

# HUMAN CAPITAL MANAGEMENT

## FOR LIFE SCIENCES SUMMIT

February 29 - March 02, 2016 - Philadelphia, USA

1-800-882-8684

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www.humancapitallifesciences.com

# Radical Innovation

## Sanofi Pasteur's Quality Living Ecosystem

You know Sanofi Pasteur for their vaccines, not their HR strategies – that's where we come in. We interviewed the company's **Celine Schillinger, Head of Quality Innovation & Engagement**, ahead of her session at the [Human Capital Management for Life Sciences Summit](#), to get a sense of the culture, employee retention, and continual innovation strategies which have become par for the course at the biotech. We'll let her take it away.

*I* joined pharma a bit by chance, and I entered through the HR function. I graduated in Political Sciences and Corporate Communications, then went into business operations and moved to Asia. After 10 years, back in France, I had an opportunity to join Sanofi Pasteur. I didn't know anything about vaccines (nor HR) but I just loved the humanity and sense of purpose of all the people I met along the recruitment process. The Head of International HR at that time was a visionary and courageous professional, willing to take a bet and hire people for what they are, not what they know: a broader view of talent management than what I often see.

I stayed 2 years in HR, then moved to business operations. Five years ago, I started a movement for more diversity in the workplace which got lots of visibility and taught me a lot about social engagement. It has since become my work.

More than a work, it's a passion. I've spent countless nights and weekends exploring the web and social communities for knowledge and connections, trying tools and platforms, set up my own blog...

I do social and digital initiatives that support business and organizational transformation. The old management / marketing / communication models where we push information to passive audiences (whether they are customers or employees) don't work anymore. We need to find something else. We need to engage people broadly into co-creating change. We need to leverage the techniques and tools of social movements. It's a new mindset, really.

My engagement projects have been rewarded by multiple awards, but Pharma is still not very good at this. We're a conservative industry, relying on experts and science, with too much homogeneity in the profiles of the decision-making people. In this context, people innovation is a real challenge. This is why I'm so excited to present our case. People will see that, even here in Pharma, we can do amazing large-scale engagement.

### Bold Leadership

Our very first understanding is that engagement is directly related to performance. This is why I do not belong to HR or Communications, but to a "business" function: as Head of Innovation & Engagement, I report directly to the Chief Quality Officer of Sanofi Pasteur. When we created this position a year ago, it was literally unique: there was no other similar position among the 380 million profiles on LinkedIn worldwide. The ability to experiment is one of our strengths, I believe [see this [Forbes article](#)]

Also, we understand that previous quality improvement initiatives have failed short of changing anything in a sustainable way, because they didn't deal with the root cause. The way we work is the root cause. We work in functional and hierarchical silos. We solve problems layer by layer. We design solutions at the top and cascade them for implementation. We still rely on face-to-face meetings and PowerPoint slides to solve problems. We are stuck in our day-to-day emergencies and don't spare time to fix the system. We have developed a culture where the top is overwhelmed with work and the rest of the organization discouraged because things are not moving. We have an engagement problem, maybe less than other industries because our employees are extremely proud to make vaccines, but it still is an issue.

So, we have decided to take a very different approach. Our Leadership has – boldly – embraced the idea. I'm happy to say that Sanofi Pasteur brings a radical innovation to manufacturing improvement. Change is strategized from a social movement perspective. We aim

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to move quality from an imposed constraint to a shared passion. It is the “Quality Mindset!” movement. Beyond a “feel good” atmosphere in the workplace, engagement produces tangible positive outputs: less quality and safety issues, more vaccines produced / delivered to those who need them.

Creating a quality living ecosystem, we unleash people’s energy for change; we bring back problem solving closer to employees on the front line (manufacturing operators); we move away from a blame culture; we make cross-silo collaboration a normal practice; we connect employees at scale by leveraging social and digital tools; we make the organization agile and fast-moving again.

