

Bucking anticipated trends – Performance and Motivation in a merger situation at Schering-Plough

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Our plans for this session

- Organisational background
 - Schering Plough
- What we actually did
 - The Champion Change Process
- Why we think this was a successful project
- Questions and answers



- What is your experience of working with companies and individuals during merger situations?

A bit of history.....

- Schering Plough just been through a successful merger with Organon (2008)
- Haseeb Ahmed, Head of Primary Care wanted to make his mark, asked for proposals to help change the way SP worked
- Sudden announcement about new merger, with MSD, Spring 2009 - confusion all round
- *What could we do?!*

The proposals.....

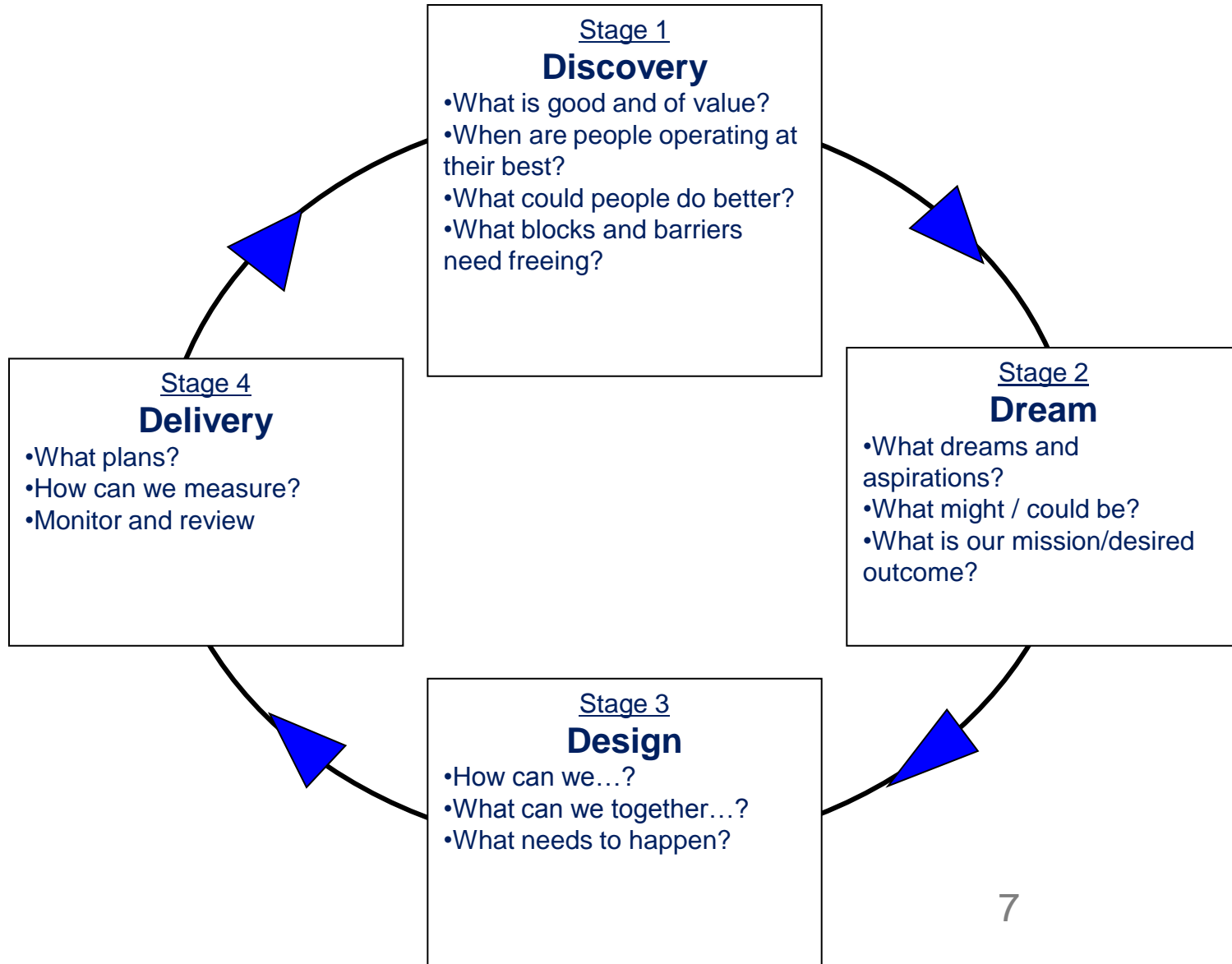
- Our original proposal was to engage the sales force
- Competitors were Capita (skills training) and an events company (conferences)
- We kept the same idea but the focus was one of wider engagement through a time of change

What ideas could usefully be included?

