
World Pharma IT congress

September 2004

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THE CHALFONT PROJECT

2 Key issues today

1. Managing expectations on IT investments and returns is poor
2. IT architecture and Human Capital architecture are still two divided worlds

Key issues today

- Managing expectations on IT investments and returns is poor
 - Promises of IT “solutions”
 - Measurements of effectiveness and returns largely ignore human capital issues
 - Back of envelope ROIs to justify returns give a false sense of comfort and rationale

Key issues today

- IT architecture and Human Capital architecture are still two divided worlds
 - Paying lip service to the human and organisational issues and focus
 - From ignorance to neglect
 - Or genuine lack of skills to deal with it
 - New “IT driven” process and systems implementations, from discovery to development to CRMs are weak in the organisational and people implications
 - People’s “usage” of new systems and processes is disappointing compared with expectations
 - Assumptions on people behaviours are usually wrong from pure behavioural sciences perspective

3 different news worlds

NEWS [1]

Company X chooses product Y to roll it out in all EU countries

Successful implementation of Z across all affiliates of N

Another pharma company Chooses A and its product B for its global sales strategy realignment

NEWS [2]

70% of executives surveyed: disappointment in the performance of X

CRM/e- clinical/IT- something has not fulfilled its promises

ROI questioned by senior management

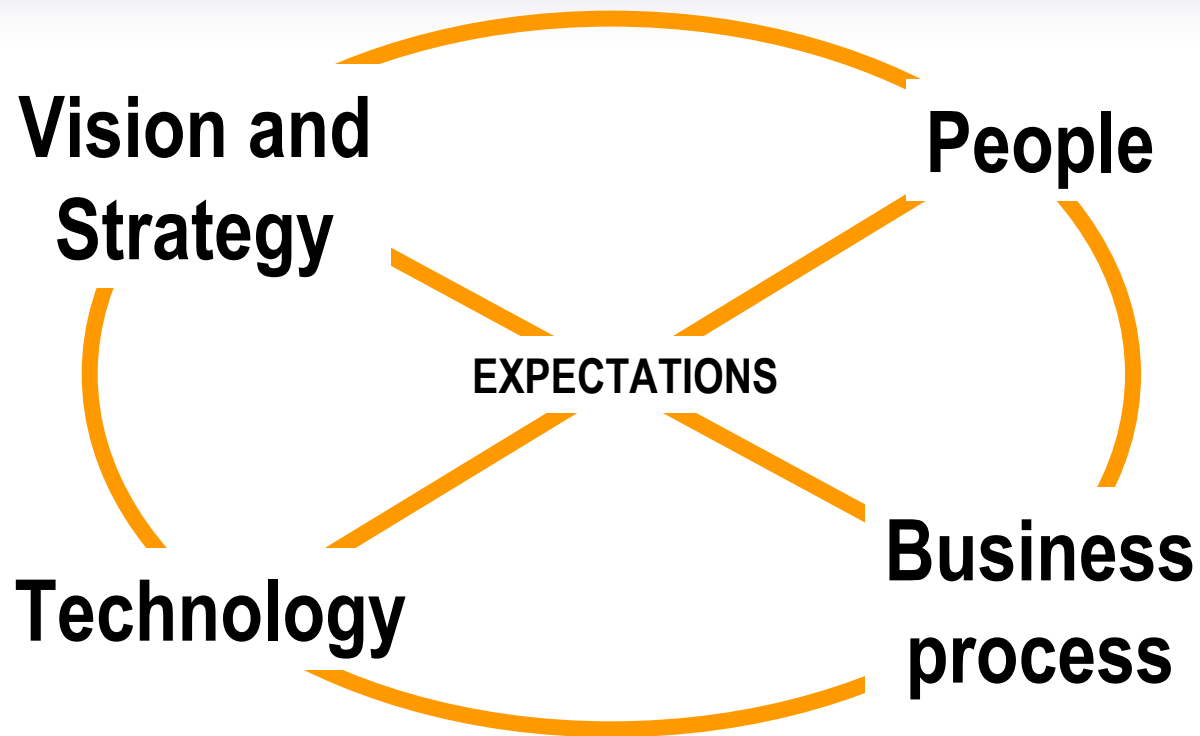
NEWS [3]

50-70% underused
IT and product blamed
“People hate it”
(but “they” were involved in the planning!”)