The movement’s methodological backbone is Kotter’s “dual organization” model and 8-steps for change. This is a holistic approach to innovative employee engagement, leadership and coaching to drive company-wide performance growth.

The key steps do date have been [1] the creation of the Innovation & Engagement position, and the design of an Engagement Plan, [2] the collective creation of a “purpose” around which everything will revolve, [3] the coaching of leadership teams and activation of the first volunteers, [4] the support to expansion, as volunteering reaches a critical mass (3,000 volunteers as of today), [5] the channeling of this energy into specific actions, which is our current state.

### Tackling Change Management

Change management is dead, in my opinion. When companies consider they have to “manage” the change, they’re on the wrong track. They take an old fashioned approach that considers “inevitable chaos” as a normal by-product of change. As Jennifer Simpson wrote [here](#), the “death-and-dying approach to change [is] particularly ineffective”.

*“The old management / marketing / communication models where we push information to passive audiences (whether they are customers or employees) don’t work anymore. We need to find something else.”*

*“Change management is dead.”*

Many companies still follow the recipe for failure: change is seen as a rational process ([John Hagel](#) explains it is not), it goes from people who know (at the top) to people who don’t (at the bottom), it uses slides-meetings-emails-communication campaigns, it is elaborated by top teams and consultants behind closed doors, it requires people in the implementation phase only, it is focused on governance-roles definitions-processes, it is driven by people picked by the Management, it is neither social nor digital, there’s limited diversity in it, and it’s patronizing and explanatory: “Change is good, gotta like it!”.

To succeed, you have to do the exact opposite. Speak to the heart, not just to the mind. Involve the diversity of many, not just the same few. Move from a “Have to” mindset, to a “Want to”. Evolve from change management to change leadership, as explained by Kotter [here](#). Accept to “loose time” in the beginning, in order to gain in relevance and adoption in the end. With the purpose-based movement we have triggered, people from everywhere in the organization are co-creating the change, and they’re proud to do so. You see amazing natural leaders emerge from deep with the company. They’re bringing their colleagues with them. There’s a totally unprecedented amount of engagement and energy. This is a fantastic human asset for our culture and our performance.

### The Mentorship Movement

Coaching is indispensable in the early stages of the movement, because this way of working is so new. Volunteers are a bit embarrassed in the beginning at this

new freedom. They don’t really know what to do with it, what happens if they make mistakes... We’re not telling them what to do, so they develop their own ways of working at a collective (who isn’t a corporate structure and has no boss), and their own solutions. We’re coaching them so they don’t get stuck into complexity. A lot of coaching is about “un-learning” what the normal corporate practices are (complex, comprehensive, territorial...). Then, they turn into coaches for the other volunteers they bring into the movement. They know how to talk to their colleagues and friends, they know what resonates with them.

In parallel, we also coach the leadership teams. In the beginning, some are a bit skeptical to this dual organization system (the corporate structure + the network that [Accelerate](#) describes).

We’re coaching them to overcome their apprehension of chaos. It’s even better when other leaders, people like them, who understand the benefits of the approach, tell them it works. On one of our site, 65% of the total industrial operations workforce has signed up to support our shared purpose.

This is because the purpose is great, the active volunteers are bright and convincing, and the leadership team is actively involved in supporting them. Every change becomes easier when you have 65% of your population committed to working together differently, to serve your customers.

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Meet Celine during her Summit session:

## **A Holistic Approach to Innovative Employee Engagement, Leadership and Coaching to Drive Company Wide Performance Growth (CASE STUDY)**

March 1<sup>st</sup> – 9 a.m.

Celine Schillinger

Head of Innovation & Engagement for Quality

Sanofi Pasteur

- The “People innovation” taking place in a complex, regulated, conservative environment => proves that everything is possible
- The strategic use of social media, as an enabler and a materialization of the new culture
- The actual impact that increased engagement has on performance
- The enormous potential of approaches that are at the crossroads of human resources / marketing / communication / community management / digital

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