



DEVELOPPING A TEAM OF HIGH PERFORMANCE : A CASE IN THE PHARMACEUTICAL INDUSTRY

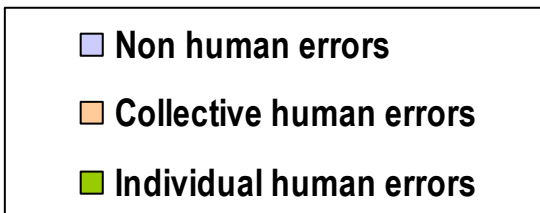
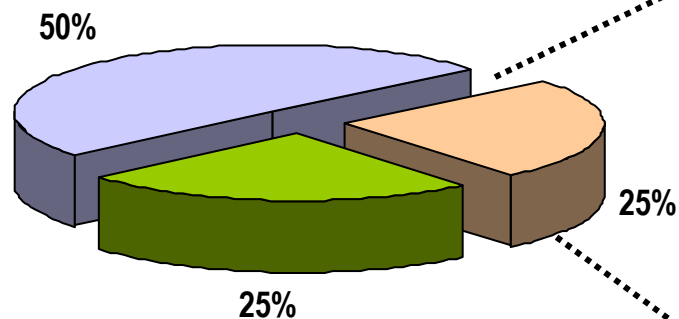
Presentation

Juan Carlos Gaona – former CEO at Galderma Brazil
Fred Donier – Managing Partner at Crescendo Consulting
São Paulo, October 14th 2011

- Collective Effectiveness: methodological framework
- Galderma case: developing a team of high performance
- Conclusions & lessons learned

6 essential causes of errors in team work

*Incidence of errors in the human
Activities in general**



1. **Ambiguous objectives which don't make people responsible**
2. **Physical or mental distance between the members of the team**
3. **Unfamiliarity among the members and with the work**
4. **Conflicting roles / Loose coordination**
5. **Lack of feedback on the actions**
6. **Lack of shared Information and/or insufficient transparent Information**

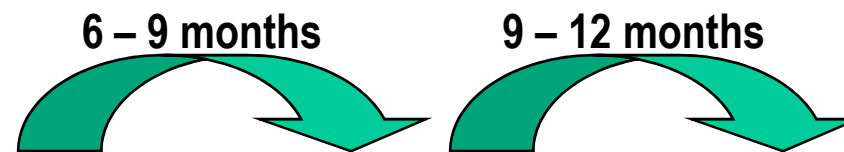
* Source: Dr. Patrick Georges – “Gagner en efficacité en équipe”

Our Conviction of Experience: Team Development Processes

- Constructing the cohesion of a company is an iterative process that must contemplate different stages:
 - It starts necessarily by the head of the company
 - It extends itself through the spine bone of the company, consisting of the management key levels (especially the N-2)
 - It must reach the "legs"
- The cohesion of a team or a company stands on three pillars:
 1. A shared common project
 - For example: to be the biggest and the best company of the sector, to be admired by its "stakeholders",....
 2. To know themselves and to recognize themselves mutually in order to capitalize the diversity of the team and to guarantee permanently a good working environment or « relational ecology » for the group (conviviality and ability to share problems within the team)
 3. To adopt common practices & managerial behaviour on a daily base, making it a "common behaviour asset"

How to evaluate the Evolution of a Team? 3 Stages Model

Typical evolution Process with support
focused on collective effectiveness



Team development stage	1. Gathering of Individuals	2. Collaborative Group	3. High Performance Team
Way of Thought	Linear Cause=>effect	Systemic Cause => Effect Effect => Cause	Holistic Vision
Belief	Me+, you-, others-	Me+, you+, others-	Me+, you+, others+
Development centered on...	abilities	Reciprocal listening	Integration into each person
Focus	Content	Process	Sense
Values	Technique	Relationships	Coherence
Identification of the person	With oneself	To the group	To the organization, and its balance and the partnership

Collective Effectiveness supporting concept: The five challenges of a team

Critical factors

**CONCEPTUAL
FRAMEWORK**



Source: Patrick Lencioni / The Five Dysfunctions of a Team

the Leader of the Collective Intelligence era has to create meaning for each member of his team

*Leaders don't just make products and make decisions.
Leaders make meaning."*

John Seely Brown



Professional

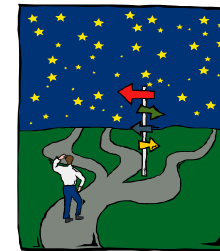
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Manager

