

Coaching That Drives Performance

How an \$8B pharmaceutical organization lifted situational coaching skills 20% and expanded NeuroCoaching® across five groups.



CLIENT

UCB

INDUSTRY

Pharmaceutical

SIZE

\$8B

PROGRAM

NeuroCoaching®

20%

Improvement in situational coaching skills, measured through BTAI roleplays

5

Groups engaged across the partnership

Ongoing

Partnership continues, with further development planned

The challenge

UCB engaged Braintrust to strengthen the coaching effectiveness of its leaders. The goal was to move them beyond directing and problem-solving for their teams, toward a more intentional, adaptable coaching approach that improves performance.

Improve situational coaching

Help leaders adjust their approach based on the individual, the situation, and the performance need.

Strengthen coaching conversations

Improve questioning, listening, and the ability to guide team members toward their own insights.

Create consistency

Establish a repeatable coaching approach leaders can apply across their teams.

What changed

Leaders demonstrated a 20% improvement in situational coaching skills through BTAI roleplays. The gains showed up across the 6 Ps.

Questioning and listening

Creating more productive, employee-led conversations.

Purpose and perspective

Clarifying the goal and helping people see situations differently.

Plan, path, and progress

Turning insights into clear actions and ongoing accountability.

Problems and performance

Identifying the real barriers impacting performance.

"The most applicable and useful training I've ever done."

Program participant, UCB

The result

Leaders are applying the NeuroCoaching® approach in real conversations. One used it during a difficult accountability conversation; it ended with the team member thanking her for the honesty, followed by improved territory activity afterward. At UCB's US Medical Summit, participants described the session as among the most valuable learning experiences of the event.

"Asking the questions has allowed me to take a step back, kind of put that weight back onto them to solve their own problem."

Program participant, UCB

PARTNERSHIP

Built around each team, not a curriculum

Each of the five groups got what it actually needed: a keynote, a targeted masterclass, or a 12-month learning and reinforcement journey with group coaching and BTAI roleplay practice.

The foundation stays NeuroCoaching®. The format follows the team.

"The frameworks and practical tools you introduced, especially the 6 Ps and the value reflection exercise, provided participants with actionable strategies that they can immediately apply in their daily roles."

Client program committee, UCB US Medical Summit