

REALIZE RESULTS: CAPABILITIES

Building a capability roadmap
for the US Affiliate of a global
pharmaceutical firm



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meeting
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REVEAL

core beliefs and dynamics

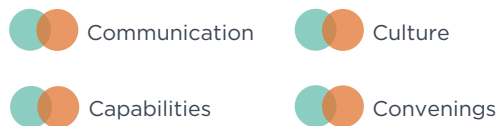
Our proprietary diagnostic approach reveals how day-to-day work unfolds in your organization and quantifies the time and energy cost.

REIMAGINE

what's possible

We partner with organizations to envision a better way of working—one that fully leverages the potential of the team.

Our levers for change:



REALIZE

sustainable change

Using proven change management approaches, we ensure that you achieve results and that the changes are long-lasting.

BUILDING A CAPABILITY ROADMAP

Key takeaways

- Organizational transformation starts with a shared understanding of why the change is so important
- Capabilities are determined by the value the team aspires to create and what is required to deliver it
- By engaging the leadership team in the design of the roadmap, you seed commitment and jumpstart their accountability
- Initiatives that support the development of multiple capabilities simultaneously are ultimately more effective and sustainable

Reveal core beliefs and dynamics

Our client, the newly hired Chief Medical Officer, inherited a US Medical Team that he described as “comfortable” and “insular.” They were supporting a portfolio of alliance products for which the partner organizations did all the heavy lifting, from regulatory approvals to medical affairs strategy. The team’s capabilities and ways of working were sufficient for their role in this small portfolio, but they were woefully inadequate for supporting an independent global product. Meanwhile, the team was confident in their capabilities based on their current success and therefore saw no reason for change.

Our challenge was to establish a near-term case for change and to mobilize the CMO’s organization around it. In interviews with the US Medical Leadership Team, their partners across the North American Leadership Team, and the global Research and Development Leadership Team, we identified current strengths, opportunities, and challenges. We discovered that the rest of the organization was seeking a stronger point of view and voice from the US Medical Team. This demand indicated the importance of the team’s role, but also created a gap between what was needed and what was occurring. The case for change was established.

Reimagine what's possible

The US Medical Leadership Team (USMLT) served as the working group for building the capability roadmap. This accomplished the dual purpose of strengthening relationships across the team and ensuring the USMLT's commitment to the path ahead.

Through a series of working sessions, the group answered foundational questions about their purpose as an organization:

- Who does US Medical serve?
- What value do we create for them?
- Why does that value matter to them?
- What do we need to be uniquely great at in order to deliver that value?

The last question led the group to identify eight unique capabilities that the organization needed to demonstrate. These ranged from "Shape and influence pipeline decisions through our credibility, knowledge, judgment, and global perspective," to "Translate our deep understanding of the patient population into the design of highly effective programs." Once the capabilities were defined, the leadership team was able to objectively assess the current state of each. In doing so, they realized how far the team was from where they ultimately needed to be.

With this shared starting point, we supported the leadership team in building a roadmap for strengthening each capability. Because budgets were tight, we focused on short-term work that could be done without significant incremental investment. Once the full list of initiatives / actions was complete, we looked for the most efficient opportunities that would allow us to advance multiple capabilities at once and streamline the work.

Realize sustainable change

The CMO established a transformation office to oversee achievement on the roadmap. We partnered with his Chief of Staff to charter and launch multiple workstreams and to design a dashboard for publishing progress on a quarterly basis.

We also developed a comprehensive communication plan, including quarterly Town Halls and an ongoing transformation channel on their Yammer platform. We created content, supported the CMO in preparing for high-visibility communication moments, and served as a partner to each workstream owner in achieving their objectives.

Progress was slow but steady. Team members were routinely engaged in multiple ways to ensure that they felt part of the change. Grassroots leaders emerged, and eventually much less effort was required from the transformation office to maintain momentum.

Eighteen months after the transformation began, the company acquired a global product that was only a few months away from launch. Because of the foundation that was built through this process, the team had the capabilities they needed to support it successfully.

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SMLT has a unique ability to help leaders achieve meaningful and sustainable change within their companies and teams. Their team members are talented, passionate, and dedicated to their work, whether the goal of the client is broad (such as changing their entire culture) or more focused (such as improving the effectiveness and efficiency of their meetings).

- CMO, GLOBAL PHARMACEUTICAL COMPANY

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