

Case Study

Top 10 Pharma Company Uncovering the real issues

The Grievances behind the Graphs

Just how effectively was a Management Team addressing the issues leading to poor feedback from employees?



Situation

Employees had expressed deep dissatisfaction with how their R&D function was being managed with survey results in respect of 3 key performance categories falling far short of organisational benchmarks.

Mansfield Buchanan was commissioned by the Function Head and HR partner to gain an impartial assessment of the issues and validate that improvement plans were appropriately focused to the team's needs.

Our approach

- End-to-end connectivity with business priorities**
Initial briefings reviewed the group's goals, relevant performance data and the Management Team's action plan that was already in operation
- Probing what really matters to people**
As 1:1 interviews were undertaken within this mid-sized function it swiftly became clear that the team's grievances were acute and complex, and the existing action plan was exacerbating these tensions
- Insight driven change**
Moving urgently, whilst taking great care to sensitively communicate harsh messages back into the Management Team, we highlighted where the greatest need for change lay and supported them in agreeing how best to address these priorities.

Outcomes

Mansfield Buchanan enabled the Management Team to use these powerful insights to drive an essential step-change within their own team: and this empowered them to root out corrosive attitudes and inspire the collaborative behaviours that were pivotal to sustainable success.

Our value:

- the right issues were tackled swiftly**
- team members felt their Voice had been heard and bought into the need for change**
- the Management team embraced the findings as an opportunity to agree deep-seated change**

"Many thanks go to you Annalise and Tracy for your professional approach showing both sensitivity and tenacity to get to the key issues. 5 key themes emerged. A plan to address these has been shared with our staff and we have received positive feedback from this. Although we recognise that this is the beginning of tackling these issues we now have a clear way forward thanks to your work."

Mansfield Buchanan is a leading business consultancy specialising in insight driven success.
To find out how we can help your business, contact Annalise Cowley: ac@mansfieldbuchanan.co.uk