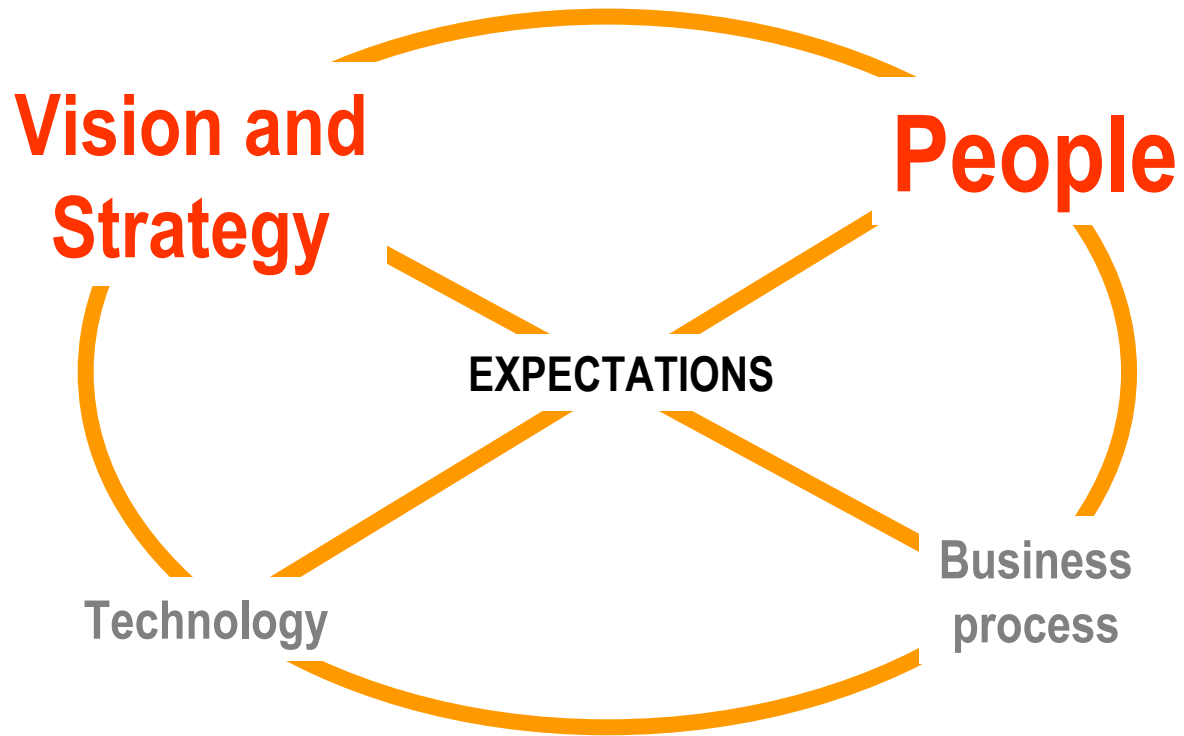
People back to “the old system”, “can’t find the information they expected”
“Doesn’t do what was promised”

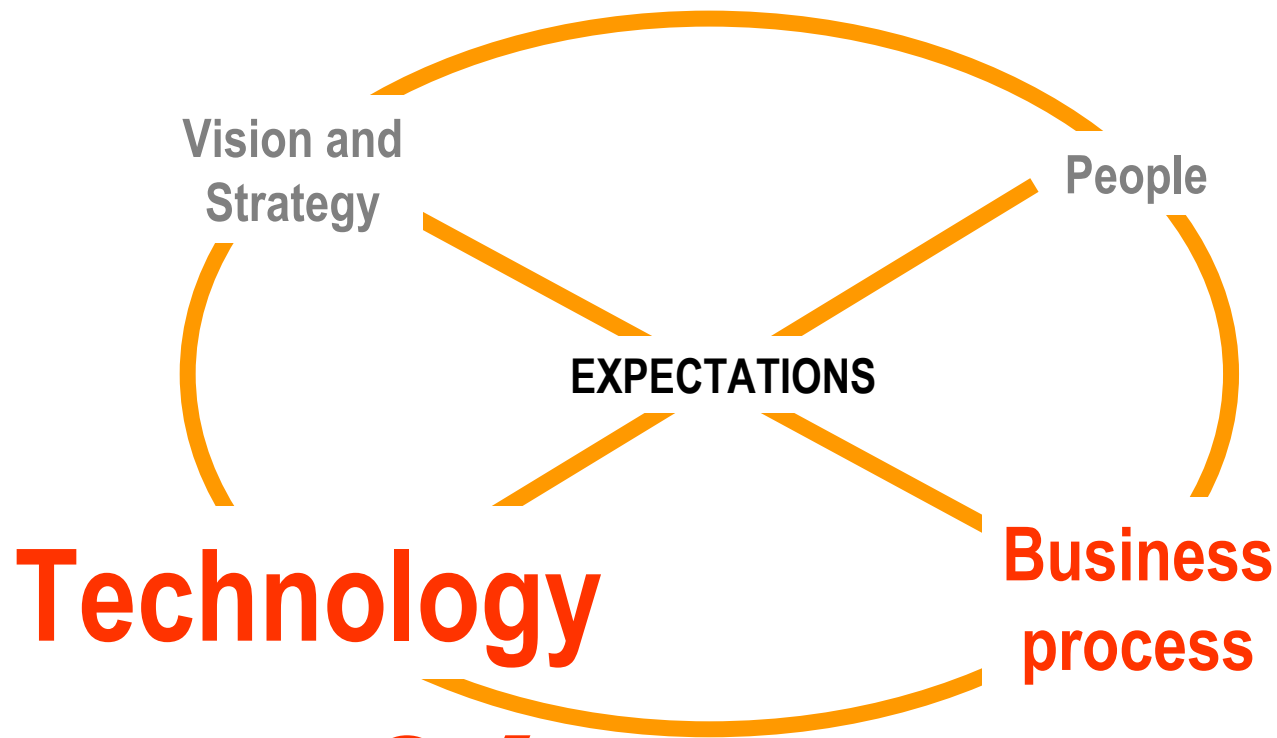
Successful implementation in country A. Same product, same process, fails in country B

