

Using storytelling as a tool for research and culture change

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Pfizer in a nutshell

**\$71.1 Billion combined
revenue in 2008**

Sales in ~150 countries

**79 Manufacturing sites
worldwide**

**Major R&D operations and partnerships
in US, Europe, Canada and China**

**16 Products combined with sales
greater than \$1 billion**

**Over 60 products with sales
greater than \$100 million**

**#1 Primary and #1 Specialty
Care company globally**

**Over 100,000 colleagues
worldwide**

**A medicine portfolio that helps prevent disease and promote
better health at every stage of life**



Or ... Pfizer's commitments

Advance wellness,
prevention, treatments
and cures

Use our global presence and scale to
make a difference in local communities
and the world around us

Set the standard for quality,
safety and value of medicines

Bring the best scientific
minds together to
challenges the most
feared diseases of our
time

Promote curiosity, inclusion
and passion for our work

Be a leading voice for improving
everyone's ability to have reliable
and affordable healthcare

Maximise our financial performance so
we can meet our commitments to all
who rely on us



Or ...improving millions of lives



Or ...improving millions of lives



Fresh idea or renaissance?



Storytelling at Pfizer

Brings business strategies to life

- Line of sight – Corporate, Business Unit, Country/Function, my team, my role
- Simplifies complexity
- Breaks through the clutter



Why storytelling?

Develops trust and commitment

- Arouses feelings as well as thoughts and can inspire action
- Breaks down defence mechanisms
- Helps people to see things in a new light
- Helps colleagues to learn and adopt behaviour that is consistent with business strategies



...Connects at a human level



Making it memorable

- The strategic path has been developed:
For example:
Execute against our business model to improve the value we deliver to patients, customers and investors and;
Foster accountability, speed in decision-making and continuous improvement to cultivate a culture of excellence
- Yet, we want colleagues to feel connected to our business!

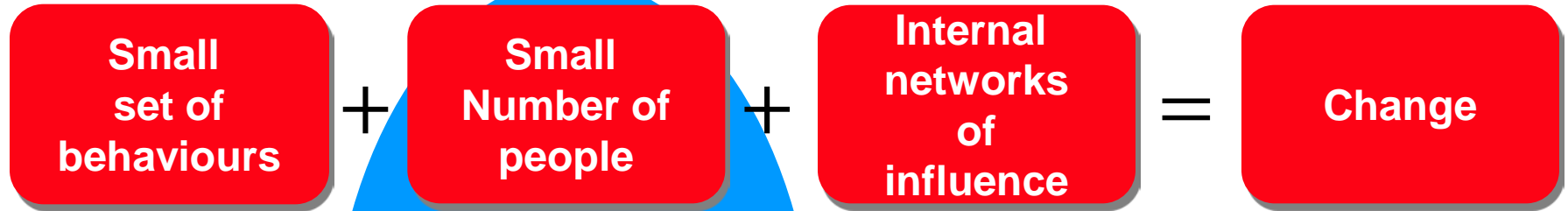


Equipping our leaders

- Teaching leaders the core elements of a story
 - Protagonist
 - The main character
 - Predicament
 - A situation with an uncertain outcome
 - Narrative
 - What happens
 - Resolution
 - The outcome



Making change happen virally



Identify champions

‘Can you help?’

