

# Focus on the customer through organisational realignment

## Situation

- A division of 200 people of a large pharmaceutical company was focused on increasing R&D investment by attracting Global business.
- Needed to move that balance to focus resources on both supporting local commercial business and delivering on Global goals. This required a significant shift in behaviour

## Action

- Selected external consultants to partner with.
- Managed interaction with consultants and acted as project manager to move towards the development of a value proposition and a new organisational structure.
- Developed change management plan and actions incorporating Global and local stakeholders.
- Identified and managed a second set of consultants to provide expertise in moving the leadership team behaviours to match the new value proposition.
- Project managed the resulting overall organisation change

## Result

- New organisation was in place within timelines
- Extended leadership team (40 people) were fully engaged in new direction.
- Other stakeholders were excited about new direction.
- VP of division *"You have an open mind and an unlimited belief in being able to get things done. Thanks for turning so many of my thoughts into action. Without you the operations department would not have existed nor would the Division have embraced "enhance" (Lean Sigma program)."*