



## Case Study - Lundbeck

### **Developing Leadership Communication Skills**

When the senior research team at Danish Pharmaceutical company, Lundbeck, were faced with the challenge of engaging their whole division in a new research strategy that would secure the future success of the business, they recognised that they needed help with enhancing their communication and engagement skills.

HarknessKennett worked with Lundbeck's internal communications team to develop a bespoke leadership development package for the Research leadership team.

The skills programme took place over a six month period, and began with a review of the team's current communication skills, based on one to one interviews and feedback from the leaders' teams and colleagues. The review identified critical areas of communication that both individuals and the team as a whole could benefit from improving.

The outputs of the team review influenced the content of an introductory one day workshop that focused on strategic message development and tailoring, and some core principles of great leadership communication. The workshop was highly interactive and the group were provided with opportunities to develop a simple framework for increasing the effectiveness of all their communications.

The initial workshop was followed by a period of one to one coaching and support for each member of the leadership team. The team then attended a second workshop to revisit their core messages and focus on specific skills around dialogue, story telling and engagement. The session focused on very practical tips and techniques for moving the leadership communications approach away from 'telling' towards 'involving and engaging' employees.

*According to Lundbeck Employee Relations Officer Anne Gregersen Johns, "HarknessKennett worked hard to meet the specific needs of our leadership team. Feedback from the courses was very positive, and all of the leaders who took part really benefited from taking the time out to focus on their communication skills. We are now looking at other leadership teams within Lundbeck who could benefit from this approach too."*

Client Verdict