Implementation of enterprise-wide new business process and/or new IT architecture



85% Problems





85% Attention and \$

5 key vision+strategy black holes

- Articulation of vision and role of “product” vs “solution” [Product selling → solution selling migration]
- Conceptual clean up!
- Knowledge Sharing/management sub-strategy
- Metrics
- Expectations (Sr.Mgt/staff/IT/process etc)

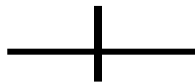
**STRATEGY
AND GOALS**



REQUIREMENTS:
Technology and
organisation



**NEW PROCESSES
AND SYSTEMS**



**NEW IT
ARCHITECTURE**



**COMMUNICATION,
IMPLEMENTATION AND
TRAINING**



**NEW BEHAVIOURS
EXPECTED**

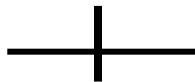
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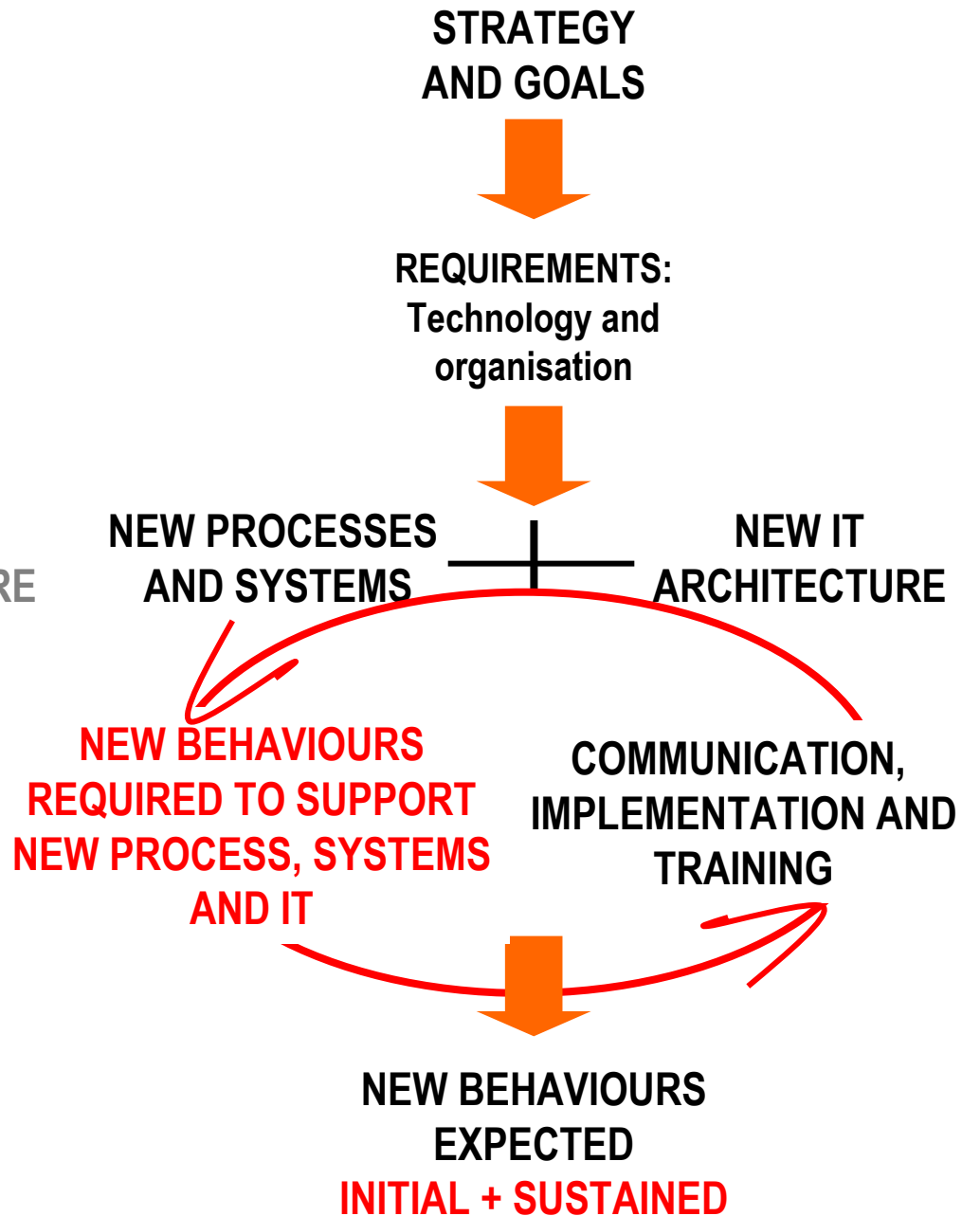
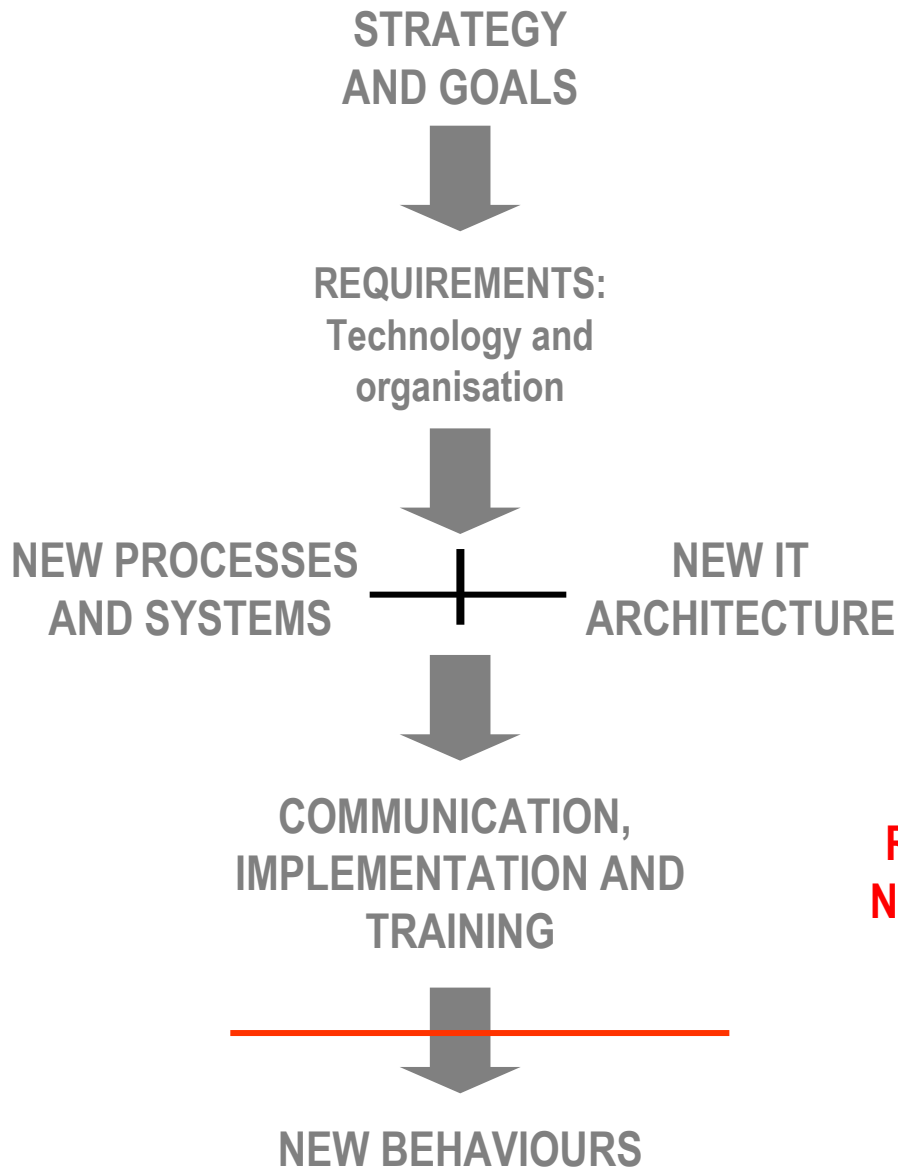