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The challenge

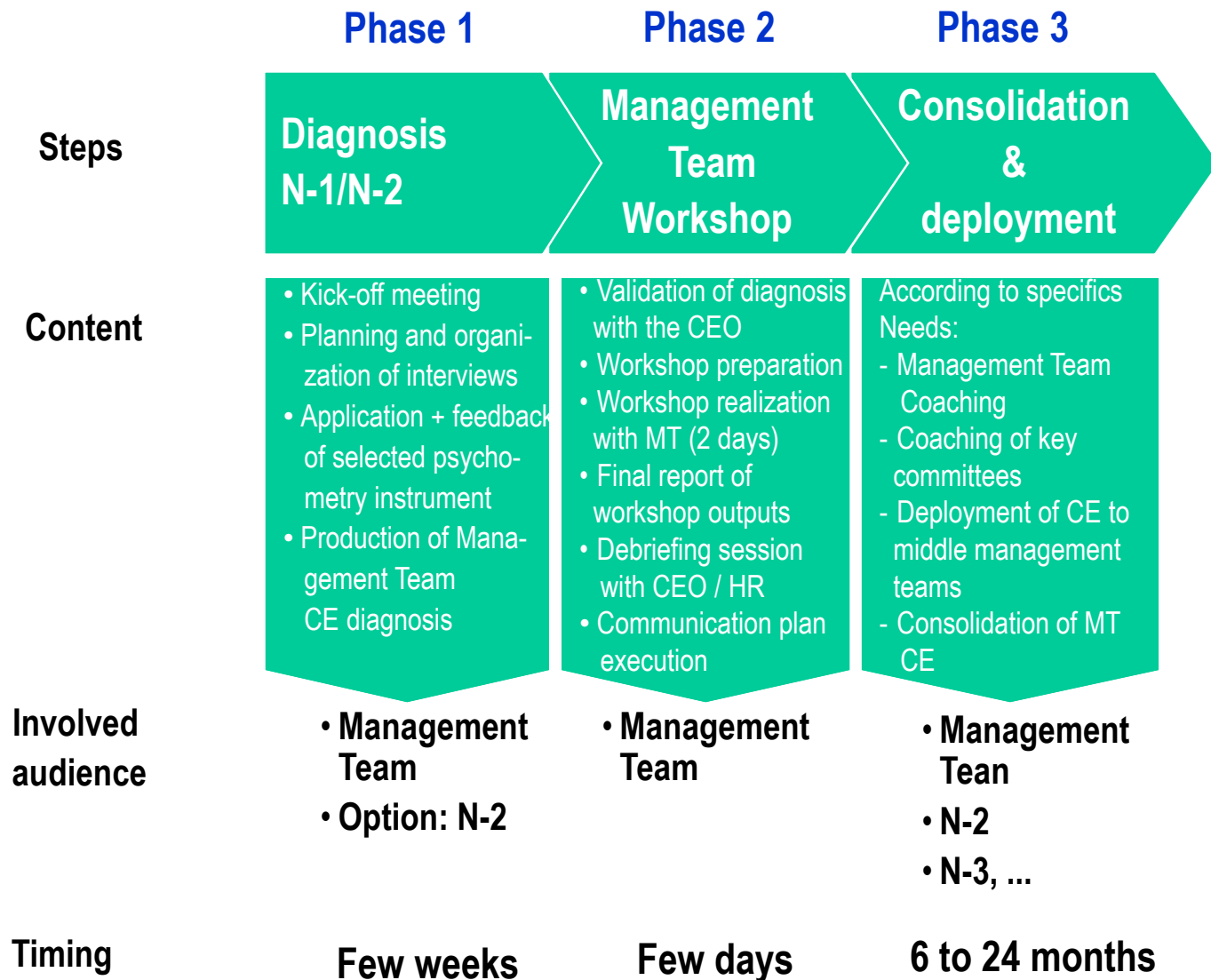


Leader

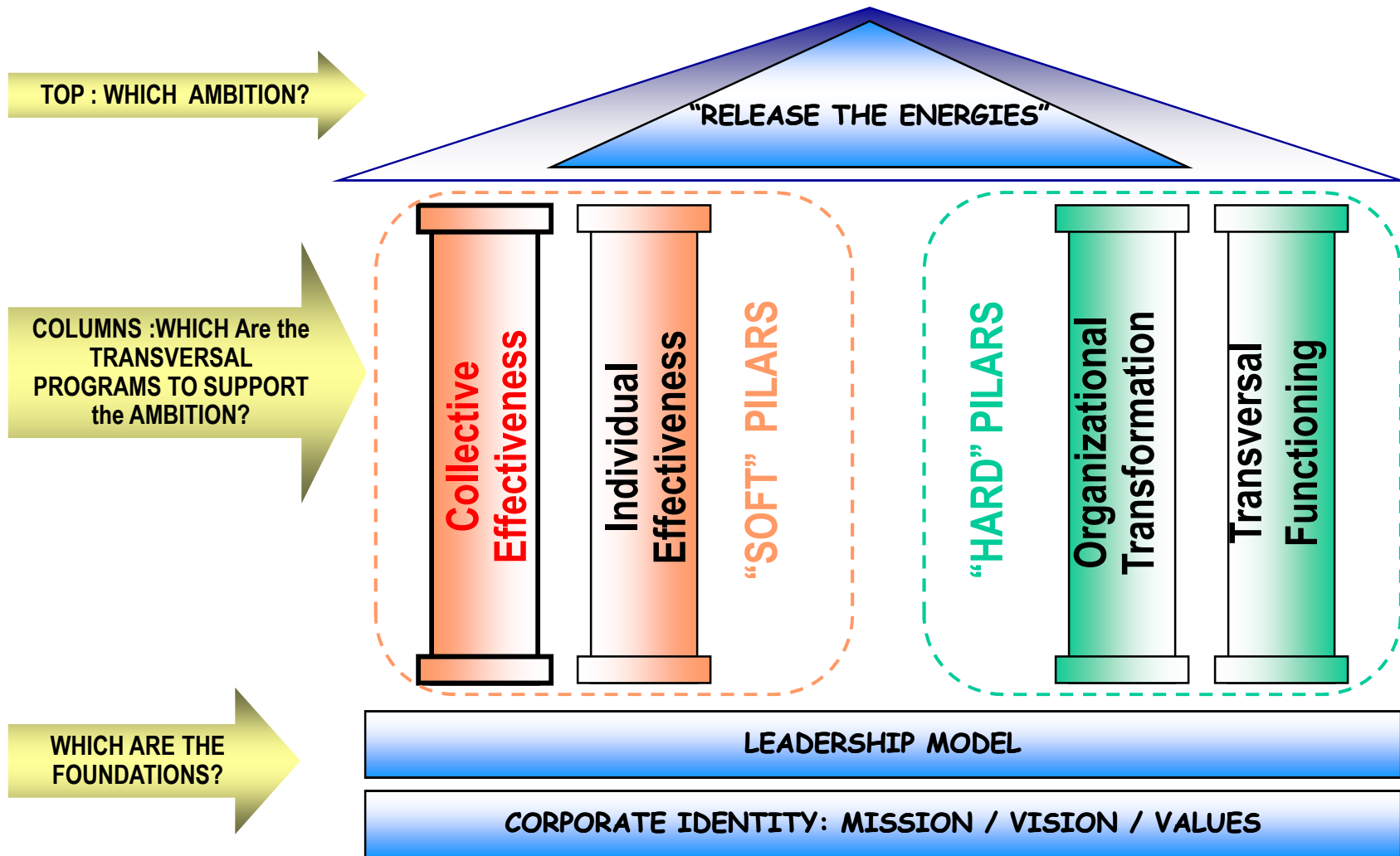
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Focus	On technical contents	On processes	On meaning
Major Missions	<ul style="list-style-type: none"> To know the company business practices ("métier") 	<ul style="list-style-type: none"> Assuring that teams apply correctly the processes 	<ul style="list-style-type: none"> Creating meaning to the work of the supervised persons
Key Roles	<ul style="list-style-type: none"> Contributing to the operating process Solving functional problems 	<ul style="list-style-type: none"> Assuring interfaces Applying the management system 	<ul style="list-style-type: none"> Transmitting to collaborators motivation to be part of a larger context . Ex: create the greatest steel company to work in the world Acting as coach Assuring a holistic integration of teams (360 degrees vision)

Collective Effectiveness : Typical approach



Example of deployment of a Collective Effectiveness initiative within the framework of a Program called "Release the Energies"



- Collectiveness Effectiveness: methodological framework

- Galderma case: developing a team of high performance

- Conclusions & lessons learned

- Company had not achieved its goals in the past 3 years
- Losing market share for more than 60 months in a row
- Losing talented people to the competition, motivation rather low
- Present in a very dynamic, growing and competitive market
- New Management Team composed of a mix people from previous management (4), recently promoted members (4) and external hiring (2)
- Ambitious medium-term business plan approved, whereby the Company had to double its sales in 4 years time

The initial diagnosis in August 2009 revealed a Management Team positioned at stage 1

