



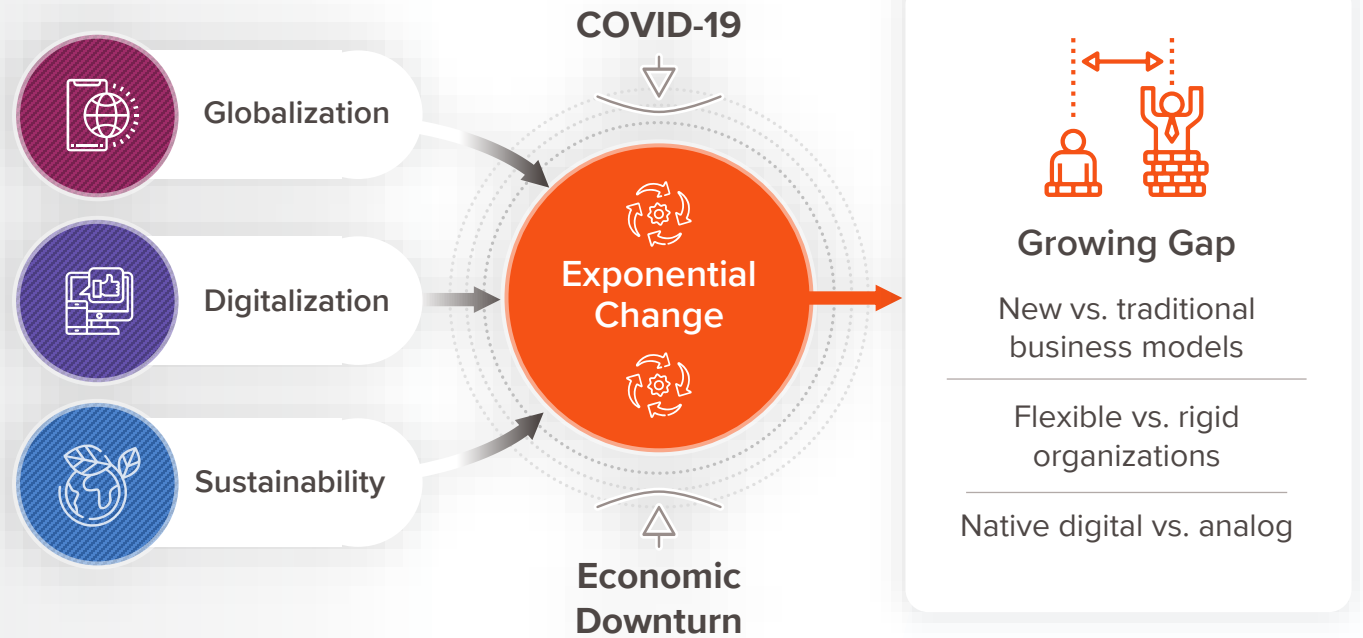
ORGANIZATIONAL ENGAGEMENT AT SCALE IN PHARMA

Involve people in dialogue to
drive engagement

A New Context

Embrace the new context to transform and thrive

Exponential change has been taken to the next level by the pandemic, creating an opportunity for bold leaders to define the new paradigm and come out faster and stronger.



Why Org. Engagement at Scale

Drive engagement and accelerate execution with Organizational Engagement at Scale

—
Implement a new strategy effectively to overcome the typical organizational pain points



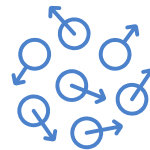
Insufficient
SLT alignment and
sponsorship



No clear
“why”



No shared
priorities



Limited
engagement



Lack of sense
of urgency



Lack of
follow-through



How to implement Organizational Engagement at Scale

Why Org. Engagement at Scale

Involve the whole organization to “own” and drive the business transformation

Deploy a new strategy, operating model or culture...



...by involving people in a structured dialogue process...



...instilling a sense of urgency and a positive motivation to mobilize for change...



