

## **Case Study: Sorin Group – Canada**

### **The Situation:**

Sorin Group is a \$1B, publicly traded, Milan, Italy-headquartered, world leading medical technology company. The company is a leader in cardiac surgery and the development, production and sale of artificial cardiac valves. The artificial heart valve market consists of two segments: mechanical valves and tissue valves. The more profitable and higher growth segment is the tissue valve market, where the valves are assembled by hand, under exacting standards and employing an intricate, highly labor-intensive process. Tissue valves represent a growing revenue and profit stream, crucial for Sorin Group's growth. In order to compete in the highly lucrative US market, the company must demonstrate a product development and manufacturing process that is acceptable to the US Food and Drug Administration.

Sorin Group's plan called for starting up a high volume tissue valve manufacturing capability in suburban Vancouver, British Columbia, Canada. To create an outstanding working climate for the skilled technicians who assemble the product and to build the capability of this young, culturally-diverse (seven different nationalities represented) management team at this operation, The Bolton Group was requested to assist by Eros Roncaia, Vice President/General Manager, Sorin Group Canada and Franco Vallana, President, Cardiac Surgery Business Unit.

### **Our Approach:**

- Launched the *Creating Executive Value* assessment and development process for General Manager and direct reports and provided customized, individual executive coaching for General Manager and his seven management team members.
- Used *Top Team Check* and team coaching to create clarity, increase the capabilities and improve the commitment of the management team. Conducted team visioning and team charter activity. Conducted role/responsibility, accountability and team building activities for management team.
- Provided *Impact Coaching* training and communication/accountability skills training for extended management team.

**The Results:**

Sorin Group Canada has improved productivity by 50% in the past eighteen months while holding headcount steady. The working climate is positive. FDA has recently approved the company's manufacturing processes, allowing sale of the tissue valves.

After six months of individual and team coaching, the changes in behavior and performance of members of the management team, both at the individual and team levels were palpable. Anecdotal comments included: *"The coaching you provided was the best thing that has happened to us."* Another management team member said, *"The coaching has been great for me. You've done a lot for our company; the difference is like night and day. Atmosphere has totally changed. Trust is up. We are getting better results and people are more cooperative and friendly. You've opened up the channels."*

General Manager Eros Roncaia noted, *"The coaching and training represented a quantum leap and an eye-opening experience for our team. You can achieve outstanding results through smart management, delegation and leadership. But the first step is becoming aware of what this means and what it takes to get there. The results achieved have put us on our way to accomplish our goals and become a best-in-class organization."*