Team development stage	Stage August 2009		
	1. Gathering of Individuals	2. Collaborative Group	3. High Performance Team
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Source: Crescendo diagnosis

The interviews showed that the MT's strengths were its diversity and high level of commitment, whereas the lack of team work were its main Achilles heel

	STRENGTHS	ROOM FOR IMPROVEMENT
PROFILES	<ul style="list-style-type: none"> • Multidisciplinary • Strong knowledge • Richness/diversity of background • New members (unwounded unlike the rest) • Young team • Ambitious / willing to grow • Results-oriented team 	<ul style="list-style-type: none"> • Variable level of maturity • More in-depth analyses necessary • Validate the right path to follow
BEHAVIOR	<ul style="list-style-type: none"> • There is some (partial) affinity among some members • Communication is good with 3 or 4 members • Respect to the leader • Commitment to the Company • The team is engaged with the goals • Motivated to see the Company grow • Energetic 	<ul style="list-style-type: none"> • They do not know each other well • Need to better understand their colleagues' needs • Low mutual trust • Need for more respect to other's opinions • "I do not feel myself at home yet as member of the MT" • Not frank enough • Low interpersonal interpersonal • "There is little interaction among the team" • "Everyone with her own problems" / "Each one on his own" • "It is necessary to be more open" • No openness to feedback • "Before you speak at the MT meeting we need to get aligned" • "The group is not united" / "We are still a gang" • "I only had lunch once or twice with peers tops"
CONTENT	<ul style="list-style-type: none"> • There is a forum for discussion • The subjects discussed during the MT meeting are relevant 	<ul style="list-style-type: none"> • Share more information • Lack of processes • Plan better / have a vision

