

Takeda's ONE Oncology Team Excellence Program Creates Agile, Cross-functional Units Across Regions

Takeda

Best Team Development Program

September 2021



Company Background



Company-at-a-Glance	Takeda
Headquarters	Tokyo, Japan
Year Founded	1781
Revenue	\$32.9 billion
Employees	49,578
Global Scale	Takeda operates from four regions: Japan, U.S., Europe and Canada (EUCAN), and Growth and Emerging Markets (GEM). These four regions are accountable for providing access across Takeda's entire portfolio approximately in the 80 countries where the company operates.
Customers/Output, etc.	Scope of Business: Research & Development, Manufacturing, Sales and Marketing, and Import/Export of Pharmaceutical Drugs, etc. Takeda targets areas where there are high unmet medical needs, and its R&D experience and platform can be fully utilized. The company focuses its resources on the core therapeutic areas, including Gastroenterology, Rare Diseases, Plasma-derived Therapy, Oncology and Neuroscience.
Industry	Pharmaceuticals
Stock Symbol	TYO
Website	https://www.takeda.com/

Budget and Timeframe

Overall budget	\$440,000
Number of (HR, Learning, Talent) employees involved with the implementation?	Four
Number of Operations or Subject Matter Expert employees involved with the implementation?	10
Number of contractors involved with implementation	Seven
Timeframe to implement	April 1-Dec. 31, 2020
Start date of the program	April 2020

Business Conditions and Business Needs

Established 240 years ago in Japan, Takeda has been serving society with innovative medicines and helping patients reclaim valuable moments of life from illness and become one of the world's leading companies. In January 2019, Takeda completed its £46 billion acquisition of Shire, a deal that took just eight months to see through from announcement to close.

The merge has created a global, value-based, R&D-driven biopharmaceutical leader headquartered in Japan, making the 240-year-old drug company one of the world's 10 largest pharmaceutical companies. Due to the integration, Takeda has expanded its market to more than 90 countries and has been able to enhance its sales structure and expertise to deliver pharmaceutical products to more patients and medical stakeholders around the world. The completion of the transaction marked the beginning of a new era for the company. It was a great opportunity of transformation for the patients, for the organization and for the people.

The merge of Shire has also led Takeda to establish organizational changes globally. Takeda Oncology, the Global Oncology Business Unit of Takeda Pharmaceutical, has been one of the business units reviewing its organization to bring together its ever-expanding Global Oncology Business, R&D and Drug Discovery units into a single unified operation.

Alongside its boundary-pushing global R&D unit, Takeda Oncology's proven commercialization capabilities has been transformed to quickly respond to the diverse and ever-changing needs of patients, healthcare providers and health systems around the world.

In 2020, Takeda Oncology has established hubs in the United States, Japan, and in Europe and Canada (EUCAN Oncology) region with eight countries; Germany, Spain and Portugal (Iberia), France, Italy, the United Kingdom and Ireland and Canada. With this structure in place, Takeda Oncology optimally organized to discover, develop and deliver best-in-class oncology therapies for patients around the world and has become a force of more than 2,000 dedicated oncology professionals, driven by a patient-focused entrepreneurial spirit and commitment to agility, even as the organization grows in size and scope. Following the new organizational structure of Global Oncology Business Unit, EUCAN Oncology Business Unit established a new headquarter office in Zurich, Switzerland for the new region, and immediately started to build the brand-new EUCAN Oncology team both at the regional and local level.

On top of the internal challenges of the company, 2020 was an unprecedented year. Many employees had to adapt to working virtually, with fewer opportunities to stay active and reduced in-person interactions with colleagues due to the global pandemic. This situation has put additional stress and pressure on the brand-new EUCAN Oncology team, considering that the 81% of the regional and leadership team members were new to the organization, the recruitment process was conducted virtually and the new members had to be onboarded remotely.

Takeda's EUCAN Oncology regional and leadership team faced considerable change and uncertainty, both internally and externally; and in this context, it was even more crucial to build a trustworthy, interrelated, agile and resilient team to have a strong start as the new organization. With this goal in mind, "ONE Oncology Team Excellence Program" has been developed. This team development program is way beyond the traditional team-building and team-facilitation programs. In the traditional team building programs the focus is usually on the individuals within the team and with tasks internal to the team, such as identifying how relationships can be improved so that the team can work better. Takeda believes that this approach has value but its value is limited. 'ONE Oncology Team Excellence Program is a team coaching and development program, which enables the new team to function as more than a sum of its parts by clarifying what the team is there to do and by improving the relationships both within the team and between the team and its external environment. ONE Oncology Team Excellence Program is a well-blended synthesis of team facilitation, organizational consulting, organizational development, individual work, and team development work.

