

Case Study

# Leveraging Leaders to Sustain Performance During M & A

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Global Pharmaceutical Leader  
*Supply Chain Division*



## AT A GLANCE



## THE CHALLENGE

*Two years of trying. Nothing was working.*

The HR Business Partner for Global Supply Chain at a leading pharmaceutical company had been searching for two years for a solution to one of her most persistent organizational problems. Eight global leaders responsible for supply chain management were not operating at the business acumen level the organization needed. She had tried online learning programs, traditional development approaches, and more. Nothing moved the needle.

These were not junior leaders. They were four levels from the CEO, overseeing global supply chain operations across multiple continents. The team possessed strong functional expertise but needed to develop business judgment, strategic thinking, and the ability to lead in a complex, matrixed environment where alignment across levels and geographies was everything.

When the conversation with Integra began, we proposed something entirely different from what had been tried before. Rather than another program, we suggested building an environment modeled on a business accelerator, residing inside the organization and surrounding each leader with the expertise, support, and resources they needed, tied directly to their real work. It would be 100% personalized, adaptive to actual business dynamics, and built around outcomes rather than curriculum.

The response was immediate. The HR Business Partner said we were solving her greatest business problem.

But getting the engagement right required more than a good idea. As we prepared with the internal core team to present to the Group Vice President of Global Supply Chain, we sensed tension about whether the model would hold. We recommended a premortem analysis before the pitch, working through every potential failure pathway with the internal team.

What we uncovered changed everything. The greatest risk to success was not the leaders themselves. It was the layer of supervisory managers above them, whose disengagement could undermine the entire effort. We made a decisive call: start with that layer first. Prove the model. Then move down to the original target group with their full support behind it.

That recommendation required courage on both sides. The Group Vice President himself had to commit to personal involvement, including completing upfront, midterm, and final assessments of his entire team. He did. At month three of the six-month engagement, the acquisition of our client was announced. It was one of the most disruptive events a leader or organization can face. The work continued. And the results held.

## THE APPROACH

*Development that met leaders where they were.*

Integra designed a cohort engagement that was uniquely adapted to each participant. Rather than removing leaders from their work to attend programs, the approach embedded development directly into the flow of real business challenges each leader was already navigating.

The work was immersive and sustained. Each leader experienced what it felt like to think strategically about their business in real time, with expert support available at the moments it mattered most. Over time this built the kind of judgment that cannot be taught in a classroom.

In a compressed engagement, this cohort developed a shared language for business performance, learned to communicate with confidence at the executive level, and came to understand how their work connected to the priorities of the broader organization. Critically, this group was also prepared to support and protect the next phase of work, creating alignment across levels that multiplied the impact.

At the foundation of the cohort's work was the Signal Model, Integra's framework for diagnosing and improving the 12 factors that drive organizational performance. It gave every leader a clear, shared picture of where performance was strong, where it was breaking down, and exactly what to address first.

## THE FOUNDATION

*The Signal Model*

Every engagement is anchored in the Signal Model, a proprietary diagnostic framework developed over more than a decade of research and real-world application. It assesses performance across 12 Critical Success Factors and gives leaders and their organizations a common language for evaluating what is working and what is not.

### What the Signal Model assesses:

- External realities and organizational goals
- Barriers to workflow and execution
- Individual work contributions and accountability
- Emerging environmental factors affecting performance
- Sustained focus on execution over time

The Signal diagnostic replaced guesswork with evidence. Leaders stopped debating symptoms and started addressing root causes. Managers stopped working in silos and started understanding how their piece connected to the whole.

## THE RESULTS

### *What changed*

Outcomes were measured through a combination of leader self-assessment, manager assessment, and Signal Model maturity scoring at baseline, midterm, and completion. Across eight global leaders operating through a major corporate acquisition, the engagement advanced 26 distinct skill sets in six months. The disruption did not diminish the results. In many ways it tested and proved them.

### **Documented outcomes:**

- *Leaders demonstrated measurable improvement in Signal Model maturity scores from baseline to completion*
- *Participants reported increased confidence in executive-level communication and presenting business cases*
- *Leaders built sustainable execution habits tied to live business priorities, not classroom scenarios*
- *A shared language for performance improved alignment across functions and geographies*
- *Results held through a major corporate acquisition announced at month three of a six-month engagement*

## IN THEIR OWN WORDS

### *What participants said*

"I feel I am more decisive, more confident in my knowledge and in the leadership skills I possess. I feel I act more as a global leader than a tactical get-the-work-done people manager."

"It has helped me stay focused on the job at hand despite the changes looming over us."

"I had the confidence to present to senior leadership several times within a three-week period and did it really well. The confidence reduces the stress of those situations."

"I feel my self-confidence and value proposition are much more clear. My interactions with my boss have greatly improved as it relates to relaying the important details and ensuring they are aware of progress and successes."

### **Where Strategy Meets Execution**

*Across corporate and growth stage organizations*

Every engagement begins with a **free 30-minute Signal Conversation** to find exactly where your organization is losing performance.

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