



CDMO FACILITY, FLORIDA, USA

CASE STUDY

Organizational Readiness

Human Performance Services



Organizational Readiness



Overview

After meeting at a tradeshow booth, CAI was asked by the new CEO of a struggling CDMO to consult with him and their new VP of Operational Excellence to convert the organization from protective, destructive departmental silos into a cohesive, high-performing, and profitable organization. Expediting this evolution was a critical factor, and given their financial outlook, the CEO felt that CAI's approach to Organizational Development would be accelerated by our intrinsic expertise in biotech and pharmaceutical markets, processes, and technologies.

Challenge

The client was suffering from deep-rooted cultural issues. The departmental silos and factions were leading to strife and preventing the organization from succeeding, and it started at the top. An overarching challenge was the misalignment of senior leadership, with no consensus on direction, processes, or target markets. Interdepartmental communications were weak. Individuals in each department lined up behind their leaders, but there was no sense of team as a whole. The organization needed strong leadership to correct their course and lead them into the future.

Goals needed to be set and processes to track progress towards these goals needed to be investigated, agreed upon, and properly implemented. There were issues in areas from staff selection and training to software systems and SOPs. However, the root cause boiled down to the lack of leadership alignment on direction and processes. There were CAPAs, deviations, and change controls that were taking 75+ days to resolve when the industry standard is closer to 30-60 days. But again, all of these were a direct result of leadership's misalignment on direction and the resulting conflicting communication of priorities.



CLIENT REACTIONS

Working with the CAI team to implement a stepped approach for organizational improvement, we have taken our company from unprofitable to profitable in less than 18 months.

– CEO

CAI has delivered much more than the high-cost consulting firm that I hired at my previous company.

– INITIALLY SKEPTICAL CFO

Solution

Our team met with the CEO and Vice President of Operational Excellence to capture the whole picture. After evaluating the information, we identified **six focus areas for further assessment:**

1. **Organizational Structure**
2. **Staff Selection and Assignment Process**
3. **SOPs**
4. **Software Systems**
5. **Training Program**
6. **Staff Qualification Program**

After arriving onsite, experts from CAI's Human Performance and Automation teams interviewed site staff and leadership to assess the six areas mentioned previously. **We conducted 125 interviews**, parsed through the results to find recurring themes and trends. We also distributed a survey focused on communication and the workplace culture. Typically, a 30% response rate is notable when a survey is conducted, but **over half the organization responded within 24 hours**. This enthusiasm indicated a desire for change within the organization, and that was a promising result. We compiled our findings into a summary that was delivered to the client's leadership team.

To accompany our findings report, we created a detailed action plan along with an executive summary table that laid out the issues, actionable recommendations, and the means to accomplish those recommendations. Our team worked closely with the client's executives to help reach alignment in Phase 2 of this effort.

Phase 2 consisted of an offsite, two-day solutions workshop for their leadership team. The leadership team was broken up into groups based on four focus areas: *market strategy, operations, culture, and communication*. The client team led these groups, selected a group leader to drive the activities, and the CAI team facilitated the discussion and progress. Each group produced their own priorities and action plans that aligned with the larger direction for the organization moving forward.

Result

Within one month, CAI had fully assessed the organization's challenges and risks from top to bottom and produced a set of prioritized problem statements with associated solutions. CAI's model for achieving sustainable organizational strength proved to be the playbook by which this client achieved complete structural turnaround with focused, aligned direction, and profitability within 18 months.



CLIENT REACTIONS

After seeing the results of your assessment and survey, we realized we just need to leave this stuff to you, the experts.

- VP OF OPERATIONAL EXCELLENCE