**COMMUNICATION,
IMPLEMENTATION AND
TRAINING**

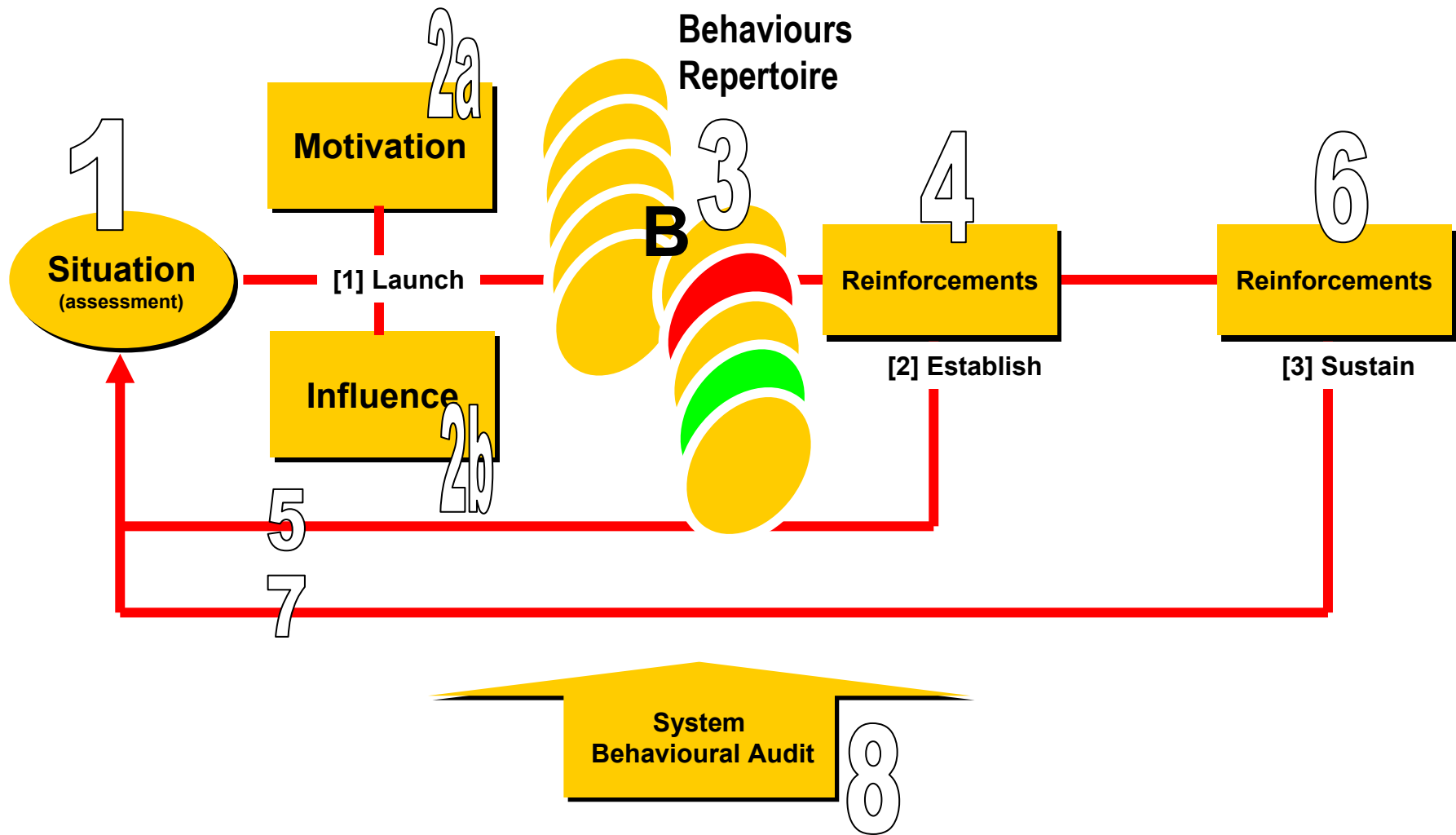
**SOME APPARENT AND
IMMEDIATE NEW BEHAVIOURS,
THEN FADING**