- Appreciative Inquiry
- Positive Psychology
- World Cafe
- Transactional Analysis
- Culture surveys
- Large group facilitation processes
- Action Planning and Review
- Branding metaphors.....etc etc etc



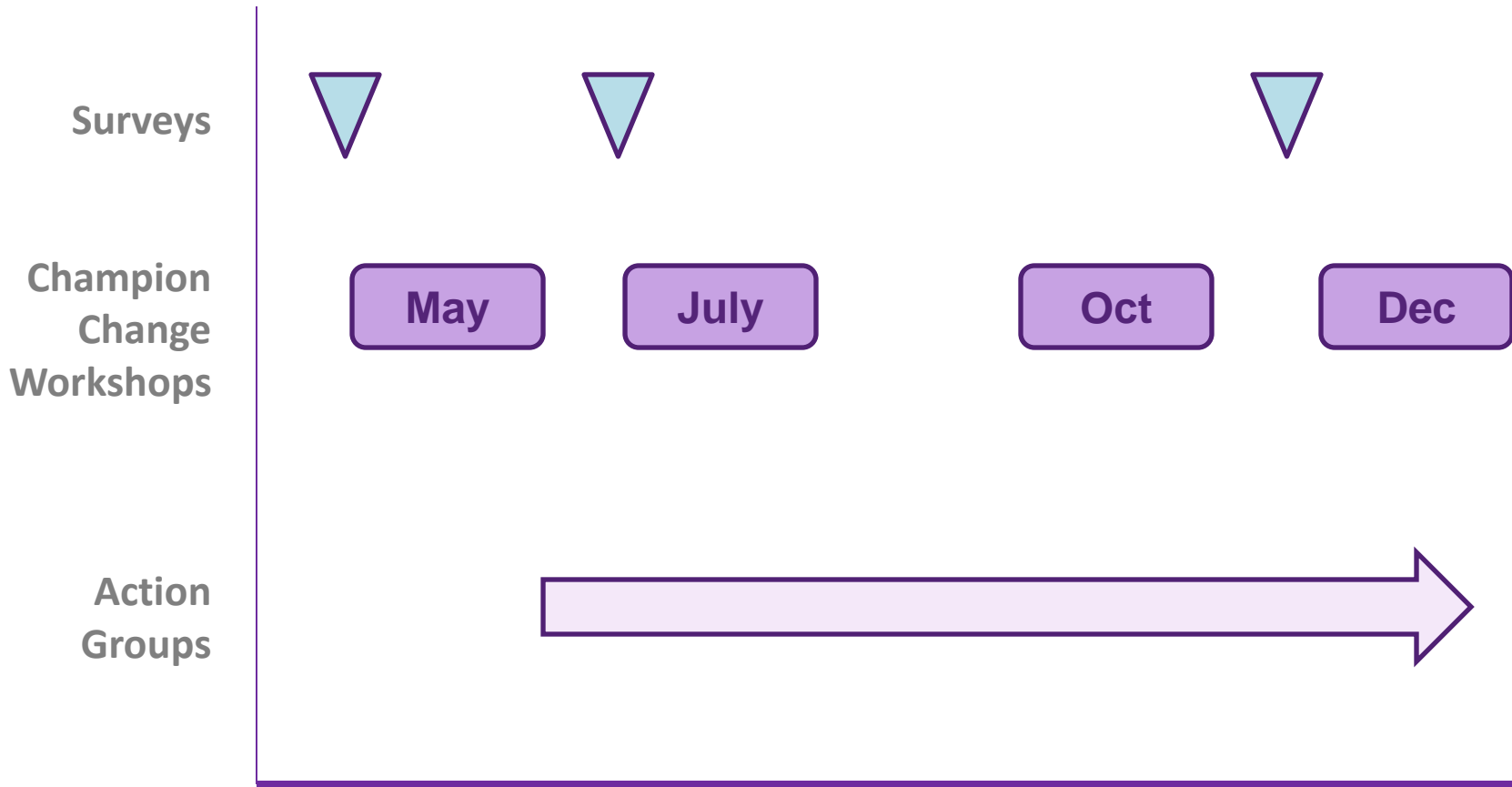
Our Organisational Change Model



The Champion Change Process

- Volunteers for the project
 - All welcome, approx 60 people across all levels and functions
- Four sessions planned, 1 ½ days each
 - May, July, Oct, Dec 2009
- Guest speakers
- Project Teams to work on agreed actions between sessions
- On-going surveys planned to track climate
 - Surveymonkey on-line tool
- Organisational data used to track performance

