

INCREASING STRATEGIC INFLUENCE

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Senior Information Services Business Relationship Manager...

Expected to influence strategic planning process of Commercial organization
Critical to framing Commercial Leader's choices of technology investments
Positioned to shift pharmaceutical selling capabilities through innovative approaches

Facing Leadership Challenges...

Capable strategic thinker struggling to effectively communicate ideas
Strong performer with "potential" to become "strategic partner" with Commercial Vice Presidents and other stakeholders
Leadership style created pattern of perceived underperformance

- inability to communicate strategic ideas effectively blocked commitment of clients
- lack of client commitment caused manager to doubt hiring decision and "fit for role"
- perception and doubt of others created self-doubt and "second guessing"

Initial goals to increase influence skills, gain client commitment to strategic approach, break cycle of perceived underperformance...

Build skills to make relevant, valid, and compelling strategic value claims
Effectively communicate value claim in a way client "understands" and will commit
Surface and manage concerns of Vice Presidents and critical stakeholders

Get insight into leadership style and impact

- Collect feedback on leader's strengths, weaknesses, and style
- Test feedback against leader's intended effect

Agree goals and observable outcomes

- Influence Commercial strategic planning process to shift selling approach through new sales tools
- Effectively manage dialogue with Vice Presidents and other authority figures
- Gain commitment to strategic ideas and approaches

Identify key behaviors to develop

- Improve ability to communicate strategic ideas and plans in a way others understand
- Overcome concerns of managing resistance with Vice Presidents or authority figures
- Increase influence skills to gain commitment from anyone

Engage in coaching conversations focused on relevant, timely work situations

- Plan how to apply new behaviors to situations, and debrief after action taken
- Surface internal barriers to change, test assumptions that block desired behaviors

Commercial client adoption of innovative sales tool strategy.

Business Relationship manager shifted from “order taker” to “strategic partner.”

Effectively connected Information Services capabilities to Commercial leaders' goals

Actively managed dialogues to resolve disagreement and gain commitment of Commercial leaders

Increased perception from “effective delivery person” to “strategic leader”

Leader influencing at a broader level, creating new opportunities for value.

More confident in effectively communicating opportunities “in the moment”

Improved ability to frame choices for Commercial leaders

Less dependent on manager direction and authority figure input

Increased leader capability to coach others.

Effectively coached others to improve their influence skill