

LIFE SCIENCES

People and
Organisation

Behaviour change
Culture change
Organisational design
and development
Leadership

are your
change efforts
achieving their
intended results?

why



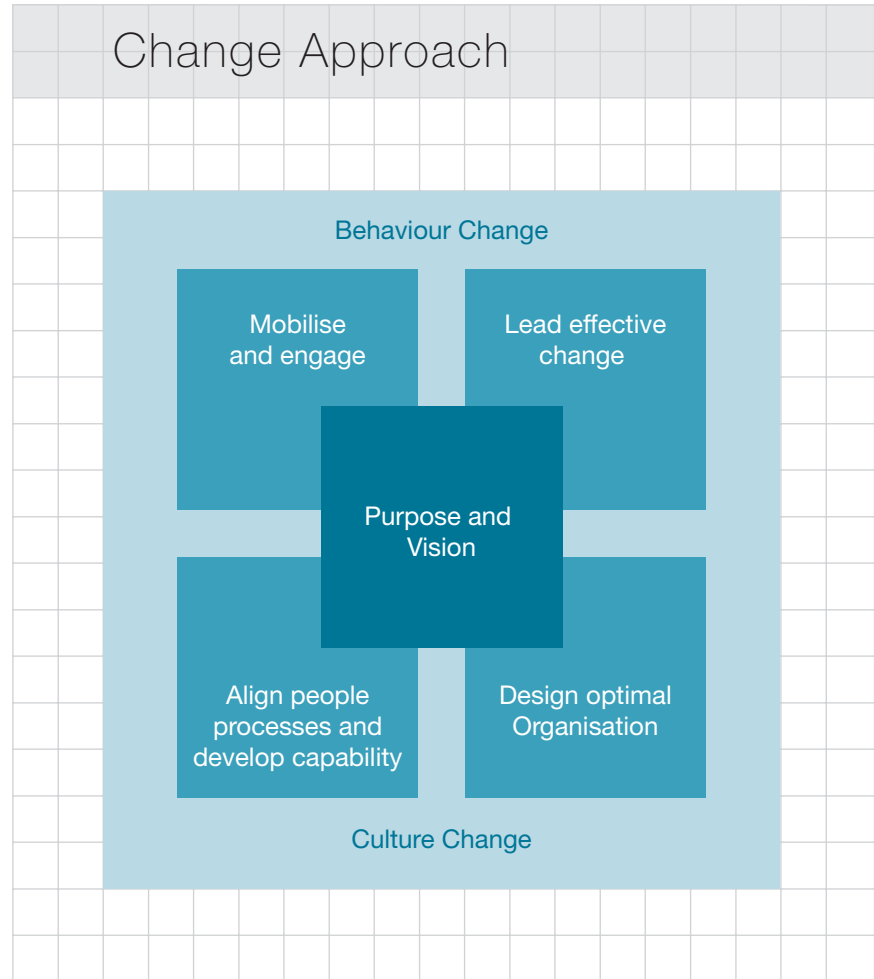
**“ we have
a proven,
structured
approach to
successful
change ”**

Why this is important

With the drivers, pace and scale of change intensifying it is inevitable that every company, at some time, reaches a point where they need to rethink the way in which they conduct their business; to reshape themselves to meet new markets, new customers and new environments. Standing still is no longer an option, nor is it a strategy for success. These changes can be anything from a small shift in roles and responsibilities to a complete transformation of the business environment. The traditional answer of restructuring, alone is not enough; it can leave behind the same old behaviours and, ultimately, the same old results. Research has shown that ‘7 out of 10 change efforts that are critical to organisation success fail to achieve their intended results.’¹

The key reason for most of these failures is that the focus is often on the quality of the solution, rather than the quality of implementation. In short, organisations very often forget their critical resource that will make change successful – their people. As experts in people and organisation, we have the tools and techniques to manage the people side of change. Our approach achieves the most successful business outcome for your organisation; by equipping and preparing people for the implementation of change and by reinforcing the new way of working.

At WCI, we bring our expertise to those areas that are proven to be critical success factors in any organisational change;



“we bring about a lasting change in behaviour”

- **Vision and Purpose:** build a clear, common, and compelling vision for change
- **Change Leadership:** develop leaders to sponsor, champion, communicate, motivate and reinforce
- **Embedding:** embed the new ways of working into the fabric of the organisation
- **Competence:** equip individuals and teams with the skills that they will need to be successful in the new environment
- **Engaging:** involve and mobilise the wider organisation to plan and implement to build individual commitment

Our Model for Success

In theory this all appears simple, in practice it is not. To undergo successful change, an organisation needs to move from a current state to a future desired new state. However, to ensure a smooth transition it needs to be done in such a way that it truly brings about lasting change in behaviour, not just in generating new organisation charts.

It is important that a change management programme focuses on the quality of the implementation, rather than just the quality of the solution. Successful change starts with a **vision** that directs, motivates, and inspires people to reach the desired state. The vision needs to give people a compelling reason to change; acting as the purpose and the driver behind the effort required to move forward. It creates a sense of urgency. While the vision is essential, it alone, is not sufficient. **Leaders** must be aligned, speak with one voice, and their actions must be consistent with the vision.

“we have the tools and techniques to manage the people side of change”

Their positive roles as sponsors, decision makers, motivators, communicators and energy creators sustains the momentum through, what may well be, turbulent times.

The journey may be long or short, depending on what you are trying to achieve. In all cases, once the new way becomes clear and visible, it needs to be embedded in the very core of both your people and organisation. Failure to achieve this will result in the organisation reverting back to ‘old ways’. **Embedding** involves defining and communicating what needs to change – your behaviours, your language, your symbols, the things you value and reward, your heroes, ‘the way we do things around here’ – and ensuring that processes are in place to reinforce those changes.

It should not be expected that people will just pick up the new ways and surge forward. Most will need some support to develop new competences, new skills and new knowledge to give them the confidence that they will need to leave the comfort of the current environment and embrace a less certain, if exciting, new world. Giving ongoing coaching and feedback on how well people are doing will help to keep everyone moving in the right direction. Incorporating changes into performance management processes will motivate people and reinforce the changes.

Engaging everyone in planning and implementing the changes will inevitably strengthen their commitment and create a community of change agents for the future.

“we understand cross industry best practices and apply to a life science context”

The value of your change will be realised and you will pave the way for successful implementation of future initiatives; ensuring that your change efforts are achieving their intended results.

Benefits

WCI has an enviable track record in working with a wide range of clients in a variety of life sciences businesses including; Pharma, OTC and Medical Devices. We continue to expand our client base in this continually changing and regulated environment and, for those particularly involved in pharmacovigilance, we provide key focus groups through forums such as pvnet™ and pvconnect™.

Through the deployment of our people and organisation framework, WCI delivers real, tangible benefits to our clients, whether your change requirements are large or small:

- a proven, structured approach to successful change
- a positive return on your investment
- access to experienced and professional consultants
- support and advice through challenging times

Proof of solution

“WCI’s experience and knowledge has made a key contribution to the change management process at Nycomed. Their ability to remain focused and work to important timelines has enabled the organisation to move a step closer to its vision.”

Betina Østergaard Eriksen, Corporate VP, International Drug Safety, Nycomed



Simplify what you do

to assure compliance and boost performance



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