

Using Cultural Intelligence (CQ®) to Create Better Solutions

Pharmaceutical
Company Reduces
Product Delays by 25%



CHALLENGE

This large pharmaceutical company has an extremely large global footprint. A high percentage of the scientists working for the company were Indian and Chinese. The project managers responsible for implementing the research findings, however, were mostly Western.

The project teams worked with multiple offices across many geographies and time zones, and they were consistently frustrated by what they described as inefficiencies, interpersonal misunderstandings, and delays in getting new medications to market.

SOLUTIONS

After a group of senior leaders from this pharmaceutical company attended an executive session on Cultural Intelligence (CQ), they decided to **incorporate CQ more fully** into the company. They asked the CQ Center to help them **pilot the implementation of CQ** with the project management team from this research group.

Working with leadership, the solution was a three-month program for 120 project managers who were spread across three offices:

1 MONTH 1

- Project managers completed the *CQ Assessment*.
- Participants completed a one-day *Developing CQ Workshop*.

- Participants created personal CQ Development Plans.

2 MONTH 2

- Project managers met in groups of three with coaches who reviewed their CQ Development Plans with them.
- After the coaching session, each participant updated their one-month and six-month goals.

3 MONTH 3

- Project managers met with a coach to discuss specific challenges and insights based on the first six weeks in-country.
- Project managers identified three goals for the next 4-6 weeks to further improve and apply CQ to their assignment.

RESULTS

The three-month program improved the efficiencies of the team and became a required training for any new project manager joining them. Specifically:



Supervisors reported **fewer instances of team conflict** that were escalated to them.



After three months, the group had a joint session on differences in **behavioral preferences** (cultural values) for the Asian scientists and the Western project managers, improving understanding and collaboration.



A year later, the team reported **25% fewer delays** in meeting deadlines.



The group implemented a **“pre-mortem” review process**. Instead of assessing a failed product after launch, they imagined a new product failed beforehand. They drew on their diverse perspectives to forecast what might cause it to fail and developed contingency plans.

ABOUT THE CULTURAL INTELLIGENCE CENTER

The Cultural Intelligence Center is an innovative, research-based training and consulting firm that draws upon empirical findings to help organizations and individuals around the world assess and improve Cultural Intelligence (CQ®)—the ability to work effectively with people with different nationalities, ethnicities, age groups, and more. We provide you with innovative solutions that improve multicultural performance based on rigorous academic research. Visit culturalQ.com to learn more.

THE CULTURAL INTELLIGENCE CENTER: A CERTIFIED WOMEN’S BUSINESS ENTERPRISE



The Cultural Intelligence Center is certified as a Women’s Business Enterprise by the Women’s Business Enterprise National Council (WBENC), the nation’s largest third-party certifier of businesses owned and operated by women.

We recognize the commitment to supplier diversity that is embraced by corporations and government agencies today. We can add diversity to your supply chain.

CONTACT US

With experts around the world, we have teams of professionals ready to help you develop creative solutions and/or deliver training and consulting services wherever you need them.

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