...resulting in relentless execution to achieve business outcomes with enhanced employee engagement



1.
SLT
alignment



2.
Organizational
ownership



3.
Mindset and
capability gaps



4.
Focus and
energy renewal





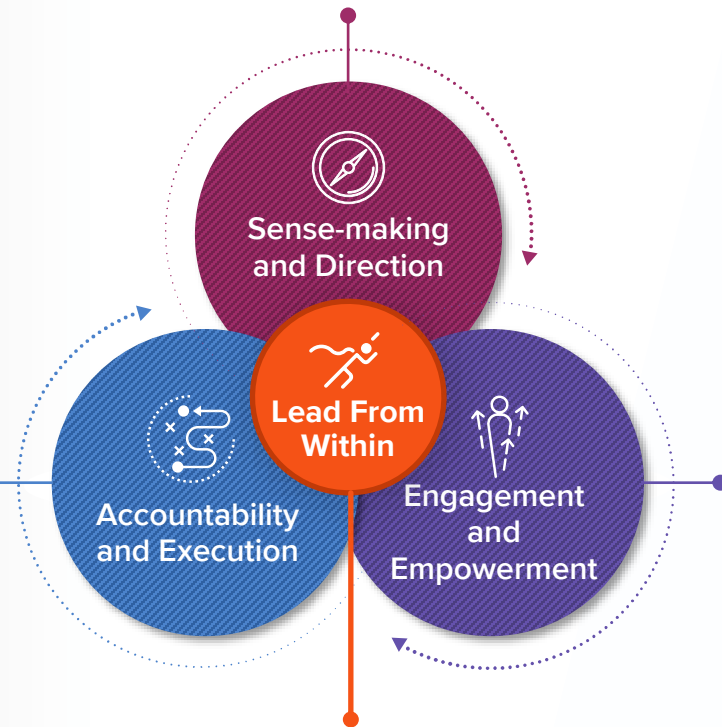
SLT alignment (1/2)

Create the right context to engage the organization

Senior Leadership Team drives execution by generating sense of urgency and role-modeling desired behaviors towards change

Enable results through shared commitment

- Prioritize and focus
- Hold the tension
- Rapidly adapt
- Ensure execution discipline



Read the present to shape the future

- Create shared context
- Hold the vision
- Anticipate patterns and connections
- Navigate complexity

Connect with people to thrive and perform collectively

- Foster safety
- Engage and co-create
- Unfold potential

Embrace a growth mindset and lead with purpose

- Be conscious of own drivers
- Have the courage to transform personally
- Assume full responsibility

