

Culture change at a leading pharmaceutical company...



Client need

With a faltering Research and Development output, a multinational pharmaceutical company appointed a new leader to turn around the function's performance. The organization needed to **transform its culture** to take smarter risks, make better decisions, and develop outstanding people. Though they took significant steps to improve their science and technology, there was still a **disconnect between employees and the organization's purpose.**



The solution...

BTS partnered with the organization's Research and Development team leaders to create a **self-sustaining cultural transformation.** It involved:

- A **2.5 day off-site** to bring the culture pillars to life in an **experiential manner** for the **top 400 leaders**
- A **virtual cascade tool** so that leaders attending the off-site could cascade the experience with their teams
- **Impact measurement** assessed with ACT@BTS as well as the organization's own employee surveys to evaluate long term results - **a true collaboration** between BTS and the organization



Results

4000 people

within the organization have been exposed to the message through the cascade tool

90%

of leaders are changing their behavior by communicating and exploring the new culture with their teams

58%

of leaders are acting upon the culture pillars

12 percentage points

Leaders attending the conference report being 12 percentage points more engaged than a control group of their peers



We need to focus on culture as a multiplier, if we don't tip the culture piece it will be **terrific science x terrific technology x zero [culture]** and that will not be a good number.



- Head of Research and Development