



Abbott Healthcare Products Ltd is a business operating within the Established Products Division of Abbott UK. Formerly Solvay Healthcare Products Ltd, Abbott procured the business in February 2010 and initiated a programme of re-organisation and business integration. Abbott is a Fortune 500 Company operating worldwide and has been ranked the world's most admired company in the pharmaceutical industry in Fortune magazine's annual listing.

The Challenge

Following the purchase of the business, Abbott embarked on a re-organisation programme aimed at streamlining the Field Force and an integration programme designed to achieve efficiency of service delivery. These activities have been running in parallel with the net effect being a significant feeling of uncertainty and anxiety within the workforce. The Field Force re-organisation was completed in late 2010 with further integration of office based services scheduled for 2011. Against this backdrop of uncertainty and change, the imperative of meeting business targets and re-establishing motivation and engagement with all staff remained high on the business agenda.

Capp's Approach

Through a recommendation, Capp has been working with the Directors initially to analyse and understand the integration issues impacting the business and individuals with the following objectives:

- To improve communication across all levels of the business
- To increase employee engagement and confidence in the business
- To maintain and uplift business performance.

The initial activity was a series of detailed analysis conversations with the Directors to gather their views and interpretations on the current state of the business. This was followed by a Capp-facilitated workshop with the Directors to review findings and develop a series of action plans around key themes.

Simultaneously Capp was engaged to run interactive workshops at the annual Sales Conference, focusing predominantly on employee engagement and how this can be improved.

The first step in the process was to develop a bespoke employee engagement survey which would present a snap shot of employee engagement through 3 separate but interrelated lenses:

- How I feel as an individual
- How My Manager makes me feel
- How The Business makes me feel.

The engagement survey was designed to cover the following areas, which had been identified as priority through the analysis conversations and workshop: Communication, Empowerment, Teamwork, Growth, Efficiency and Support.

" Our business and people have been through a challenging time over the last year following the acquisition and integration with Abbott. Working with Capp, the Directors have been able to clarify the issues affecting the workforce and to put in place actions designed to motivate and re-engage with our people. Capp's intervention and ideas have begun to have a positive effect on the workforce with people beginning to actively engage in changing the way we communicate and behave as an organisation which would not have been possible without the excellent professional skills and emphatic qualifications of Capp's overseeing directors."

Dr. Thomas Weidauer,
General Manager, Abbott
Healthcare Products
Limited

Approach ..cont'd

The online survey achieved a 96% response rate and the findings formed the basis of two interactive workshops at the Sales Conference.

The Conference Workshops were run on a 'world cafe' basis and focused on extending the engagement information, validating the initial findings from the Directors workshop and identifying key themes for actions to improve engagement and increase employee well-being. Consequently, in discussion with Capp, the Directors have set in motion employee-led activity to implement actions designed to address the main issues, starting with communication.

Outcomes

The following outcomes were achieved through the interventions made:

- A confirmed sense of understanding about the behaviours and issues affecting the workforce
- Opportunities identified to create a sense of greater engagement with all employees
- Key themes concerning employee engagement identified which enable the business to prioritise actions that need to be taken
- Contribution to a positive sense of well-being and being valued by the business when being listened to
- These activities together helped to re-engage employees with the business, following the uncertainty and change of the re-organisation.