

Case Study

Strategic Resources for Skill Development

Client: Novartis Pharmaceuticals

Situation

Leadership was interested in providing training for their district sales managers and key account managers to develop their strategic thinking and planning capabilities to ensure their teams were creating, communicating, and executing strategy effectively. Due to the success of the initial program, they have continued to provide this training for more than 10 years.

Needs Identified

1. Develop a common language and consistent understanding of strategy.
2. Enable managers to effectively create goals, objectives, strategies, and tactics in order to set strategic direction for their business.
3. Provide practical tools for managers to use to think, plan, and act strategically on a regular basis versus “doing strategy once a year.”

Strategic Resources

StrategyMan Online Course,
In-person and Virtual Workshops,
Book, Audiobook, Workbook,
Templates, Training Cards



Solution

1. Interviews with sales and account management senior leaders to identify the desired mindset and behavioral enhancements within the teams.
2. Managers completed the Strategic Thinking Assessment to baseline knowledge and identify areas of focus.
3. Managers completed the Strategy Survey to stimulate their strategic thinking around market patterns, customers, competitors, and their company.
4. Managers were enrolled in the StrategyMan Online Course, a 12-level gamified training system using animated video and assessments at the end of each level to monitor progress.
5. Each month, managers would participate in a webinar to discuss their learnings from four levels, and share best practices in applying the strategy tools to their business.
6. The Leaderboard feature in the StrategyMan Online Course enabled managers to gauge their learning and progress relative to peers, creating a friendly competition.
7. At the conclusion of the three-month program, a final webinar was conducted to discuss learnings, share insights, and recognize the managers with the highest scores in the StrategyMan Online Course.

Results

Using the assessment baseline, a 39% increase in knowledge was reported from program initiation to program completion.

Senior leadership reported a greater consistency in strategic thinking and planning across the business, resulting in more effective and efficient collaboration and communication.

Business plans and account plans improved dramatically with much greater clarity and consistency in managers' ability to write goals, objectives, strategies, and tactics.

During the following six months, managers reallocated resources more often, resulting in the elimination of low value activities, and a greater focus through more effective prioritization.

District sales managers shared the strategic thinking and planning tools with their sales representatives, resulting in more productivity at the field level, including improved targeting, and cross-functional collaboration.

Leader's Comments

"I recently completed the StrategyMan course with Rich after having the benefit of also doing the Deep Dive course in the past. The learnings from the StrategyMan and Deep Dive programs are invaluable for evaluating and allocating resources. These are great tools for creating a common language within teams and improving performance. If you want to be more efficient, reduce stress, and get everyone on the same page, this is the developmental program for your team."

Tom Emerson, Area Business Leader

"This program was incredibly beneficial for learning and increasing strategy management concepts. The comic book characters within this book are incredibly ingenious to assist retainment of material to actually bring to light things to do and not to do as it relates to management of strategy. It's a great visual read and I highly recommend it."

Adrian Hawkins, Immunology Account Manager

"Rich helps our leaders hone their critical priorities into powerful strategies. We are very blessed to have Rich leading us through our strategic thinking and planning. He is our Strategy Whisperer."

Jorge Luna, Regional Sales Director

"I have been in the pharmaceutical industry for 20 years and felt the strategic thinking and planning programs with Rich were priceless!!"

Doug Pace, Director of Operations

Visit www.StrategySkills.com to learn more and schedule a conversation to discuss your needs