**SOME NEW BEHAVIOURS
BECOME MORE STABLE**

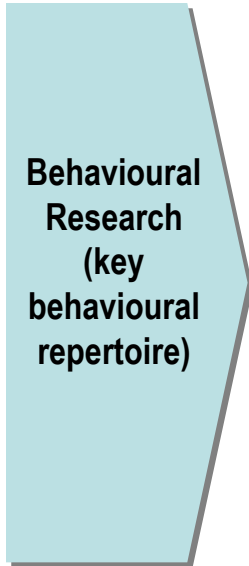
**PEOPLE BEHAVING IN THE
SAME OLD WAY**



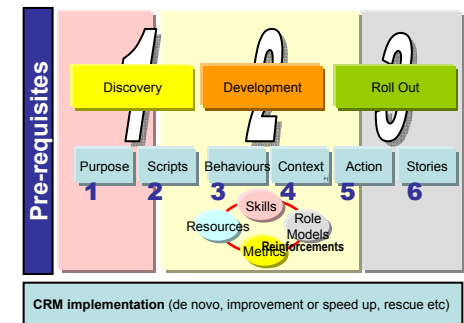
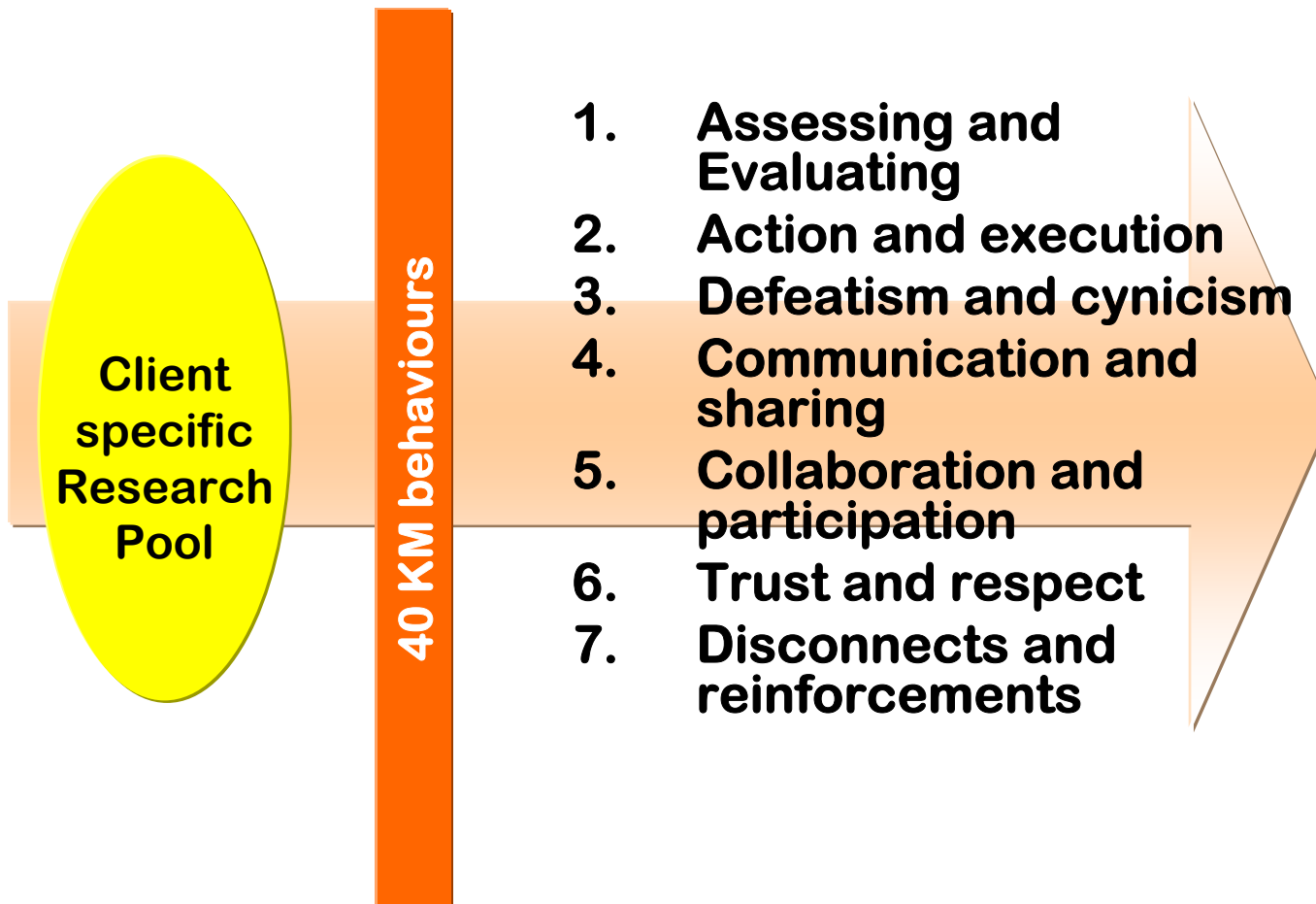
**The behavioural
change management
process**



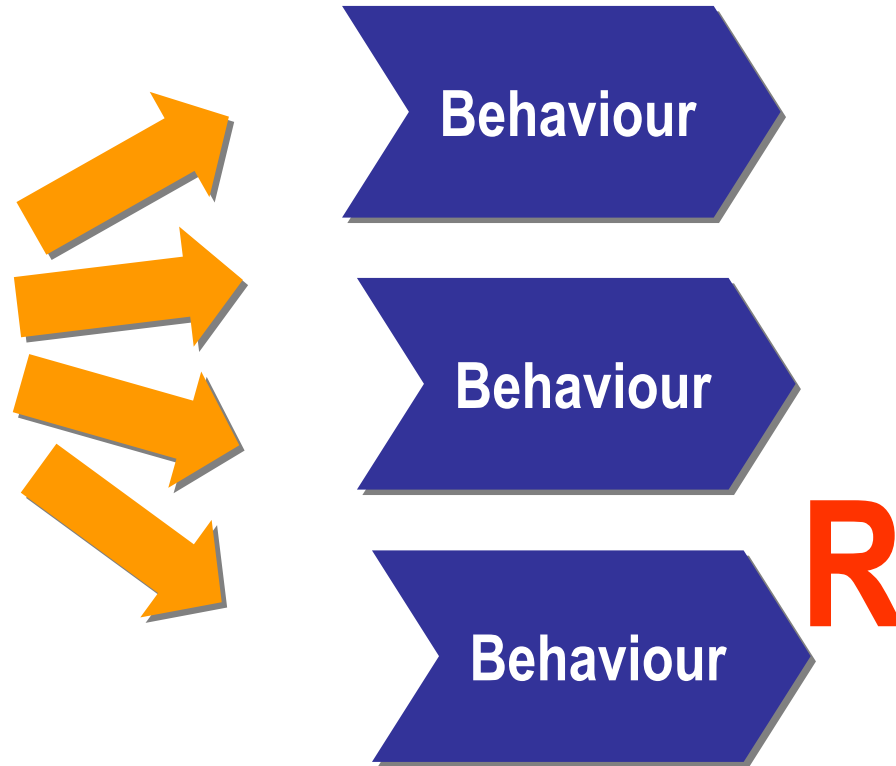
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Behavioural Drivers

