

“Productivity in a Crisis”

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Objectives of presentation

Topic

How to maintain people engagement whilst closing a large scale pharmaceutical manufacturing facility

Outline of Presentation

- The Leadership Legacy (Why)
- The Journey (How)
- The Results (What)

Roche



World leader in developing medicines for unmet medical needs



The Clarecastle journey so far!!



1974 to 2015



End of 2019



The 2017 Leadership Challenge

Go for a nice walk or challenging hike?



Leadership Mission

Keeping people engaged for 3 years in a Closure scenario

**Corporate Role –
Mandate**

Flawless supply of medicine which is life-saving, only source world-wide with annual revenues of ~€700 million in a highly regulated environment

**Local Role –
Optional**

Upskill → Apply skills @ Work → Successes → Share in Interview

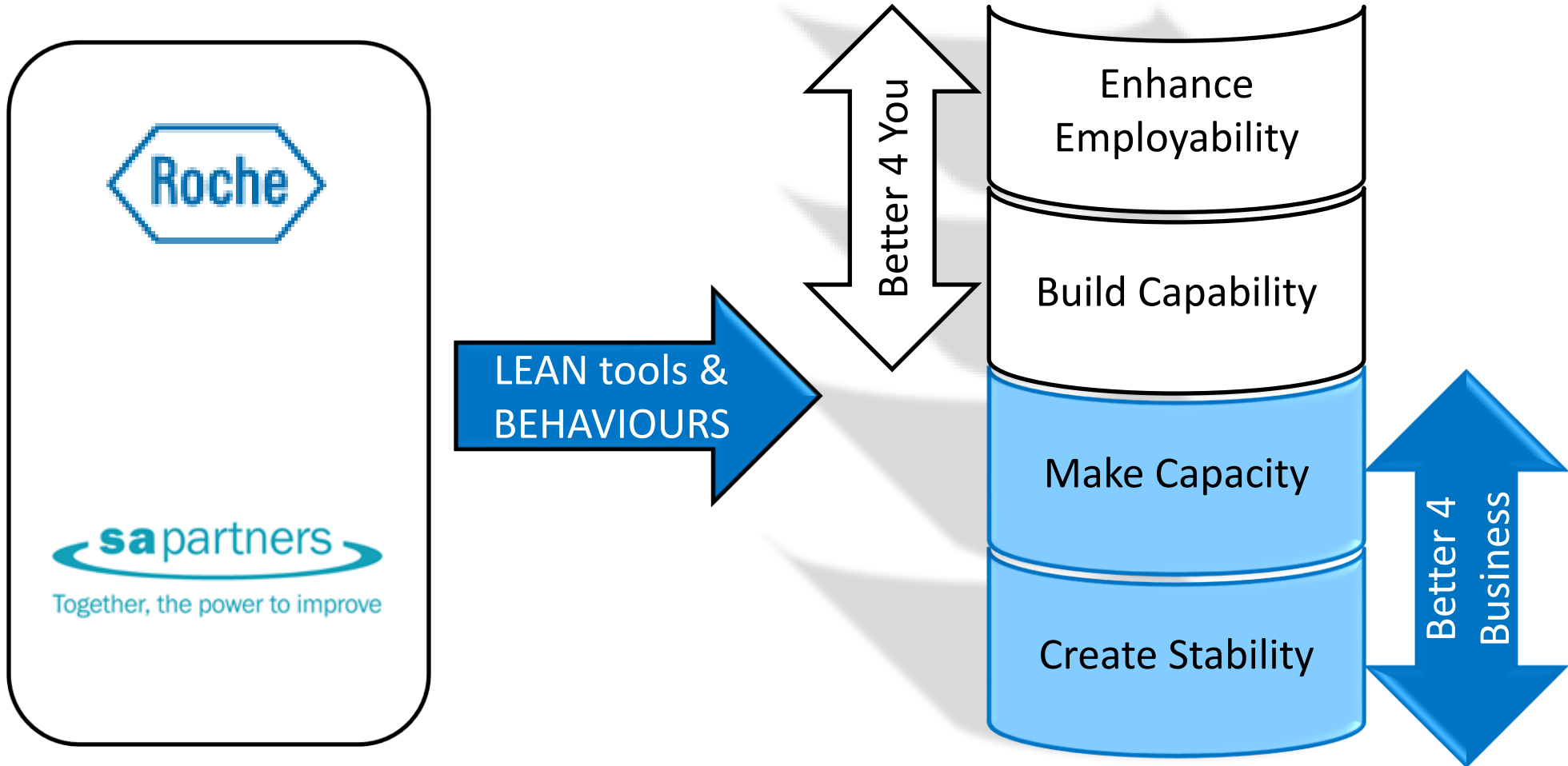
Leadership Challenge

*What was the **shared** compelling message for People??*



Change message

Delivering above average results will improve job opportunities



2017 Program Overview

Going in the Right Direction with the Brakes on!!!!