Champion Change – overall process



April – Dec 2009

May Session

Getting going

- Establishing purpose and ways of working
- Creating a “brand”
- Exploration of initial survey data
 - Business issues, perceptions of motivation, strengths needed to Champion Change
- Change curve, grafitti wall, Disney strategy for the group (Dreamer, Critic, Realist)
- Action Plans for eight small teams





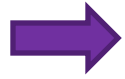
READY. AIM. FIRED.

THE APPRENTICE

No



Yes



YOU'RE HIRED!

THE APPRENTICE



gappeople
REALISING POTENTIAL



Champion
Change
Pride Through Performance



July Session

Business focus

- Focus on Primary Care Mission – *to be THE most effective at selling medicines that transform patients lives*
- Merger progress
- Survey Results – trends and changes
- Feedback from Action Groups



Action Groups

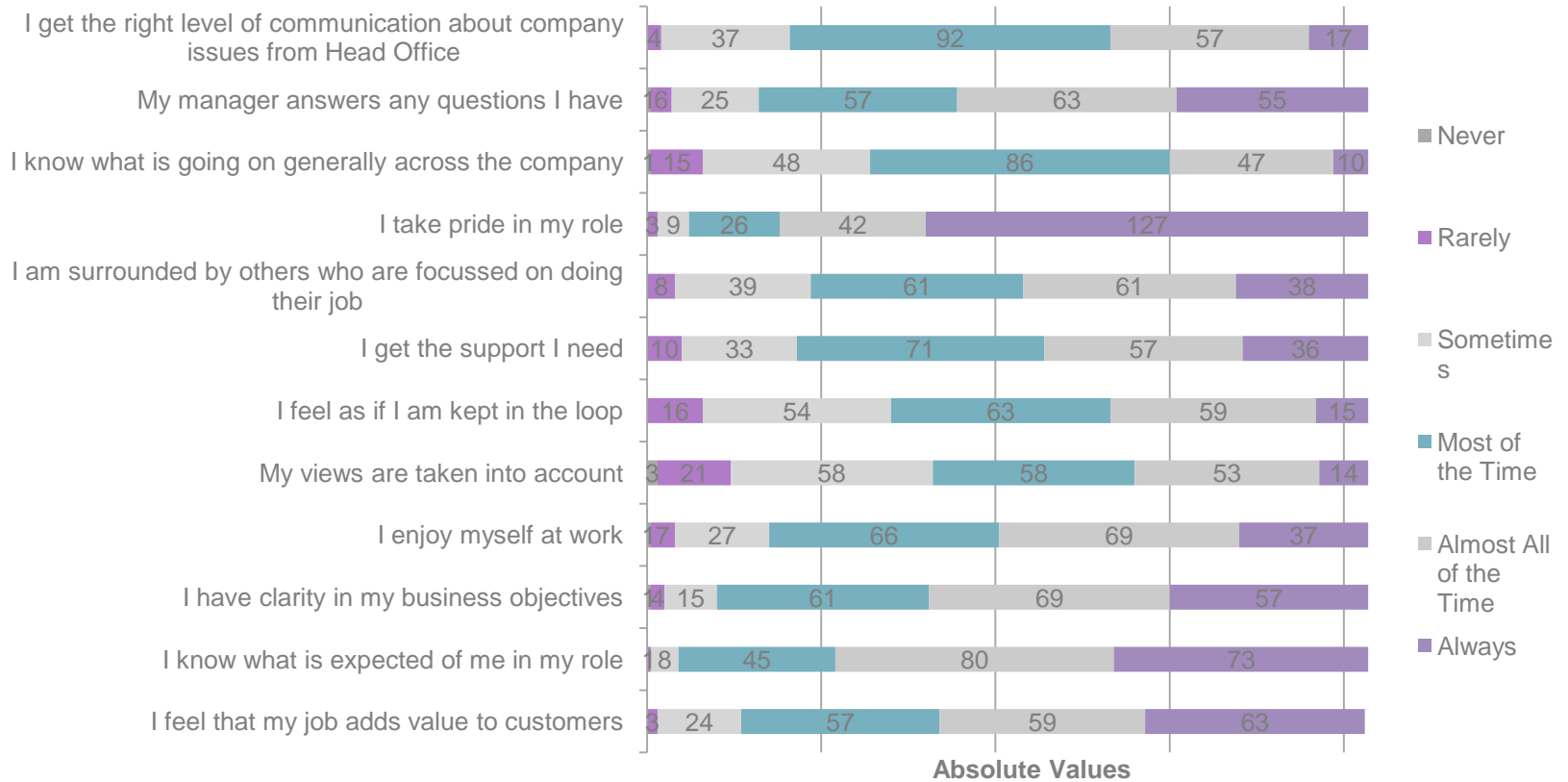
- Increase Market Share
- Regional Meetings
- Selling Excellence
- Motivation
- Merger Communication
- Pride through Performance
- Learning & Development
- Communication



