

IT Performance Management Review – Large Pharma

Ability to integrate into the client company

The assignment encompassed a regional headquarters at corporate HQ and 81 manufacturing sites located globally. It was a very difficult task to appreciate the different working practices, but as a strategic performance review the level of integration that The Interim achieved was impressive. This was down to his personal attitude.

Impact on the business / bottom line

The brief was to improve the working relationship with site IT managers, in order to stimulate the productivity and realise the target for cost savings from improvement projects set at £5 million within 12 months.

Overall contribution / achievement of objectives

A psychological contract was forged for the first time between the regional directorate and the site management teams, which completely changed the ways of working. The £5 million target was exceeded and predominantly by projects initiated by local site staff.

Working style

This assignment predominantly called for an inclusive approach, the size of the target would never have been achieved through corporate initiatives alone and success was very much achieved through the engagement of the site teams driven by the approach taken by The Interim and his team.

Leadership / people management skills

The Interim showed a diplomatic approach and expertly handled the site managers, which produced an excellent response.

Any other comments about the interim manager

It was a fresh approach that worked around the pre-existing hierarchy and delivered new ideas and enthusiasm within the site teams.

IT Performance Management Review – Large Pharma I1b