

Leading Integration Thru Behavior Change

Rethinking R&D Productivity

It is often thought that small companies have higher research and development (R&D) productivity compared with larger companies because they are less bureaucratic and more entrepreneurial. Indeed, some analysts have even proposed that large companies exit research altogether. The problem with this argument is that it has little empirical foundation. Several high-quality analyses comparing the track record of smaller biotechnology companies with established pharmaceutical companies have concluded that company size is not an indicator of success in terms of R&D productivity, but successful behaviors are.

When this pharma giant decided to rethink its R&D productivity, they turned to consulting for an analysis of success factors and a realistic transformation plan.

A Roadmap to Integration

SESIL PIR Consulting was hired in late 2016 in leadership of building a 'bio-tech like' mentality/culture supporting focus, flexibility, capital discipline, project-orientation and customer focus.

We supported the organization by:

- Clarifying purpose and strategy: Led two mission-specific workshops with top leaders of the two companies to close the potential gap between (1) where leaders think and where they are in organizational decision architecture; (2) leader and employee disconnect on the value of authenticity & integration.
- Driving people-focused culture transformation: Defined a culture roadmap to bridge 'current' to 'to be' states for the organization, describing in detail each attributes defined:
 - Focus:** introducing a strategic planning process to help the organization remain focused on a select number of activities in order to reinforce its core capabilities.
 - Flexibility:** growing capacity through role and responsibility clarification, decrease in bureaucracy and increase in trust.
 - Capital discipline:** building additional reward mechanisms to keep capital discipline on track.
 - Project orientation:** exercising accountability and ownership measures while increasing stakeholder management understanding.
 - Customer focus:** enhancing the way the organization thinks about collaboration and the WHY.
- Developing transformative people leadership: Delivered audience-specific skill training sessions to enhance cognitive and emotional understanding behind behaviors described.

Down to One... And Back Up...

The Research and experience demonstrate that the key driver and enabler of a company is its leadership – not just its senior leaders, but leaders at every level, from frontline supervisors to top executives. More than anything else, the company's success is determined by the individual and collective thoughts and actions of its leaders.

Through our culture intervention, we have been able to achieve the following for the organization:

Clarifying purpose and strategy

- Differentiated Capability Identification
- Unique Value Positioning
- Mission, Vision Restatement
- Culture Values and Principles Formation (Group)
- Leadership Narrative Formation
- Leadership Values Identification (Individual)
- Leading by Example (Action Plan)
- Culture Map of Authenticity, High Standards and Shared Responsibility

Driving people-focused culture transformation

- A Culture Roadmap to Change in Behaviour
- Leadership Behaviors (at Practice Level)
- Leading by Example (Action Plan)
- Culture Map of Authenticity, High Standards and Shared Responsibility

Developing transformative people leadership

- Skill Building around Strategy Execution and Project Management

Value Creation through Integration

In sharp contrast to its traditional command model, today's R&D organization at this pharmaceutical exercise a new agile model - an open system centered on people, designed to maximize value for all stakeholders.

While the strengthening of new muscles continue, the sponsor client references SESIL PIR Consulting continues by stating they "have a whole new understanding of what it means to be 'agile' and how to drive innovation through integration and inclusion."

Contact Us

We are specialized in leading organizational transformations. From managing culture change to scale-up opportunities to mergers and acquisitions, please contact us at [sesilpir.com](https://www.sesilpir.com).