Case Study // Boehringer Ingelheim
- A strengths-based example of restructure and culture change

Boehringer Ingelheim (BI) is one of the first UK based organisations to fully use a strengths-based approach to aid culture change through the development of individuals and teams.

For five years BI UK has embraced strengths and positive psychology within its organisational development, and learning development environment. From its factory closure in 2009, BI adopted aspects of a ‘Resilient Organisation’, in 2010 BI reignited its values through an organisation wide ‘Appreciative Inquiry Summit’ and in 2012, BI UK embarked on a culture change project entitled ‘Implementing Boehringer Ingelheim’s future’.

The main focus of the project was:

• To introduce an account management approach within the sales function of the UK and Ireland BI Prescription Medicine Business
• To adopt a strengths-based assessment approach to ensure that individuals in the sales force were appointed and developed on the basis of their strengths

Capp’s Approach

Capp partnered with BI to:

• To introduce strengths through recruitment, using Capp’s strengths methodology and Realise2 Model and to embed a strengths-based approach to the assessment and development of field-based staff during a period of structural and culture change
• To invest in time to inspire buy-in and to deliver quality strengths-based training to all assessors involved in the restructure assessment process

There were three stages used for the successful implementation of the approach, applied to recruitment and restructure at BI, these were:

• Stage 1: role profiles
  Ensuring the development of high quality, outcome orientated role profiles
• Stage 2: success matching
  Strengths mapped to the outcomes as identified within the role profiles
• Stage 3: validation workshops
  Conducted with cross functional stakeholders to cross validate the strengths mapped to the role profiles
Outcomes

**Design stage outcomes**

- The development of a BI strengths dictionary
- Identification of core strengths that were generic across roles and across levels
- Differential strengths that were aligned to specific roles
- Mapping of strengths to BI’s core competency frameworks

Building on this foundation Capp worked in partnership with the BI work stream to help develop a bank of validated strengths-based interview questions and assessment centre exercises.

**Early roll out outcomes**

A total of 250 internal and external candidates went through this process and 95 individuals are now in role, who have been appointed from a strengths perspective.

Qualitative candidate feedback included comments such as:

*Overall I found it a positive, less stressful experience that challenged me in all the key areas of the role […] it was a level playing field for any applicant.*

Assessor feedback included comments such as:

*It has allowed people to come forward who might not have applied for jobs, and has allowed us to ‘break the mould’ by viewing candidates by strengths rather than competency.*

Quantitative results from the candidate’s perspective included:

- 95% of successful candidates enjoyed going through the strengths-based interview more so than other interviews they have attended
- 99% of successful candidates have a greater awareness of their strengths and value BI as a result of the strengths-based interview
- 88% of assessors thought the strengths-based interview enabled them to distinguish between low, average and high performers
- 88% of assessors were able to score the strengths-based interview more accurately and easily compared to the previous competency approach

Key learnings from the recruitment stage were crystallised into seven steps to success.

Bringing strengths into development

A priority for ‘Implementing Boehringer Ingelheim’s future’ was to ensure that all employees were developed from a strengths-based perspective and that the interventions that were brought in would outlast the initial implementation phase. All employees had the opportunity to know what their strengths were and how their strengths would help them live the behaviours needed in the new culture. Working with BI Capp developed material and tools that could be self-led and practical to use. These included:

- Capp’s strengths identification tool Realise2 was available to all employees
- Team development tools for managers
- Strengthspotting guides for all staff
- Strengths performance reviews and talent management to help managers and individual align their strengths to the existing performance review and talent process

Key learnings from the development stage were crystallised into four steps to success.

Next steps and conclusion

BI are now further rolling out strengths to other parts of the business and have a strengths and development advocacy team in place to ensure that strengths continue to be fully embedded.

Peer nominated recognition and awards along with regular updates, case studies and best practice sharing continues to remind people that they can use new ways of working.

BI are now living the new ways of working, operating and behaving they set out to achieve and continue to deliver against their ongoing global vision of ‘Value through Innovation’.

For further information about the work and outcomes within this case study and how Capp could help you discover talent please contact Capp on: +44 (0) 2476 323 363 or email capp@capp.co