

Story of Impact

Bayer

Developing Tomorrow's Leaders with an Initiative that Understands Change.

Industry:
Pharmaceuticals and Chemicals

CCL Solutions:
360-degree Assessment
Customized Programs
Coaching
Evaluation



Center for
Creative
Leadership

NORTH AMERICA EUROPE ASIA

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THE BAYER CHALLENGE

This major chemical, crop, science and pharmaceutical company had enjoyed success with a decentralized “command and control” approach to leadership. As it moved into a complex organizational change process aimed at operating more flexibly and competitively in its markets, an elemental part of the challenge revolved around meeting the developmental needs of its high-potential managers. The corporation wanted a comprehensive educational and training program that would have demonstrable impact on performance and ensure a potent talent pool for Bayer’s leadership succession pipeline.

THE CCL® SOLUTION

Bayer was seeking a partner to create a formal leadership assessment and development process for its managers that would teach new business skills and behaviors and systematically enhance the company’s long-term objectives.

The Center for Creative Leadership’s solution was to work with Bayer to design, develop and deliver a three-part program that specifically addressed 13 leadership competencies identified by the company as critical to its success. These competencies included coaching, adaptability, influencing without authority, and decision making. The initiative took place over a seven-month period and included extensive follow-up evaluations to gauge effectiveness.

To date, the Bayer leadership initiative has included approximately 140 managers. It continues with additional cohorts. Crucial to its success has been the client’s active interest and involvement. The director of the company’s Executive Development and Leadership group, Jay Duffy, as well as his staff, participated throughout in design, implementation and monitoring.

The first phase of the process focused primarily on individual leadership assessment and development. Going into the weeklong program, participants had completed a thorough battery of behavioral and psychological assessments; close associates at work completed 360-degree assessments. The week’s agenda included facilitated and simulated interactions with peers in the program, simulated coaching interactions, feedback from peers and professional coaches, and applications of leadership models and processes to individual challenges.

Realism and Creativity

In the second phase of the program, the managers focused on developing their coaching skills. They participated in role-playing experiences aimed at helping them understand not only how to coach others but to understand the perspectives of the people being coached. In addition to traditional coaching exercises, the curriculum included some “right brain” methods, such as the use of music and picture analysis, to help managers creatively make connections with the challenges they would face in real coaching situations.

The third phase, based primarily around CCL’s Looking Glass Inc.®, gave participants the opportunity to put their learning to work in an intensive two-day business simulation. The activities, supported throughout by observations and feedback from trained staff and peers, gave the managers a realistic picture of their current on-the-job behaviors and where improvements could be made.

In between the three parts of the program, the managers met with their supervisors to discuss what was being learned and how that learning could be implemented in their work at Bayer. Follow-up and feedback by these supervisors was instrumental in supporting the learning process.

Evaluating Impact

As the first three cohorts completed the program, CCL conducted an evaluation to assess both the quality of the experience and the accomplishment of objectives. The evaluation took part in three phases, all of which were based on surveys. A participant-only survey was mailed three months after the training had ended to measure the realization of program objectives.

Six months after the program, CCL sent REFLECTIONS®, its 360-degree follow-up assessment, to the managers and their observers. The timing was designed to provide ample time for new behaviors to be practiced. The respondents were asked to reflect on levels of competency demonstrated before the program began and those currently noticed. The results provided the managers with feedback on areas of growth, progress or deficiencies in particular behaviors.

As part of this assessment, the managers and their observers also were asked to provide preliminary indications of whether the participants’ work groups or the organization had achieved positive outcomes associated with the development program.

Ten months after the initiative ended, the managers and their bosses were surveyed regarding organizational-level impact associated with the program. The outcomes described in this impact study were assessed through the second and third surveys.



OUTCOMES

CCL's surveys indicated that both meaningful and statistically significant changes could be attributed to the initiative. There was growth in all competency areas addressed by the initiative, with the majority of managers' leadership behaviors becoming strengths. These results were noted by all parties – participants, their bosses, peers and direct reports.

After the program, the managers as a group were rated as operating at 120 percent of their original proficiency on a variety of critical work behaviors. These included:

- Understanding the impact of their management style on colleagues.
- Displaying patience with others in difficult situations.
- Demonstrating an openness to share their feelings in situations of change.
- Understanding their own weaknesses and how to compensate for them.
- Reflecting on, and learning from, experience.

