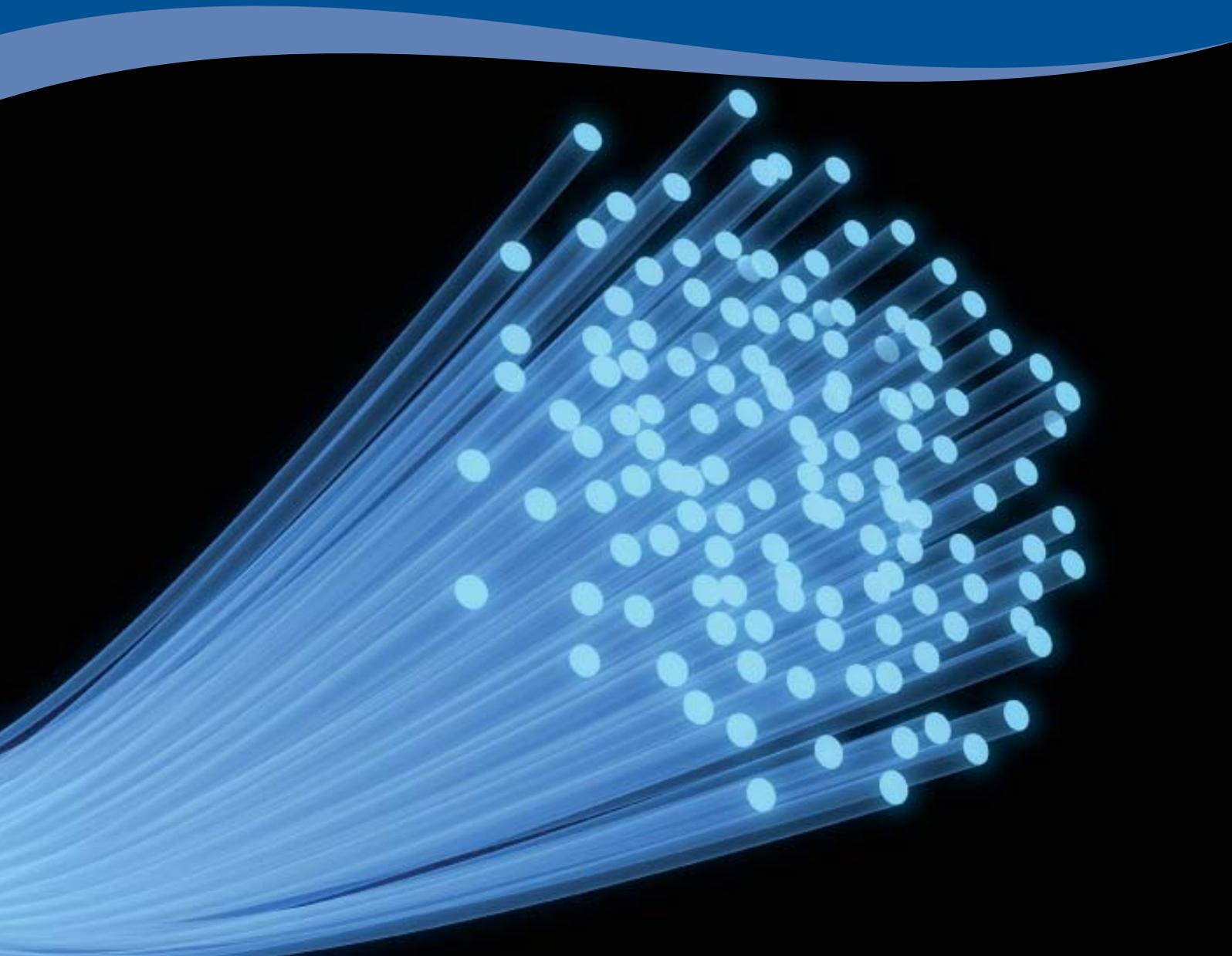


Case Study

IBA Molecular



'I wanted to work with a Business School but as a partner, not simply a provider. Henley understood what I was looking to achieve, was more business focussed and worked tightly to my talent management programme objectives. It was also very flexible in its approach, respecting the need to change elements as the solution was developed. Their pragmatism even extended to the budget where value for money was evident'

The situation

IBA Molecular is part of the IBA Group which delivers solutions of unique precision in the fields of cancer diagnosis and therapy. IBA Group employs over 1,200 people in 40 locations worldwide.

