



I was approached by the Business Unit Director of the GM&I team within Amgen UK to help to redefine the culture of the team following the merger of three groups and a personnel change.

My brief was to understand the current feeling within the group following the merger, help to build the relationships of the new leadership team, then work with the 40+ staff to not only help them to redefine their new working culture, but also to support them in their efforts to positively evolve it over a period of 12 months.

As with all of my engagements, it was important to ensure that I not only understood the nature of the work that the team undertook, but also the wider Amgen Vision and Values, such that the new culture could be built in line with these.

I worked with a small culture team, established to provide a liaison for our program of events to establish the following:

- Background to the teams to be merged
- Current engagement score and feedback for each team
- What each team had responsibility for and how the teams were connected
- Who the key people were that I should speak to in order to gain a 'pulse' of the current culture
- How the teams interacted with their stakeholders
- The restrictions that the team had to work within
- The personalities of the leadership and how they were perceived by the wider team.

I held three meetings with the culture team, then spent a period of time interviewing key people. I assessed the relevant cultures of each of the three teams to ensure that we used the commonality of their work as the foundations for the new culture. I also took it upon myself to familiarise myself with the competition and the drugs that the team had the responsibility for selling. This allowed me to construct a highly tailored program over a 12-month period.

The program consisted of:

- 12 staff interviews
- One-day leadership team building day
- Two-day culture redefinition program
- 1x90-minute session with a newly established culture committee
- 2x60-minute follow on sessions at 3 months and 6 months to instill new thinking and ensure that the team were following through on their actions and accountabilities.

The key outcomes achieved included:

- Increase in engagement from 58% to 85%
- Increased participation in engagement survey from 45% to 100%
- 0% negative comments on engagement survey and only 15% neutral comments
- Increased sense of belonging
- Reduced attrition
- Increased self-awareness from team members
- Improved communication with internal and external stakeholders
- Increased knowledge from team members of the actions they need to take to uphold the culture
- Less General Manager intervention as teams are better able to resolve issues between themselves.

Learnings for you:

- A significant increase in engagement and belonging is possible in just nine months
- If the team are shown how to do this themselves, then the culture will be sustained
- When teams are merged the culture doesn't simply 'happen', it requires dedicated activity to build connections
- By gauging the feelings of many team members before a culture session you can assess what's real and what's 'noise', which isn't always possible in an anonymous survey.

Feedback from client:

The response to the work has been fantastic and surpassed expectations! To do what we have done in just nine months is testament to the approach taken and the culture knowledge that you have instilled in us, so that we are able to do it ourselves moving forward. It's a forever skill that we now have!