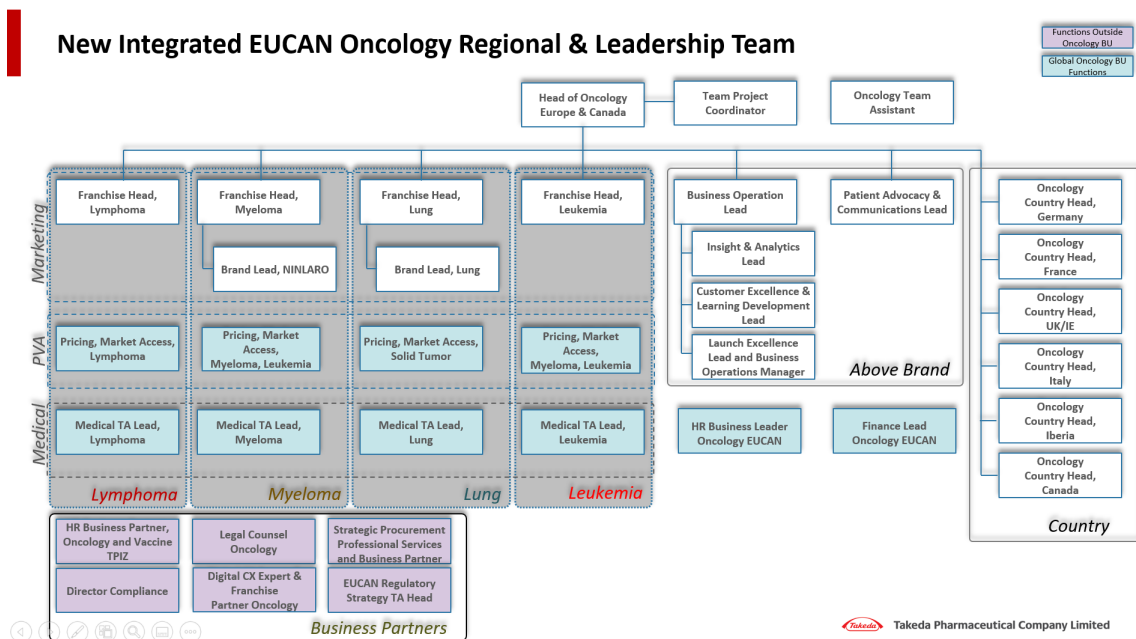
This team development concept allowed the newly established EUCAN Oncology regional and leadership team to move their organization from a functionally focused business unit to an agile, inter-related, resilient and externally focused organization while maintaining high-performance levels and improving both customer satisfaction and stakeholder engagement levels.

Overview

Before the establishment of the brand-new EUCAN Oncology regional and leadership team organization in April 2020, there was a horizontal organization structure where the functions were working in silos, very detached from each other, not having the team mindset and spirit. The regional team was not well-connected with the Oncology Business Unit countries and there was no leadership team establishment at all. As a result, the EUCAN Oncology Head of Business and HR worked on a best-in-class organizational structure that ensures an inter-related, agile and resilient team.

Having said that, the new organizational structure still reflects a very matrixed organization as a combination of global functions, international franchise teams, business partners, country heads and regional operations. In favor of the new team's success, it was crucial to design a strong team development program by deploying coaching in their team dynamic.

