

PROFILE OF MFI CLIENT: ORGANIZATIONAL DEVELOPMENT

THE CHALLENGE

After it had been open for 6 years, a biotech company was struggling to develop leadership skills for entrepreneurial-scientists and overworked administrators; while at the same time each lab and administrative department was operating as a silo, without institute-wide strategies.

THE OPPORTUNITY

Key leadership saw the need to improve leadership skills and develop institute-wide strategies. They also felt that stronger leadership and clearer, aligned strategies would make them more efficient, competitive for government grants and attractive to highly sought after scientists.

THE SOLUTIONS

Scientific Director/President, COO and VP of HR decided, after a long search, to hire Dean Newlund to do the following:

- Survey key leadership about the health and direction of the institute
- Provide executive coaching to a total of 13 scientific and administrative leaders
- Develop a process to facilitate strategic planning sessions across 18 different departments and scientific divisions
- Facilitate strategic planning sessions and provide follow up support
- Collaborate with VP of HR and COO on developing a process to align strategic plans into a single document that would later be presented to the board of directors
- Develop and train people on the use of a strategic planning scorecard
- Provide recommendation and consul to leadership and train when needed

THE RESULTS

For the first time in the institute's history, departments and scientific divisions developed strategic plans that were rolled up into an institute wide plan. Improvement was seen in accountability, collaboration, open communication, processes, efficiency and leadership.

Client:	Chief Scientific Director/President, COO and VP of HR
Company:	Internationally known biotech institute
Goal:	To improve leadership across divisions and departments and to develop and follow a strategic plan.
Headquarters:	Arizona
Employees:	600+