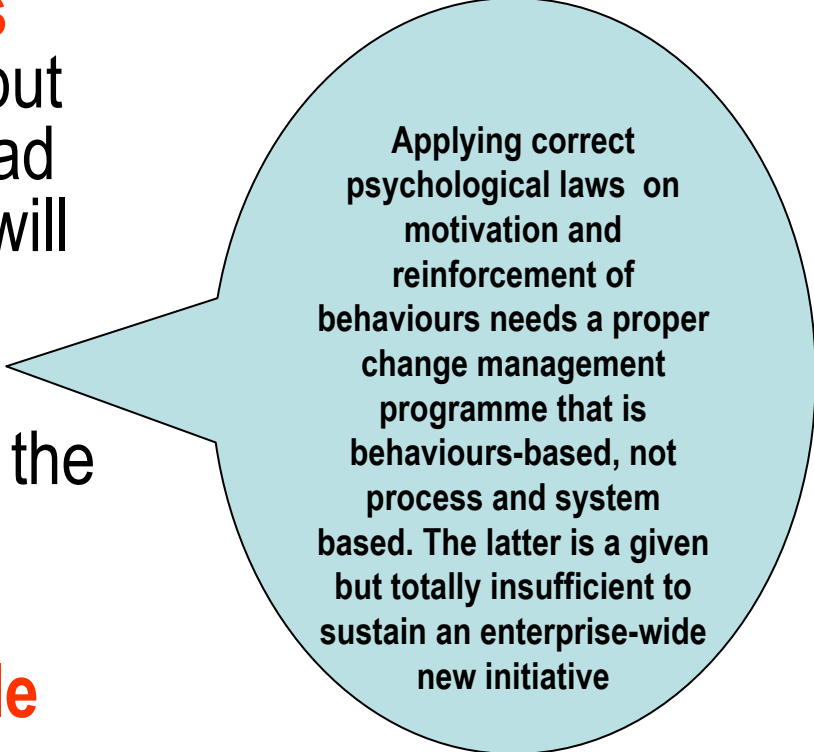


Behavioural Change Management Programme



The Chalfont Project Behavioural Change Management Programme

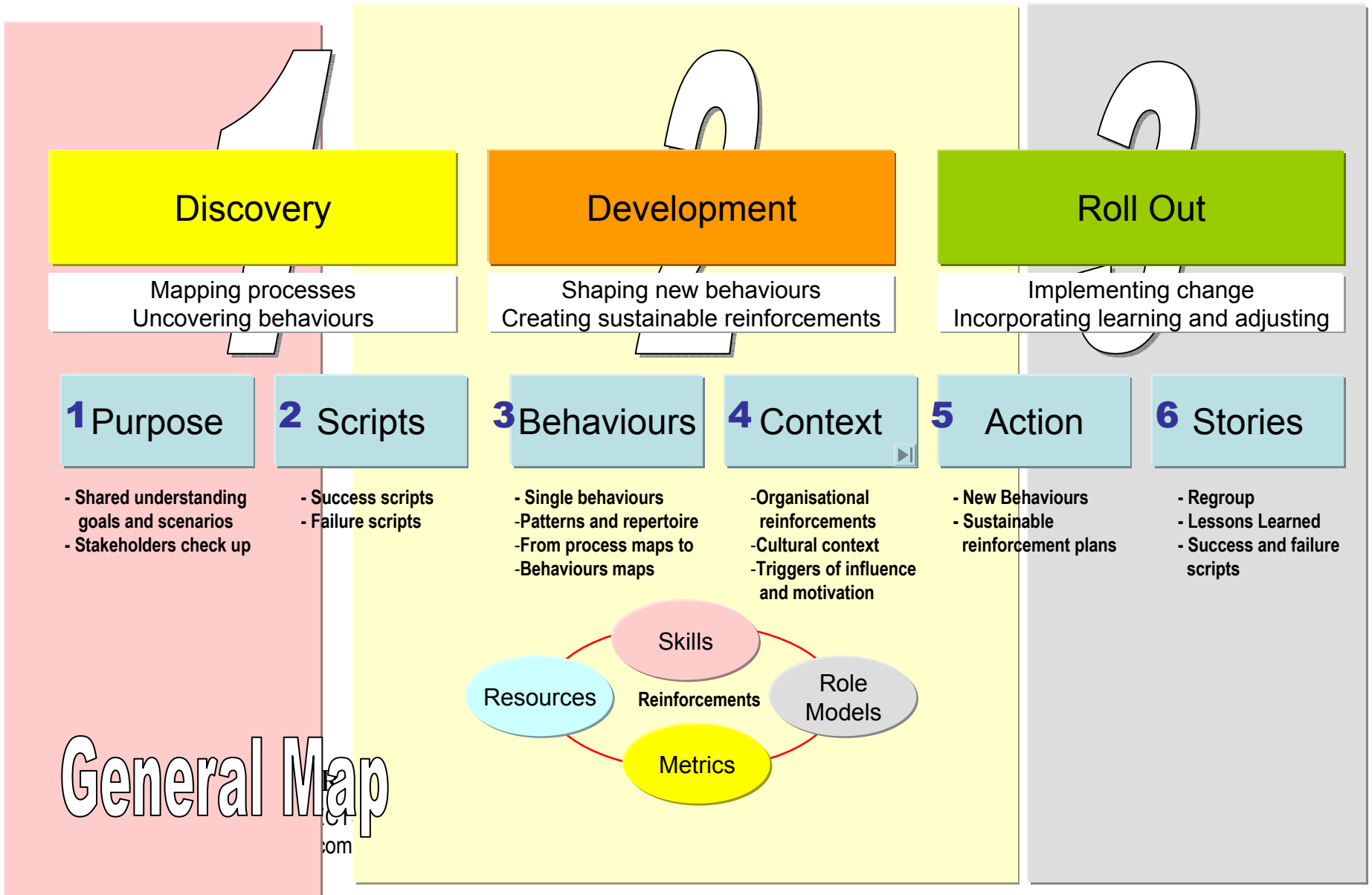
- Discovering what **behaviours** (not processes and systems but the behaviours behind) will lead to **success**, and which ones will block it;
- Define the **new behaviours needed, introduce** them into the new process
- Make sure that the new behaviours will be **sustainable**