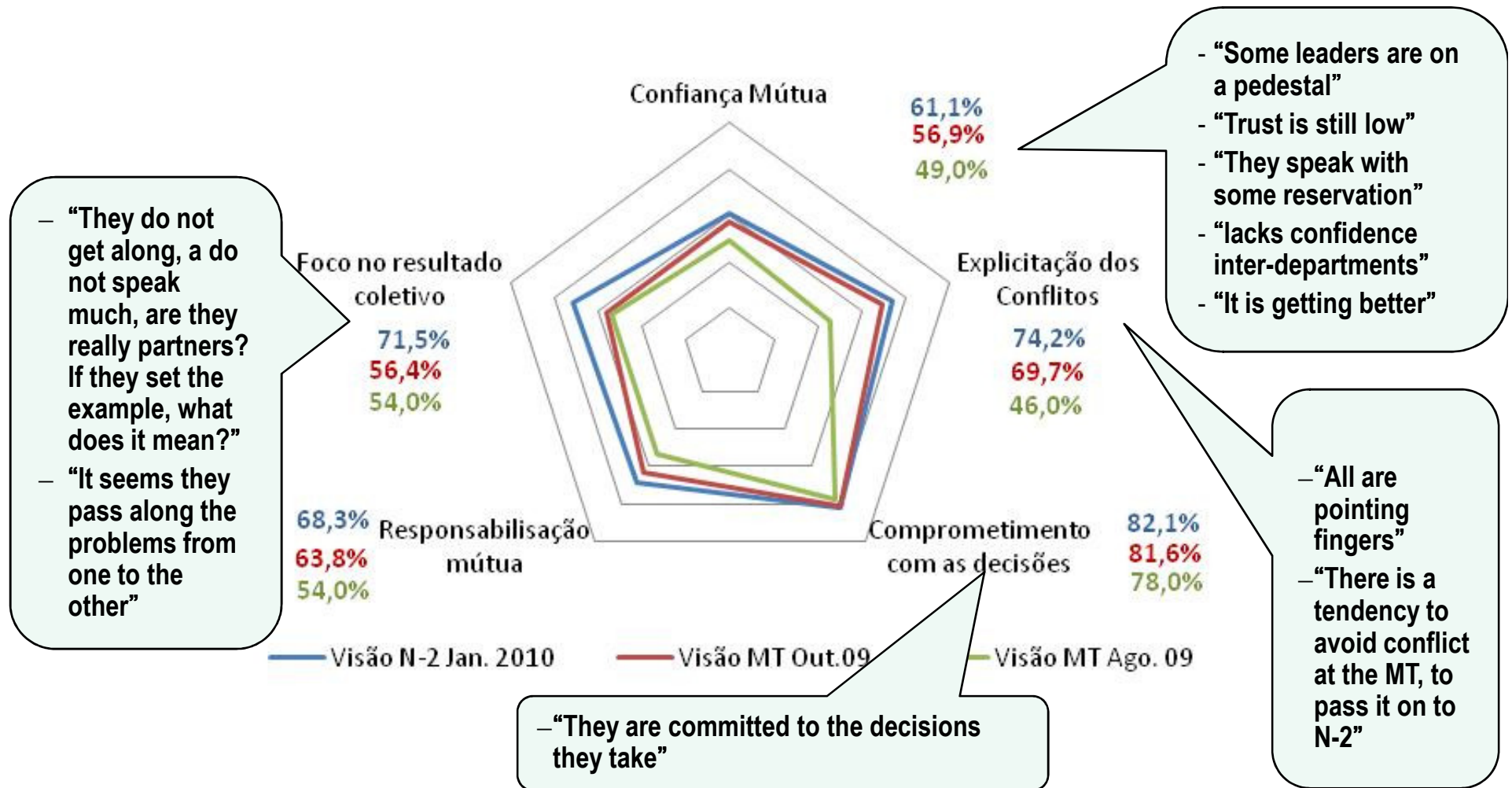
The many different profiles and complementing expertise of MT members is perceived as a great strength...

Time at MT

When adding up, more than 70 years of experience in dermatology, of which more than 50 at Galderma

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> 1 year		<ul style="list-style-type: none"> • HR • Marketing • Finance 	<ul style="list-style-type: none"> • Regulatory Affairs
< 1 year	<ul style="list-style-type: none"> • Sales & Trade • Manufacturing & Supply Chain 	<ul style="list-style-type: none"> • Aesthetic, Devices & Hospital Business • Medical 	<ul style="list-style-type: none"> • General Manager • Demand
	< 1 year	1 to 5 year	> 5 year
	Time at Galderma		

Assessment of the 5 dysfunctions of a team by the MT(Aug and Oct 2009) and by N-2 (Jan 2010)



Learning from Collective Effectiveness: the importance of group dynamics



- Improve cohesion
- Partnership
- Planning
- Motivation
- The egos stayed beside