Individual growth topped 160 percent in proficiency across virtually every competency, indicating that individual managers had addressed those areas of particular need in their situation. One manager achieved 175 percent proficiency in “displaying patience with others in difficult situations.” Another manager reached 160 percent proficiency in “avoiding making the same mistake twice.”

Gains Across the Board

There were preliminary indications that the impact of the program went beyond individual performance to positively affect the work of the managers' groups. Strong improvements were noted in effectiveness, productivity, focus on strategy and goal-setting, and customer service. For each of these areas of impact, managers and their observers evaluated accomplishment at approximately 3.8 on a scale of 1 to 5 (with 5 being the highest rating possible).

At the organizational level, the results indicated that the company had benefited from the managers' leadership

development in a variety of ways, such as improvements in innovation, implementation of new ideas, and increased productivity. Both managers and their bosses provided favorable ratings on a number of the outcomes listed.

In addition to the ratings, the managers and supervisors offered examples of organizational impact. Their responses included:

- “Did very well in cost cutting to achieve higher profitability.”
- “Significant cohesion among department members, working together toward common goals.”
- “Each of my subordinates moved up the line of progress, and deservedly so, saving in process costs of \$1.5 million.”
- “Increase in my own efficiency of 15 to 20 percent due to greater delegation.”
- “Our ability to launch new products has increased dramatically.”

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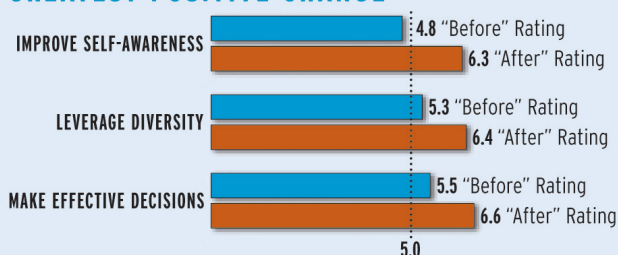
OBJECTIVES

- Provide high-potential managers with a leadership development experience aimed at enhancing their performance and career opportunities, in the context of the challenges being faced by a company undergoing a major reorganization.
- Identify the leadership competencies critical to this company's future and build a program around them with the objective of changing behaviors, learning new skills, and having far-ranging impact in the organization.
- Create a system for accurately measuring not only individual growth, but the impact these managers' new skills and management styles were having within their work groups and the impact being seen on real bottom-line issues such as efficiency, productivity, product innovation, sales and profitability.

OUTCOMES

- Within 10 months after completing the program, evaluations indicated that the managers had undergone significant growth in areas identified as critical to the company's success, and the majority of their leadership behaviors and management styles were becoming strengths.
- The managers and their groups reported their working relationships had become much more cohesive and productive, demonstrating a greater ability to focus on strategy, goals and improved customer service.
- There was evidence of broad organizational impact, from increased productivity due in large part to a more motivated and empowered work force, to fresh and energetic thinking about the design, marketing and sale of the company's products.

AREAS OF DEVELOPMENT SHOWING GREATEST POSITIVE CHANGE



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- “Increase in productivity of 25 to 30 percent.”
- “Only one employee left group in 2001.”
- “Grew net sales 22 percent.”
- “Launched four new products in 12 months vs. zero year before.”
- “Lowered inventory 25 percent.”

CONCLUSION

As indicated by the follow-up evaluations, the leadership development initiative designed by CCL in partnership with Bayer has enjoyed a high degree of impact across individual, group and organizational levels. The use of multiple evaluations was particularly useful in bringing a fuller picture of that impact to light, offering the managers an opportunity to understand their strengths, practice new skills and chart their progress.



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GET STARTED WITH CCL

If building organizational leadership capacity is a concern for you, the Center can offer creative and customized solutions for addressing your leadership needs. Whether your goal is to improve the effectiveness of the executive team, to systematically develop your high-potential managers, expand your organization's ability to work globally or to create a shared leadership culture at all levels of the organization, we can help. To get started, visit www.ccl.org/custom or contact us at the CCL location most convenient to you.

ABOUT THE CENTER FOR CREATIVE LEADERSHIP

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries – through an array of programs, products and other services.