....mixed functional/level groups plus member of Leadership Team in each.....

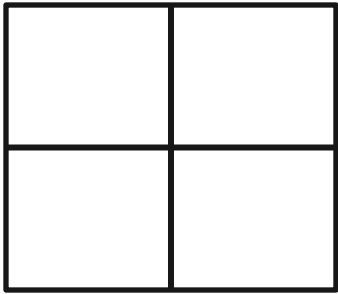
Example of survey results

Overall Summary of Responses



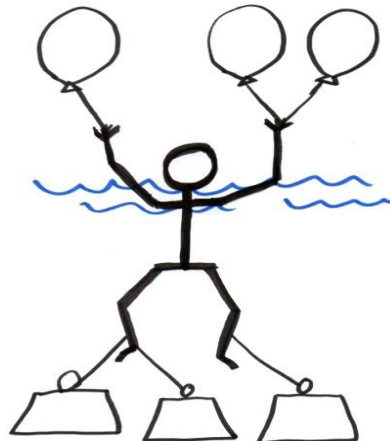
October Session TA & Personal Development

Life Positions - The OK Corral



Project Group feedback

Drowning Man Model



Strokes



December session

Drawing to a close

- Personal and group achievements through the Champion Change process
- Review of final survey
- Focus on “Being the best I can be”



What happened next?

- Integration of the two companies
- Feedback was that the Champion Change process had been helpful for both CVs and self-esteem
- Survey showed motivation maintained
- Performance results exceeded target
- Haseeb got a top job in the new organisation



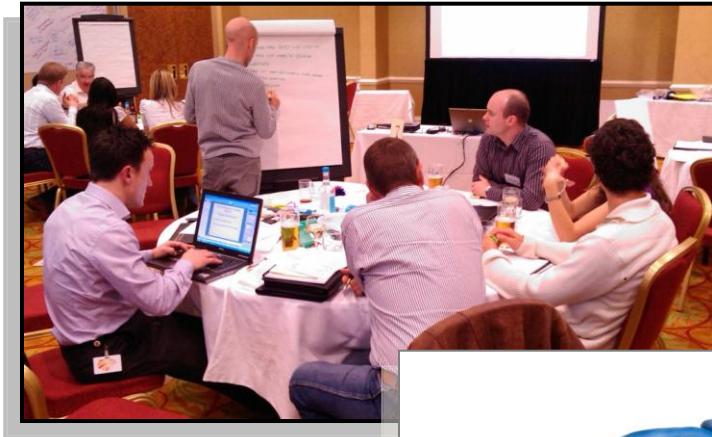
Strategy & Operations Director MSD UK

'If there is one thing I learned from all of this it's that you can't keep wagging your finger asking for more - more sales, more calls, better quality calls - even when the logic is sound. Colleagues need to be involved.

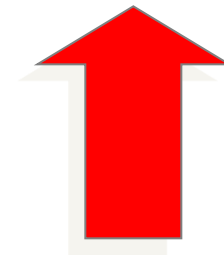
It is not just about facts, it's about feelings and by involving people in the emotional side of change you are getting them to invest their most powerful ingredient – their emotions. I have learned that the emotional equity that people have can go a long, long way.'

