

AstraZeneca

World Leader in Pharmaceuticals

Case Study

MISSION ☑ Making the most meaningful difference to patient health through great medicines.

'Innovation is more than research'

At AstraZeneca, success and lasting legacy are measured by the extent to which they are able to make a contribution to patient health. With over 67,000 employees world-wide, not everyone can be expected to make a major medical breakthrough or a ground breaking scientific discovery. Yet EVERY team member is expected to make innovations within their own sphere of influence, and take personal responsibility for developing a customer centric organisation. This includes taking responsibility for their own behaviour, actions and impact on others.

Our success is based on a commitment to discovery, finding new ideas that are inspired by life and which in turn help to inspire the lives of our stakeholders.



'TetraMap – A powerful tool that catalysed positive change'

The UK is a major hub of AstraZeneca where 55% of world-wide employees are based. Their Learning and Development Team wanted a framework to help them meet the challenges of supporting Leaders to take on the change in behaviour and culture the business needed.

AZ's UK Learning Resource Centre Manager comments...

☑As the culture change started to happen we noticed an increased demand for personal awareness and team development workshops from business leaders who wanted help to take their teams on this journey. We looked for a tool that reflected our business goals, but that also had powerful messages about responsibility, inter-dependence and synergy. TetraMap was perfect.

It aligned wholly with our company values, business needs and the learning culture within the organisation. It was also very cost effective, as our in-house L&D team were trained to facilitate TetraMap themselves.☑

We needed to challenge people to think and behave as 'one team' rather than as many different departments. That's not easy as we have over 7000 people at just one of our sites, and individuals ranging from scientists, doctors and researchers to sales people, accountants and receptionists.

The metaphor of nature and the brilliant simplicity of the model means everyone can relate to it. More importantly they can apply it to their role and contribution. TetraMap empowers the individual to take action as a result of understanding their alignment within the map. Then it's an easy step from 'me', to 'us', to the organisation.

Despite some initial skepticism, we have succeeded in sowing the seeds of positive culture change.

Over 3 years, TetraMap gave us a wonderful framework to work with.

We could have chosen many other team tools that we were familiar with, but TetraMap really signified the change we wanted to embed. It has helped change the way people interact with each other, and helped people change their behaviour. They understand and appreciate difference, and how it is important to value the diversity of people in the team and organisation. This has reduced conflict and created harmony in many teams and business units.



More time is spent on innovation, exactly what the business demanded.

The path to a new medicine is a long and complex process, requiring a major commitment of time, money and resource.

Customer Centric Mindset

The development of a customer centric mindset was important for the L&D team to model. The L&D team were required to deliver effective programmes that achieved real business results and value for money. ROI was measured in terms of team co-operation and business effectiveness. The L & D team developed a proactive customer centred process with several steps to engage people:

- ▶ raise awareness through
 - Learning at Work ▫ Open Days
- ▶ identify customer needs and clearly align to business objectives
- ▶ design and deliver bespoke workshops
- ▶ evaluate results against business objectives 3 months after the workshop
- ▶ provide assistance and suggestions to
 - sustain ▫ learning within the team.

Nothing imposed

Unlike many change programmes or initiatives that are imposed on everyone from the top, AstraZeneca asked for everyone's commitment to the behavioural and culture change. This empowered team and individuals to take action themselves.

'We need everyone's commitment to continue to deliver against today's and tomorrow's business challenges, and to seek new and improved ways of working as we prepare ourselves for future success.'

Participation since 2012

- ▶ 2,160 people attended TetraMap workshops
- ▶ 144 workshops were run at 4 different sites across the UK and Sweden

What evolved from the initial workshops was a focus on sustainability to ensure that TetraMap continues to be applied as a 'way of thinking' in AstraZeneca's culture development.

A Booklet was produced entitled 'How to use TetraMap in AstraZeneca'. All Managers/Training Managers/L&D Professionals were given a copy after the 'Why are you like that?' workshop to help sustain TetraMap in the workplace.

Feedback from all the workshops held in AstraZeneca was exceptional, e.g.

"The session that you facilitated for us was around team working and certainly we took away bespoke learning to act upon that will improve our efficiency and effectiveness in the future"

"Of all the various tools I have previously seen (Belbin, Myers-Briggs etc) I felt that this process uses far more engaging terminology and is more easily understood by the layman. People have also been discussing this session since it took place...not something I have really seen from other types of process."

Results and sustained learning

- ▶ reduced conflict within teams
- ▶ positive mindset shift in dealing with change
- ▶ improved internal and external customer interactions

TetraMap contributed to the realisation of AstraZeneca values of growing 'responsible leaders who make every interaction count' and 'to change the company's behaviour and culture.'

Organisational learning such as this is a must in these challenging times.