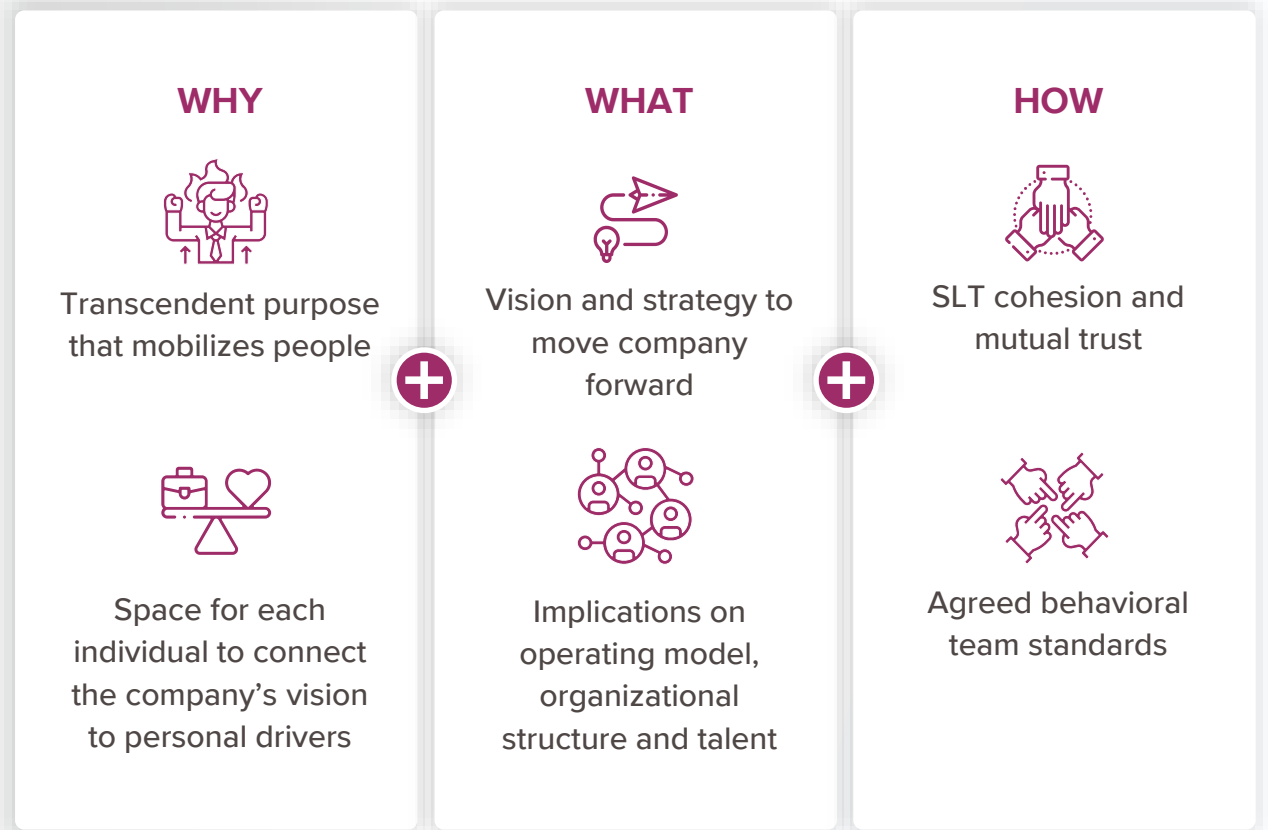




SLT alignment (2/2)

Co-create a shared purpose (why), vision (what), and standards (how)

SLT co-creates a shared change narrative that will translate in homogeneous communication to engage the organization

