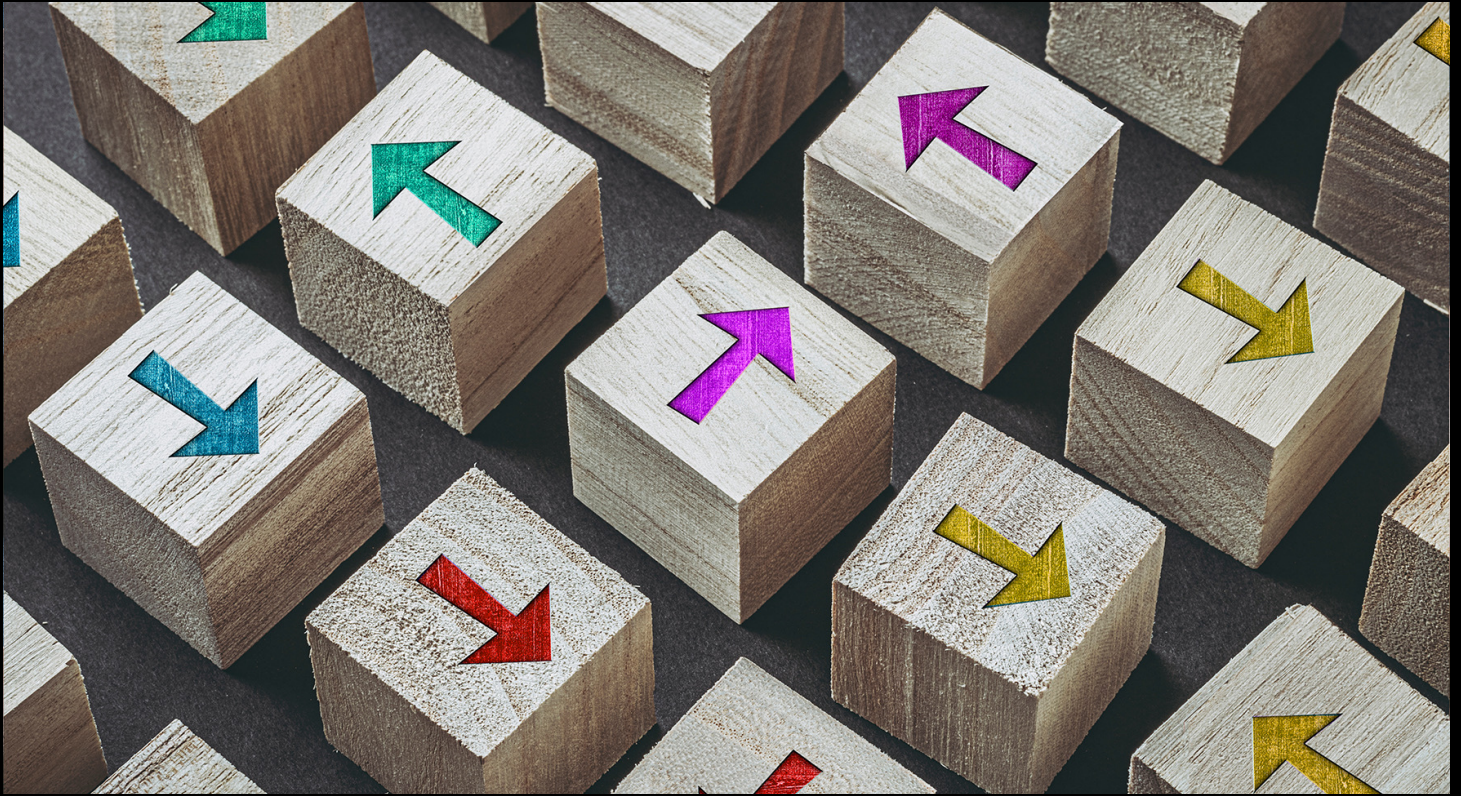


# ORGANISATIONAL RESTRUCTURE

## HOW GRÜNENTHAL SUPPORTED EMPLOYEES THROUGH CHANGE TO BOOST PERFORMANCE



Grünenthal is a global leader in pain management and its purpose is to change lives for the better. This was front of mind when the team embarked on a significant organisational restructure.