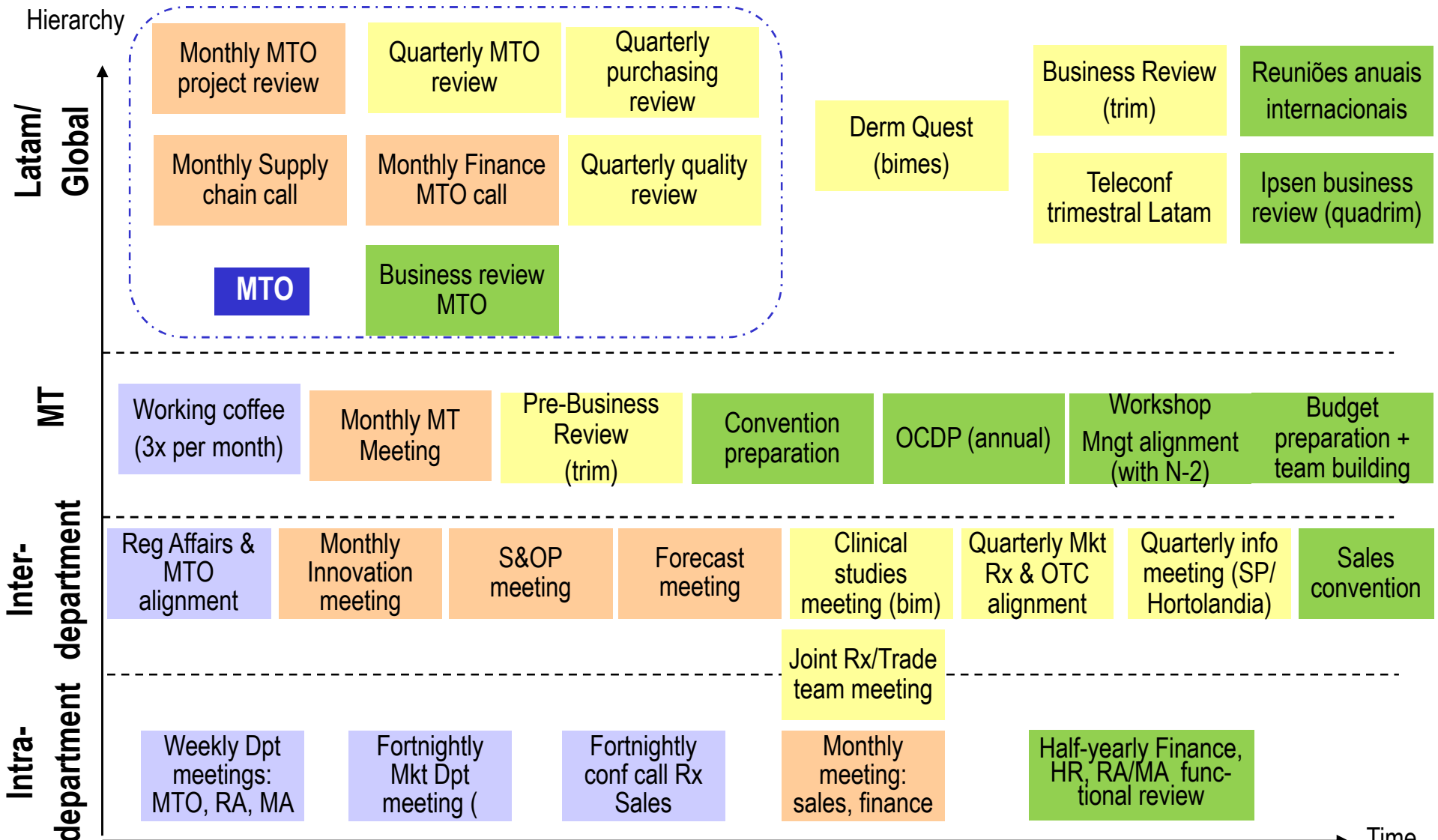
- Have fun
- Energy helps us to find quick solutions
- Everybody together goes further than if you are alone
- We have the same objective!

“YES WE CAN!!!”