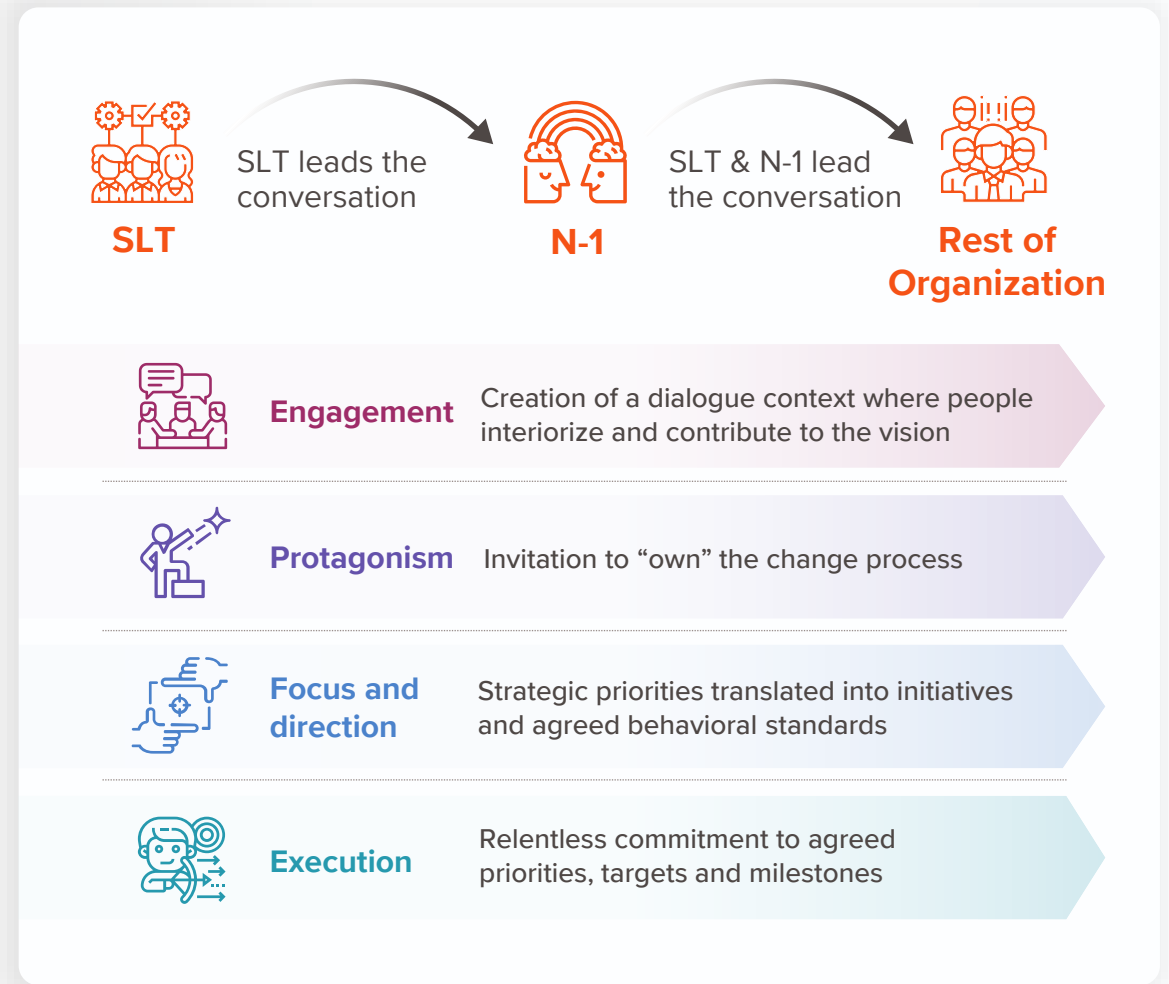




Organizational ownership

Interiorize the vision, contribute to the roadmap, and commit to execution

When the conversation cascades down to the whole organization, a great sense of engagement and protagonism can arise from team members, and overall benefits the strategy execution

