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**Invited Talk**

**Bridging the Performance Paradox: A T7 Model Analysis of Team Effectiveness  
and Knowledge Flow in a Leading European Pharmaceutical Group**

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**Abstract:**

The global pharmaceutical industry is currently navigating a period of radical structural realignment, moving away from the era of "blockbuster" drugs toward a specialized, highly regulated landscape where success depends on collective intelligence and agile execution. This session addresses a "Performance Paradox" identified within a leading European pharmaceutical group, where a robust commercial presence is frequently undermined by internal fragmentation and departmental silos—a cultural phenomenon known as the "farm spirit". These systemic barriers trap critical knowledge and inhibit the cross-functional flow necessary for scientific innovation and long-term market leadership. To diagnose these challenges, the T7 Model of Team Effectiveness is utilized as a diagnostic lens, triangulating data from 25 semi-structured interviews across diverse commercial and support units. The research identifies specific failures in internal teaming skills and interpersonal trust, which are often exacerbated by an "active inhibitor" in the form of archaic technological infrastructure. These structural and behavioral gaps create a state of "artificial peace" where conflict is avoided, and procedural inefficiencies are overcome only through excessive individual effort rather than systemic excellence. The intervention outlines a comprehensive transformation plan that integrates the ADKAR and Kotter Change Management frameworks to bridge these gaps. The strategy is anchored by three core pillars: cultural unification to foster psychological safety and dismantle silos, radical digitalization of workflows to replace high-friction manual systems, and the evolution of leadership styles from control-oriented to coaching-oriented. This dual approach addresses both the individual transition and the organizational alignment required to sustain new ways of working.

**About the Speaker:**

**Nuno Pena** is a strategic leader, talent architect, and academic with extensive international experience across global corporations and higher education. He has held senior leadership roles in Learning, Leadership Development, Talent Management, and Organizational Transformation at organizations including *Amazon*, *Zalando*, *Coca-Cola Europacific Partners*, *OutSystems*, and *Talkdesk*. He currently serves as Interim Strategic Advisor & Principal Consultant at STRATalent and as Assistant Professor at ISEG Executive Education and Universidade Lusófona, where he designs and delivers programs in Strategic Human Resources Management, Change Management, Leadership, and Digital Transformation. Grounded in a Ph.D. and Postdoctoral research foundation in Information Management, Strategic HR, and Corporate Learning, Nuno combines academic rigor with hands-on executive practice, focusing on corporate learning ecosystems, leadership development, learning agility, organizational effectiveness, and AI-enabled talent transformation.

