

# Bio Gene Systems

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Bio Gene Data Group (BGDG): *Leadership Change*



## Assessment

### Case

Bio Gene is an emerging startup in the biotech field with three products in the marketplace, a solid pipeline, and growing relationships. The company is experiencing unprecedented growth, and has made some difficult decisions in terms of executive and management position changes.

*Mindshift Consulting* was engaged to help Bio Gene transition in new leadership within the Bio Gene Data Group (BGDG). This group is responsible for IT services and providing access to information vital to all operational processes. A new CIO, Peter, had been appointed.

### Discovery

An initial BGDG survey and follow-up interviews told a story of employee commitment and desire to succeed. The story also revealed issues around goal clarity, relationships, communications, and collaboration. Issues were categorized into three themes: leadership, teams, and process.

### Themes

#### Leadership

- goal clarity: differing opinions about the department's core purpose; current goals
- lack of communication about strategic vision, project status, individual progress
- interpersonal relationship issues (disrespect) not being dealt with in a timely way

#### Teams

- lack of communication, collaboration, among team members; working in silos
- infrequent communication of goals, project status, achievements, needs & wants
- team members seen as displaying disrespectful behavior to other members

#### Process

- meetings described as ineffective, off topic
- project management issues: new tasks *drop* at any time and become new priority
- lack of communication around project updates, status, progress, linkage to corp. goals

### Critical Success Factors

- Bio Gene's CEO serves as *active* sponsor for the leadership change initiative
- Internal resources are appropriated and aligned with our efforts
- Initial survey was carried out professionally, in confidence, and accurately analyzed

## Engagement

### Goal

The goal of this engagement was to successfully transition in a new CIO and also to retain the outgoing IT department manager, a technical wizard with limited human relations skills.

### Design

We began by co-creating *design principles*, statements that describe key requirements. Design principles serve to guide our work toward outcome goals. They include behavioral strategies\*.

#### Design Principles

- coach leadership team on how to model participative, open leadership style\*
- create clear employee understanding of organizational purpose, goals and strategies
- develop a collaborative culture that values communication and cross-functional sharing
- change behavior to change culture; change strategy and rewards to change behavior\*

### Activities

We combined a leadership development plan with team building and process improvement activities. The aim was to help establish Peter as the new department lead and improve the effectiveness of the Bio Gene Data Group in one integrated approach. Rains was given a role in leading some of the process improvement activities.

- two-day workshop
- one-on-one conversations with department employees (pre workshop)
- coaching for Rains, past department leader (pre workshop)
- leadership coaching for Peter, new department leader (pre workshop)

### Workshop Session Overview

Session	Theme
1. Setting the table as leader	1
2. Building a shared vision	1, 2
3. Team building	2
4. Working on fundamentals	3

## Post Implementation

### Outcome

The new CIO was established as a collaborative leader that employees feel free to approach with any idea or concern, in part due to an open door policy. The outgoing department head is now accepted as a valuable contributor and has gained respect from employees during the transition.

### Follow-Through & Next Steps

We developed monthly activities for Peter to help him develop relations with the senior management team, as well as with functional and operational department heads across the company. Cultural and leadership assessments were conducted, as a method for creating mutual understanding and synergy, redefining department priorities, and generating interaction between management and employees. Ongoing coaching and consultation was provided throughout.