



Creating Healthy Workplace Environments for Life Sciences & Healthcare Organizations

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In 2025, life sciences and healthcare organizations will continue to focus on three key priorities to ensure the health of their enterprise, leadership teams, and employees. These priorities are shaped by constantly evolving market demands, rapid advancements in technology, and a growing emphasis on employee wellbeing and organizational resilience. ZRG empowers leaders to make confident, people-focused, and talent-driven decisions to drive long-term organizational health and success.

Specifically, we help life sciences and healthcare companies in three key areas:



01 Focus on Senior Leadership Alignment and Acceleration

When our client Accredo Specialty Pharmacy approached us, it was facing two inter-related challenges. The company was not strategically aligned and the culture needed improving. As a result, its people were unclear on the company's purpose, mission, and strategy, and there was not as much collaboration and commitment as there could have been. All of which was reflected in extremely low employee engagement and Net Promoter scores, and negative comments on platforms such as Glassdoor.

Our first job was to take the senior executive team through our Strategic Leadership Team Alignment process, working with the group to get them pulling in the same direction to generate better and faster business results. That involved co-creating a clear purpose, vision, and mission, with key focus areas shared, understood, and agreed on.

Once we had done this, we worked with Accredo to design and implement a new type of Senior Leadership Development, one that is based on:

Led by leaders

your leaders teach the program. There are no off-the-shelf frameworks or outsourcing. This is about your executives transferring (face-to-face) their knowledge and experience to the next generation to solve your real business problems.

Experiential

taking a people-first, action-based, experiential approach to accelerate learning the holistic skills needed to drive business results today through leading the whole self, others, and the enterprise.

Relevant

you know your business best, so we enable your people hear it from you. We help you clarify what's critical to you – your business, the experiences you've had, the principles you hold – and build your unique program.

The program that emerged – Inspire – is now in its 10th year at Accredo, and more than 246 senior leaders have been through it. The results speak for themselves:



100%

of participants would recommend the program.

100%

feel equipped to lead transition and change.

100%

have a better understanding of the overall enterprise.

100%

have improved cross-functional collaboration.

“

This was a life-changing experience and provided me with a different perspective on leadership and leading the enterprise,” said one Accredo leader.

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Pam Delehey, Managing Director, ZRG Consulting Solutions’ Leadership Acceleration Practice, said: “Given the speed at which the life sciences and healthcare market moves in terms of patient experience, technology, and innovation, it’s essential this is matched by investing in leadership development that is people-focused, actionable, and targeted at the real-world challenges you’re facing.”



02

Coaching the Adaptive Skills Leaders Need for Success

Having benefited from our executive and leadership coaching as he took up his new role as President and CEO of Dearborn Group, a subsidiary of the largest customer-owned health insurance company in the US, Mike Witwer knew first-hand the value of our work, and wanted his leadership team to experience the same.

The business was going through a major transformation and associated culture change, and the CEO understood that his direct reports would need individual and collective support as they looked to adapt to the changes, foster healthier team dynamics, and lead the enterprise to achieve its ambitious strategic objectives.

EXECUTIVE COACHING AND TEAM OPTIMIZATION

Our Executive and Leadership Coaching practice implemented its proprietary approach to executive coaching and team optimization, focused on:

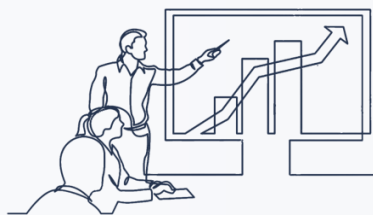
- Working with both individual executives and the team on self-awareness and more effective communication strategies.
- Engendering a greater sense of partnership and collaboration among the team to mitigate silos and foster alignment on goals.
- Learning about healthy conflict and challenging the status quo.
- Building trust through breaking down personal barriers, connecting, and being more open with each other.
- Re-focusing on strategic goals at the individual, team, and organizational levels.

IMPROVEMENTS TO THE TOP AND BOTTOM LINES

The CEO was right to take his team through executive coaching, as the business results included:

- Estimated \$14.2 million worth of benefits directly attributable to coaching.
- A \$7 million cost reallocation because of coaching.
- 90% of participants said that the Executive Coaching program improved team dynamics to a 'great' or 'very great' extent.
- Other benefits reported included:
 - Greater alignment.
 - More effective communication.
 - Ability to challenge each other and effectively handle conflict.
 - Improved productivity.
 - Better collaboration.
 - Role modeling behaviors for the wider organization.

Ultimately, investing in healthy leadership creates healthy teams, and healthy ROI. Witwer said, "The ZRG coaches are a step above the rest. We have grown our top and bottom lines since we began executive coaching with the company, and that growth has been faster than the market in our industry."



03 Transform Culture to Drive Performance

Our client is an international healthcare company with over 33 million customers worldwide.

The UK and Ireland and Global insurance businesses were entering a new and exciting phase towards maturity as an insurer, which required them to develop the controls, disciplines, risk management structures, and governance you would expect from a large provider.

However, at the same time, the company wanted to maintain its strength as a customer-centric organization. Creating a culture that balanced accountability with care was a priority.

To address this challenge, our Culture Transformation practice was engaged to assess the current culture, understand the root causes, and work with the organization to culturally shift them to the next level.

IDENTIFYING THE CULTURE YOU NEED

Our work had many streams to it, including:

Discover Culture Diagnostic – a deep dive on the company’s culture to understand not just the what, but why it is the way it is. This means looking not just at behaviors, but root causes – including mindsets and beliefs. Only by identifying these and focusing your change efforts on them can you transform your culture sustainably.



Creation of a **future culture blueprint**. This helped to get leaders clear, aligned and focused on the target culture and how it supports the business strategy, which is essential for successful culture change.



Top team and senior leader **Leading by Example** interventions including workshops, 360s, and coaching. Culture is led from the top, so it is critical that leaders are aligned, understand the importance of role modeling, and what that means for how they need to behave differently.



Retest of the Discover Culture Diagnostic to determine impact and identify where to focus efforts to get to the next level.



ACCOUNTABILITY AND OWNERSHIP OF RESULTS

Culture is a long game, but in just 18 months the client achieved a:

+ 63-point of participants would recommend the program.

+ 47-point increase in Continuous Improvement, Idea Submission, and Speaking Up.

+ 30-point increase in Customer Centricity.

As a result of our work together, people feel more empowered, informed, and confident to act, and have greater ownership of their part in achieving results for the organization.

“The strength of your insights, facilitation, and confident response to the queries/ concerns/challenges enabled us to have a rich discussion,” said the organization’s Global People Director.

The most significant change in the past 18 months has been that instead of just reporting problems, we are now fixing them as well.



How Healthcare & Life Sciences Consulting Firms Can Help Create A Healthy Workplace Environment

Angela Hamilton, Managing Director, ZRG Consulting Solutions’ Healthcare & Life Sciences Practice, said: “The life sciences industry is undergoing significant digital transformation, driven by advances in cloud computing, generative AI, and other digital technologies. Companies are emphasizing the importance of a skills-based approach to talent management, focusing on developing and deploying the right skills to meet evolving business needs and improve employee retention in a rapidly changing industry.”

These efforts across Leadership Acceleration, Executive and Leadership Coaching, and Culture Transformation reflect a holistic approach, where organizations recognize that the health of their organization depends not just on innovation and market success, but also on focusing on purpose, developing leaders, and engaging employees.

ZRG Consulting Solutions helps clients transform their organizations

ZRG Consulting Solutions is a global leader in business consulting. We work side by side with our clients, moving from strategy to execution and uncovering the pivot points for true business growth.

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