

Case Study

Engaging Employees in Change

**Leading
Change**



Delivering success in allergy and respiratory Research & Development

Synopsis

Leading Change helped a major pharmaceutical company to deliver a strategy change in an important therapeutic area and successfully engage 150 colleagues in the new direction. A new therapeutic area (TA) group had formed in mid 2007 joining research, development and commercial teams from Europe and the US.

While the team had significant potential in terms of people and programmes, the reality was that productivity had been historically low. The TA had an opportunity to deliver faster, more effective results and demonstrate its value to the corporation.

The TA leadership team wanted to engage and energise an international team of 150 colleagues in their revised strategic direction and priorities.

Key Issues

- > The revised strategy required a change of direction and focus.
- > The TA had a limited track record of successful execution and engagement (measured as relatively low in a recent survey).
- > The wider team had never met in one location to exchange ideas and build relationships.

The Solution

We facilitated the process by which the leadership team reviewed, confirmed and articulated their revised strategy. We led and coached a team from the business to design and deliver a two-day interactive

conference called 'Delivering Success'. The objectives were to celebrate recent successes, understand the new strategic direction, engage the team, create a community, and to have fun.

The conference combined a busy working and social agenda that included high impact keynotes, interactive workshops, guest speakers who supported innovation and creativity themes and an elective programme of master-classes.

The Results

The meeting was evaluated using an interactive audience voting system - 87% rated the value of the overall conference to be 4 or 5 out of 5.

Anecdotal feedback was that the conference had reached new levels of engagement and the strategy was very clear.

One of the conference sponsors said: "They worked with us on our TA mission and the 'improved performance'



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