Endorse

Explain to others

Model behaviours

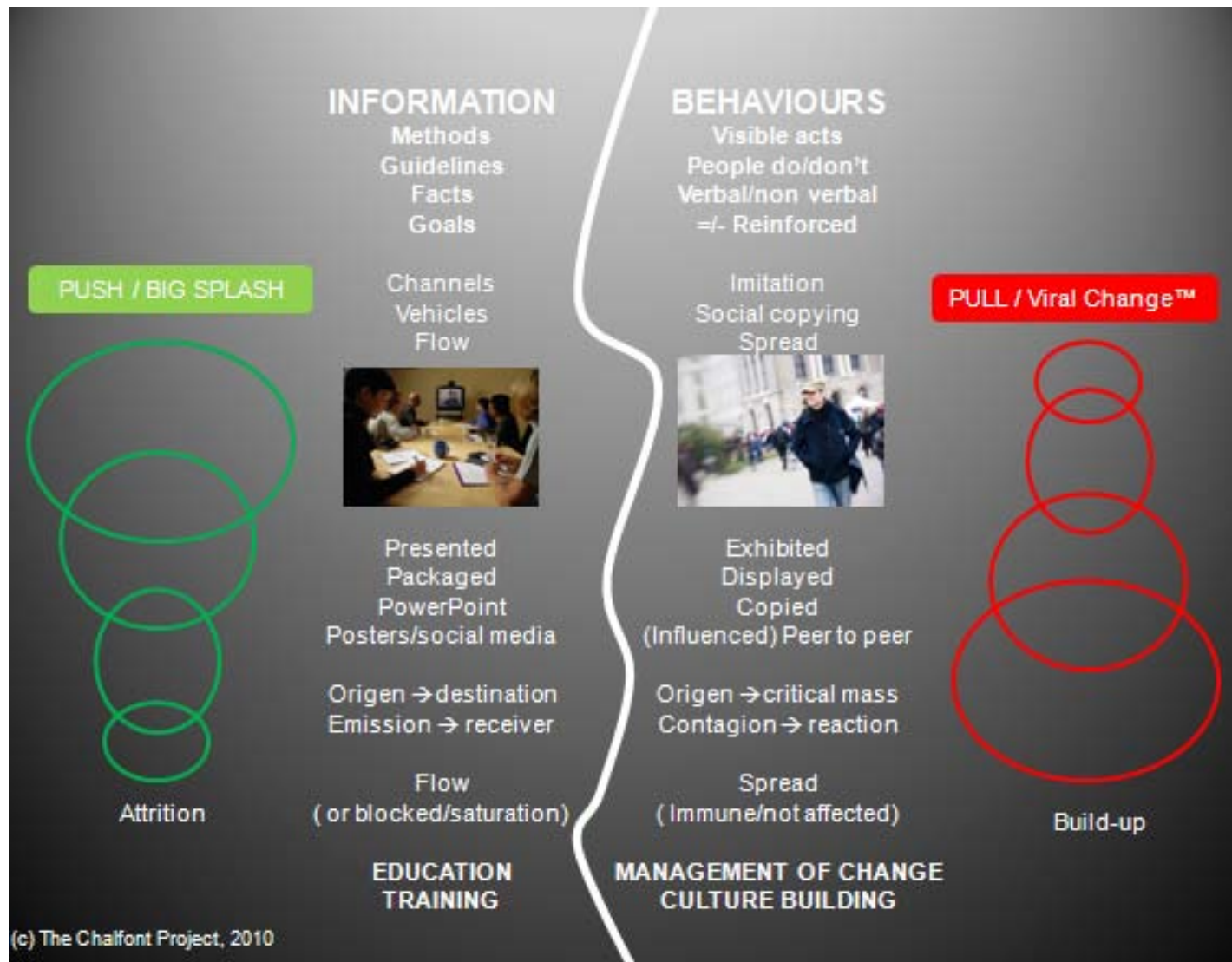
Spread

Uncover issues

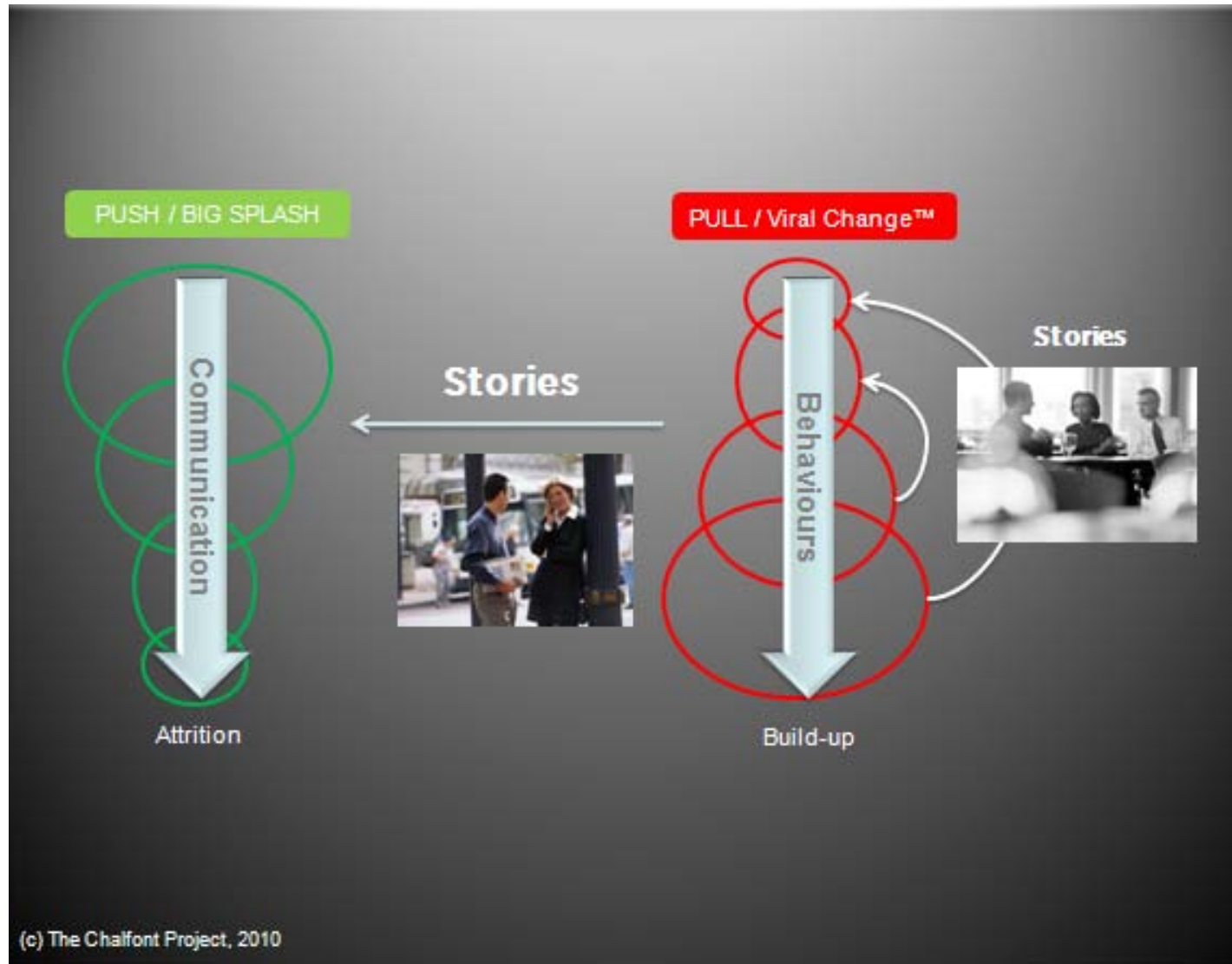
Detect disconnects

Create stories!

Viral change in a nutshell



Stories used for Push & Pull



Using stories to conduct research

- Ahead of new product information, we wanted to understand sales reps' experiences, motivations and beliefs about product X
- The results of the research will inform the communication plan and in turn maximise the impact of the new data and future sales

Anecdote circles are from Cognitive Edge network



Two steps

- We collected stories from the target group's perspective and;
- Looked for emergent patterns

Our research process

- In each country, sales reps told each other stories and then indexed them
- Their indexing and stories were then entered into Cognitive Edge's SenseMaker™ software for analysis
- Given that they chose and told their own stories in response to ambiguous questions, we can infer that these illustrate their general perceptions of their world

