



BBC Brain-Based Coaching

Coaching Journey AstraZeneca

Brain-based coaching skills push performance to new heights



Impact

100% of employees in top-four performance ranges completed the program

Scale

1,000 Leaders and Personnel

Speed

2 years

The challenge

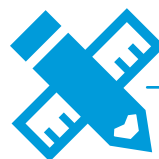
Several years ago, leadership at pharma giant AstraZeneca came to a realization: The organization had no standard selling approach, and equally important, a lack of a coaching approach. AZ had no resource library or means of helping greener salespeople get on the same page, because there was no "same page."

"Everyone was doing what he or she thought was best, based on training they had been through somewhere or observations they had," recalls Kevin Murray, Associate Director of Commercial Learning Excellence.

Given AZ's deep roots in science, the company knew it wanted an empirical, verifiable program to create that coaching culture. Employees who were relatively new to leadership could look to that science as a road map to grow into their roles.

The science

- The SCARF® Model of human motivation can serve as a handy tool for delivering "intrinsic rewards," or those that make us feel good.
- Each element (*Status, Certainty, Autonomy, Relatedness, and Fairness*) triggers a different aspect of reward.
- Managers can use the SCARF® Model to have higher-quality, coaching conversations with employees.
- In conversation, team members can activate one another's SCARF® rewards based on unique personality traits.



100% of employees in top-four performance ranges completed the program

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BBC: How It Works

Participants joined weekly virtual coaching sessions over six weeks to learn about the foundational science of neuroleadership and how to apply it in a coaching setting.

"It completely changed my approach. It has helped shape me as a leader, mom, and wife. Ultimately, I've seen my people grow, develop capabilities, and drive greater success individually and as a team, because of the influence of BBC."

- Breann Elford,
District Sales Manager

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"The quality of the BBC experience is ultimately what sold itself"

The solution

AZ partnered with NLI over the next couple years to embark on a coaching journey. That journey included a coaching-focused thinking partnership—NLI's tailored approach to consulting—and the rollout of a robust internal coaching program, our Brain-Based Coaching program (BBC).

The BBC helps managers hone their coaching skills through several key concepts, including SCARF®, growth and fixed mindsets, and insight. More than 1,000 sales leaders who went through the program learned how to ask questions versus give directives; how to send positive SCARF® signals; and how to help employees arrive at answers on their own.

The result

More than two years into its coaching journey, AZ leaders report having unlocked new potential in teams all across the country. Testimonials from manager participants reveal a dramatic transformation in how people relate to their employees, solve problems, and prepare for future challenges. Sales leaders don't just support coaching; they apply the principles themselves, too.

Terrance Powell, Commercial Business Director in the California region, says his team's growth along the journey has been equally transformational. Just over two years ago, Powell's team was ranked "dead last" in the nation; now it's first.

"The quality of the [BBC] experience is ultimately what sold itself," he says.

Mark Ragone, now a key account manager, says the combination of BBC and growth mindset during his time as a district sales manager has made for a lifelong impact, because they enabled him and his team to face just about any obstacle. "They single-handedly changed our journey," Ragone says. "They take so much stress off of you because you know you'll solve these complex problems over time."



The sustainment

Participant Spotlight: Breann Elford, District Sales Manager

What were your expectations going into the Brain-Based Coaching, and how did your experience actually compare?

I had minimal expectations going in because I was a brand-new leader who jumped directly from a selling based role in the field to a District Manager position, without a ton of knowledge around what was involved behind the scenes.

I fully expected that my AZ training would be more of a "moment in time" rather than something that I could pull through on purpose once I was finished. My experience coming out of Brain-Based Coaching was completely different from what I expected in that I walked out with a clear pathway on how to "coach on purpose" to increase the outcomes that I was looking to influence.

What has been the lasting impact, if any, of the program?

It completely changed my approach. It has helped shape me as a leader, mom and wife. (Yes, I use a lot of the things I've learned through BBC with my family as well.) Ultimately, I've seen my people grow, develop capabilities, and drive greater success individually and as a team, because of the influence of BBC.

What would you say to anyone considering going through Brain-Based Coaching?

The best gift you can give yourself and give your people is the ability to "coach on purpose." BBC empowers you to do this in a way that is truly effective and meaningful.