

# Strategy Implementation

Leading  
Change



## Accelerating project delivery to breathe life into patients

### Synopsis

Leading Change helped Pfizer R&D to address problems faced by development project teams. We developed a novel programme for UK-based Development Teams focused on the quality of leadership and the effectiveness of execution.

One of these teams was responsible for developing a new drug product which promised hope for sufferers of Pulmonary Arterial Hypertension. The project launch was significantly accelerated as a direct consequence of our mission-based intervention.

### Key Issues

- > The prevailing culture in PGRD was described as 'centred around direction setting, accepting responsibility & getting things done' but clearly at odds with the reality experienced by project teams.
- > Development Team Leaders had responsibility but little power. They were over-reliant on lobbying and influence in globalised lines to achieve results.
- > Team members were focused on activity rather than outputs & felt constrained by rules & standard operating procedures.
- > The company had mature and complex systems for goal-setting but execution was sluggish and the project team organisation complicated.

### The Solution

Leading Change helped the team to redefine their high-level goal then develop a simple analysis of what their teams needed to deliver and why.

Rigorous focus on a single goal revealed some misaligned assumptions and non-productive activity. Decisions were made & activity prioritised to create a clear sense of overall purpose and intent.

Getting sub-team leaders to 'back-brief' their boss on 'how' they were going to deliver the team's objectives helped to enhance trust and mutual understanding.

Our initial workshop used experiential development techniques to reinforce the 'empowered' and 'empowering' behaviours that the team needed to develop & helped them to identify and deal with perceived constraints to their freedom to operate. Over the next 6 months follow-ups reviewed mission progress and refined clear, simple ways of working.

### The Results

Mission alignment was a great success leading to tangible business results. The team leader publically credited the programme for catalysing a distinct improvement turning around a low probability of success & enabling them to file to regulatory authorities earlier than intended.

Programme outcomes were reviewed twice following the initial workshop and were subject to an independent return on investment audit. This assessed the value derived from the early filing to be as high as \$20m based on monthly sales of \$7m. Attributing a conservative 10% to the business impact of the consultancy intervention, the review concluded that true RoI was in the order of 50:1.



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