

L-10 Meetings Launch Successful Communication

ABOUT STIRIS

Stiris Research is an entrepreneurial clinical trial management company specializing in conducting complex Phase I through IIIb trials for biotechnology and biopharmaceutical companies.



OBJECTIVE

Create effective communication across all organization levels

Several years ago, the Stiris CEO took an unexpected leave of absence. She and the Vice President had been the drivers of the company and the only decision makers. To adjust to this change, they needed to bring on additional senior managers and included them in the executive-level meetings and communication structure. With the new team structure and absence of the CEO, the team communicated poorly or not at all. Their weekly calls were inefficient — the leaders brought issues to the table that weren't issues, but merely filling space. For real issues, they tracked progress through follow-up calls, which weren't effective. As a virtual-based company of 120 people with less than 15 in the office, there was an additional disconnect as people throughout the company felt out of the loop. The company was in a tailspin and growing quickly. Without effective communication, leadership confidence in getting issues resolved was very low.

EOS TOOL

L-10 Meetings

The L-10 meetings have been successful in getting the leadership team on track from a communication perspective. They meet once a week, include a very specific agenda, with the expectation they're mandatory unless someone is on vacation or dead — no excuses and be prepared.



STIRIS RESULTS

Successful Communication

Stiris now identifies issues and works together to come up with solutions and everybody leaves with their to-do list for the next seven days. Anything they can't get done over the next seven days is not included as a priority but is put on a long-term issues list. Now they not only identify issues but come up with solutions and everybody in the company is resolving issues in the same way, making communication throughout the organization crystal clear.

BENEFITS

- **More Organized:** It's about taking small chunks out — the nibble affect — helping people maintain their workload, stay organized and assist with prioritizing
- **Effective:** People know it's okay to come and say their project is running smoothly and there are no issues — as opposed to 18 months ago and coming to a meeting with a list of issues just to fill space

TAKEAWAY

"Prior to EOS, senior management struggled to know what was going on internally at all levels. Now that there is structure and accountability, employees and senior management talk to each other and get results. We have had a lot of growing pains and looking back 18 months ago, it's incredible to see how far we've come."

Amanda Carrera, Stiris Vice President