

Bausch + Lomb

Enhancing Leadership Effectiveness through the Collective Leadership Assessment™

BAUSCH + LOMB

THE CHALLENGE

Covid posed unprecedented challenges to Bausch & Lomb, specifically around the need to enhance our leadership effectiveness. Previous management focused more on operational priorities, so when Lorenzo Santini assumed the role of Head of Commercial Operations, Canada, Western Europe, and Poland, Bausch+Lomb Surgical in late 2019, this pursuit was both urgent and important.

He took over a region generating almost USD500 million in revenue in 12 countries with approximately 500 salespeople.

As someone who is deeply committed to his own personal growth and growing his people, Lorenzo immediately set about looking for a way to educate his 10-person senior leadership team on the mindset and behaviours that would empower them to achieve extraordinary results – both immediately and in the future.

“We’re not exclusively focused on fixing or adapting – instead, we’re making things happen”

THE APPROACH

Enter Mike Lipkin. Mike is a Toronto-based strategic coach and motivator who has consulted with Lorenzo for the past two decades. He is also a certified Collective Leadership Assessment practitioner.

In March 2020, Lorenzo briefed Mike on his goal.

The Collective Leadership Assessment (CLA) was recommended because it would achieve three objectives:

- Educate team members on the “whole picture” of effective leadership comprising the five Creative and the three Reactive dimensions.
- Enable the team to identify their ideal future state on each dimension compared to their actual state.
- Facilitate robust conversations on each dimension and open up possibilities for action.

Reactive Tendencies are ways of leading that emphasize caution over creative results, self-protection over productive engagement, aggression over building alignment, and control over collaboration. When we’re leading from a creative orientation, we’re proactively creating the future we envision rather than merely reacting to circumstances or solving

problems. We're not exclusively focused on fixing or adapting—instead, we're making things happen.

In April 2020, the process proceeded as follows:

- Introduced the team to the concept of The Leadership Circle and The Creative/Reactive Mindset.
- Team members completed the CLA survey.
- Virtually presented the results to the team.

The team rated itself uniformly high on the Creative dimensions and low on the Reactive tendencies. However, one immediate breakthrough was achieved: The team identified that it had been so involved with internal organizational shifts that it hadn't prioritized "Customer Focus" to the degree that it should have. The ideal state was 50% higher than the actual score.

In August 2020, the CLA was expanded to the next tier of regional management, comprising 72 people. This time, Mike briefed the participants through a Zoom call. People responded enthusiastically to the survey with a 96% completion rate. The ability to conduct the survey in the native language of the specific country was a major plus, especially in countries like Spain, Portugal, and France, where people were less proficient in English.

A report was prepared for the region as a whole and each country within the region. Each leader was then engaged in a one-on-one coaching session on the results.

The results were highly informative:

- The next tier of management rated the team 10-20% lower than it rated itself.
- Each country reflected different actual and ideal scores that enabled it to focus on the dimensions most pertinent to its success.
- In some cases, the results surprised leaders and encouraged them to look at their businesses differently.

The CLA results by country were also used to provide perspective on other evaluation tools such as Hogan that were being applied at the time.

THE KEY TAKEAWAYS

- The CLA provided leadership with a holistic view of the leadership dimensions that matter most.
- It provided a new vocabulary of leadership that aligned the team behind the core priorities.
- It helped Lorenzo reinforce the core concepts of leadership that he wanted to impart to his team.
- It provided a baseline from which to measure future progress.

The countries are eager to see the next iteration of the CLA at the end of 2021 and build upon the significant results they've already achieved.

Case Study & Project facilitated by:

Mike Lipkin | **Environics**
Senior Leadership Consultant
& Executive Coach