Management Rituals at Galderma : Mapping defined in Feb 10

Quarterly	Yearly
Monthly	
Weekly/Fortnightly	

Example of action plan Feb 2010

Temas	O que fazer?	Quem	Quando
Alinhamento inter-departamental	<ul style="list-style-type: none"> – 2 encontros Team building GD/GC/GTM/GP´s – Reunião trimestrais alinhamento tático GD/GC – Reunião alinhamento estratégico Mkt/Trade/Rx – Workshop management alignment N-2 	<p>RSp</p> <p>WS/VC</p> <p>WS/VC/MR</p> <p>JCG</p>	<ul style="list-style-type: none"> – Abril / Agosto – Março / Junho / set – Abril / Agosto / Nov – Junho
Processos e organização	<ul style="list-style-type: none"> – Faturamento : diagnóstico e cronograma para revisão do processo (mkt e vendas) – Compras : diagnóstico aprofundado do processo – Logística : verificar níveis de serviço, pick packing MP, – MTO : revisão processos industriais – Premiação /incentivos – Outros processos de finanças: - listar quais 	<p>Jaime Souza</p> <p>Flavio</p> <p>Evandro</p> <p>AG</p> <p>Claudio</p> <p>Jaime</p>	<ul style="list-style-type: none"> – Diagnóstico: abril – Implementação: tbd – Diagnóstico: tbd – Diagnóstico: maio – Plano de ação: março – Proposta : abril – Lista de processo: mar
Estrutura organizacional	<ul style="list-style-type: none"> - Revisão periódica da estrutura organizacional – Pesquisa de clima organizacional 	<p>JCG/RSp</p> <p>RSp</p>	<ul style="list-style-type: none"> – Pre-budget review maio / nov – Jan 2011
Produtividade dos rituais	<ul style="list-style-type: none"> – Terminar e validar o desenho dos rituais – Finalizar a calendarização das reuniões – Calcular os tempos investidos por participante 	<p>Facilitadores/MT</p> <p>Idem</p> <p>MT</p>	<ul style="list-style-type: none"> – Março – Março – Março
Comunicação interna	<ul style="list-style-type: none"> – Plano de comunicação interna 	<p>RSp</p>	<ul style="list-style-type: none"> – Abril

Example of Internal communication outcome: Climate Survey on line and once per week!

- ✓ A methodology that helps us know the company's environment better;
- ✓ An **internal research**; a constant **"dialogue"** between company and employees;
- ✓ A **"thermometer"** that tell us how the employees are and what their expectations.

–Work Environment

–Engagement

–Leadership

–Business Knowledge



A grande maioria de nossos colaboradores (81,3%) concordam parcialmente ou plenamente com a seguinte frase: "Meus colegas aparentam ter clareza das próximas metas a serem atingidas".

FALA GALDERMA

Hoje é dia de dizer o que pensa!
Você está recebendo o FALA, GALDERMA desta semana.
Responda as perguntas e contribua para uma Galderma e um dia-a-dia melhor.
Na hora de responder, **encontre na lista e marque o seu grupo**. Você tem até sexta-feira para responder as perguntas. O anonimato de todos é garantido.

Clique aqui e participe agora!

- ✓ Today is the day to say what you think!
- ✓ You are receiving "Fala, Galdema"
- ✓ Answer the questions and contribute to a better Galderma!

"Speak up, Galderma"
Your voice is our Voice!!!

Still, 18 months after the initial kick off there were room for improvement in delegation, alignment and generally on the maturity of the team

MT Strengths

“The MT did not stop working, even after changing 4 of its members“

“We healed the scars from the past”

“Communication flows well” / “The dynamic is informal”
“We have freedom to speak up whenever is necessary”

“The GM’s absence is no longer a big problem”
“The quality of the discussions remain high even without him”

“Renovated team with lots of energy”

“Hands on profile”

“ Healthy environment that generates trust”

“I am no longer afraid of making a mistake in front of the team”

“ Trust on Juan´s leadership”

MT Room for Improvement

“There is still some level of individualism”

“Align the level of Collective Effectiveness between the old and new team”

“ Tendency to blame the others to justify some failures”

“Not practicing mutual accountability always”

“Moderate a bit the anxiety of some members for always appearing and stealing the scene“

“Give more decision power to the managers”
“Everything has to pass through the MT”

“ Competitive and vanity”

Outcomes :

