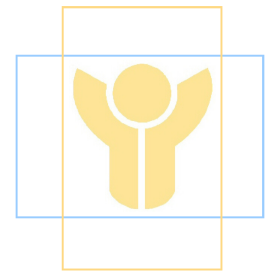


Case Study – GlaxoSmithKline

Prescribes ‘Thinking’ Training



During 2006 GlaxoSmithKline Research & Development, the UK arm of the global R & D function within GSK, has a project looking at ways of reducing bureaucracy within its day-to-day operation and setting staff free to challenge various aspects of their roles.

“It’s aimed at giving staff confidence that they have the skill sets to do what is best for the job, rather than just following established protocols”, explains Nicola Heffron, GSK Director of Global Commercial Strategy for Asthma.

In April 2006, as a part of one of the workshops arranged to drive the project objectives through, Nicola called in Mancroft International to present a half-day seminar on the heady topics of personal responsibility and ‘how people think about the things they think about’.

A Training Practitioner of Mancroft International, took part of the company’s ‘Winning Edge’ course, a programme structured around the Cognitive Performance Enhancement (CPE) concepts and presentational style originally developed by Mancroft, and facilitated a series of modules mapped onto GSK’s objectives.

28 staff, from the three GSK teams that form the Global Respiratory Strategy group in the UK, took part in the workshop’s innovative approach to improving the way people think about their work/life roles and values.

“We all knew each other, which led to a good level of interaction and ideas exchange”, Nicola explains. “The mix of roles; scientists, marketers and commercial staff, made for a varied and balanced set of viewpoints”.

One of the team leader’s objectives was to encourage people to question their need to attend all meetings to which they were invited.

“Being part of a global function, you can spend your whole day in meetings and on conference calls”, says Nicola. “The ‘Winning Edge’ workshop helped people to take responsibility for deciding which meetings were important, rather than just accepting the decision to attend had been made for them”.



Nicola Heffron, GSK Director of Global Commercial Strategy for Asthma

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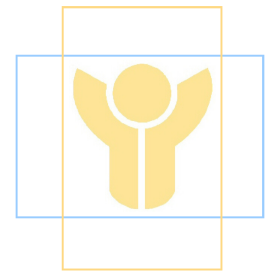
teamwork

higher expectations

motivation

positive self-belief

performance



Nicola Heffron believes that getting the GSK staff to appreciate their own skill levels, and to take ownership for their decision-making, has meant they are asking 'is it the best use of my time to go to this meeting' and has made a significant contribution to their job focus and attitude enhancement.



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