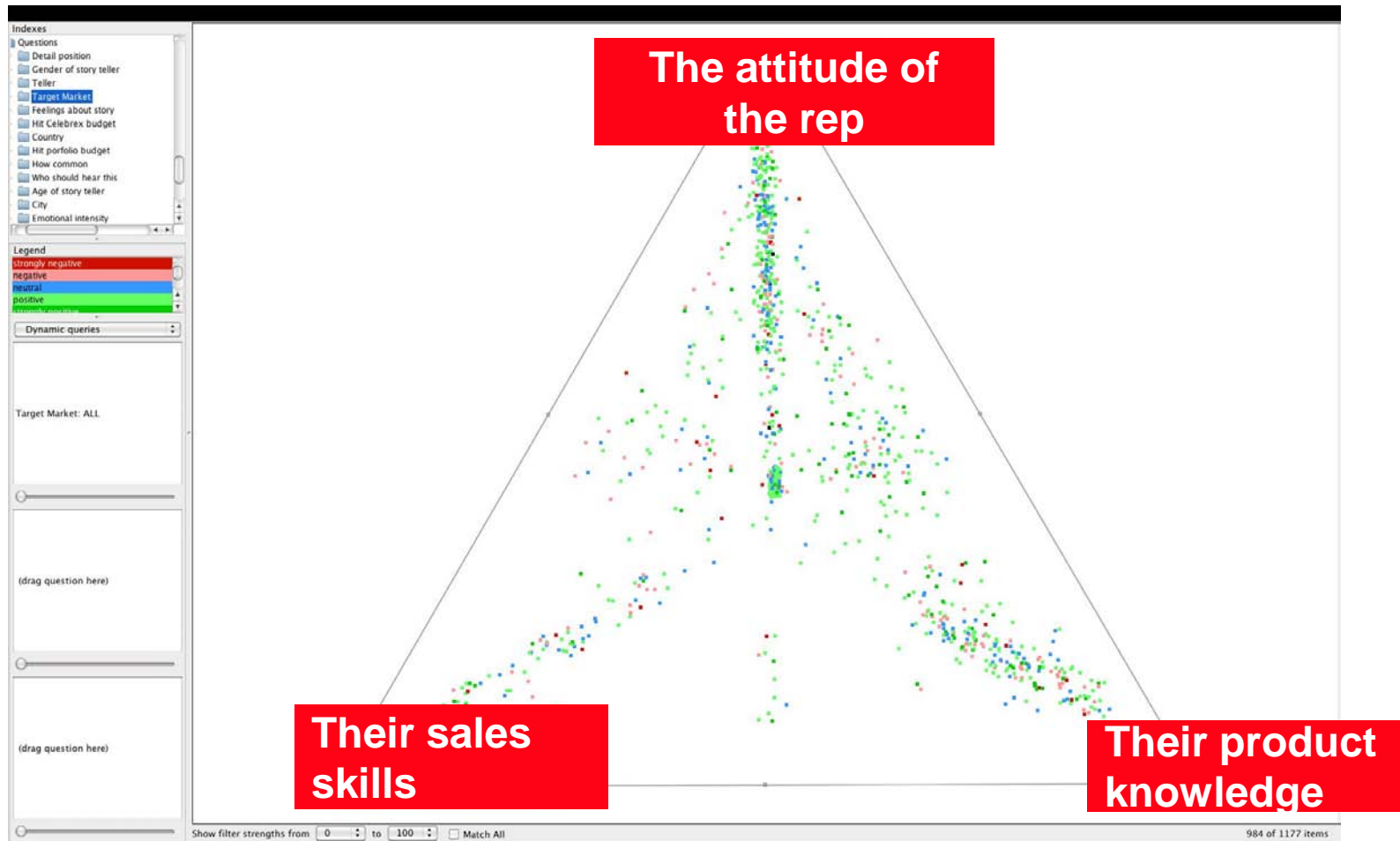


What we did

- Half day sessions in selected European countries
- Stories recorded and all participants signified all stories they heard
 - Natural language, common signifiers

