

## Case Study

# Discovery Without Boundaries

Leading  
Change



## Changing Biomedical Research in the UK

### The challenge

After seven years in gestation, the largest initiative in biomedical research in Europe in over a decade was preparing for operational readiness in mid-2014. The institute is a unique and unprecedented partnership between six of the world's leading biomedical research organisations - the Medical Research Council, Cancer Research UK, the Wellcome Trust, University College London, Imperial College London & King's College London.

The institute was due to form on 1st April 2015 through the merger of the London Research Institute (LRI) and the National Institute for Medical Research (NIMR) then move to a single site in 2016 on completion of a highly sophisticated new laboratory building at St. Pancras.

### Key Issues

The change programme defined three stages of evolution, formation, transition to the new site and subsequent transformation. The immediate focus in 2014 was to form the new organisation from two existing research institutes & a new central services division. This required significant work with stakeholders to manage integration and ensure all essential services were effective from formation date.

After launch, the organisation then needed to mature, where possible, as the Crick Institute, during a multi-site phase of operations. This phase would continue until the new building was completed in early 2016 when the headquarters, central services, science operations and research teams were due to migrate to the new facilities. The migration process concluded by the end of 2016.

The Crick's senior management identified that expectations about what the Crick could deliver in the early years of its existence were not matched by transformation plans, and were unlikely to

be if transformation was delayed until the Institute was operating from a single site.

The newly appointed Chief Operating Officer (Dr David Roblin) commissioned work to facilitate the process of defining and clear strategic objectives from the Institute's vision and purpose expressed in "Discovery Without Boundaries" to find a way to accelerate transformation to deliver the foundations for success as early as possible and ensure that the Institute was delivering, and preferably exceeding, expectations by the time of the first Quinquennial Review in 2020/21. The key was to achieve this without disruption to complex transition plans.

*"The Crick's Discovery Without Boundaries, built on excellence in science delivering new understandings of health and disease was ambitious and far reaching. The strategy needed a good description of short and medium-term success to engage colleagues and allow us to appreciate that we were making progress."*



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## Changing Biomedical Research in the UK cont...

### The Solution

Leading Change Limited provided embedded support through the last quarter of 2014 and throughout 2015 in the following areas:

- > We implemented a **strategy to action** framework including coherent execution plans for the Crick's five strategic priorities, focused on the first three years of transformation (DWB2018), and integrated it with existing transition plans.
- > We helped the Crick's new central operational functions to **build a maturity roadmap** prior to and following collocation at the new site, led some change policy development and the **organisation design** for information services.
- > We advised on and facilitated work to **reinforce team effectiveness** at Executive & Operational Management Team levels and for the multi-disciplinary FM team.
- > Throughout the engagement we held regular **project progress review** with the members of the institute's executive team where we reviewed and explored performance, discussed alternative approaches, challenged assumptions and provided coaching and support.

*"Leading Change supported us through workshops and other approaches by creating snapshots of our strategy delivery at various planning horizons, breaking it down into clear missions with leaders, near-term deliverables and progress checks."*

### The Results

Greater clarity and focus on what success would look like in the early years of the Crick's transformation enabled a much more productive dialogue with the Board and other stakeholders about how the Crick proposed to build the platform from which to deliver and translate the impact of scientific research. With our support the Crick evolved a structure for monitoring and maintaining coherence between numerous strategic programmes without relying on a large central programme management facility and associated control mechanisms. This delivered:

- > Better communication of strategic delivery plans.
- > Improved relationships between key stakeholders (or perhaps greater alignment with DWB).
- > New management teams able to operate effectively with shared values and priorities.

*"Our mission-led strategy became the way we spoke to stakeholders and the Board. Most importantly, the institute's strategy became meaningful, achievable and worth achieving. This was important as the Crick started from the merger of two excellent research institutes (NIMR and LRI). This was a benefit, but also a stretch; the new institute's strategy being different and more demanding, so we needed to engage staff from our two legacy institutes and encourage them to shape the institute's future."*



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