Applying correct psychological laws on motivation and reinforcement of behaviours needs a proper change management programme that is behaviours-based, not process and system based. The latter is a given but totally insufficient to sustain an enterprise-wide new initiative



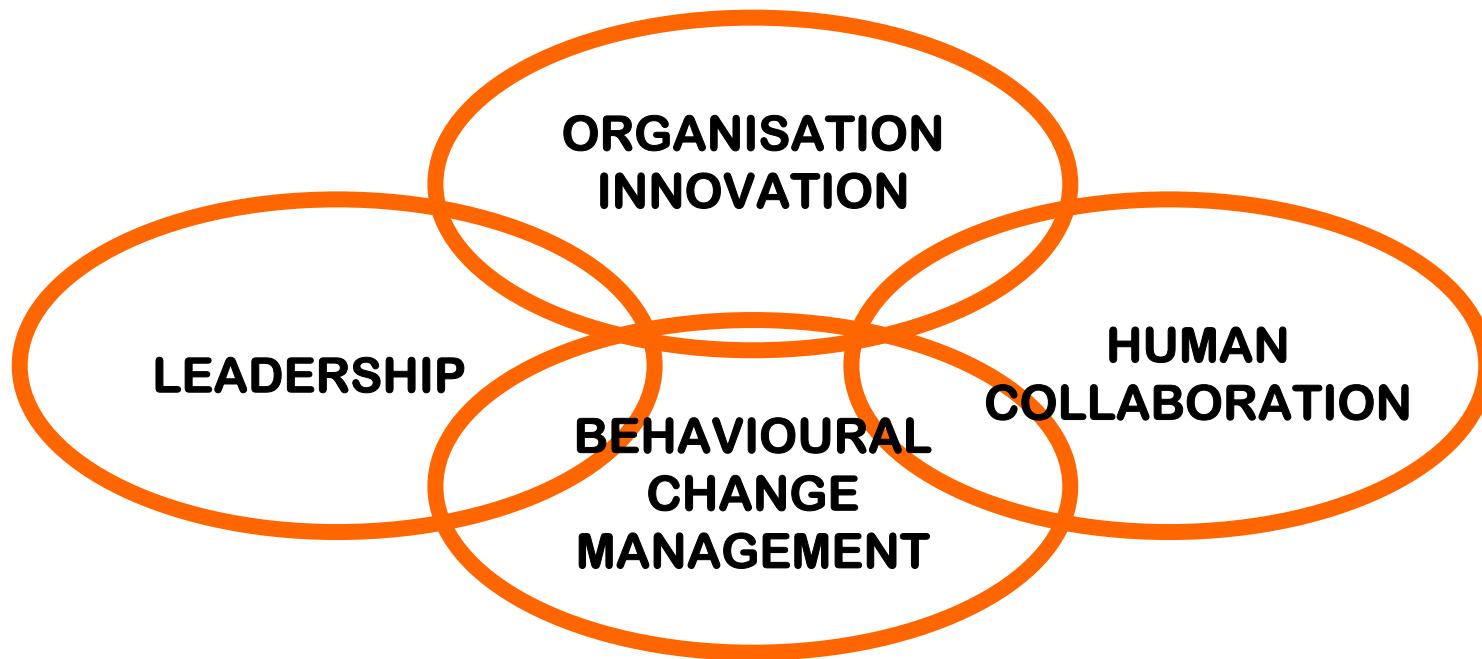
The Chalfont Project Behavioural Change Management Programme



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We are organizational architects

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