Figure 1: New Integrated EUCAN Oncology Regional and Leadership Team

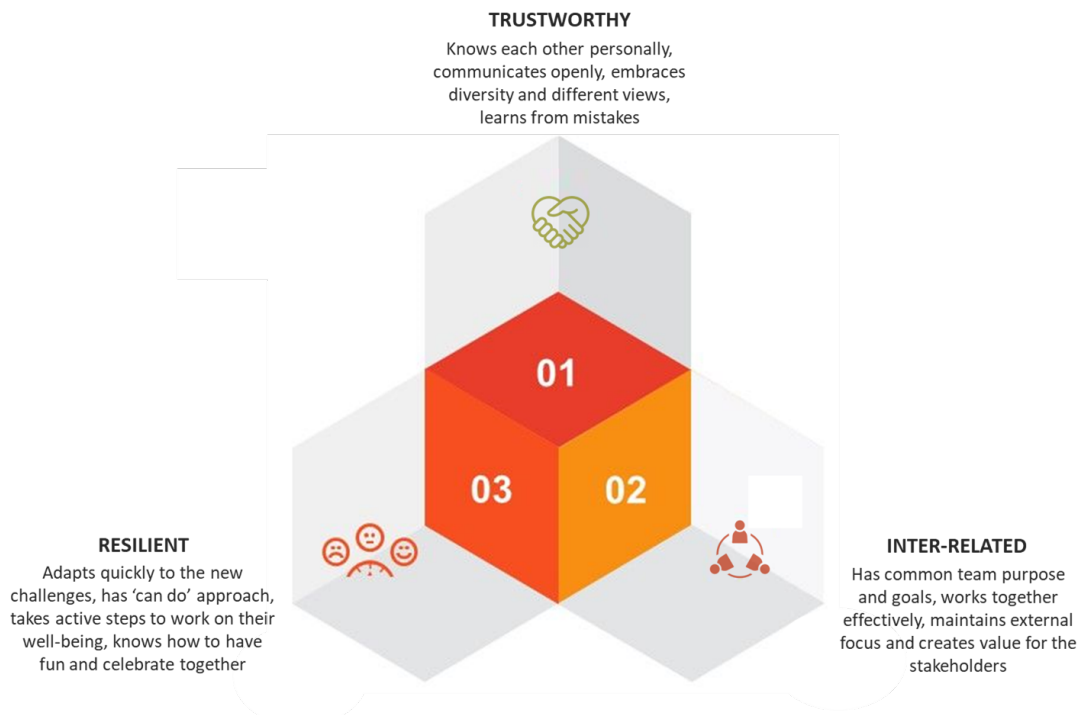


While working on the design of the new team development program, the following challenges were addressed:

- **Challenge 1** — 81% of the regional and leadership team members were newly recruited with different backgrounds. The majority of the recruitment and onboarding process was completed virtually due to pandemic conditions, where it had a negative impact on building strong bonds within the team.
- **Challenge 2** — The recruitment of the new team members happened in phases and this situation created a bigger challenge regarding building an interrelated, cross-functionally collaborative team.
- **Challenge 3** — Due to the matrix organization of Global Oncology Business Unit, the EUCAN Oncology team had different reporting lines that caused governance issues and unclear roles and responsibilities.

As per the team challenges identified above, the desired state of team characteristics is defined as below:

Figure 1: Desired State of the Team Characteristics

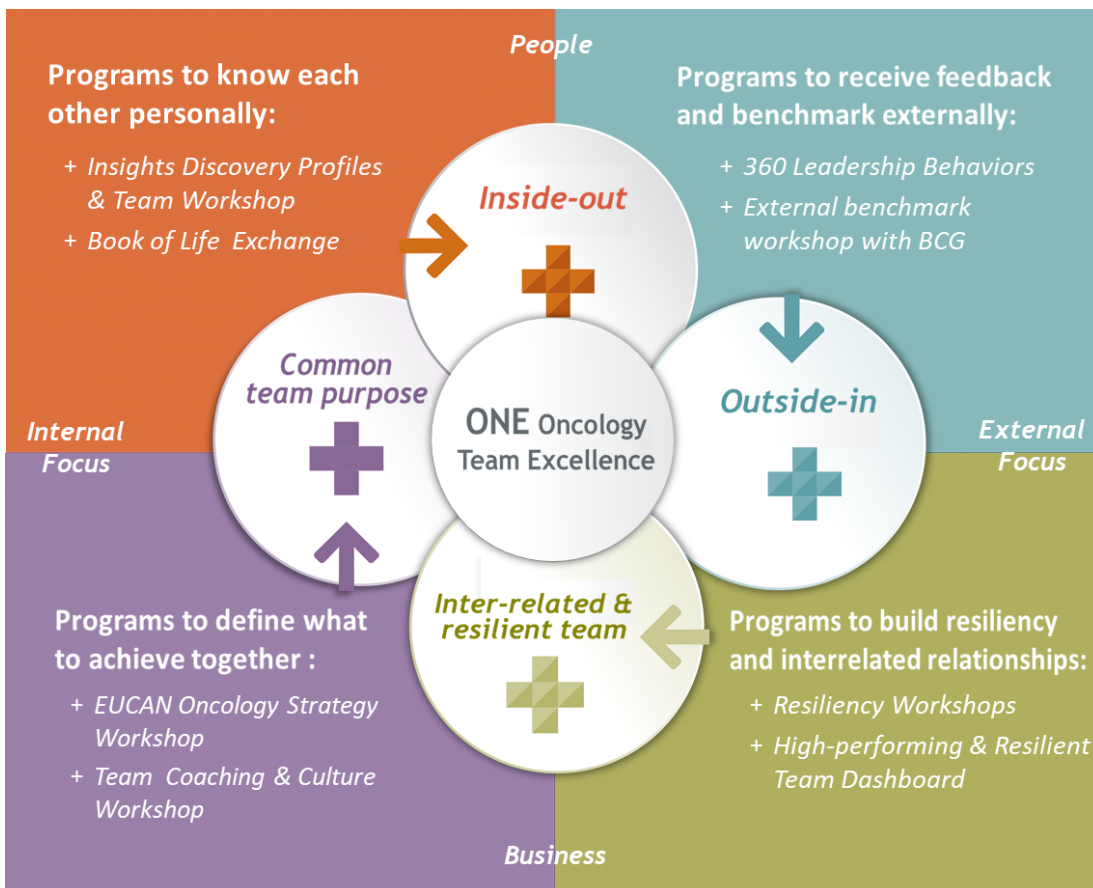


The desired state of the team characteristics required the Takeda EUCAN Oncology team to go beyond the team-building while designing the team development program. The business and team needs show that getting together in a playful way to learn more about their peers is not enough to overcome the challenges the organization had and ensure a trustworthy, interrelated and resilient team. Team-building activities are also used to