**One of Grünenthal's aims, during the restructure, was to invest in and support all employees regardless of their future with Grünenthal....**

### THE BACKGROUND

In 2021, the team were working on a big transformation project – they knew that they needed to change their structure, including the way they worked and roles themselves. This not only meant change in job roles but also that some people would leave the business.

Research shows change can be unsettling so the team ultimately wanted to create a really great experience for everyone. Goals included to:

- Empower people to apply for new positions
- Retain key talent
- Support those who decided to move on
- Engage individuals in order to accelerate organisational change
- Support cohesion of newly formed teams

### HOW THE GC INDEX® WAS USED TO MAKE AN IMPACT

GC Partner, The Game Changer Collective, introduced Grünenthal to The GC Index® – the team were impressed with the data it provided and felt it would give individuals an insight into where they would fit best within the restructure.



## HOW THE GC INDEX® WAS USED TO MAKE AN IMPACT CONT...

They provided individuals across the organisation with their GC Index® profile together with some coaching, as well as running leadership team workshops across the organisation and facilitating a learning session at their National conference.

Claire Biggs, Organisational Development Lead at Grünenthal, says,

**“The GC Index® data and coaching around this supported people in deciding whether they want to apply for a role or take the opportunity to look elsewhere and feel really positive about their decision.”**

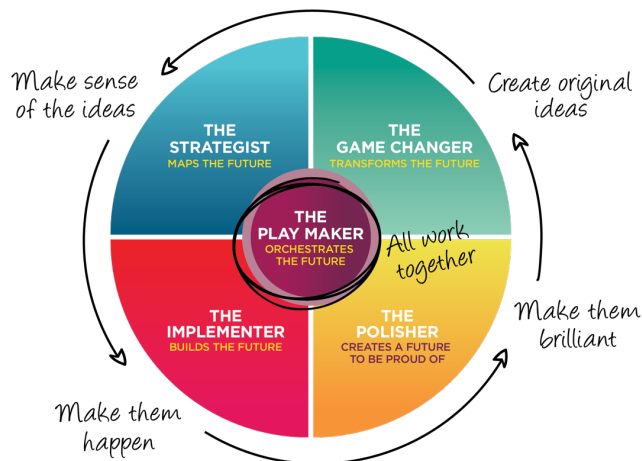
The organisation is now focusing on energy for impact rather than areas for development, ensuring they help individuals to be their best at work.

The UK, Ireland, and Nordic (UKINOR) Leadership Team are using the insight and data from The GC Index® to ensure they have the right people in the room to support them in making critical business decisions efficiently, helping them in developing a laser focus on performance.

They are now using the data and insight to map people and project teams to business priorities to deliver great outcomes.

Energy for impact has become a key part of their development and succession planning to ensure that long term they deliver against objectives and have an engaged and energised workforce.

The team have observed a significant increase in individuals valuing multidimensional leadership behaviours and the value each individual brings. This is supporting the organisation in terms of creating a truly inclusive culture.



## ENGAGEMENT LEVELS HAVE REMAINED HIGH, WITH 99% OF THE ORGANISATION RESPONDING POSITIVELY TO THE OPPORTUNITY TO LEARN MORE ABOUT THEIR RESPECTIVE PROFILES.

### THE IMPACT MADE WITH THE GC INDEX®

#### BETTER BUSINESS DECISIONS

The organisation quickly started hearing The GC Index® language being used and the five roles associated with how people being referred to support. This has not only accelerated business decisions but also helps recognise and celebrate each person's unique impact on the business.

#### RETENTION

There were 40 new roles created as a result of the restructure and these were new roles that people probably didn't really understand. The GC Index® data and language gave people the opportunity to identify roles they might be a good fit for and as a result 80% of new roles were filled by existing employees.

#### PERFORMANCE

With the new roles came new teams, which involved different cultures coming together. The GC Index® not only provided data about how people wanted to make an impact but also a universal language helped everyone quickly understand how they could work together to achieve their common goals.

**“We're no longer so focused on time management, it is now about energy management – making sure that we allocate the appropriate amount of time to really lean into our leading strengths and those leading energies.”**



**CLAIRE BIGGS**  
Organisational  
Development Lead –  
Grünenthal