Action plans have been designed and implemented in different areas

Alignment
inter-areas

Internal
Communication

Organizational
Structure

OCDP

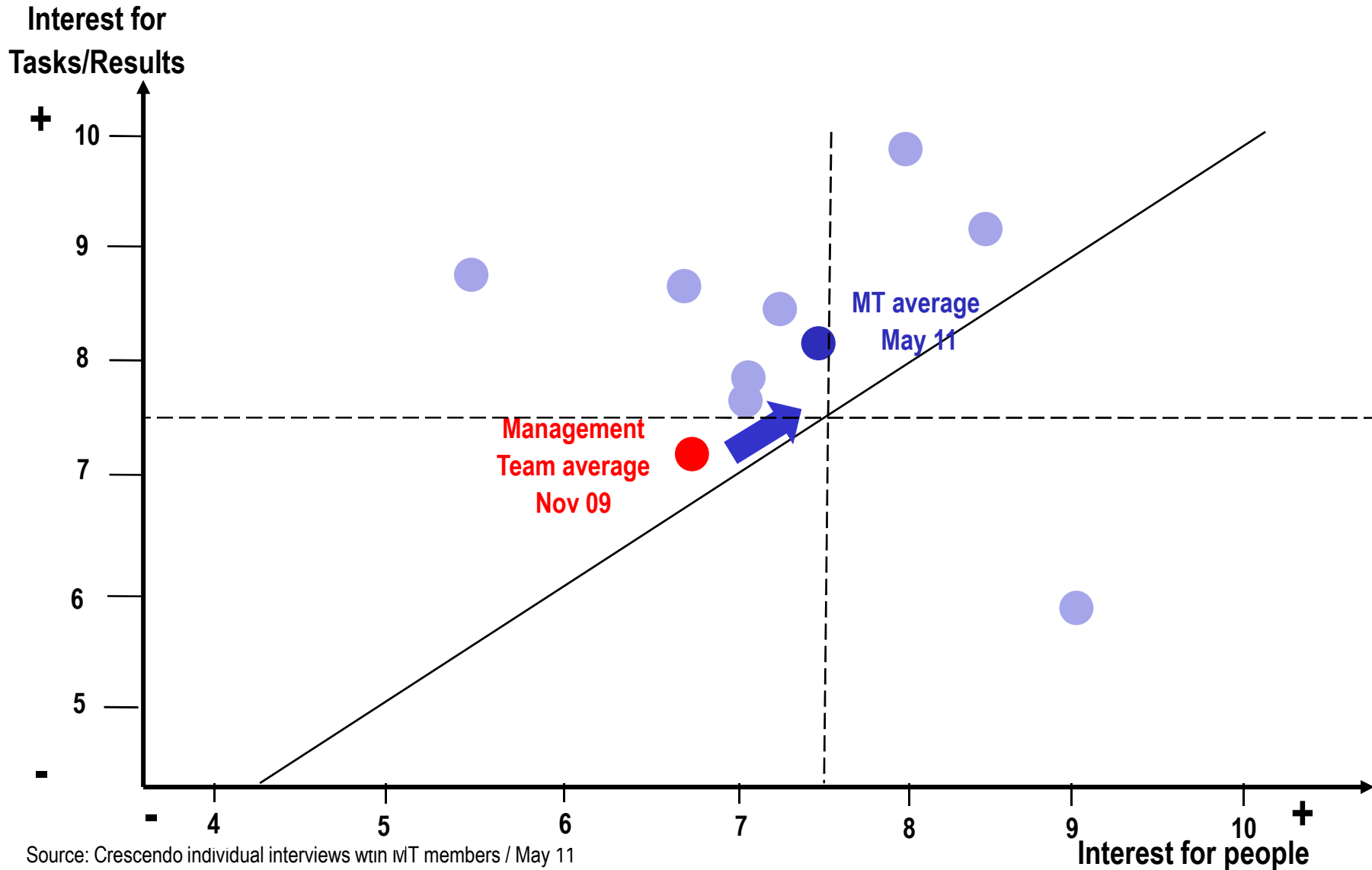
Effective Management
Rituals and Committees