increase team awareness and establish personal links between team members. However, team-building activities do not resolve conflicts nor do they create high-performing teams. To achieve the goal of creating a “high-performing team,” more substantial team coaching was decided as the best-in-class team development approach.

The “ONE Oncology Team Excellence Program” is designed on the team coaching principles to create an environment that has everything a team needs for great teamwork: trust, honest and healthy discussions to navigate through existing conflict, mutual commitment to decisions and plans, mutual accountability and a focus on collective results. Team coaching has been an intense, emotional and enlightening process. It is not always a comfortable journey, but to convert a team into a high-performance team, one needs to go beyond playful team-building activities.

Figure 2: ONE Oncology Team Excellence Program



The Takeda EUCAN Oncology team development program lasted almost one year and was focused on sustainable change and healthy team dynamics.

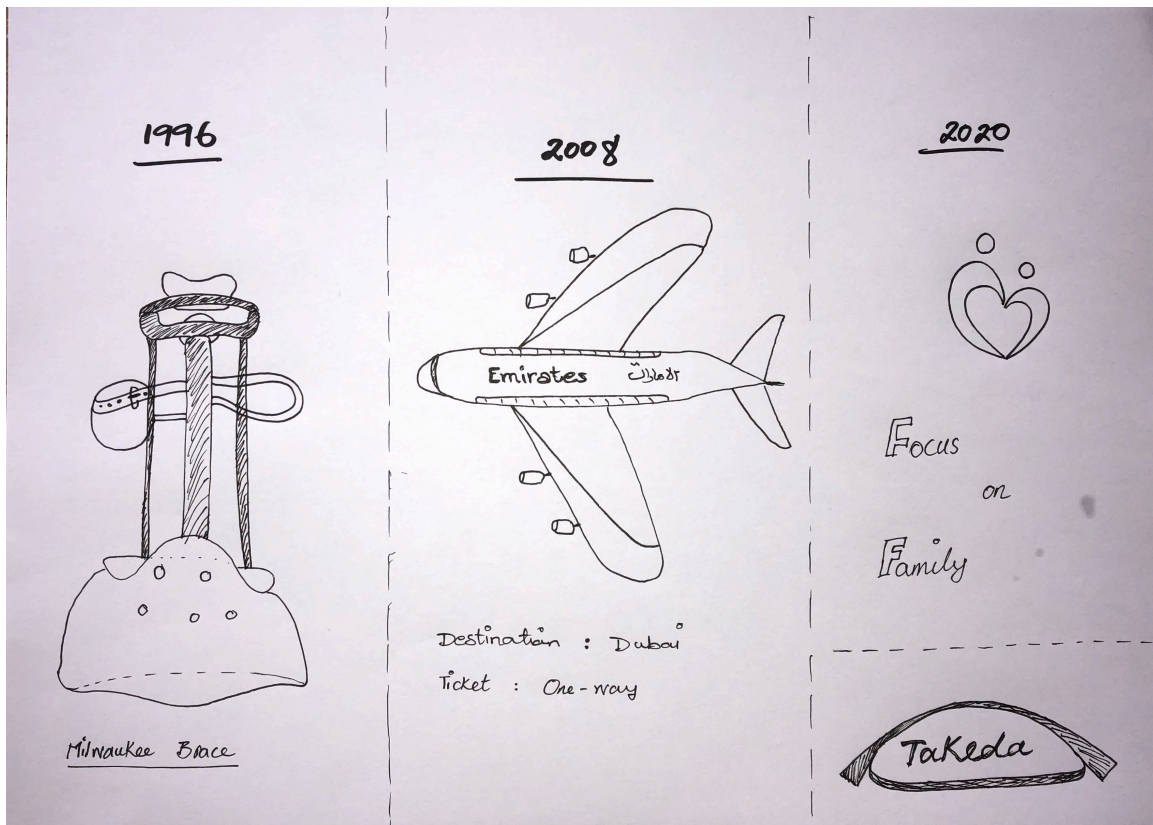
Design of the Program

ONE Oncology Team Excellence Program was not only designed by HR, but also with the inclusion of many different stakeholders. The organization established a steering committee to ensure the input of business stakeholders.

