

The following After Action Review (AAR) was completed by Jon Nettle, VP Biotechnology R&D. Chris Coffey worked with Jon and Jan (internal HR) worked with chief scientist Elmo in our one year “guaranteed improvement” coaching process.

Jon’s team of 6 managers were actively engaged. Each selected key stakeholders (28 stakeholders total) and participated in the 2 mini surveys.

Herb is the individual Jon reports to.

Dear Herb,

Please find attached the AAR (After Action Review) that Chris was referring to in his email to you. While the questions are phrased (and numbered) slightly differently from Chris' email below, the objective remains the same: we want to build upon "lessons learned" while moving forward.

I wish you a productive telephone conversation on Thursday with Chris!
(See attached file: Barden AAR.doc)

Best regards,

Jon

After Action Review (AAR) for Jon Nettles and BDCG

1. What did Jon Nettles and BDCG set out to do?

Based on information from internal self-audit and “stakeholder” interviews, we individually and collectively (as BDCG Leadership Team members) committed to improve our interactions with SAG customers and colleagues.

2. What happened in BDCG?

The members of the BDCG Leadership Team selected 28 key stakeholders (10 Internal-ABC; 18 External-ABC) for individual follow-up and to solicit feedback/feed-forward information. Specific action plans were formulated based upon stakeholder inputs, and our success in implementation of these action plans was evaluated through two stakeholder mini-surveys

At the onset of the process Stakeholders were asked to:

- a) Let go of the past and only assess improvement moving forward,
- b) Not to over-inflate their assessment of improvement, and
- c) To help us improve, not be cynical



3. Mini-survey outcomes

The mini surveys included three questions; A, B and C:

Question A:

“I will help BDCG to be seen as the partner of choice for Biologics XYZ development projects within Barden/RP, whether these projects are in-sourced or out-sourced. In that role I will be perceived as easy and pleasant to work with.”

To what extent has this person become more effective?

[Scale -1 -2 -3 0 +1 +2 +3 NEI NCN]

Summary of ALL Responses (28)

June ratings of $\geq +2$ = 47%

November ratings of $\geq +2$ = 60%

Summary of Internal-ABC Stakeholder Responses (10)

June ratings of $\geq +2$ = 43%

November ratings of $\geq +2$ = 62%

Summary of External-ABC Stakeholder Responses (18)

June ratings of $\geq +2$ = 50%

November ratings of $\geq +2$ = 58% (33% are +3)

Question B:

“BDCG will be seen as the partner of choice for Biologics XYZ development projects within Barden/RP, whether these projects are in-sourced or out-sourced. BDCG will be perceived as easy and pleasant to work with.”

To what extent has BDCG become more effective?

[Scale -1 -2 -3 0 +1 +2 +3 NEI NCN]

Summary of ALL Responses (28)

June ratings of +2 = 17% (no +3)

November ratings of $\geq +2$ = 45%

Summary of Internal-ABC Stakeholder Responses (10)

June ratings of +2 = 11% (no +3)

November ratings of $\geq +2$ = 44%

Summary of External-ABC Stakeholder Responses (18)

June ratings of +2 = 21% (no +3)

November ratings of $\geq +2$ = 43%



Question C:

Has this person talked with you about the stated BDCG goal?

Summary of ALL Responses (28)

June Yes: 85%

November: 96%

Summary of Internal-ABC Stakeholder Responses (10)

June Yes: 70%

November: 100%

Summary of External-ABC Stakeholder Responses (18)

June Yes: 94%

November: 94%

Several pages of unedited written stakeholder to the following 2 questions have also been collected:

- a. *What specifically has (specific BDCG individual's name) done since February that you want to reinforce and encourage him/her to continue?*
- b. *What suggestions (feedforward) would you give (specific BDCG individual's name) and BDCG so there will be continued improvement in the future?*

In addition to the goals for the BDCG team, Jon Nettles committed to improve 2 specific leadership/behavior skills for himself. They were:

1. *I will improve my understanding and delivery of what is most important to our customers. (mini-survey average score = + 1.5)*
2. *I will listen to others to understand their point of view before giving my opinion. (mini-survey average score = + 2.0)*

Elmo committed to improve the above leadership/behavior skills also for himself, and he received very positive feedback in his mini-survey (improvement rated +2 and higher).

During 2005, an independent company (VEX) survey was conducted to evaluate work relationships and job satisfaction across all RP development functions (including ABC) and sites (including BDCG).

The outcomes of this year's SAG survey confirmed that BDCG is now considered equally easy to work with as the average ABC site. **In addition, BDCG was identified as being more positive than all other development sites with respect to trust in ability to attract and retain high quality employees, the overall satisfaction with the company and the trust in the employees' future at the company.**



4. Why was this initiative successful?

- a) **We listened to the feedback from stakeholders** from the internal audit and set out to build on what it said were our strengths and to address some valid issues and areas for BDCG improvement.
- b) We engaged a coach (Chris Coffey) and HR (Jan H.) to work with the BDCG Leadership team and its key members.
- c) We established individual and team commitments.
- d) **We selected stakeholders** to work with us during the process, and to determine whether we improved individually and as a team over the year.

Individually and collectively we were able to make improvements that were recognized and acknowledged by the selected stakeholders. Initially we committed to a 6 month process which we expanded to a year after the very positive results achieved by each member of the BDCG Leadership Team in the June mini-survey. **In other words, we used the positive feedback in June as encouragement to improve even more and measure it again in November.**

5. What have we learned?

- a) Success is achieved by **action, not words**.
- b) Commit to improve something important to you, to your team, and your organization.
- c) **Go public** with what you commit to improve with key stakeholders and enroll them for suggestions on how you can improve. **Follow up** with them on a monthly basis.
- d) **Ask stakeholders to “let go of the past”** and only assess improvement moving forward from this day. This sounds easy, but it is difficult to get others to see and acknowledge the change. This can become a de motivator if you allow it.
- e) **Follow-up is critical. Mini-surveys are effective and efficient tools** to measure improvements and collect additional suggestions.
- f) Expanding the coaching process from BDCG Head to **include the entire BDCG Leadership Team** proved to catalyze the process and allow much broader organizational impact.
- g) **The process is simple but not easy** as Chris says all the time. It needs to be facilitated by an experienced coach (internal or external), to soundboard approaches and work through temporary discouragements.
- h) We want to sustain the momentum by actively encouraging our BDCG Leadership Team members to periodically assess what works and what does not – identify what we may need to further improve and what we may need to change or adopt. We expect that over time this may trigger recognizable positive changes also outside BDCG.