

Strategy Implementation

Leading
Change



Re-energizing late-stage drug development

Synopsis

Late-stage drug development is complex, expensive & uncertain. Pfizer, a leading global pharmaceutical company, sought to develop a class-leading anti-retroviral treatment for patients with HIV/AIDS. This project was struggling to gain momentum in a combined Phase 2b & Phase 3 development programme.

When Leading Change first got involved the project had some significant challenges. An 'effects based' leadership programme provided clear, tangible & immediate benefits to team effectiveness enabling the team to gain accelerated review & approval by Regulatory Agencies in US & EU.

Key Issues

- > Our diagnostic review concluded that the team, whilst individually committed, had issues with role clarity, performance expectations, open communications & decision-making.
- > Senior management were frustrated that productivity and engagement was not higher on such a worthwhile, innovative programme with clear patient value.
- > The Development Team Leader had responsibility, but little power, over colleagues assigned to the team.

The Solution

The project consultant (now Managing Director of Leading Change) recommended that the team focused on developing a 'winning culture' by adopting a solution based on the principles of Mission Command. Working with the DTL we set objectives to re-energize highly able but weary & demotivated people, focusing them around a single goal (drug approval) & freeing up their ability to make decisions in line with the project's intent.

Initial workshops clarified the team's strategic objective then aligned the team. Subsequent work defined team & individual areas of accountability for delivering results, clear boundaries for decision-making and high performance behaviour.

Follow-on workshops integrated US-based colleagues unable to attend the earlier workshops, refocused the global team on the 'end-game' by taking all possible activity off the critical path & integrated the team's Contract Research Organization (CRO) partner.

Leadership team and informal individual coaching featured throughout the programme.

The Results

A mission-based system, targeted at empowering teams and individuals to achieve goals through clear understanding of the leader's intent improved the team's ability to get things done. On a commercial level this enabled a product to get to market with first year sales of \$120 million rising to \$591 million at peak.

The development team leader attributes project success, in no small part, to the change in attitudes and behaviours bought about by the mission command programme. Specific examples of change were:

- > The way that the sub-teams took accountability for delivering project outcomes
- > The openness, honesty & efficiency of team conversations around the mission
- > The proactive way that US, UK, India based functional teams and CROs pulled together to manage their inter-dependent timelines and deliver the project filing goal

An independent review into programme effectiveness concluded that the programme had created real value for the company, was highly valued and transformed project delivery.



Leading Change Limited
53 Davies Street
London W1K 5JH

T +44 (0)203 170 8026

F +44 (0)203 170 8027

E info@leadingchangeuk.com

www.leadingchangeuk.com