



Case Study

How to make global and local roles work together in clinical research?

Back in February 2017, a major pharmaceutical company reached out to us. They were in search of **levering the partnership between global and local roles in clinical research.**

They wanted to implement a matrix structure and train their Global Clinical Trial Managers (CTM) and LTM (Local Trial Manager) on specific competencies to **make this matrix work.** The multiple contacts between these roles proved to be time-consuming and very demanding for people involved in clinical projects, as well as for their managers.

They requested our support to clarify the situation and **make sure that every employee work together in a more productive way,** matching global and local roles, in order to be more successful in clinical research projects. Especially within a global company, different cultures are involved and it was important to consider them all while creating a common structure.

Janssen Profile:

Pharmaceutical company
employing more than 450,000
people all over the world

Number of trainees: >1000

Training Locations: Australia,
Belgium, Brazil, China, Israel,
Japan, Poland, Russia, South-
Korea, Spain, The Netherlands,
USA

Year: 2017

Trainer and Coach: Marc Devisch

Why do companies tend to turn to matrix structures?

Over the years, as the business landscape has evolved and the competition increased, companies started to become more complex. Therefore, companies felt the need to change the way they are organised and **become more flexible**. It is no longer one strategic team vs one operating team. All employees are considered as experts in their own work area.

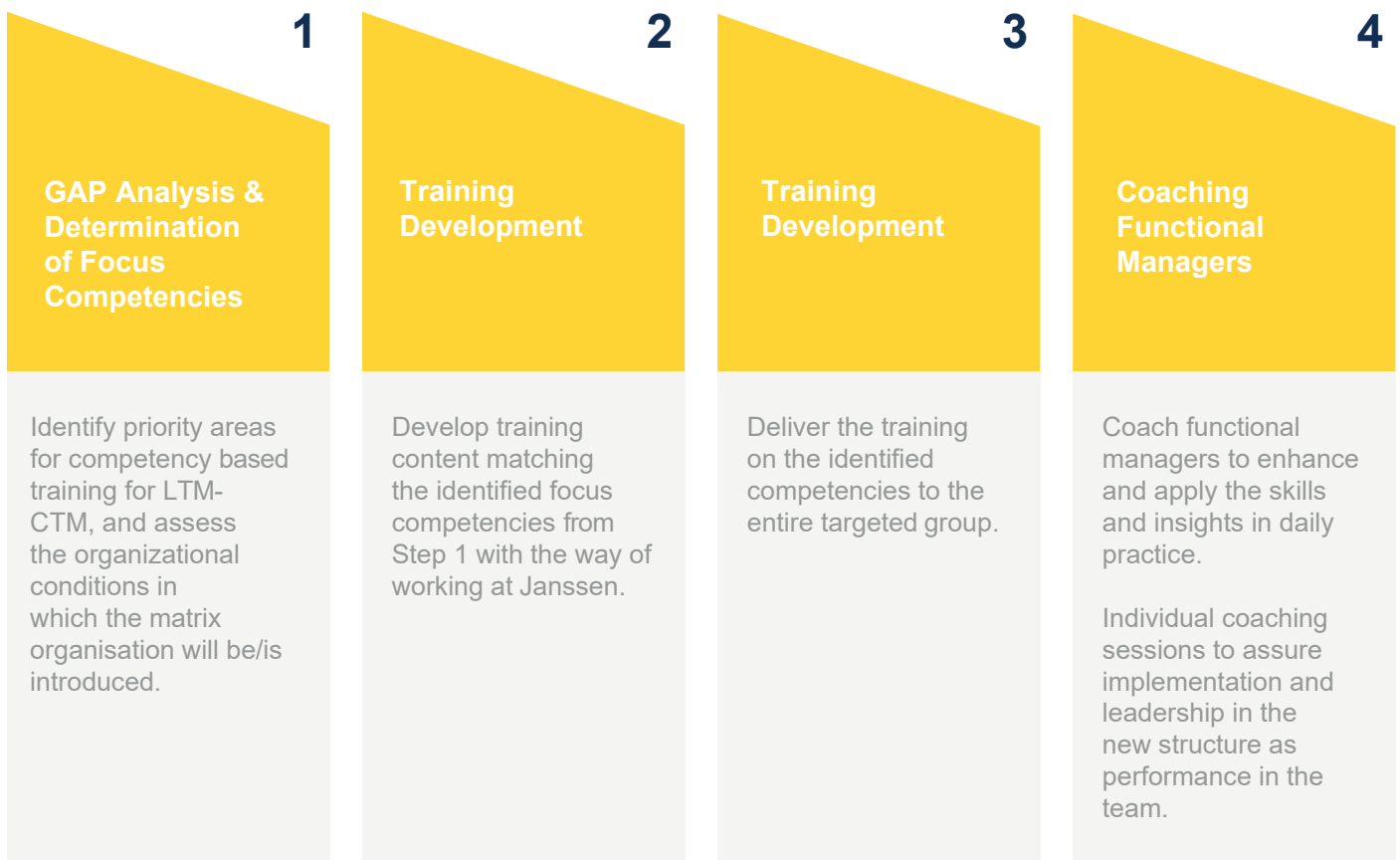
In this organisation, versatility is encouraged to increase flexibility, resources and broader tasks. The final objective of such structure is not work faster but **BETTER**.

