



'UNBOSSSED CULTURE' TAKES PERFORMANCE TO NEW HEIGHTS

Leading culture transformation through purpose, improving leaders and empowering employees.

Background

Sandoz provide generic medicines to expand access for patients and make healthcare more affordable. In 2018 their business was at a crossroad. The organisation was underperforming, leaders were lacking credibility, and their employees were experiencing burnout. While their market fundamentals were solid and their people knowledgeable, there were tell-tale signs of underlying culture issues.

They were clear on their priorities. Sandoz was to be a destination that people want to come to, with a credible leadership team that people want to work with. Something tangible, not a communications exercise. With a passionate lead team focused on turning the culture around, Sandoz got on the front foot to create a constructive culture that resonated with their people. Crucial to this was developing the capabilities of their people to have better, more constructive conversations with each other.

Need for Change

Feedback from employees indicated that people were in survival mode and felt tired. The organisation had taken a more reactive approach to culture in the past and there were some tell-tale signs of culture issues.



Poor performance for the division.

Profitability was in decline and there had been no growth in sales for five years.



Leaders with low credibility.

Credibility of the leadership team was rated 41 out of 100 by their employees.



Aftermath of organisational restructure.

Feelings of instability in the organisation with people talking about how to survive.

Leaders started looking for what was driving these issues. Their market position was good. Employee capabilities were exceptional with huge amounts of knowledge and experience. They had solid portfolio and a great pipeline. The market dynamics were fine. What Sandoz found was a sense of retribution for failure and people tired of being hounded, but their people wanted things to improve.



Challenge

Sandoz wanted to create a great workplace where people could be at their best. The new group CEO had placed culture high on the priority list. There were however a few internal challenges that needed to be addressed.

01

Performance culture to justify numbers.

Huge emphasis on numbers and targets. All their time is spent in analysis. No time for culture.

02

Blame, retribution, and cynics.

Finger pointing, not wanting to get things wrong, and a few cynics who could kill initiatives.

03

Some archaic business practices.

Policies didn't align to their culture vision and ways of working encouraged opposition of ideas.

They had awareness of not jumping straight into action mode with numerous initiatives. Sandoz wanted to get to the heart of what was wrong and avoid this being a communications plan where people felt they were being marketed to.

Solution

They needed to change entrenched behaviours. Leaders modelled a shared vocabulary and held each other accountable. Their vulnerability promoted inclusiveness, built trust and showed commitment to employees.

01

Creating a constructive culture.

Focus on customers and patients. Figures will come. You'll feel uncomfortable but persist.

02

Leading from the front.

Concrete fundamentals where leaders from all levels participate in programs with mixed teams.

03

Changing artefacts and systems.

Rethink practises that don't align to the culture vision. Signals sent must build a growth mindset.

Slowing the pace down was vital. Understanding what was going on and sitting with it. Really listening to what employees had to say and having real world examples that their people could resonate with. Growth mindset, coaching and feedback programs to support individual awareness and the organization's development.

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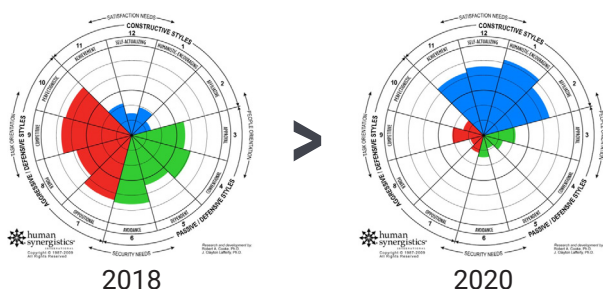
When you start getting into that constructive mindset, people working and being the best they can be, it feels so good.”

Executive Leader - Sandoz



Results

The results Sandoz achieved speak for themselves:



+30%

INCREASE IN BOTTOM LINE GROWTH



8%

INCREASE IN ENGAGEMENT VS PREVIOUS YEAR



+14%

INCREASE IN TOP LINE GROWTH



87%

SANDOZ AU/NZ ENGAGEMENT SCORE