



CORE VALUES & LEADERSHIP

CLIENT: Top 5 Global Pharmaceutical Company with over 100 years history

PROBLEM STATEMENT:



- A comfortable market position coupled with recent success has led to a culture of conservatism and a creeping complacency amongst the Corporate Leadership Team (CLT)
- A paradigm shift in mindsets and behaviours is needed to usher in a period of transformational growth
- New leadership with new expectations, changes within the CLT and restructuring of the business has led to an air of anxiety, uncertainty and fear
- There is an urgent need to confront and resolve “elephants in the room” including unspoken divides between Business Units and tensions resulting from mismatch between expectations and performance

APPROACH:



- Needs assessment and gap analysis through confidential one-on-one interviews with Managing Director and members of the CLT
- 2-day outcome-driven workshop focused on current vs. desired leadership culture, strengths, shortcomings and gaps to be filled
- Facilitated candid dialogue to confront tensions and divisions in an open and constructive manner in the spirit of “One Company, One Team”

OUTCOMES:



- Agreement and defined **Pillars of Leadership** as the basis for the CLT’s progress, unity and high performance going forward
- Alignment on the most critical issues at CLT and organisational level, and assigned ownership of forging a path to resolution
- Personal commitments to action aligned with the collective goal of raising the bar to drive transformational growth



CORE VALUES & LEADERSHIP

CLIENT: Asian Central Bank recognised as one the leading regulators
in the region

PROBLEM STATEMENT:

- A four-year transformation undertaken by one of the largest departments in the Bank is under threat because the human element of change has been underestimated and overlooked
- To achieve the Target Operating Model, greater unity and a deeper appreciation of leadership roles and responsibilities is required amongst senior management
- Likewise, middle management must transition from a purely supervisory approach to workflow and people management to inspire trust, confidence and high performance in the teams they lead

APPROACH:

- Needs assessment and gap analysis through confidential one-on-one interviews with Department Director and Deputy Directors, and surveys completed by all middle management
- A 2-day workshop with senior management around current culture, leadership roles and pain points in the context of the transformation journey
- Series of 2-day workshops with all middle managers focused on cultivating leadership soft skills, a growth mindset and identifying operational challenges associated with the transformation
- Follow-up workshops 3 months later to review progress and ask: *what has changed, what hasn't and why?*

OUTCOMES:

- Creation of and alignment on Core Values with accompanying key attributes to define the ethos of the department and instil desired behaviours and mindsets in its people
- Rebranding the department, its role and purpose to the wider Bank
- Robust proposals for practical initiatives to operationalise the Core Values
- Personal commitments to action aligned with the Core Values and proposed initiatives

CORE VALUES & LEADERSHIP



CLIENT: Asian country office for a leading Japanese technology company

PROBLEM STATEMENT:



- Country office management is in need of a leadership culture transformation, including requiring a greater degree of engagement and ownership of outcomes, as identified by the MD
- There is a recognised lack of local identity and clear company culture in positive distinction to headquarters, and an inspiration to create this through open, inclusive and candid discussion
- The MD is seeking to identify outstanding talents, test their capabilities and gain insight and feedback on their performance with recommendations for future organisational development

APPROACH:



- Online pre-workshop questionnaire to align expectations, gauge current views on the existing leadership culture and mindsets, and encourage focus on desired outcomes
- 2-day outcome-driven workshop with 25 individuals comprised of management from across key business units and functions
- Facilitator-led sessions to demystify concepts of leadership, entrepreneurship and the can-do spirit, with GIFT's proprietary tool for fostering high performing teams
- Facilitated production by participants of new Leadership Pillars, Team Commitments and Personal Action Plans
- Emphasis on practicing soft skills required to progress from operational supervision towards building trust, respect and high professional standards beyond technical excellence or efficiency

OUTCOMES:



- Captured, articulated and gained consensus on a unified vision for leadership values
- Three personal commitments to leadership actions were written and agreed by each participant
- Consolidated feedback report to the MD including existing company culture snapshot, identification of critical gaps and blind-spots amongst management team, and identification of stars amongst the cohort