop a leadership program focused on the challenges and opportunities of globalization. Linkage's Leadership Academy, called at this company **The Global Leadership Program (GLP)**, now in its seventh year, is an 8-day program aimed at 36 high potential leaders at the divisional Vice President level. Through action learning teams, organization-specific case studies, team-building activities, individual 360° feedback, and coaching, the program has succeeded in:

- Creating a focus on global talent base
- Improving networking across business and functions
- Providing a common viewpoint on company issues, history, and approaches
- Creating a shared understanding of challenges, business, and marketing approaches
- Assessing leadership capability
- Enhancing team/collaboration competency
- Promoting action learning on current global business issues





To make the program global in scope, participants come from every region of the world. They focus on global issues, such as global marketing, finance, communication, leadership behavior requirements, and globalization. And the faculty consists of external and internal leaders with a global perspective.

Widening the Net for Internal Talent: The Executive Leadership Program

After several years of success with GLP, the company’s CEO decided that he wanted the program to be rolled out to a wider range of leaders within the company. Linkage developed a 3-day Executive Leadership Program (ELP) conducted in the United States, Europe, and Asia for 2,500 participants at the Director level and above. The emphasis of this ongoing program is on individual leadership development, individual behavioral change, the use of tools to strengthen teamwork, and the overall initiative and coordination across teams.

Results

As a result of the Linkage leadership program, the company now has:

- An integrated, systemic approach to leadership and talent development
- Improved organizational team structure, compensation and performance management systems
- Supply chain management due to the implementation
- Realigned human resources systems to support ongoing leadership development
- A culture that has shifted from numbers, hierarchies, and silos to quality and profitability, creative networks, leaders acting as teachers, and integrated global teams

Linkage Products and Services Used in this Case

Leadership Academy: Customized Leadership Development Program for High Potentials

Linkage Leadership Academy is a customized leadership development program, typically delivered to high potentials ranging from director-level to executives over several months in chunks of 3- to 4-day sessions. The program is designed via interviews with key stakeholders, enabling identification of the specific leadership competencies that need special attention.

Program Components

Key program components can include:

- A self-awareness component, such as individual 360° feedback
- Individual behavioral change
- Management and leadership skills and competencies training
- One-on-one coaching
- Action learning teams focused on current business challenges/issues
- Organization-specific case studies
- Team-building
- Online reference and development tools

For more information, contact us at 781.402.5555