Maximizing productivity in R&D: blended learning approach to achieving a more courageous, collaborative and innovative culture

The R&D organization was suffering the impact of significant failure in productivity. The challenge was to increase the delivery of meaningful medicines to the global market, in the face of industry demands due to increasing generics, increasing legislative hurdles (especially in the US and EU) and shortening patent times.

Culture diagnostic found significant barriers to innovation and to shifting ways to succeed within the culture itself—in terms of the way people see themselves and the challenges of the business.

Culture transformation through the leadership development program became a key strategy to improve the global turnaround and:

- Enable more innovation and the ability to leverage knowledge.
- Increase collaborative efforts.
- Accelerate speed to market, maximizing partnerships with internal and external parties.

Global biopharmaceutical company, US$33.59 billion revenue in 2011 and over 57,200 employees

Solution: Conscious Culture & Conscious Leaders

Worldwide deployment

The program is, so far, seen as an unqualified success. About 94% of the people who attended feel that they have made changes in how they approach their work and it is a unanimous view that rolling the program out to a wider audience in R & D will have a positive impact on the culture of the function. The subject matter is seen as relevant to the work of the attendees and the different learning strategies employed have helped to make the workshops memorable and enjoyable.”

Former Purchase, Learning & Development Partner for R&D

SUCCESS STORIES
In a true partnership with the R&D L&D function we designed a transformation effort to drive new behavior and mindset shift across the leadership community, global communications and innovation activities involving all scientific staff, redesign of operational processes and talent strategy and creation of more vibrant workplaces.

The “Learner-Player: Changing culture one conversation at a time” Leadership Development program was launched in 2010 to help leaders lead and role model the desired innovation culture. Through a blended-learning approach that ensured sustainability and transferability, the program included:

- **R&D Leadership Conference 2010** - design of 3 day conference and keynote by Dr. Fred Kofman.
- **Intact Team 2-day workshops** for Senior leaders featuring individual behavioral assessments (using a 360° tool), Learner Action Plans and coaching to shift mental models and help them acquire new tools (behaviors and skills) for increased effectiveness in their day-to-day management, communication and decision making.
- **Half-day insight sessions** on Learner-Player mindsets (interactive, conference-like sessions complementary to the 2-day workshops).
- **Interactive webcasts** every three months: featuring an introduction by R&D Chief, these sessions are hosted by an Axialent facilitator interviewing senior leaders and taking questions from the audience (these are also recorded for people to listen to afterwards).
- **Development of the “Innovation Toolkit”**: papers, video clips, WebEx deliveries and the ‘New Way of Being’ booklet – used by leaders as a resource to initiate discussions within their teams.
- **Team Session kits** consisting of facilitated team meetings and self development (using the LSI 360 tool)
- **Learner/Player video clips** featuring the application of Learner-Player to everyday scenarios.
- **Ambassador Program** to accredit internal facilitators - ensuring program’s scalability and also skill-transferability back to the organization.

Since 2010, we have done face-to-face work with over 2,700 leading scientist in Sweden, US, UK, Japan, China and India, introducing the behavior changes required for the desired culture shift. In addition, our communication / materials pack has reached 10,000 people in R&D.

We have trained about 70 internal facilitators through the Ambassadors Program.

The “Learner-Player: Business Benefits” impact study conducted by an independent third party states that there has been successful transfer of the Learner and Player concepts into the organization – both at individual and team levels, resulting in better and quicker outcomes.

- Reduced levels of stress due to sense of control that Learner-Player mindsets create for people.
- Increased engagement and motivation – sense that people are doing something worthwhile.
- Visible increase in levels of collaboration and creativity as a result of new mindsets and behaviors being adopted.
- Positive net effect on business outcomes estimated by an independent report at more than $100 million.