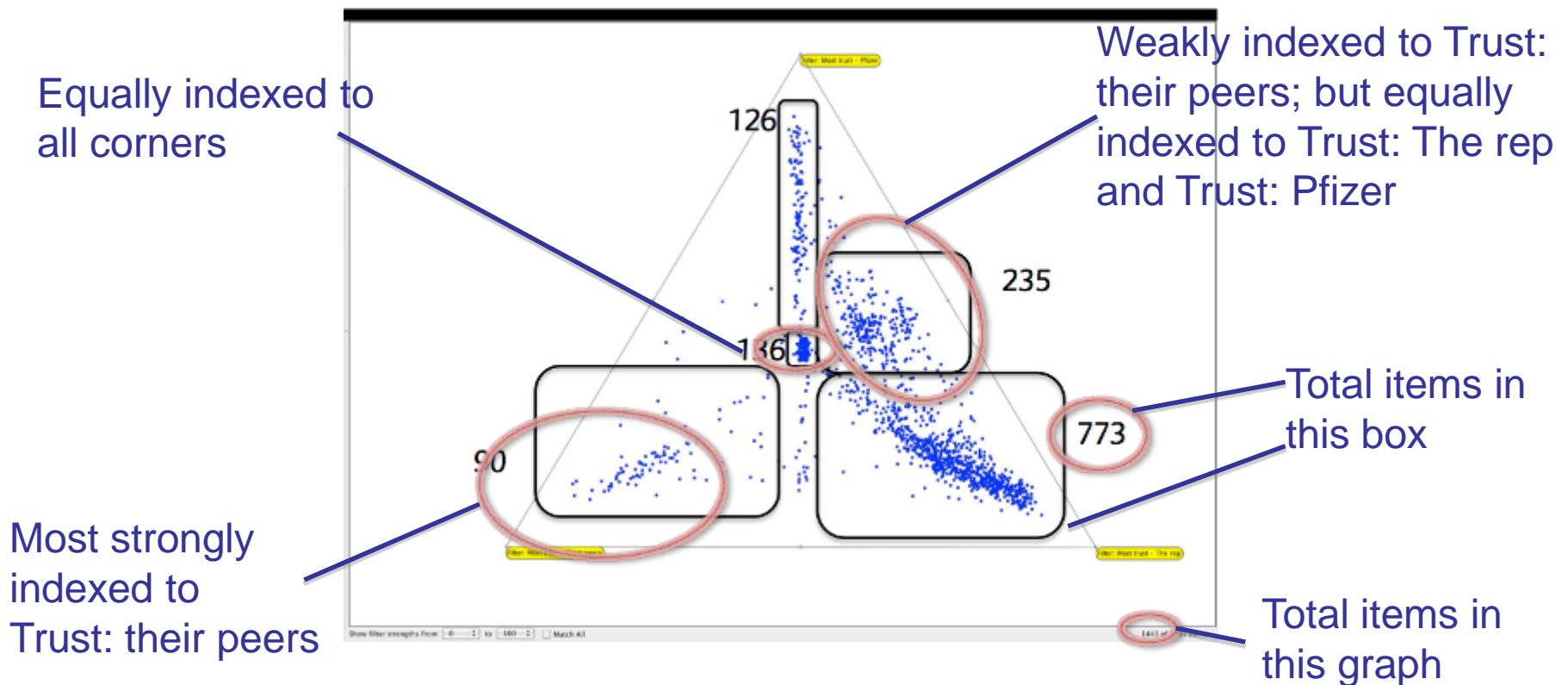


A sample signifier

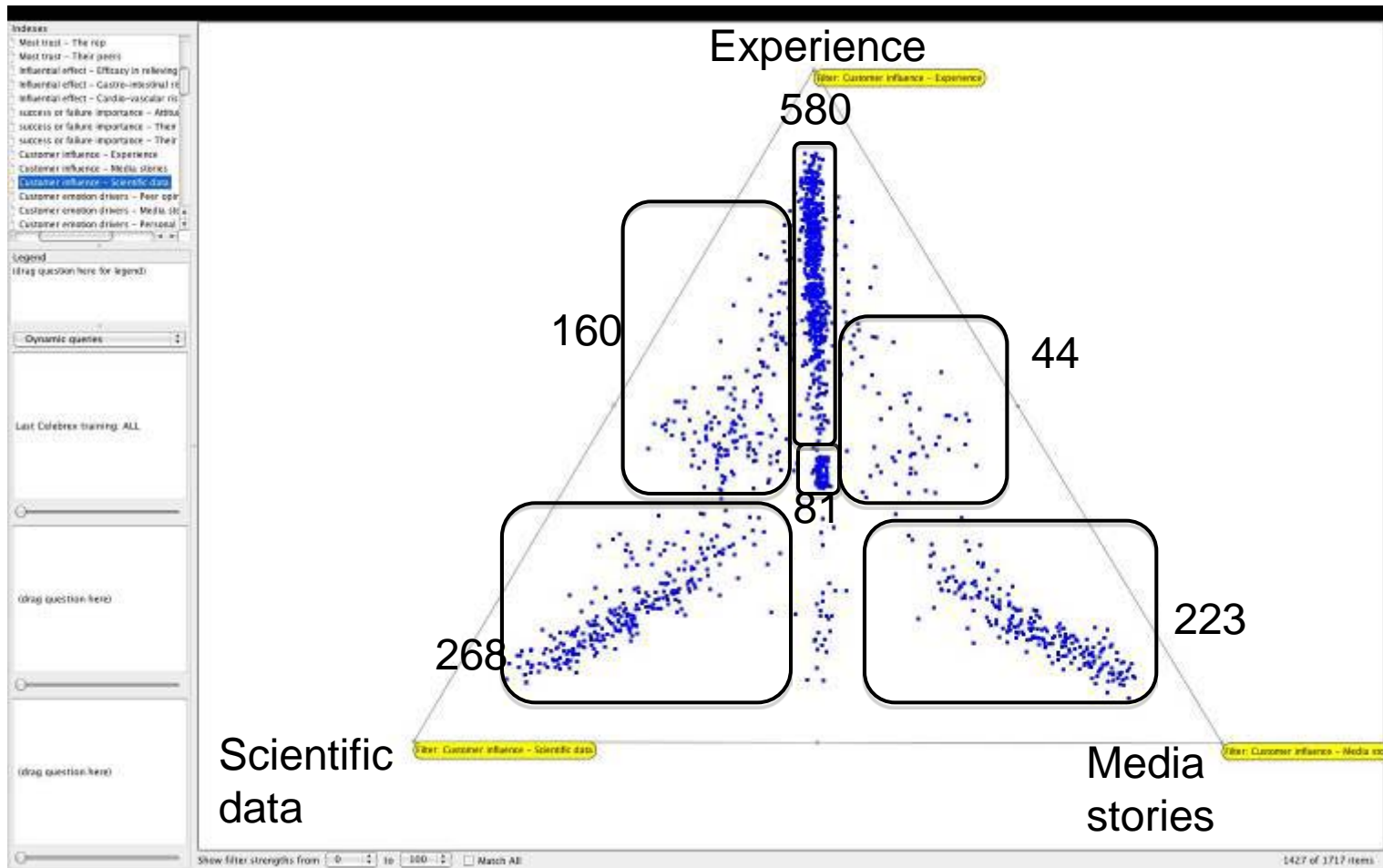


Guide to triads

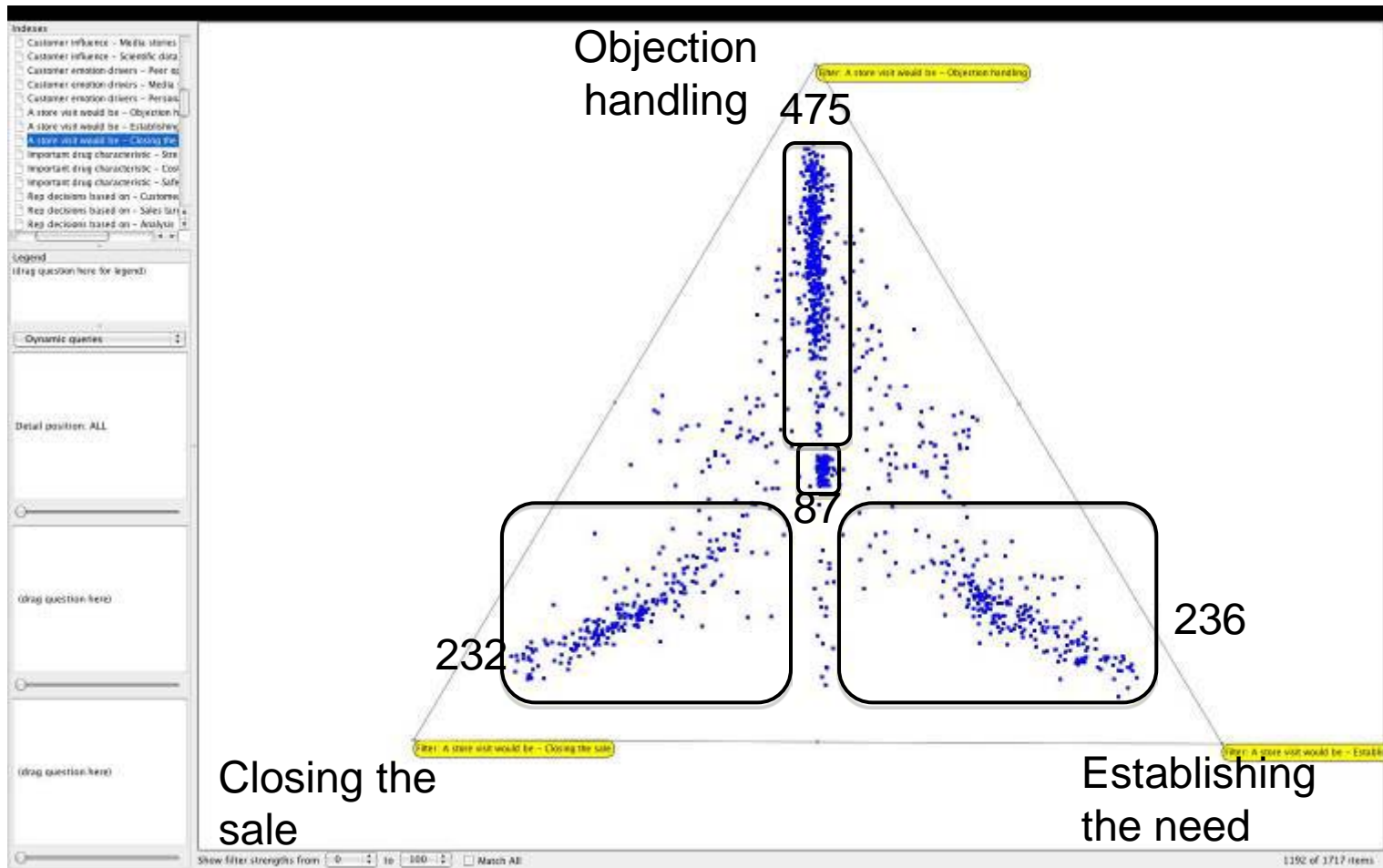
- Each blue dot represents one set of indexes from a rep – i.e. their response to a particular story
- The overall pattern, therefore, gives the relative strengths of perceptions on each issue
- Boxes have been drawn around major clusters, with the number of data attached



Customers were most influenced in the story by ...



What was the most difficult part of the sales call?



Outcome and results

- >200 stories, 1700 data sets
- Analysed emerging mindsets
- Gained information and insight to prepare communication plan
- Reps enjoyed it! The act of listening itself has already helped to engage sales reps
- Added a new tool for our country-based trainers



Some key takeaways

Storytelling is an effective way to ...

- cut through the clutter, connect at an emotional level, energise and inspire
- help employees answer the 'so what?'
- help accelerate behavioural change
- identify motivation and belief in an issue

Want to win more hearts, minds and hands?
- Tell more stories

