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Client Story

Leaders as Teachers Supporting the Culture at Becton Dickinson (BD)

The people at medical technology innovator Becton Dickinson (BD) operate with the purpose of *Advancing the World of Health™*. To support that objective, they realize the importance of providing all managers around the world with a consistent set of leadership skills. “We want our managers to create a culture of feedback through coaching, to adopt a growth mindset, and to help people reach their fullest potential by serving others rather than themselves,” says Nichole Larsen, senior manager, learning and development talent at BD.

“We defined our objectives and then worked with Blanchard to identify content that would teach the specific skills our managers needed. We had made two major acquisitions, which increased the number of managers we needed to train by 200 percent. So we not only needed a new curriculum, we also needed a new way to reach managers quickly at scale.”

Historically, BD offered learning and development opportunities in person—but this would be difficult to manage at the scale they needed. The learning landscape for managers at BD was ripe for a brand new approach.

“We worked with Blanchard to pull content from several of their courses and looked at delivery options, which led to the creation of *Rise: Building Manager Foundations*,” says Larsen.



Nichole Larsen

The Rise: Building Manager Foundations learning journey is a blended leadership development program for people managers. Over the course of 12 weeks, participants engage in asynchronous learning modules, small group discussions, digital simulations, large group interactive facilitated virtual sessions, and project-based learning (both individual and small group) to demonstrate their commitment and what they have learned. This learning experience is modern, globally scalable, and the best of what blended learning has to offer.

“This new manager development program provides the ability for all BD people managers to learn and practice the same critical skills associated with being an effective manager,” says Larsen. “And the exciting part is having our leaders facilitate the instructor-led sessions. This serves a couple of purposes: it supports our initiative of leaders giving back to the organization, and we know people learn a concept better when they teach it. Plus, when participants see their own leaders teaching the concepts, it is a strong reminder of our dedication to learning and giving people the skills they need to excel in their roles.”

The program was designed to handle multiple concurrent large cohorts of globally diverse participants who are in the role of new, existing, or emerging people manager. It comprises easy-to-consume microlearning assets ranging from 3 to 15 minutes each. The content includes expert Blanchard leadership models plus material on servant leadership, growth mindset, the

culture of coaching and feedback, challenging assumed constraints, building trust, leading virtually, diagnosing development level, leading a team, and communicating through conflict. It is delivered on the Intrepid platform.

“The platform and program content were customized with BD branding and language and incorporated *The BD WAY* cultural framework, making it recognizable as a BD program and tying it to BD culture and values. As users advance through the learning assets, they see the thread of servant leadership throughout.

“Building in the Intrepid platform let the project team create a program that is user friendly, highly engaging, and learner-centric. Intrepid also provided the ability to create a flow of content preferred by learners—a blend of audio, video, text, interactive activities, discussions, and curated content linking to the web.

“As participants complete portions of the course, they receive a badge. Additional badges can be earned by completing optional activities. The badges have become quite popular because they are an engaging way to celebrate success,” says Larsen.

Results

To measure program effectiveness, four different surveys were deployed and focus group discussions conducted: pre-survey; mid-point survey; post-survey; and six months post-survey.

Pre- and post-surveys were built to directly measure reaction and learning based on the objectives. A very short mid-point survey was incorporated to gather feedback on the overall feel of the program and platform, and the six months post-survey was used to measure behavior changes as outlined by the program’s learning objectives.

At the end of the learning experience:

- 91% reported they agree or strongly agree on what it takes to be a successful manager at BD, with 100% reporting awareness of the BD people manager expectations
- 100% reported very high or high confidence in creating an environment for those they lead that is open, inclusive, nonhierarchical, and continually evolving



- 94% reported they agree or strongly agree they understand who they are as a leader and what has shaped their point of view about leadership
- 90% reported they agree or strongly agree they are comfortable using multiple leadership styles depending on the situation
- 94% reported very high or high confidence in creating an environment where people feel safe to communicate more openly, share their best ideas, and take initiative
- 100% reported they are somewhat likely, likely, or very likely to recommend BD Rise: Building Manager Foundations
- 100% reported they “learned something from this program that was valuable to me”
- 91% reported the overall experience as having some impact to very high impact on their ability to lead teams at BD
- 85% of participants who responded said they are more committed to staying at the company as a result of this development opportunity
- 54% of respondents felt significant or better improvement in listening to learn skills (listening with the intent of being influenced)
- 77% of respondents felt significant or better improvement in attentiveness to their team members’ individual communication preferences, ongoing feelings, and changing emotional state (Nearly 25% of the respondents felt this question showed exceptional improvement)
- 69% of respondents felt significant or better improvement in adapting their leadership style to meet each team member’s needs and finding unique ways to inspire and motivate them
- 54% of respondents felt significant or better improvement in building team cohesion (helping their team to work collaboratively, cultivating trust across the team, creating a safe team environment, and encouraging team accountability)

At six months post-program

Participants who responded to the survey gave 100% affirmation to the following questions:

1. Did you acquire new and valuable skills/ knowledge from your Rise learning experience?
2. Were you able to apply your learnings on the job over the past six months since our program?
3. Has applying these leadership behaviors improved your team’s performance in some way?
4. Are you more engaged in your own role as a leader since the training?

“As you can imagine, we are happy with these results,” says Larsen. “We needed a scalable development experience to provide foundational manager training to managers around the world. The Rise program complements existing manager training and allows BD to provide people managers across the globe with a singular message on what it means to be a great people manager at BD. The landscape of management is ever-changing, and Rise allows BD to meet managers where they are, at a time when they need it most.”

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