

Developing organisational and leadership effectiveness in the pharmaceutical industry

Industry
Major Drugs & Healthcare

Diagnostic Tool
OCI

Total Staff
650

International Locations
Locally based and controlled

Market Position: Ranked in APS
20 by market share and cost

Key Business Activity

Research and development, manufacturing and marketing of quality ethical pharmaceutical and consumer health care products in Australia and New Zealand.

The Challenge

In response to an increasingly competitive marketplace, the company embarked on a programme of culture change. Over a 4-year period a range of initiatives, employee attitude and climate surveys were implemented. The Human Resources Director recognised the need to systematically measure and monitor the change in culture over time, in order to inform ongoing strategic decision making. There was also a need to correlate the key climate outcomes developed in earlier surveys with the company's unique cultural "drivers" for success.

Goal

To assess the impact of culture change initiatives in areas of leadership, individual responsibility, team development and commitment by individuals and senior management to company values. To enhance the company's adaptability and performance to become the leading healthcare company in Australia and New Zealand.

Outcomes

The profile of this company (Figure 1) is similar to those of companies operating in a fast-paced sales and manufacturing environment evident in the Human Synergistics' OCI Survey Australian Research Results 1994 - 1997 (Figure 2).

There are strong expectations for behaviour that supports minimum risk-taking, rather focusing on reliability and quality (high Perfectionistic). This is a task and action oriented company, where employees report

strong expectations for "besting" type behaviours, directed towards "getting results and winning at all costs" (Competitive).

The key culture "drivers" targeted for change include performance agreements, bonuses and other compensation/reward policies and systems and leadership development.

Specific measures of the company's effectiveness (customer service and quality and responsiveness) call for the development of behavioural norms that support productive and cooperative group interactions.

Any effort to maximise Constructive and "proactive" rather than "reactive" behaviours in employees interactions with one another and in their approach to their particular roles and function requires:

The development norms that value trust and cooperation as an alternative to criticism and cynicism (Oppositional Culture Style) that functions to build rather than sabotage creativity and innovation and accountability.

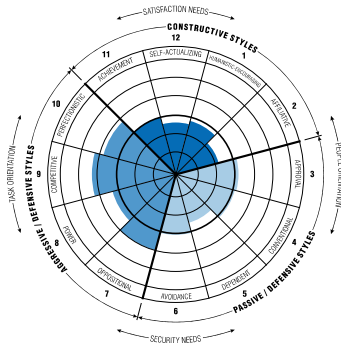
Key Strategies

The company is currently working with a Human Synergistics Accredited Consultant on a comprehensive leadership programme.

This programme has a clear focus on providing the leadership group with the necessary coaching and feedback skills and an opportunity to measure their progress using the CSPI (Coaching for Superior Performance Inventory).

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Figure 1: N=435



This demonstration of commitment is intended to prepare the leaders to return to their Business Units and work with the OCL results in facilitating the development of action plans with team members.

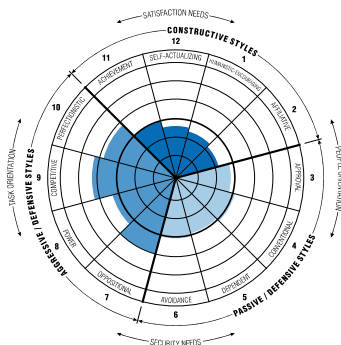
As internal change agents, the leadership team has also undergone a process of measuring their efforts to effectively adapt their personal leadership styles to the shared vision and values. This has been achieved through intensive one on one development sessions with the consultant using the LSI (Life Styles Inventory) and STYLUS Report.

The results to date have indicated a significant shift towards the more Constructive styles.

More importantly however, the consultant reported on the effectiveness and impact of the individual action planning sessions and the decision by participants to focus their change efforts on the Defensive styles rather than building on existing Constructive behaviour patterns.

Manufacturing (1994 - 1997)

Figure 2: N=1654



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