IBA Molecular approached Henley Business School seeking an executive development partner to co-design and create a customised, action-oriented leadership development programme which aimed to:

- Prepare IBA Molecular leaders for the future strategic challenges in a newly integrated business
- Act as the catalyst for integration and culture change
- Build enhanced managerial and leadership capability to provide sustainable competitive advantage
- Create a common sense of purpose, urgency and drive for success
- Provide a common ground and a shared understanding of management knowledge and practice to embed the values of the business.

IBA Molecular wanted the programme to have identifiable results for both individuals and the organisation. For individuals it was looking for increased self awareness and confidence in participants, an improved ability to cope with the threats and opportunities posed by a changing competitive environment and for participants to have a stronger personal network across the business. From an organisational perspective success was to be measured particularly by evidence of IBA values coming to life in a leadership context and the establishment of a strong cadre of leaders who, importantly, connect and collaborate across the business.

Ferial Berredjem, Human Resources Director for IBA Molecular explains, 'I wanted to work with a Business School but as a partner, not simply a provider. Henley understood what I was looking to achieve, was more business focussed and worked tightly to my talent management programme objectives. It was also very flexible in its approach, respecting the need to change elements as the solution was developed. Their pragmatism even extended to the budget where value for money was evident'

The approach

What makes Henley programmes particularly effective is the work that takes place before any workshop or other intervention. This serves to focus participants and allow the organisation to analyse where it stands right now in relation to the skills and behaviours it seeks to develop. This programme involved individual behavioural analysis, customer insight project work and particular focus on reviewing networks in the business. Discussion on current business challenges facilitated development of change scenarios that were relevant and timely – creating learning that would be immediately applicable once participants were back at work.

The resulting intervention consisted of two, 2 day workshops based on this research. The first module covered the following elements:

- **Strategic leadership**

Exploring the competitive, complex and dynamic marketplace in which the business operates to build organisational agility, enabling it to respond to the new business challenges the current marketplace brings.

- **Strategic finance**

This further developed participants ability to understand financial information and how to use this for proactive decision-making. Participants considered the impact of strategic decisions upon financial performance, and a session on performance measurement looked at the links between finance and strategy.

- **Customer focused leadership**

This session introduced concepts, processes and models to explore the value of developing and leading with multi-disciplinary strategies based on customer insight. It explored the fact that customers are driven by their own customers' strategies and the most successful organisations understand the drivers of both their customers' and their customers' customers, using this to build their unique selling propositions.

'The tutors were academics but also practitioners – they understood our entrepreneurial environment. Learning has been quickly evident for instance in the leadership of business critical projects such as customer segmentation work that has recently taken place at a country level and also work on future product launches.'

The second workshop looked at inspiring leadership and leading change through virtual team working using individual business challenges unique to IBA Molecular and applying the learning from Module 1.

To personalise the learning and create time for constructive reflection two intensive coaching sessions during the programme enabled participants to make sense of their self assessment and feedback data, clarify strengths and development needs and to produce clear development action plans. Coaching also provided an appropriate level of challenge to people's thinking and helped in raising their performance bar. It addressed personal and business challenges using tools and frameworks from the workshop and gave support as participants experimented with different systems and approaches.

The results

The programme has more than met expectations and Ferial points to specific elements where individuals on the programme quickly implemented their learning, 'The tutors were academics but also practitioners – they understood our entrepreneurial environment. Learning has been quickly evident for instance in the leadership of business critical projects such as customer segmentation work that has recently taken place at a country level and also work on future product launches.'

Case study

 For more information, please contact:

Gemma Kay

Henley Business School
Greenlands
Henley-on-Thames
Oxfordshire, RG9 3AU

exec@henley.com

Tel +44 (0)1491 418 767

www.henley.com/open

