

# AbbVie, Incorporated

## Coalition Building, Culture and Change Leadership

Company	AbbVie, Inc	<p>"Steve brought a great deal of pragmatic and sound leadership insight to our new senior team. Because of his work and influence, we made great progress building our senior leadership team. We would not be this far in our journey without his partnership."</p> <p>Michael J. Robinson Vice President US Medical Affairs AbbVie</p>
Location	North Chicago, Illinois	
Industry	Pharmaceuticals	
Products/Services	Immunology, Oncology, Neuroscience, Virology, General Medicine	
Revenue	\$32.7 Billion (2018)	
Employees	29,000	
Web Site	<a href="http://www.abbvie.com">www.abbvie.com</a>	
Solutions and Services:	Coalition Building, Culture Development, Coaching and Change Leadership	

### Situation

- Determined need for a new US based organization.
- Defined the organizational structure and roles.
- Began the journey to define the leadership culture.
- Low engagement scores and unfavorable turnover.
- Leaders merged from other areas were difficult to disconnect.
- Desired outside expertise to drive change and organizational effectiveness.

### Approach

- Team effectiveness sessions focused on building trust, constructive conflict, accountability and commitment.
- Developed strategy playbook used in employee engagement sessions.
- Developed a change agent network.
- Implemented "Food for Thought," lunch sessions for leaders to receive employee feedback.

### Results

- Employee engagement scores improved 35%.
- Attrition reduced from 16% to 2%.
- Faster decision making.
- Greater focus on results.
- Greater process partner satisfaction.

