



Leading Complex Change at Sanofi

Ian Knights, HR Director UK

Background / Challenges

The assignment was at the major UK manufacturing site of this global pharmaceutical giant.

The organisation was undergoing material change in four areas:

- A new leadership culture offering more empowerment to, and requiring more initiative from, managers at all levels
- An imminent complete plant rebuild
- The relocation of some production
- A switch from manufacturing ultra-low margin generic products to very high margin branded products

The specific challenges this presented were:

- Updating management structures & leadership practises to reinforce the new culture
- Acclimatising managers to increased responsibility and freedom to act
- Turning managers' feelings of exposure and threat into the confidence required to pro-actively take initiative
- Ensuring retention of junior managers in the technical area (other areas were locked in by accumulated benefits).

Solution

We proposed the following approach:

1. Develop a strategic vision for the business for the next three years, and win managers' commitment to the strategy
2. Identify how the strategy requires managers' roles to change, and the personal adjustments individuals need to make accordingly
3. Boost managers' confidence and self-esteem so they are ready to embrace change
4. Expound the principles of inclusive leadership and how to adopt it as one's natural style, thus reinforcing the new leadership culture at every level
5. Enhance individuals' workplace performance, lift their spirits and show them how to find the highest levels of motivation in themselves at will.

We then delivered a pilot program to a number of staff to enable the company to evaluate the results and following this assessment the program was rolled out to the six directors, fifteen senior managers and thirty-six group leaders, technicians and lab managers.



The Results in the Client's Own words

“Part of the success of The Positive Profitability Co is that they impact corporate performance by focusing on the individual. They address issues that confront us all – even successful people – such as self-doubt, limiting beliefs, lack of motivation, and frustration. They give delegates the power of knowing why they feel a certain way, and what mental processes are involved in creating their behaviour.

“In this way they teach people how they can alter these patterns and become altogether more constructive and positive and achieve stretching goals which previously seemed unrealisable. Self-doubt is replaced by self-worth, limiting beliefs by awareness of their true full potential, motivation reaches an all-time high, and frustration is wiped out by a deep conviction that they can take control of their own lives, and a growing sense of achievement.

“The end result is that the person is happier not just in the work environment, but in every sphere of their life. People who are happy at home and fulfilled in their personal lives are always more productive at work and make better team players.”

Ian Kinghts, HR Director