

Excalibur Consulting

Catalysts for Change

CLIENT PROFILE: BIOTECH ORGANIZATIONAL CHANGE

THE COMPANY

The client is a \$250 million U.S. division of a \$700 million, European-based biopharmaceutical manufacturer.

THE PRESENTING PROBLEM

Major employee turnover problem. Turnover is running at 25% overall, 46% within the production department.

THE REDEFINED PROBLEM

Excalibur Consulting designs and conducts a comprehensive organizational analysis. The following key issues emerge:

- Treatment of Employees
- Management Style & Practices
- Leadership
- Performance Review Process
- Opportunity for Employee Development
- Teamwork
- Overcontrolling, Bureaucratic Environment

WHAT EXCALIBUR DID

Excalibur works with the leadership team to form a Steering Committee to lead the Change Process and designs the following integrated interventions:

1. Feedback Meetings – A series of meetings to share the Organizational Analysis results with every employee.

Outputs: **Work Unit Action Plans**

2. Organizational Change Leadership – Leadership development of the management team in leading the change process and providing direction.

Outputs: **Strategic Plan
Leadership Style Analysis
Cohesive Leadership
Team**

Strategic Plan
Vision/Mission/Values
Goals/Strategies/Objectives
Critical Success Factors

3. Training – A cross-functional, multi-level team of employees creates training and development recommendations.

Outputs: **Strategic Training Plan
Training Institute**



4. Performance Management – Another team recommends improvements to the performance appraisal process.

Outputs: **Revised Performance
Management Process
PM Training
Recognition System**

5. WorkOuts – Two WorkOut Sessions are conducted to model a new way of solving problems, change the way management and employees interact, improve cross-functional teamwork and speed decision-making.

Outputs: **Improved yield by 9%
Aided in Solving Costly
Operational Problem**

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6. Communications – A major effort is undertaken to improve communications vertically and horizontally

Outputs: **Division Newsletter**
Division-wide Meetings
Departmental Meetings
Management Forums
Skip-Level Meeting Process

7. Executive Coaching – Coaching to the chief executive and members of the Steering Committee on leadership, managing change, employee motivation, and interpersonal style.

Outputs: **Improved Effectiveness**
Style Modification
Leadership Development

THE RESULTS

The following results are achieved:

- ❑ Turnover rate is reduced by 31% for the overall division, 47% in production.
- ❑ As a result of the Action Forums, protein purification yield increases by 9%, improving productivity by 50%, and increasing sales potential by \$3 million.
- ❑ A comprehensive Strategic Plan is developed, communicated and aligned throughout the division.
- ❑ A Strategic Training Plan is developed; Training Institute established.
- ❑ A revised Performance Management process is put into place, with everyone trained in the new process and a creative Recognition System is implemented.
- ❑ Based on a Climate Survey conducted 15 months after the first survey, this division scores the second highest results out of 74 groups. (The % favorable metric is used for both surveys and is used for comparison purposes here.)

Some highlights of the significant improvements in the climate are:

- Overall percent favorable ratings went from 39% to 56%.
- *Senior management being worthy of trust* improved by 217%, from 18% to 57% favorable.
- *The leaders functioning well as a team* went from 17% to 53% favorable, an improvement of 212%.
- *Team oriented behavior gets recognized and rewarded* improved 196%, from 25% to 74% favorable.
- *Confidence in leadership* jumped by 172%, from 25% to 68% favorable.
- *Individuals get rewarded and recognized based on their performance* went from 30% to 59% favorable, a gain of 97%.
- This division scored better than the overall company on 12 out of 14 survey categories, by an average of eight percentage points.

HOW CAN YOU BENEFIT?

To find out more about the details of this significant change process, or to discover how Excalibur can help your organization deal with change and improve its effectiveness, call Tom Stratigakis at 978-664-0862 or e-mail him at tps@excaliburconsult.com.