The program has targeted to provide team development opportunities in four different dimensions; Internal Focus, External Focus, Business and People. Aligned with the four dimensions, development tools are designed in four different categories:

- **Inside-out** — At the intersection of People and Internal Focus dimensions, development tools are designed to ensure the team members know each other inside-out at a personal level. A psychologically safe space where the team members can be themselves and engage in unfiltered conversations is the key difference between high- and low-performance teams. Building trust at both an individual and a collective level, such that team members trusted them to create a safe and supportive space in which they could disclose, discuss and debate issues relevant to the effectiveness of the team. Creating a psychologically safe team environment and building trust starts with understanding each individual team member, their needs and motivations and what they personally expect from the team relationships. With this goal in mind, two development initiatives were implemented:
 - a. **Insights Discovery** — The Insights Discovery psychological assessment tool is a pragmatic and intuitive profiling tool that focuses on preferences of different psychological types and has direct behavioral implications is implemented to all team members. Team members have received their individual profiles and de-briefing from the team coach. Following individual de-briefs, the team participated in a team coaching workshop in two sub-team groups; EUCAN Oncology Leadership Team and EUCAN Oncology Regional Team. With the facilitation of the team coach, the team reviewed the team Insight wheel and discussed the different profiles, interaction hints, how to create synergies from diversity to complementarity, etc.

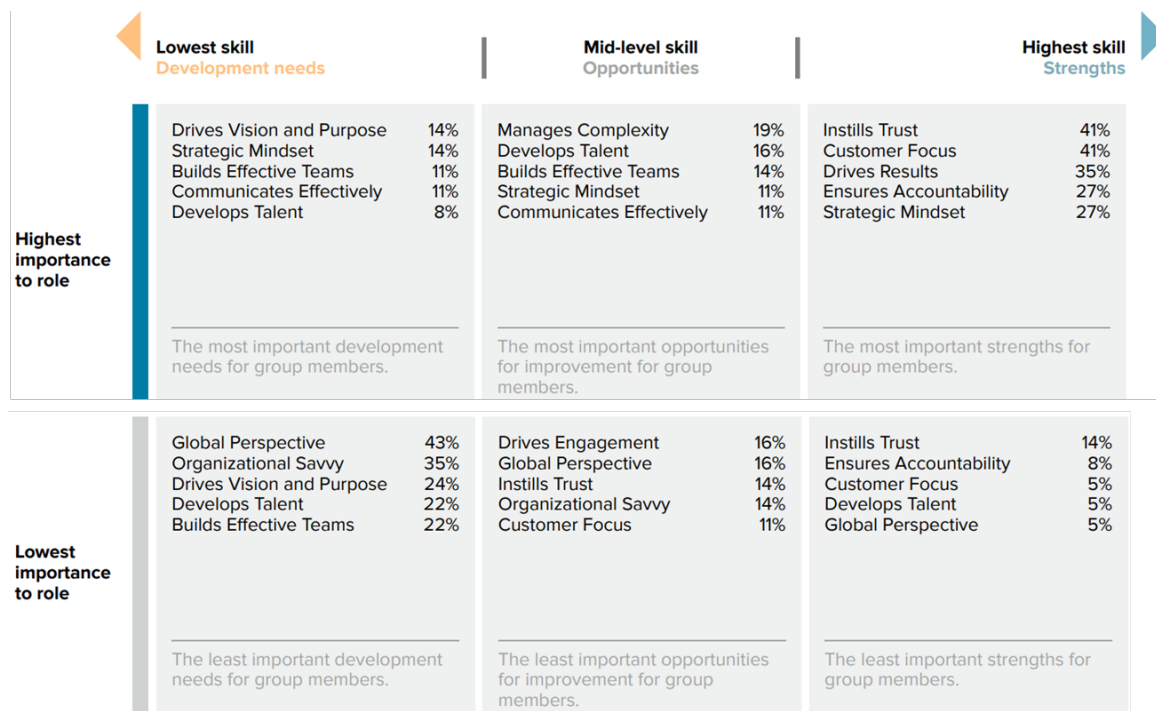
Figure 4: Book of Life



2. **Outside-in** — Team performance does not improve just by working better together. The team only makes a difference through how it collectively and individually connects and engages with all its critical stakeholders. A team can only do this if its members understand how their stakeholders see them. To ensure a high-performing team, it is also important to understand the external benchmark and define how this team will create value together as a team. In line with these approaches, teams participated in two different initiatives that were designed at the intersection of people and external focus dimensions:

- a. **360 Leadership Assessment** — As an “outside-in” assessment, each team member participated in a 360 leadership assessment and received a debrief by individual coaches. Following individual 360 debriefs, the team participated in a 360-team coaching workshop where they discussed the common trends of the team. In this way, the coach was able to hold up a mirror to the team and share with it the stakeholders’ perceptions of the team’s performance, as well as feedback about its interactions with others in the business. This gave the team the insight and power needed to influence stakeholders far more effectively.

