Roche

*The Leadership Circle Profile:
Business Success Story*

THE CHALLENGE

Roche is a leading global healthcare company that has 95,000 employees in 150 countries. It is the world's largest biopharmaceutical and diagnostics company. One of Roche's top priorities is to get diagnostic tests and medicines to patients as quickly as possible. As such, they needed to build a more agile and digital organization, and this initiative started with their leaders.

With an organization as large as Roche, and with so many locations, it had multiple challenges impacting its organization. First, it faced issues of market access around the world. Secondly, it met different and new sources of competition: a significant portion of its drug pipeline was at risk due to biosimilars. And finally, as in many industries, digitization and big data continue to transform its businesses: in diagnostics, this was a fundamental change to its business model; and in pharmaceuticals, it's changing the operating model and how it performs clinical trials.

With that, Roche recognized that it had to begin changing mindsets and skills of its senior leaders across the global organization, and it needed leadership to be much more agile. This project, called Kinesis, has been a global leadership initiative designed to help senior leadership develop the mindsets and capabilities they need in both personal and organizational transformation.

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THE APPROACH

To have a truly agile organization, Roche believed speed and flexibility were needed, but also the stability to ensure it was living its mission of 'doing now what patients need next.' "Establishing that was a big part of our Agility program for our leaders, said Cris Wilbur, Chief Human Resources Officer for Roche. "They get the concept about the mindset that they have today and the mindset they need to bring."

Once that was established, leaders were asked to get into the two basic mindsets of leadership, Creative and Reactive, and use the Leadership Circle Profile to teach them why agile requires a more Creative mindset — both for the organization and for the individual leaders.

To do this, Leadership Circle practitioners and Roche stakeholders performed a deep dive into each person's personal leadership mindset, which is done somatically. A large Leadership Circle Profile mat was placed on

the floor, and leaders moved around the mat to comprehend what it's like to function from different dimensions.

"It's very experiential, very reflective, so that people can really understand how this thinking and, ultimately, their behaviors, manifest in solving problems or making decisions," said Wilbur. "You learn to think about what gets in people's way or consumes more energy than it should."

During the four-day sessions, the groups were also looking at collective leadership patterns and what impact those have on the overall company culture. Then participants are asked to reimagine any aspect of the company that they think would benefit from being more agile, and worked together in real-time to create a possible solution.

These ideas are then presented to Roche executives, resulting in creative dialogue about a transformation for the organization. Individual leadership work is weaved into the four days, allowing individuals to practice what they're learning and apply those principles immediately.

The Kinesis program was co-designed with The Leadership Circle and Roche, which allowed for teams to work together with creative mindsets of purpose, trust, and possibility. It allowed the entire process to feel even more real, enabling the team to "lay the foundation for what has become a deep, trusting relationship amongst our organizations," said Tammy Lowry, Roche's Global Head of Talent Innovation.

THE IMPACT

To date, Roche has brought the Kinesis concepts to over 6000 global leaders -- and counting. As a part of the program, leaders are invited to run a similar Kinesis session with their own leadership teams. Currently, about 95% of the participants are opting to run sessions with their own teams, a significant win for the organization.

"What we're finding now, because of the empowerment and shared accountability, is that we need to look at the people on the other side of that equation. Their leaders come back fundamentally different, and now everybody has to catch up with that. Everyone is getting into agile everywhere, all the time now," said Wilbur.

Leaders throughout the organization have seen both personal and professional transformations. This individual effectiveness drives collective effectiveness, which in turn drives entire systems. They're trusting the people around them, as well as the system, to figure out possible answers, learn, and adjust. All of this allows the organization as a whole to practice their values of integrity, courage, and passion, which translates back to the patients they serve. "It isn't about processes or practices," said Lowry. "It's a fundamental change in the way our organization works together. It's a revolution."

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