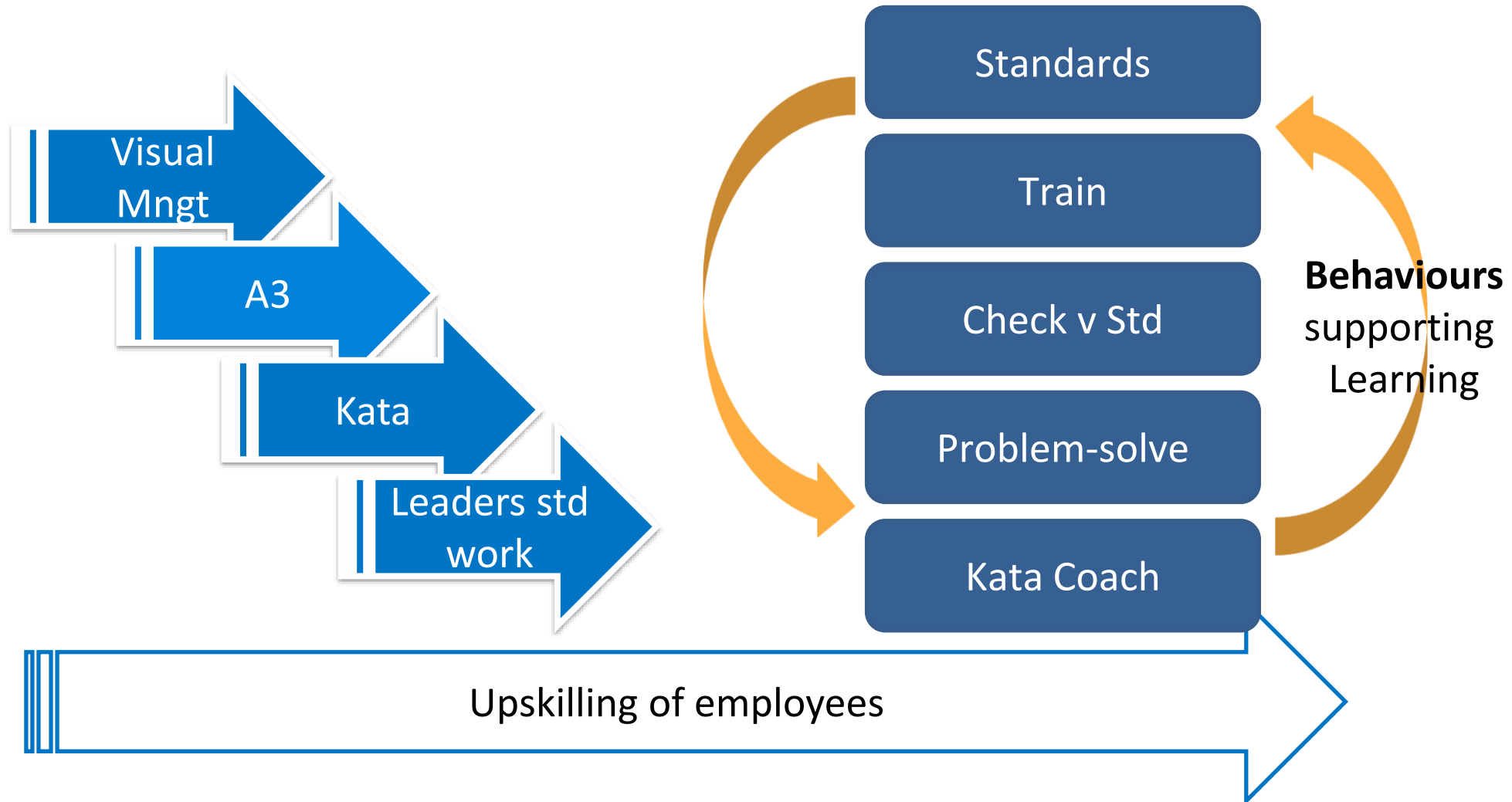
Leadership
not aligned

Managing
huge
change

Work Streams
not connected

The 2018 plan

LEAN deployment and growing the Learning Organisation



The Results

Engaged & focused people delivering exceptional results

75% **New Roles**

EXPENSES
-8%

COMPLIANCE
++IVE

72% **External Skills**

CYCLE TIME
-17%

ENGAGEMENT
+++ IVE

95% **LEAN skills**

CASH SAVED
€1.3 MILLION

Leadership Learnings

1. Should have a shared common purpose i.e. WHY
2. Leaders must lead & roll-model behaviours
3. Leaders don't have all the answers!!!! It's ok to say I don't know!!!
4. Take time to reflect
5. Practice, practice, practice
6. Resource & Accelerate the Learning & Deployment
7. Treat people like adults & build respect
8. A learning organisation is fun (and challenging)

It's later than you think!!!!