Figure 5: Team 360 Framework Showing the Skills and Importance Ranking



- b. **Value Proposition Workshop** — As part of the outside-in approach, the team members participated in a workshop where they have reviewed the external perspective, market research, benchmark examples, etc.; and discussed the internal diagnosis regarding key topics.

Figure 6: Value Proposition Workshop Agenda

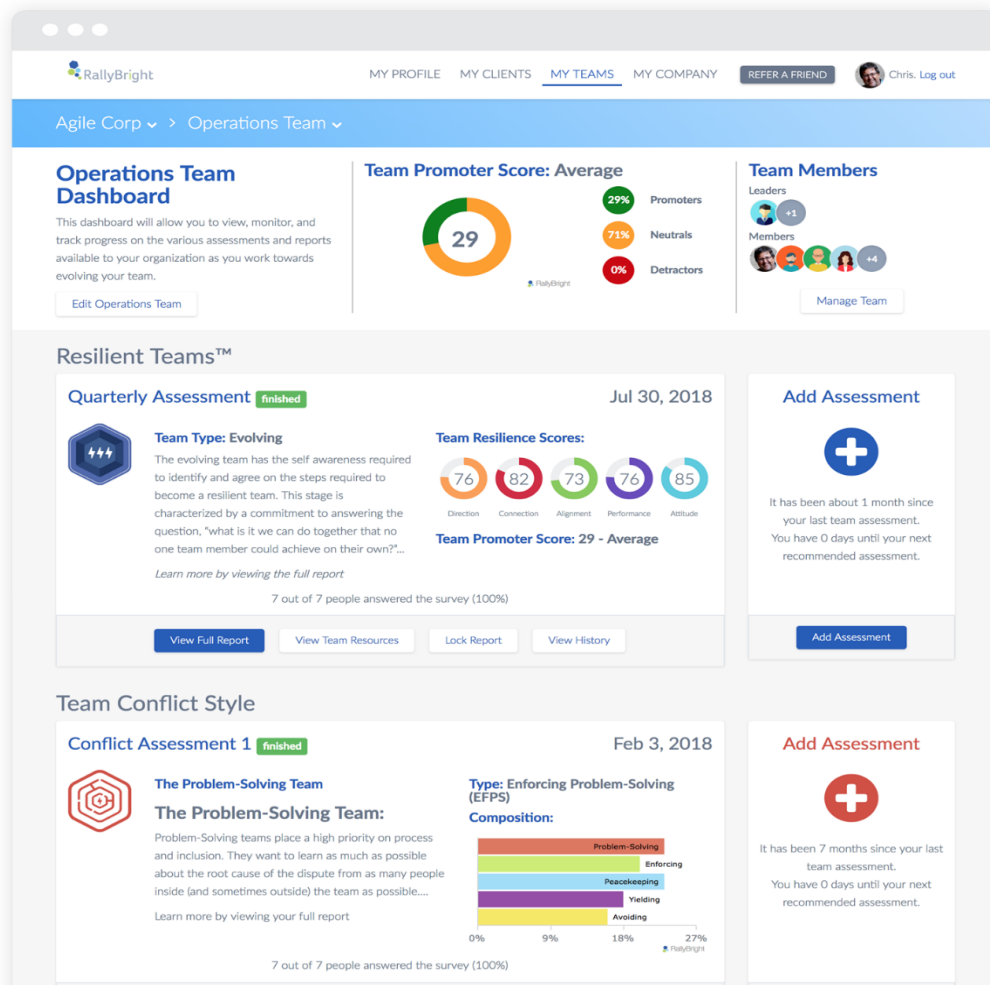

Value Proposition Workshop Agenda		
Team introduction and tune – in		13:30 – 13:45
1	Definition of value differentiators (20') Which should be the principles of the value proposition? Which should be the guidelines to design specific initiatives?	13:45 – 14:30
2	Engagement/involvement with external stakeholders (25') How to gather input from external stakeholders and when/how to involve them to cocreate activities?	
3	Definition of flagship initiatives (25') Which type of initiatives would better target the needs of stakeholders for each of Takeda's Onco products?	
Cross-sharing & feedback		14:30 – 15:10
Coffee break		15:10 – 15:20
4	Implementation of the value proposition (45') Which are the required processes to implement the value prop.? (Owners, budget, interaction between G/R/L, etc.)	15:20 – 16:05
5	Launches – Value Proposition (45') How to tailor the value prop. to pipeline? How to enhance the product positioning & engage with stakeholders timely?	
Cross-sharing & feedback		16:05 – 16:45
Tune – out		16:45 – 16:50