Champion Change Group assists PC Director to achieve PCBU Mission:

'To be THE most effective at selling medicines that transform patients' lives'



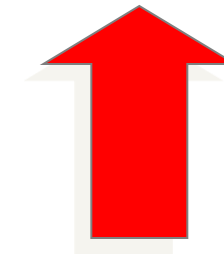
Quality



+8%

Improvement in selling quality as a result of roll out of selling model

Quantity



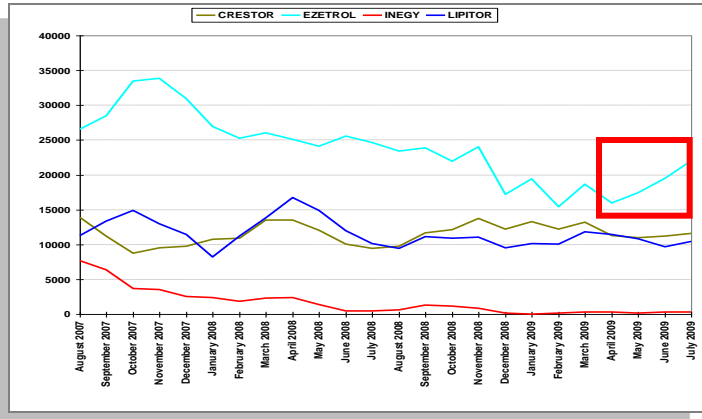
+27%

Increase in F:F on target customers/PSR

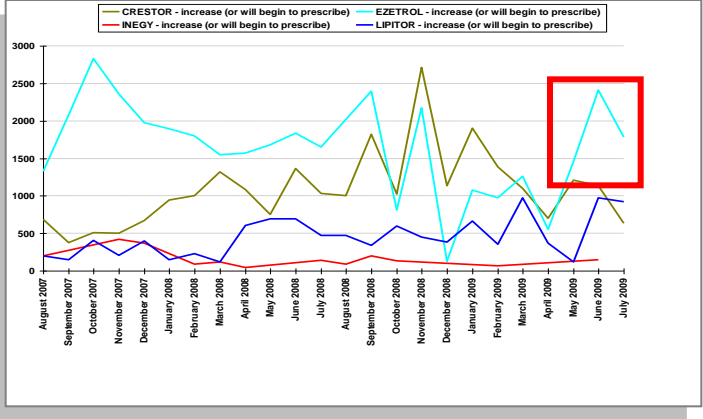
Pride Through Performance

2009 YTD Summary – Ezetrol Turnaround...

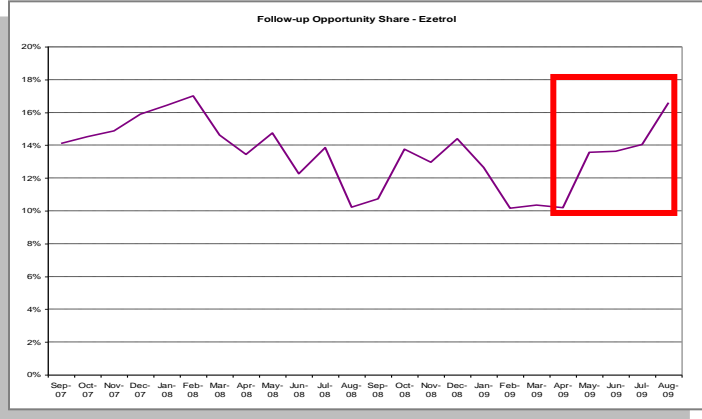
1 Field Force Productivity Improvements...



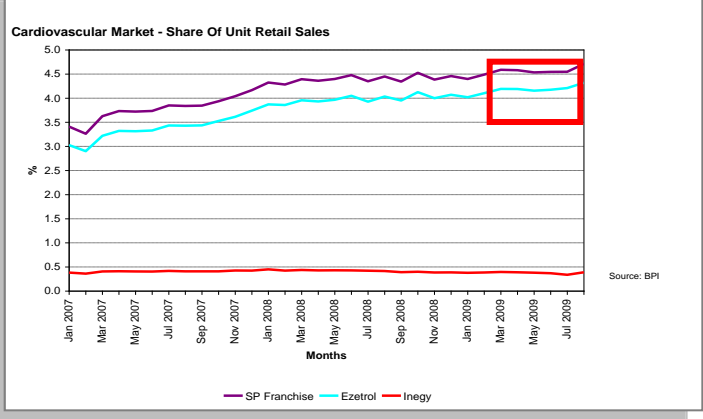
2 Message Delivery Improvements increase Intention to Rx



