

Organizational Development Case Study:

Strategic Visioning

THE BACKGROUND

- The organization: Large Pharmaceutical Company
- The coachee: VP, Oncology Medical Affairs

THE CHALLENGE

- Organization was in the process of an integration of two companies
- Morale was low due to layoffs and re-structuring
- Coachee was a high potential with limited managerial experience who moved into high-level leadership/manager role
- Perceived to lack ability to convey a strategic vision

THE OBJECTIVE

- Develop a strategic plan for the medical affairs team while developing team engagement, ownership, and working through a change management process

THE SOLUTION

- Strategic Visioning Process over 3 Phases:
 - 1. Preparation:**
 - Conducted needs assessment with key leadership and reviewed medical field employee engagement survey results
 - Formulated agenda for the strategic planning session
 - Vetted and finalized approach with key leadership
 - Facilitated 2-day group meeting focused on teams' tactical deliverables and incorporated learnings into strategic visioning exercise
 - 2. Action:**
 - Designed customized team building strategic planning/change management session
 - Incorporated learning materials from change and conflict resolution
 - Guided team through stepwise strategic planning exercises
 - 3. Post Session:**
 - Summarized output
 - Discussed next steps and action plan to keep team engagement and strategic plan implementation high

THE OUTCOME

- Very positive feedback at the end of the meeting
- Team working well together and meeting strategic goals