 Takeda Pharmaceutical Company Limited

3. **Interrelated and Resilient Team** — At the intersection of External Focus and Business, there were two critical initiatives developed in terms of coaching the team for “Resiliency” and “High-Performing Effective Teams”:
- a. **Resiliency in Leadership Workshop** — Resiliency, now more than ever, is critical in supporting the teams, communities and patients. Resiliency in Leadership is also one of the key areas that Takeda has been focusing on. A digital development program called Resiliency in Leadership was designed for all global Takeda leaders. For the EUCAN OBU team, it was also critical to strengthen resilience and the ability to learn, adapt and thrive during times of change. For this reason, the EUCAN Oncology team teamed up with McKinsey to take a step further for the EUCAN Oncology Business Unit and developed two workshops that focus on strengthening resilience at individual and team level. Workshop 1 was Personal Resilience: using awareness, pause and reframing to enter resilient mindsets; Workshop 2 was Building Resilient Relationships: using empathy, attention, vulnerability and compassion including in difficult relationships.
 - b. **High-Performing and Resilient Teams Dashboard** — It was critical to continue the efforts to empower the team members to better understand one another, work together and quantify the progress towards shared goals and higher performance. With this purpose in mind,

the EUCAN Oncology team invested in the “RallyBright Resilient and High-Performing Teams Platform” that offers proven, science-backed tools to drive better team performance and stronger interpersonal team dynamics. This platform helped the team to gain immediate, actionable insights into team strengths, vulnerabilities and the behaviors that drive them with a minimal time commitment from team members. The team also had the chance to aggregate their Insights Discovery profiles in the platform, which allowed them to follow-up on team dynamics.

Figure 7: High-Performing and Resilient Teams Dashboard



- 4. Common Team Purpose** — This stage involved working with the team leader and the team to understand what the team needed to achieve together that no individual or other team in the organization could achieve — the team’s purpose. As part of this effort, the coach also worked with the team leader to agree on what type of team was needed to deliver on its purpose. This enabled

clarity about who should compose the team rather than inheriting a team with no clear sense of purpose. The team has participated in two team coaching workshops:

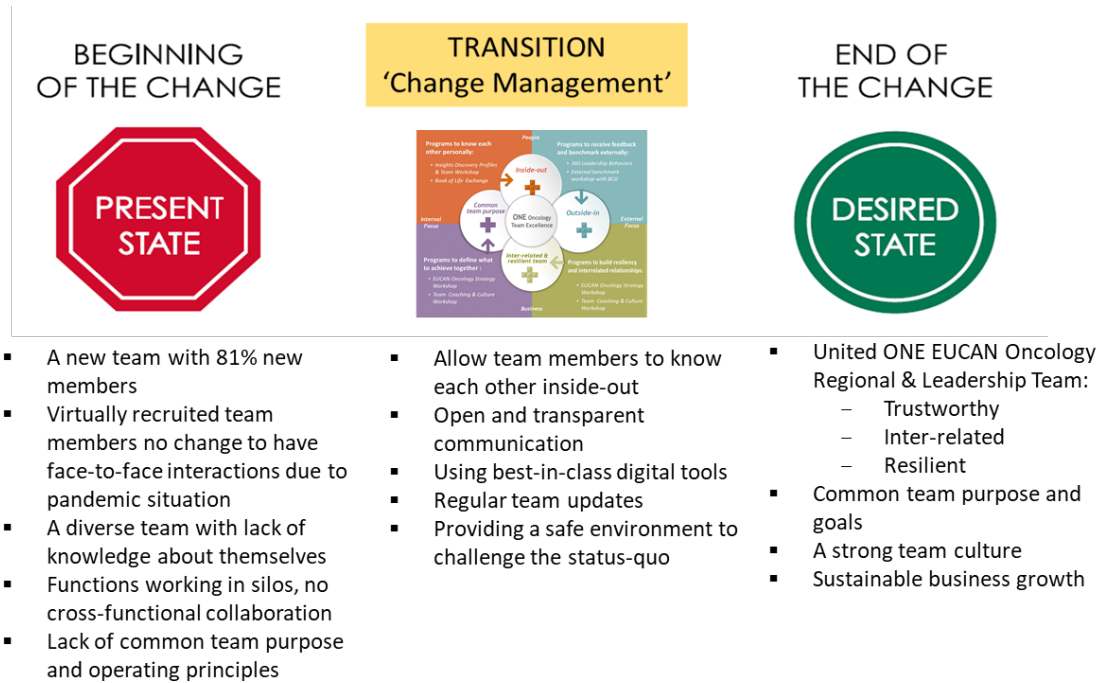
- a. **EUCAN Oncology Strategy Workshop** — The EUCAN Oncology team had the Strategy Workshop where they discussed the ambition of the team, strategic pillars that will support the team to realize the ambition and flagship initiatives under each pillar. A survey and individual interviews were conducted by the team coach before the workshop and the team had effective, high-value discussions at the workshop.
- b. **EUCAN Oncology Team Culture Workshop** — In this workshop, the team worked on the team operating principles and culture that will enable them to work together, challenge each other for the better business results in a safe environment and have fun together.