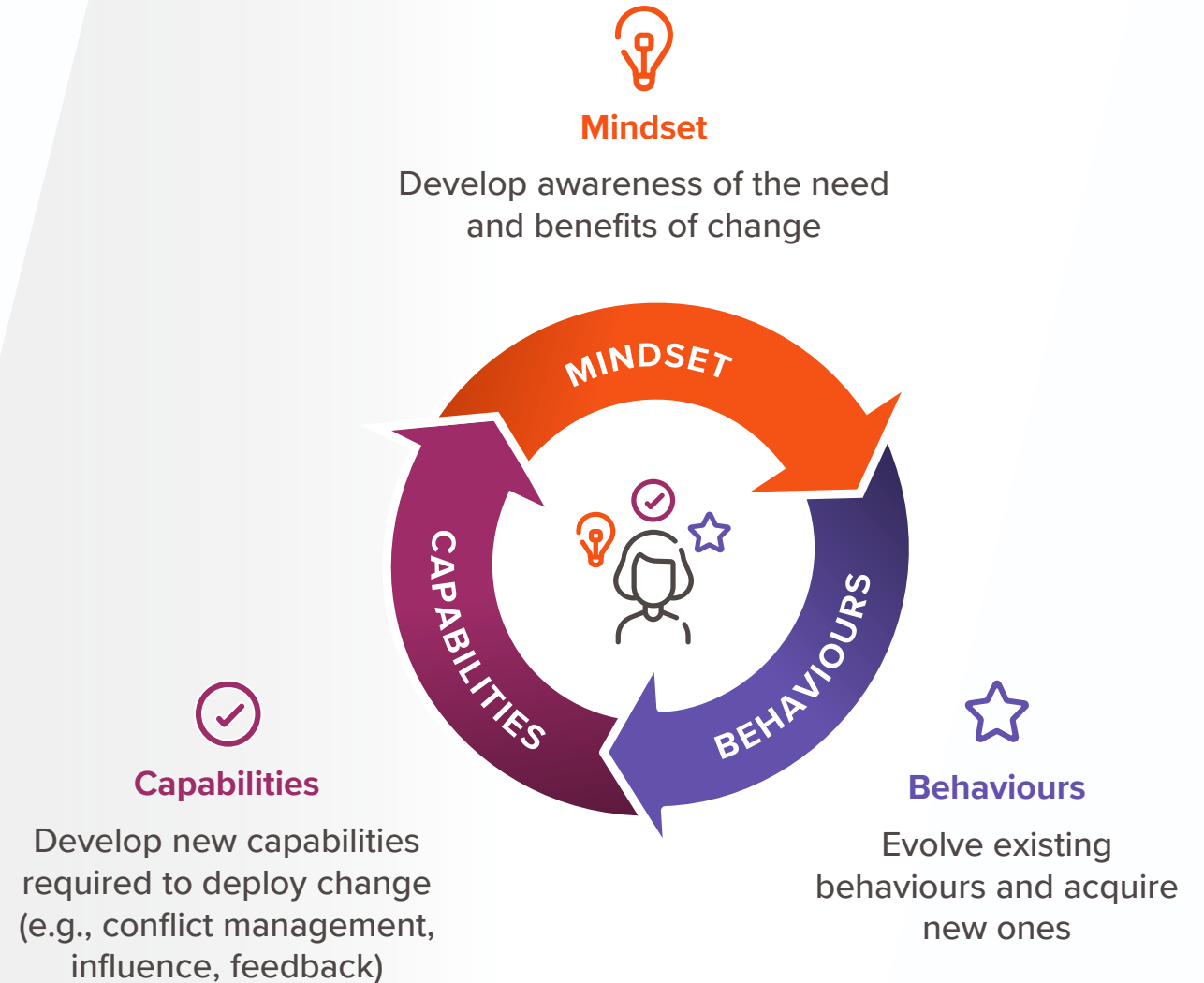




Mindset & Capability Gaps

Evolve old mindset and behaviours that do not fit the new context, and learn new capabilities

Members of the organization without the necessary capabilities will lack self-confidence to execute new behaviors and will easily default to old habits





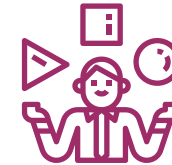
Mindset & Capability Gaps

Developing new capabilities goes hand in hand with adopting a new mindset



New Mindset

- Protagonism
- Openness to different perspectives
- Building towards a common vision
- Looking for shared victories
- Avoiding false consensus
- Developing mutual trust
- Prioritizing impact for organization vs individual agendas



New Capabilities

- Self-government and empowerment
- Co-creation of solutions
- Joint accountability for results
- Constructive feedback
- Conflict management
- Focus and positive tension






Focus and energy renewal

Sustaining the change process demands continuous energy management

Change is not a stand-alone event, but rather a non-linear process, which requires a significant amount of energy and time



Ongoing SLT alignment
 Periodic SLT meetings to review progress, capture lessons learned and renew commitments



Communication
 Communication events aligned with the change process and designed to keep up morale



1:1 Coaching
 1:1 Coaching to key individuals to help them to identify and sustain changes in mindset and behaviours