Internal Process &
Organization Processes

Roll out

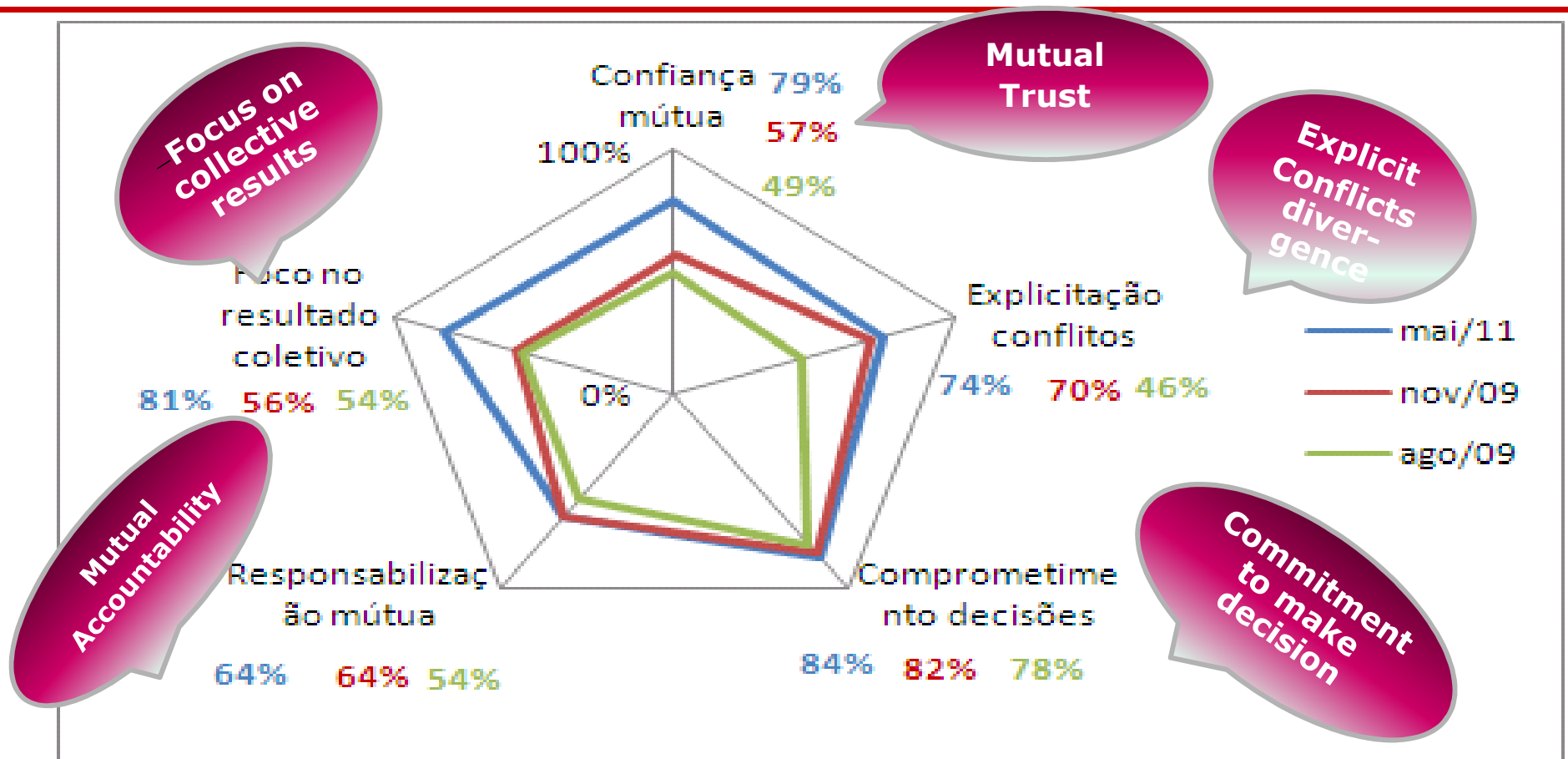


In 18 months, the Management Team members have had a substantial evolution towards an integrative management style



Source: Crescendo individual interviews with MT members / May 11

A tremendous progress in Collective Effectiveness between August 09 and May 11: from 56 to 76% in average



- Analysis : August 2009 and May 2011 oral questionnaires
- Analysis : Nov.2009 written questionnaires

CE Aug 09: 56%
CE Nov 09: 66%
CE May11: 76%

Collective Effectiveness: supporting of **MBTI** tool based on the 16 Carl Jung psychological profiles: Situation of MT in June 2011

ENERGY		PERCEPTION		JUDGEMENT		LIFE STYLE	
Extroversion	Introversion	Sensitive	Intuition	Thought	Feeling	Judgement	Perception
E	I	S	N	T	F	J	P
 (+1)	 (-2)	 (+3)	 (-4)		 (-1)	 (+1)	 (-2)

The average profile of the team was **ESTJ** in june 2011 .
Total absence of **N & F** profiles
Almost total absence of **P** profile

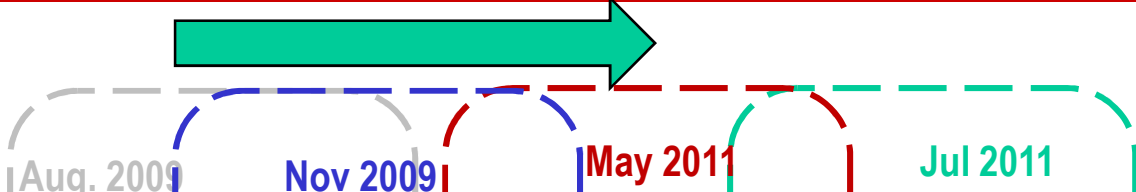
Example of High Performance Team Exercise

- Question 1: What is the most important behavior this person has that contributes to build a high performance team?

- Question 2: What is the most important behavior this person has that does not contribute to build a high performance team?



Based on Lenhart's 3 stage team development model, we can sum up the story of Galderma MT's case



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The four principal key factors of success as presented at Galderma HR International Meeting

- **The full support of the GM**
- **Transparent communication across the organization**
- **HR keeps it alive!**
- **External support is required to provide impartiality in the process**

Galderma Brazil : 2011 Business outcomes

- Company achieved its sales and financial goals in 2009, 2010 and is set to do it again in 2011
- Sales will grow by more than 60% in the last 2 years, while profit by almost 140%
- Strong management team in place, cohesive and able to lead and highly motivated a more senior organization
- New members of the MT had a very quick integration with the rest of the team
- Climate was improved dramatically and high turnover was reduced
- Set to reach market leadership by 2012

- Collectiveness Effectiveness: methodological framework
 - Galderma EC case: developing a team of high performance
- Conclusions & lessons learned

Some obstacles and levers to apply a Collective Effectiveness process in a organization

OBSTACLES

- Leader non committed with “soft skills” and not practicing exemplarity
- Absence of collaboration + mistrust
- Autocratic managerial style prevailing
- Culture of “invulnerable” executives
- Absence of people management culture

LEVERS

- **Example coming from the top**
- **Strong people management culture + meritocracy**
- **Constructive feedback practice**
- **Transparency of collective and individual objectives**
- **Consolidated talent management processes**



“What creates trust, in the end, is the leader’s manifest respect for the followers.”

—“The role of the Director is to create a space where the actors and actresses can **BECOME MORE THAN THEY’VE EVER BEEN BEFORE, MORE THAN THEY’VE DREAMED OF BEING.**” —Robert Altman, Oscar acceptance speech

Thank You!

Juan Carlos Gaona
Frédéric Donier