Delivery of the Program

The ONE Oncology Team Excellence Program was delivered to its audience by using different tools. At the implementation phase, the following methods were used:

- Psychometric tools
- Individual interviews with the team coach
- 360 stakeholder feedback survey
- Team coaching workshops
- Digital tool and dashboard

The ONE Oncology Team Excellence Program targeted a major shift in the team dynamics and a change-management approach was crucial for its success.

Figure 8: Change-Management Approach for Team Development Program


Measurable Benefits

The EUCAN Oncology Leadership Team and Steering Committee defined the key success factors and measurable benefits carefully at the beginning of the ONE Oncology Team Excellence Program. The benefits and effectiveness of the program were measured by pre- and post-team surveys.

Figure 9: EUCAN Oncology Survey Results Related to Team Development
Relative to Filter B

item	Relative to Filter B	A	B	item	Relative to Filter B	A	B
I have a clear understanding of the vision and goals surrounding the ongoing transition of the EUCAN Oncology BU.	87	53 (+34)		Work processes allow me to be agile (allows me to move quickly and easily).	76	63 (+13)	
Communications keep me updated on the team development progress.	87	81 (+6)		I feel like I really belong at Takeda EUCAN Oncology team.	86	77 (+9)	
People of all backgrounds (cultural, gender, age, religion, etc.) can succeed at EUCAN Oncology team.	85	80 (+5)		EUCAN Oncology has an environment that inspires and enables people to move the organization forward.	97	77 (+20)	
I am excited about the way in which my work contributes to team's success.	92	66 (+26)		Conditions at EUCAN Oncology team make it safe to challenge the status quo (we are encouraged to share differing views and opinions without negative consequences).	91	66 (+25)	
I am able to effectively communicate and collaborate with my colleagues using the tools available to me.	89	86 (+3)		In my team, we use mistakes as an opportunity to learn and improve.	91	75 (+16)	

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In addition to the survey, the team has initiated different opportunities to receive feedback and measure progress.

- Head of Business had regular “Coffee Talks” with employees from different layers of the organization to receive feedback and to measure the progress of the new EUCAN Oncology team. Besides the challenges of the pandemic situation, very positive feedback was received from the employees.

Figure 10: “Coffee Talks” with Employees from Different Layers of the Organization



- The EUCAN Oncology Leadership Team received very positive feedback from the Global Oncology president and global leaders at business planning sessions. They shared that the EUCAN Oncology team used to present the annual business planning as detached plans for each function and it has changed significantly in the last planning session since they have seen a clear story with the commitment and alignment of all leaders. This feedback was a great example showing the perception from executive management in terms of team cohesiveness, alignment, and productivity.

Figure 11: Five Dimensions of Resilient Teams



All illustrations provided by Takeda

- The team is also using a digital tool where the progress of metrics is tracked and shared actions are followed up. The tool has a new feature for assessing the team's resiliency. The team is currently doing the assessment and metrics will be followed up at the leadership team level.

Overall

Lessons Learned and Future Outlook

- While designing a team development program for the executive level teams, you don't have to choose either team-building or team coaching approach. The best executive team development should be based on team coaching, but also include team building initiatives.
- Start with building trust and forming the team relationship. This will increase the quality of other team coaching initiatives.
- Avoid tailor-made team development solutions. Listen and understand the team challenges and define the desired state together with the team. Make sure that the executive team has ownership of team development.
- Don't expect to have immediate results. Other business and organizational demands are great and constant, so you shouldn't pressure the group to change too much too soon. If the team is persistent and patient, the team and the individuals within it will function more effectively.
- Focus on the whole. You can continue to coach individuals in many ways, but the goal is to facilitate learning for the team as a whole. The team coaching program should provide ways for team members to gain insight and practice different behaviors in the context of the team and its goals. Individual assessment and feedback may be a component of team coaching, but it's always related to improving overall team effectiveness.
- The team coaching programs must recognize the complex organizational dynamics in which the team operates. The program should offer quality discussion opportunities to allow the team to understand what they can and can't change. Prioritization is key for team development.
- The team development programs should offer long-term solutions and they should be sustainable instead of one-off programs. Takeda EUCAN Oncology team has set the team development priorities and goals for the upcoming months. The team will continue to work on the resilient team dashboard and will have continuous team coaching workshops to maintain the discussion and focus on development. The team will also work on a model to extend the agreed principles and cultural elements to the whole organization.

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