# climate change

## our perspective

Some describe an organisation's culture as invisible, intangible and difficult to read but for us that's not the case. We see culture as part of the fabric of an organisation it exists in all aspects of the business and influences its performance from the way work is done, how people interact, the rituals that exist, the networks that are managed, the language that is used and the things that are spoken and remain unsaid.

GlaxoSmithKline

In January 2008 the UK Consumer Healthcare division of GlaxoSmithKline completed a series of internal changes that resulted in a new organisational structure and several senior appointments.

The newly appointed Leadership Team (LT) set out to establish a new approach and rhythm to their business and began partnering with Devote to deliver a comprehensive Culture Change Programme.

## 1 diagnosis

Devote initially focused on completing a full diagnosis of the current organisation in order to assess the businesses strengths and areas of opportunity, through a series of interventions:

- 1:1 Leadership Interviews
- Voluntary Focus Groups
- GSK Empowerment Survey Results
- Business Performance Analysis

## 2 leadership

The newly formed LT embarked on a series of activities, designed and delivered by Devote, to accelerate their formation as a team, unite them behind a common future vision and establish their collective impact within the business.

This was achieved through:

- 1:1 Executive Coaching
- Team Diagnostics and Profiling
- Strategy Development Workshops

## 3 engagement

The first wave of employee engagement began during the Focus Groups and this marked the start of a series of two-way communication activities led by the Leadership Team.

These activities aimed at building engagement and participation behind the plans included:

- Regular business performance updates
- New company look & feel
- Company newsletter
- Annual company conference

## 4 delivery

Building a sense of ownership and empowerment was a central theme to the programme of activity and as result the activation and delivery was firmly embedded within the organisation.

Key initiatives that have been instigated and led by employees include:

- Business improvement programmes
- Office relocation and re-design
- Capability building
- Structural changes in line with the strategy

## the results

Since initiating the Culture Change Programme Consumer Healthcare UK has experience double-digit growth during a period of economic instability and recessional climate. The work that the team have delivered to market has been recognised by a number of leading industry bodies.

In addition to developing a sustainable business model for the future the organisation is confidently moving towards achieving its longer-term growth ambitions. Internally the recent GSK Empowerment & Retention Survey results show the UK business has significantly improved its results and now ranks higher than the Global average across all indices.

*Devote have partnered with us in a very authentic way, providing real insight and constructive challenge, us to embark upon a successful journey of leadership and culture change."* HR Director GSK Consumer Healthcare UK

*Devote's key difference is that they really get to know you and your team as individuals, enabling them to build trust and make a real difference."* General Manager, GSK Consumer Healthcare UK