

Case Study

Preparing an organization for growth

A global pharmaceutical company had set the goal of becoming a leader in providing the latest treatments for acute diseases. As part of its expanding portfolio, one of the company's regional sales and marketing divisions was planning several major product launches in the upcoming year.

Boosting morale and engaging employees

To ensure the commercial success of the new products and accelerate growth, the regional division knew that employees needed to be more invested in the company vision. Morale was mixed as there had been considerable changes starting with a new leader. Workwise Communication developed a strategic plan to boost employee engagement and develop a stronger connection to the company's core values.

Members of the sales and marketing team needed to raise their level of professionalism with customers, physicians and key opinion leaders. There was also a lack of clarity in terms of the decision-making process and employees were not taking ownership of their work. By providing a clear sense of how to fulfill business objectives, the company could empower the workforce and gain employee commitment to the company goals.

Using values to guide behavior

Workwise Communication designed and coached several business leaders in facilitating a workshop to initiate the process of changing the culture. The workshop produced ideas for helping employees to understand the company's core values and how to translate them into a more professional business environment to support the new product launches. The values served as a framework to motivate employee behavioral changes, with each value linked to specific workplace conduct. This helped remove the ambiguity around what was professional business behavior. The leaders communicated the results at a company-wide meeting introducing the framework as generating a more productive and positive work environment.

An employee advisory team was set up of proactive, highly regarded employees to serve as champions of the company's values. Their goal was to inspire their colleagues to implement the values and prioritize activities that would have the greatest impact.

The advisory team launched a competition, asking employees to take photos that represented the values in practice to increase understanding of their relevance in the workplace. They also encouraged colleagues to participate in surveys distributed at several points throughout the year. The surveys, designed by Workwise Communication, gauged the effectiveness of the new values initiative in changing employee perceptions and priorities. The first survey achieved a response rate of 95% (impressive considering it was anonymous). Employees were also given opportunities to voice their concerns so that the advisory team could target areas for improvement.