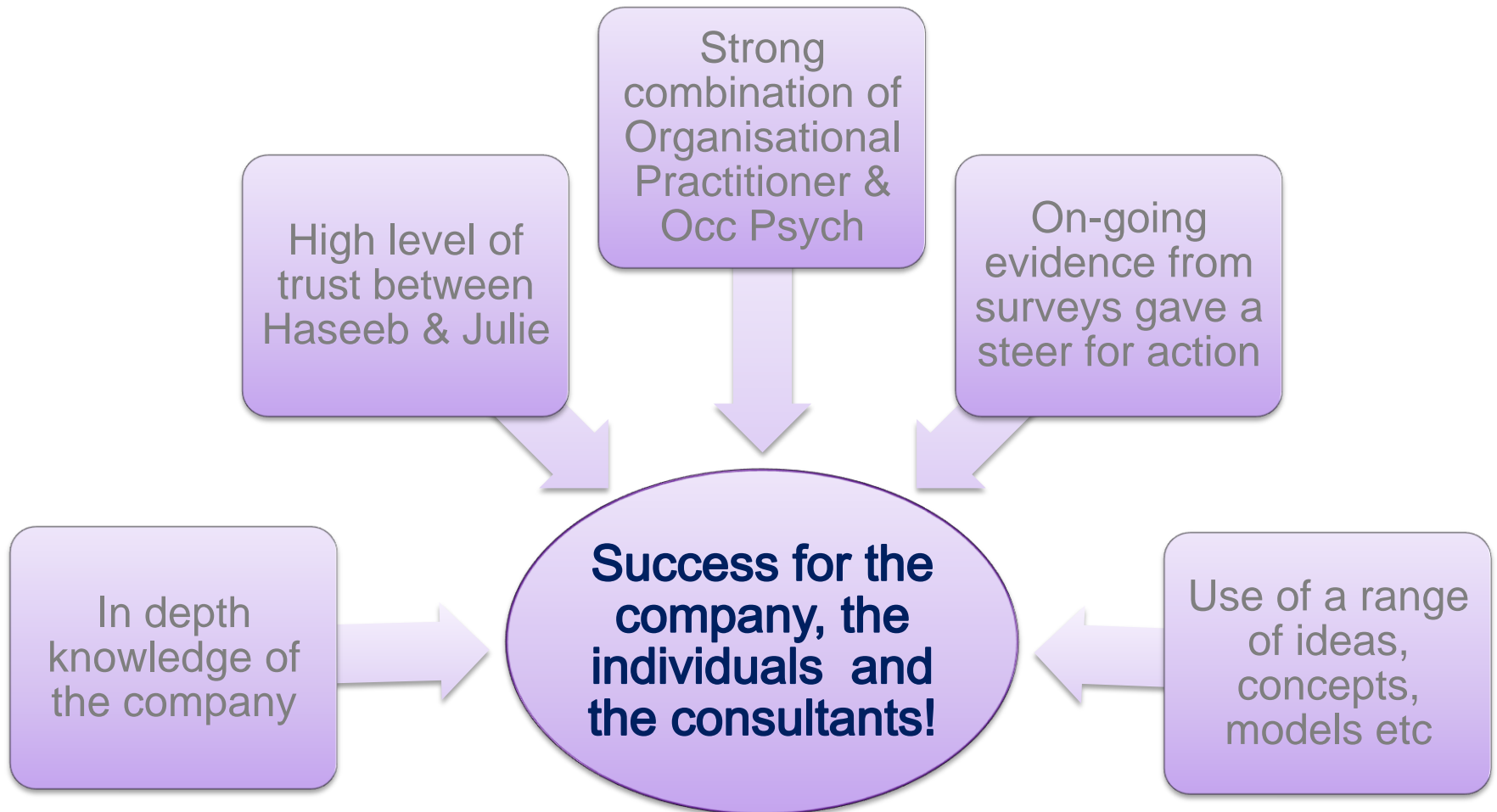
3 Driving follow-up share...



4 Resulting in unit market share growth...



Why did this project work so well?



Thank you for your attention

Questions?

