

ZIKSANA CONSULTING

HOW PLAY HELPS LEADERS SUCCEED IN HIGH-PRESSURE SITUATIONS

A CASE STUDY, 2021



CASE STUDY SUMMARY

Overview

Beginning in 2019, Ziksana launched a Leadership Development Program at Quidel Corporation during a period of historic growth. Using a Discovery process, Ziksana uncovered several of the organization's leadership challenges and designed a custom program to address them. This program included play-based learning elements that enabled leaders to try new skills in an engaging, safe environment. In this study, we explore how a balanced focus on Productivity and Play can help leaders learn and develop in high-pressure situations.

Services Provided



Discovery



Leadership Development Program



Coaching



Workshops



360 Feedback

Results

17%

Improvement in Key Focus Areas

20

Role Changes (More Strategic)

20%

Improvement in Cultivating Company Culture

THE CHALLENGES

Between 2019 and 2020, Quidel experienced an exponential increase in demand for diagnostic testing solutions. In order to meet this demand, they needed to develop leaders who were capable of leading through rapid growth. To identify the organization's greatest opportunities for leadership development, Ziksana conducted a **Discovery Process** with Senior Leaders, which included:



The Discovery Process Revealed 2 Main Challenges:

#1: Accelerating Executive Readiness

Leaders needed to be quickly prepared to take on roles that enabled them to envision and execute the company's strategy.

#2: Scaling Company Culture

Leaders needed to experiment and adapt their style to support the company's culture, known as the "**Quidel Way**," which includes:

- Making Decisions Quickly with Confidence
- Holding Others Accountable to Perform
- Empowering Others to Succeed
- Being Human & Approachable
- Making Mistakes & Learning from Them
- Ensuring that Employees are Happy

THE APPROACH & RESULTS

Ziksana Designed a Leadership Development Program

32 Senior Leaders

12 Months / Group

3 Cohorts



Purpose

Accelerate Executive Readiness

Scale Company Culture

Activities

360 Feedback

CliftonStrengths®

1:1 Coaching

Skill-Based Group Workshops

Cultural Impact* (% improvement)

10%

Holding Others
Accountable to Perform

15%

Empowering Others to
Succeed

19%

Making Decisions
Quickly with Confidence

19%

Being Human and
Approachable

21%

Ensuring that Employees
are Happy

35%

Making Mistakes &
Learning from Them

Leadership Impact*

17%

Improvement in
Key Focus Areas

20

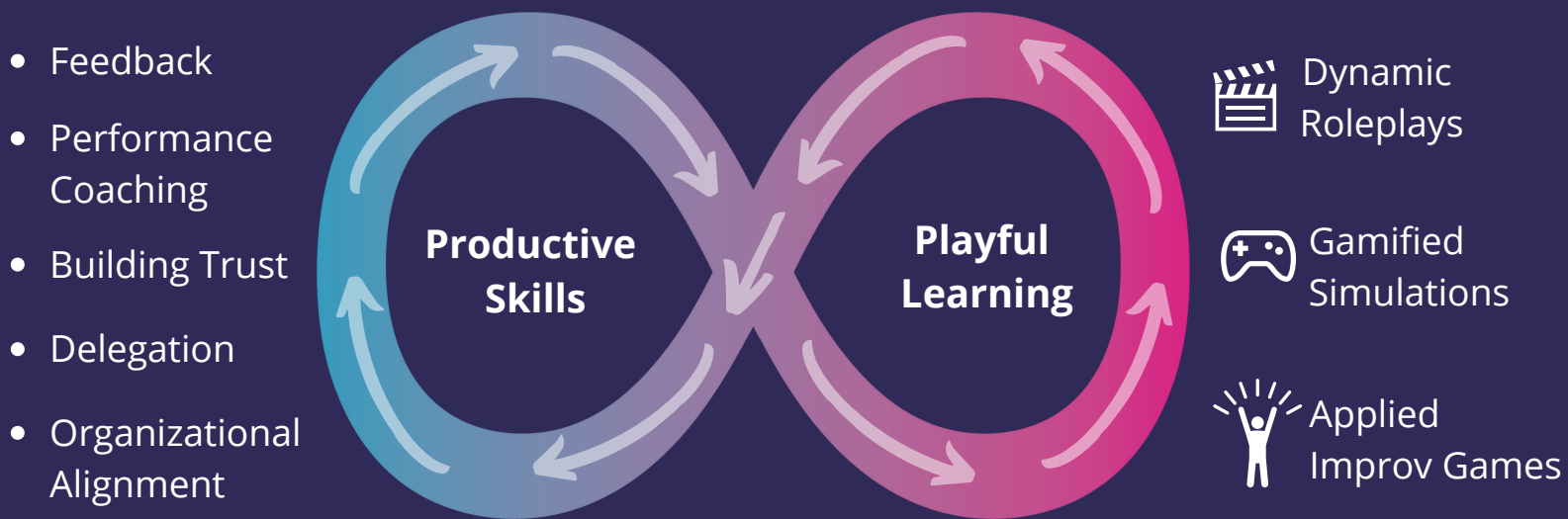
Role Changes to
More Strategic Positions

*Based on 360 stakeholder feedback

THE ROLE OF PLAY

The leaders at Quidel were faced with rapid growth and needed to develop new skills in a fast-paced, high-pressure environment.

We used our **PlayDuctivity™ Framework** to design playful workshops with productive outcomes that supported the "Quidel Way."



In High-Pressure Situations, Play-Based Learning is Valuable Because...

It Accelerates Openness to Learning Something New

86% Agree!

It Keeps Learners Engaged the Whole Time

97% Agree!

It Creates a Safe Environment to Try New Skills

100% Agree!

CONCLUSION

As a result of the program, leaders experienced significant growth in their readiness to take on executive roles and scale the company culture. The integration of playful elements into the workshops created a safe environment for leaders to expand their skills and try new approaches as they faced rapid scaling and growth. Through the **PlayDuctivity™ Framework**, we designed a playful and engaging program that led to truly productive outcomes.

This is a very safe environment and allows for open dialogue and growth.

Ziksana weaved Leadership principles with Quidel Culture and real-life situations so seamlessly. The course and delivery approach was perfectly designed, helped me learn new skills, and get better results.

Very interactive, kept us engaged and informed!

I have been through 3 other leadership development programs and this program, by far, was superior to all of them.