Managers have a crucial role too. Their role is no longer to report what has been done and how it has been done. They are now **actively involved** and bring support to their teams in order to help them resolve problems encountered. They also coach workers to become more self-sufficient.

This new company structure definitely put **humans at the heart of the organisation** in order to increase their performance and their satisfaction. And ultimately, this drives to the satisfaction of the customers and the shareholders.

How did we perform this coaching process?

This training was based on a development process divided into 4 steps:



Step 1: GAP Analysis & Determination of Focus Competencies

In a new organisational structure, such as a matrix organisation, there are two essential components:

- The competences required for a manager to effectively manage within the structure
- The organisational conditions that will enable managers to effectively do their job.

We intend to survey both elements and identify competency gaps by :

- running a survey with a sample group and their management
- setting up focus groups for each function (FM, CTM, LTM)

Step 2: Training Development

In the second stage of this project, we have prepared a work plan for the development of the training content. During the kick-off meeting, we have understood that Janssen would like to invest time and effort to tailor and customise the training programme to fit its own cultural identity and style.

We have completed this stage by:

- gathering with Janssen and have a preparatory workshop
- reflecting the real life at Janssen
- having training sessions to be jointly (Janssen/ECCRT) developed

Step 3: Training Development

This stage is actually about delivering the training. We planned 5 training sessions in Europe (2), United States (2), and the Asia-Pacific region (1). During these sessions we covered topics such as:

- Managing multiple bosses and multiple team membership
- Aligning goals and priorities from different reporting lines and teams leading to a lack of clarity
- Cutting out unnecessary meetings and bureaucracy and speeding up decision making
- Managing accountability for results without control over resources
- Exercising influence without authority
- Getting things done in a complex environment
- Managing high levels of change and ambiguity.

Step 4: Coaching Functional Managers

Finally, the 4th stage of this project was to provide coaching support to Functional Managers. It consisted of 3 individual coaching sessions of 30 min each for all FM. Based upon feedback from participants this kind of coaching in a post-training context proved to be very effective, and as much appreciated as a means to stimulate the target people to really make the difference in the field. We achieved this by:

- coaching all Functional Managers individually by ECCRT Trainers
- providing guidance to Functional Managers to coach their team and ensure effective implementation
- following these time points: 1, 2, 6 months post trainings



What we have reached

Throughout the project life-cycle, Janssen and ECCRT have worked hand-in-hand on getting this project to the end. We are very proud of the result of this collaboration and most of all of Janssen's satisfaction.

Overall we have trained more than a thousand people in all regions of the world. The country managers involved in the training process are very appreciative of the outcome:

- each employee is prepared for grabbing the **opportunities** within Janssen
- the training has helped them to **think out of the box** and take more initiatives
- a **better and mutual appreciation** between LCM and CTM is now in place. Everyone knows who to contact for specific questions.

Moreover, an internal survey of the client company proved that over 80% of the participants would recommend the training to their colleagues, and that the intervention proved to be an eye-opener for getting to know and understand better why other people in the same company have a different approach to things, and finally: that there are productive ways to match approaches that seem to differ so much at first sight.

What's next? Further to this project we are developing an eLearning course based on the initial course, in order to deliver a permanent support for newcomers in the company as part of their onboarding programme.

Contact us for more information about
our tailored services!



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