

Team *Effectiveness* at AstraZeneca



SITUATION

The Health Economics and Outcomes Research (HEOR) UK team plays an important role in the development of products within AstraZeneca. In the early stages of this project delivery the team was

recognised as being technically competent in its role, but not as influential amongst project teams as it could be.

The team's overall approach was seen as more 'responsive' to development needs than pro-active. The members of the team recognised and acknowledged this but had the desire and potential to grow into a High Performing Team.

OUR CONTRIBUTION

Oakridge's key aim was to facilitate the development of the team to make it self-supporting in its growth. Workshops and inputs were designed and facilitated around the key elements that combine to make a team High Performing and as the project progressed the team took control of leading, designing and ultimately facilitating its own development.



PROGRAMME DELIVERY

A series of workshops each lasting between one and three days were delivered over an eighteen month period. Exercises covered the following:

- MBTI preferences and impact on the team
- Stakeholder analysis – who and how to influence them
- Hopes and concerns for the future
- Future timeline mapping
- Compelling direction and common purpose
- Must Wins
- HEOR role as leaders of the brand and HEOR 'business'
- Team Charter
- Project Timelines – Must/Should/Coulds

RESULTS

Eighteen months on the team sets and drives its own sessions around strategic and team development issues – in essence, it is self-maintaining the momentum that has been set in place. There is excellent use of the key skills within individuals, and targets are now set to influence stakeholders and not just to deliver projects.

WHAT THE CLIENT SAID:

"The challenge for HEOR UK for AZ was to deliver the potential of a group of excellent people, in an area of growing importance and therefore, to gel and drive excellence, consistency and team work across all areas, to a very demanding timeline."

"Partnering with Oakridge has been instrumental in allowing us to develop a high performing team, applying principles and rigour to our activities. The biggest difference they have made has been to share and teach as we have progressed and this transition of ownership of the tools and techniques has enabled the team to continue to drive for success. We now need to take responsibility for this to continue; with new members starting soon this is going to be our next challenge",

David Williams, Section Director, HEOR AstraZeneca

achieving more together