Developing healthcare leaders' capabilities at scale

Client need

A multinational medical device and healthcare organization needed to better understand, practice, and apply the critical capabilities of effective leaders.

To achieve this goal, the organization partnered with BTS to design a program for over 20,000 of its leaders. Together, they facilitated meaningful conversation amongst participating teams, coaching each leader to develop these critical capabilities over a four-phase journey.

The solution...

Throughout the 12-week virtually facilitated journey, which was delivered in 13 languages, participating leaders learned and practiced four key leadership skills:

Inclusive leadership
Respecting and valuing diversity of thought, perspective, and approach.

Building trust
Treating everyone fairly and maintaining open and honest communication patterns that inspire teammates to speak the truth.

Creating culture
Fostering an environment in which all can thrive but also challenging employees to be at their best.

Coaching and developing
Pushing teams to their full potential by assessing individual strengths and development areas.

To build these skills, participating leaders followed a framework called "See-Hear-Speak," which culminated in a module focused on coaching and developing others:

See: building trust and drive inclusion by making others feel seen

Hear: helping teammates understand the value of their input

Speak: creating culture by communicating with clarity and compassion, after seeing and hearing



Throughout each phase, they experienced:

- **Learning bursts**, or digital scenarios during which to practice these concepts
- **Supplemental online training** using existing company content
- **Go-dos**, which are action items to be completed back on the job
- **Peer pods**, building trust through constructive conversation
- Development of **key takeaways and commitments**

After wrapping up the 12-week journey, each participating leader received a **sustainment plan** designed to help incorporate these new skills over a six-month period.



Results

The program yielded completion of over **11,000 peer pods** and **269 1:1 coaching sessions**. Direct reports of managers who completed the program have meaningfully higher employee engagement-survey scores than those whose managers opted out. Analyzing these scores four months post-program shows positive effects on profit, revenue, safety, and productivity as well.

Additional highlights include:

4.3/5	97%	4.2/5	+129k
Overall evaluation score	Completion rate	Participants gave effectiveness of training score	Go-Dos completed

"I've seen a big change in my manager. They're listening more and asking more questions, and while they've still got a ways to go to be a good manager, I'm seeing real progress."

"I began to realize that when you step back, you bring forward curiosity. I was able to notice someone else's state and I know they felt seen because they came up to me later and said 'thank you!'"

"I'm finding more opportunities to get off 'auto-pilot,' get out of the box, and be more curious, really listening to others."

"I'm actively putting myself into a more empathetic mindset. I'm asking my people more questions, probing deeper into the data, and coming back with insights I've never seen from them before."