

Transforming LEADERSHIP



Taking Multipliers Simulation Benefits to the Next Level

Building on Success

As a leading global pharmaceutical company, we are keenly focused on transforming the world of pharmaceuticals. In early 2015, with the launch of several new products putting high demands on the sales and marketing organization, our leaders needed to find a way to help Account Executives maximize their contributions to the customer and the business.

We asked Advantage Performance Group to conduct a full-day simulation called *Multipliers* with a group of sales leaders. Based on Liz Wiseman's groundbreaking book, *Multipliers: How the Best Leaders Make Everyone Smarter*, the *Multipliers Simulation* helps leaders understand how they are unnecessarily controlling and rescuing their people, and shows them how to adopt a mindset and apply behaviors that increase the intelligence and unlock the potential of their team members. We believed that the Multipliers mindset and practices would help us build a leadership culture that focuses on getting maximum engagement and accountability from our field sales organization while helping them develop greater capability in problem solving, decision making, and autonomy.

The program was a success. Our sales leaders began using the mindset, tools, and language of Multipliers to capitalize on their teams' knowledge and strengths and build confidence. A year later, after an acquisition brought in a new group of sales leaders, we were looking for a way to not only enhance and build mastery of Multipliers with the existing cohort of Seasoned Multipliers, but also to bring our new sales leaders up to speed. We worked closely with Advantage to develop a solution that would do double duty with our entire team.

Follow-Up Is Key



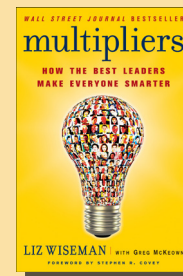
We started with the Wiseman Group's Multipliers 360° assessment, which provided a detailed picture of the areas where the sales leaders were building strong skills and those areas where additional focus was needed. The assessment was eye opening. Each participant received an individual report that identified their top Multiplier behaviors as well as their top areas for development. The assessment results also allowed us to pinpoint behaviors and actions for whole-group focus.

It was validating to find that, while the original cohort, which had gone through the *Multipliers Simulation* the previous year, and the new cohort were similar and well-balanced in overall experience and qualifications, the original cohort had significantly higher Multiplier scores on the 360° assessment. Consequently, we created a two-track program in which the new cohort, called Developing Multipliers, spent the day going through the *Multipliers Simulation*, while the Seasoned Multipliers group focused on the specific skills identified by the assessment.

As a follow up to the program, both groups participated in a cadence of "Go-Do" activities, including assignments to implement specific Multipliers experiments. Advantage-certified internal sales leader coaches held monthly calls with cohort groups of five to six sales leaders to discuss the Go-Do activities, best practices, and implementation of new skills.

The coaches were pleasantly surprised at the response during the cohort calls. In a culture where past mistakes had been hidden or handled privately, after implementing the *Multipliers* "Talk Up Mistakes" experiment, participants felt comfortable to share significant mistakes they had made in a spirit of openness and improvement. Many found it liberating to be able to open up about challenges they had, and they were able to articulate the benefit of doing so to others. Future follow-up experiments are expected to yield similar results.

“I didn't realize I was rescuing my people until after the course. Then a light bulb went on. Now I'm cognizant of opportunities to do a better job at handing things off and seeing what my team can do. I'm able to resist jumping in and taking care of it myself.”



No Rescue Required

Participants report that they are getting better at challenging their teams to take on more responsibility and find their own answers. They report that their team members are becoming more self-reliant and demonstrate stronger ownership and accountability. As a result, sales leaders are spending less time rescuing their people and, consequently, they can concentrate on more important tasks.

2	tracks – Seasoned and Developing
25	Seasoned Multiplier sales leaders
22	Developing Multiplier sales leaders
3	internal coaches