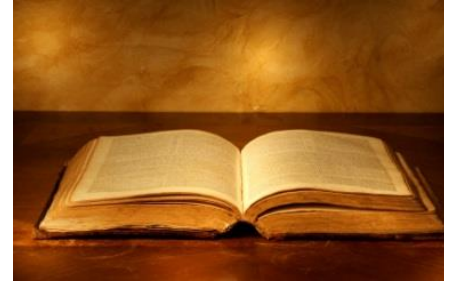


Case Study

Top 10 Pharma Company Emotional insight to strengthen engagement

A tale of 'Pride and Prejudice'

This was a high performance R&D group...so why were employee survey engagement scores so low?



Situation

A routine employee survey conducted within an R&D function revealed low engagement scores within this 900-strong global group. This highlighted a disparity between the Leadership Team's perceptions of employee engagement and what was really going on.

Mansfield Buchanan was commissioned by the group's Communication and HR partners to gain insight into the issues lying behind these scores.

Our approach

- End-to-end connectivity with business need**
Initial briefings reviewed the strategic and operational landscape to understand the group's business imperatives
- Probing what really matters to people**
Insights were gained from @10% of the global employee group. Care was taken to include a strong cross-representation mix across the distinct functions and global sites, and insight was gained through 1:1 interviews and small group discussions
- Insight driven change**
Having distilled the real issues and assessed the impact of these on the business imperatives, our findings revealed significant tensions. These threatened long-term performance and required swift Leadership intervention. Our recommendations were used as a basis for the open and honest discussions needed at this senior level to drive change.

Outcomes

Mansfield Buchanan brought transparency to critical issues putting long-range performance at risk, and enabled the Leadership Team to create a clearer global vision that united the group more effectively, and empowered them to excel.

Our value:

- we brought transparency to the real issues inhibiting employee engagement**
- we highlighted the far-reaching implications for the business**
- we empowered the group's Leadership Team to prioritise where and how to focus improvements.**

"A very genuine thanks for your help, dedication and 'smarts' in this.

I learned a lot from you and, without your energy and expertise, I know we would have continued to miss the real insights.

A very happy client in other words."

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