

# Value Adding

## # 23



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October - December 1999

Kate Ramsay and Des Ryan welcome you to AnD Consulting's newsletter.

In this edition Des explores in **Learning Moments** the idea of vision and an emerging context. **Did You Know?** announces AnD Consulting's 1999 Scholarship with a testimonial from last year's winners, and this edition's '**And Story**' resolves an ethical dilemma. **Value Adding in Business** tells how the director in a pharmaceutical company adds value to some of her diverse customers.

### Learning Moments

Just recently I was reading an article in which Warren Bennis described five competencies of the New Leader. The first, he says, is for the leader to demonstrate that they have a passion and purpose.

You may well be asking, "to do what?" The answer is to create their vision and to take the time and have the courage to implement the strategies which their vision involves.

Pursuing a vision is good for the bottom line. It adds value to the business. It also attracts and holds knowhow workers. Bennis goes on to state that those U.S. companies which have an effective leader (one who is pursuing a vision) have increased their stock price by 900% while those who are led by managers, as distinct from leaders, have only increased their stock price by 78%.

To have a vision which adds value, we need to change the context in which we do business from an industrial 'tall in the saddle' style of leadership. Remember Alvin Toffler and his Third Wave theory? Well, I think the next wave, or context, will be called the Biological Age and this is where visionary leaders reside. It is also where networks thrive and where collaboration (win/win) is the way business is done.

### Did You Know?

AnD Consulting's 1999 Scholarship is a competition.

It is the **Name the Property Competition** and the winner is entitled to a Leader's Retreat at our property in the Byron Shire. This will include three nights accommodation (including meals and fine wines) in a self-contained studio, two Leadership Coaching sessions and transfers to and from the airport. To enter, send us your name for our property by December 20.

The property consists of 12 acres of land which includes rain forest, a huge park like lawn and a macadamia and pecan nut orchard running down to a creek. There are two houses: a century old timber house surrounded by decks and a modern studio with a Balinese feel. We want the name to symbolise a place of beauty and tranquility, a place for reflection and learning and a place for having fun. We have been quite unable to think of an appropriate name, so get your creative juices flowing and see what you can come up with!

The 1998 scholarship winners were Mal and Deb Pascoe. They had their prize of a Leaders' Retreat in July this year. Deborah had this to say about their experience:

*"Our studio accommodation, nestled in the beautiful hills of Byron, was light filled and spacious. Our Leadership Coaching sessions were insightful and stimulating, and delightful dinner conversations with Kate and Des made our stay even more perfect. The setting and surrounds are beautiful, tranquil and lush. We leave feeling rested and reinvigorated."*

### An 'And' Story

An article by Stephen Covey resolves that dilemma we often face in business between doing what is ethically right versus what makes good business sense. Covey says the key is in having a high-trust culture because this environment brings together idealism **and** pragmatism.



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PO Box 74 Federal NSW 2480  
Phone: 02 6684 9100 Fax: 02 6684 9112  
Mobile: 0418 164 260 Home: 02 6684 9362  
email: and@spot.com.au

## VALUE ADDING IN BUSINESS

Although Jane McDonald is Director of Clinical Research for Pfizer, a multinational pharmaceutical company, it became clear in her interview to Value Adding in Business that she sees her role as being as much in the relationship business as in the pharmaceutical business.

First Jane explained that her primary customers are her team of knowhow workers. The team's role is to look at the data collection, experimentation and regulatory requirements for the development of new medicines. "We're a business unit that does a medical job," Jane said. "We conduct clinical trials over a period of time, we collect information and then evaluate whether this is a better medicine than one we already have and therefore, whether it's worth funding."

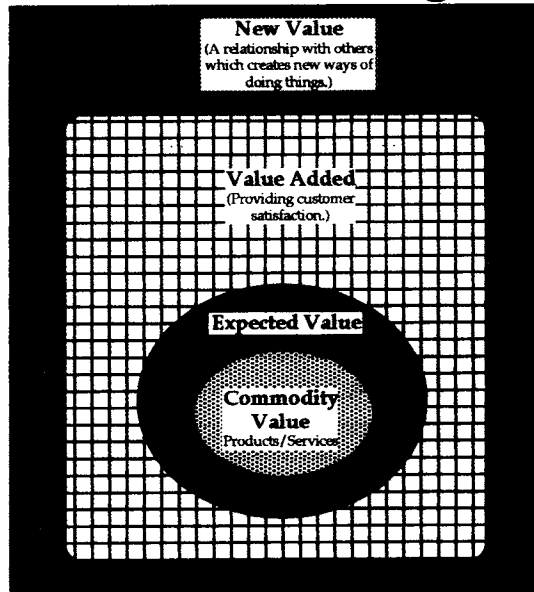
One way Jane adds value to her team is by acting as their ambassador within the company at large. "Getting recognition for what we do, gaining cooperation with other groups, scanning what's going on and putting people in touch with other people is a lot of how I add value to the team," Jane said.

Next Jane explained that her customers also include people in other divisions of Pfizer, the people who live across the road from where she works, the school up the road, the hospital teams and patients with whom she and her team work, as well as lawyers, ethicists and scientists.

Jane said that the hospital patients who participate in their clinical trials are the biggest customer group for she and her team. "We could be purely exploitive and ask for twenty patients with migraine headaches, do the study then say 'thank you very much and see you later,' because it is all we have to do," Jane said. However she and her team choose to add value to the patients who volunteer for their trials by getting involved with them in areas such as disease management and patient education.

Another big customer group for Jane and her team are the hospital medical staff involved in their studies. An example of how they add value to these people is by involving them in meetings and running workshops for them on the areas of the study. "We're imposing incredible deadlines on these people and you have to treat them as real people otherwise they'll just go under," Jane said. "So it's all about building good personal relationships with them."

## Value Adding



To illustrate, Jane described some of the relationships she and her team have developed beyond the life of a specific project. In some cases these have led to lasting friendships, in others, to an opportunity for providing support in times of illness or crisis in these peoples' lives. "The trial is done, the results are in, but it is the relationships we develop with the hospital teams that really matter to us," Jane said.

The rewards for Jane and her team in this are many. For example, a hospital nurse recently sought some advice from Jane in terms of a career change she wanted to make. "We were able to help her and the fact that she asked demonstrated the strength of the relationship she had with us," Jane said.

Jane is well aware that all value adds become expected value over time. To our question about how she keeps adding value to her customers she talked about an idea she is looking at for her team. "People who have been with us for five or six years still have great ideas, but maybe the opportunity to work, for example, in Japan for six months, might be something which will spark up their innovation and enthusiasm," Jane said.

Jane concluded by saying that she hopes that by providing value adding initiatives such as this, it will also mean her team are less likely to move on - a good example of idealism and pragmatism in action.