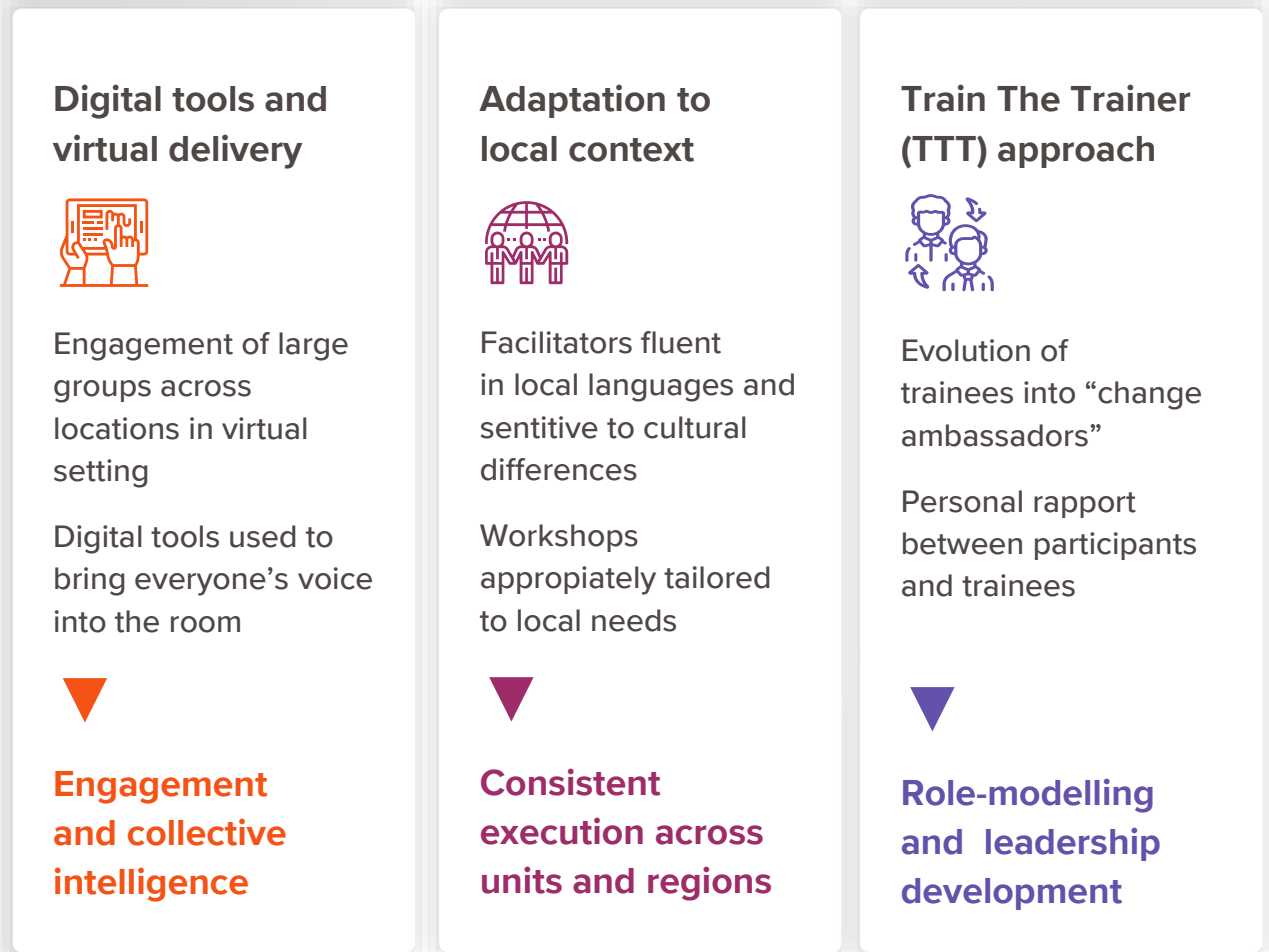
Shadowing
 Participation in selected business forums to provide constructive feedback and challenge



How: Digital and scale

Involving people at scale to drive engagement, execute consistently, and role-model

A state-of-the-art approach is deployed for an impeccable execution

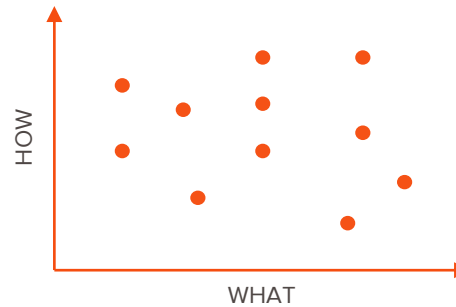


How: Ongoing support

Monitoring progress to “read the system” and challenge key players

Having a continuous feedback loop with the CEO is key to help adapt his/her communication and leadership style to the situation

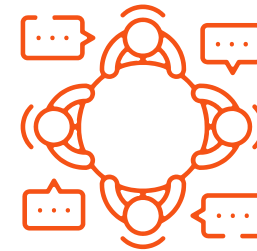
Progress monitoring



Assessment of teams (BUs, regions, countries...) and key individuals

Pre-defined KPIs on HOW (mindset and behaviours) & WHAT (strategic alignment and execution speed)

Feedback and challenge



Credible and constructive challenge

Capability building “on the field”

Invitation to protagonism and ownership



Results

Success translates into successful implementation of new strategy



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