

REALIZE RESULTS: CULTURE

A transformative culture shift
for a US biopharma



stop
meeting
like this



REVEAL

core beliefs and dynamics

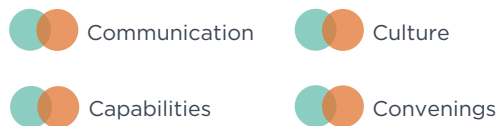
Our proprietary diagnostic approach reveals how day-to-day work unfolds in your organization and quantifies the time and energy cost.

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.

INTENTIONAL CULTURE DESIGN

Key takeaways

- Culture can and should be intentionally designed to support your business objectives
- By engaging the team in the design of the culture, you are seeding commitment and jumpstarting the implementation process
- It is important to understand where you are starting so that you can focus on the most significant barriers
- There are several levers you can use to evolve a culture, but leadership behavior is the most important

Reveal core beliefs and dynamics

To entice a senior candidate from another company, our client combined several smaller therapeutic area teams in order to create a large but heterogenous unit. Upon joining, the new leader recognized that her team would be unable to meet its ambitious goals without a healthy and cohesive culture as the foundation. She partnered with *Stop Meeting Like This* to design a culture initiative aimed at establishing a unified and high-performing team.

To determine the best starting point and engage the team, we hosted focus groups open to the entire unit. In these sessions, participants prioritized a set of potential attributes that would reflect “the best place I have ever worked.” For the collective top 3-4 attributes, each participant described what it would look like in action. For example, if trust were the attribute, the behavior might be “We give each other the benefit of the doubt.” The focus groups concluded by identifying any barriers that would prevent the desired culture from taking hold.

Once the majority of the team had been engaged, we worked closely with our client to narrow in on the critical attributes that reflected the team’s input and were aligned with the leader’s objectives. The leadership team shared their vision of the desired culture at a Town Hall and gained commitment across the group to make it a reality.

Reimagine what's possible

With the desired result now firmly in sight, we designed a culture-change program that targeted the most important barriers: bureaucracy, competition, overload, and ineffective work practices. The culture-change program had three main components:

- **Communication** — We developed cross-channel messaging that defined the key attributes, what they look like in practice, and the underlying beliefs that support them. For example, for the attribute “Collaborative,” the team committed to “Freely sharing knowledge and information with each other” because “We care about one another as people and want everyone to succeed.”
- **Collaborative Norms** — We helped the team identify a set of meeting and collaboration best practices as the foundation for working together more effectively. These included commitments such as “We always include a clear statement of purpose in our meeting invitations,” and “We block focus-time on our calendars to work on our top priorities.” We conducted a survey prior to rolling out the norms to establish a quantitative baseline of current behavior, and we monitored progress through regular pulse surveys.
- **Leader Signals** — No change is sustainable without the visible commitment of key leaders. In a day-long offsite with us, the leadership team had a candid conversation about the ways in which their everyday behavior was sometimes misaligned with their cultural aspirations. They then identified a set of critical practices specific to leadership, such as “Frequently recognize individuals who are living the culture while providing constructive feedback in private,” and then committed to them publicly.

Realize sustainable change

Over the course of 12 months, the leadership team made good on their commitments. They reinforced the cultural values in communication touchpoints and continued to role model them in daily interactions. They invited feedback from the team and made transparent course corrections as needed.

Subsequent feedback suggested that the team collectively views culture as their “secret sauce.” They are markedly different than the other units of the business in terms of overall employee engagement, retention, and satisfaction as measured by their bi-annual engagement survey.

Through an intentional investment in culture, the leader left an indelible mark on the organization and, more importantly, on the people in the team.

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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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