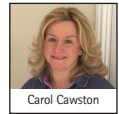


Career Insights

from Lucy Randle, STAR Medical



Lucy Randle spoke to Carol Cawston to understand the HR Director's perspective on why Organon is different and how innovation around people development is helping the company stay ahead of the rest.



Carol Cawston

Can you give a brief summary of your career up to now?

I have had a very varied career ranging from manufacturing, local government, oilfields, chemicals, running my own business, lecturing and working for a CRO before coming to Organon 5 years ago. There is never a dull moment working in HR within Pharmaceuticals; consistency and fairness in approach are key in this challenging environment.

What do you find most enjoyable about your role?

I am extremely passionate about people development and I love watching people grow. It's seeing the 'light bulbs go on', that I find incredibly rewarding and really makes me feel like I'm making a difference. I have never worked for a company that takes people development so seriously and this shows at all levels throughout the organisation. We have just launched a new tool globally to help performance management and development within Organon. In the UK we are also about to launch our own career development portal. All employees will benefit from having a one-stop shop for all their personal development needs.

Why do you choose to stay at Organon?

The culture of Organon is unique. Unusually, we're happy to accept that we're not perfect and we strive for continual improvement. We have a very flat structure, which is highly transparent and, as a result, we have a genuine desire to listen to and act upon feedback. Trust and integrity are extremely important to us and as a result we focus on identifying these values throughout the recruitment process. I have been with the company for over 5 years. It is highly motivating to work for an organisation where the culture is increasingly open and fun (albeit hard work!).

What defines an Organon person?

Organon people have strong integrity and are genuine. They are confident and competent but in no way self-righteous, manipulative or arrogant. This is consistently fed back to us by our customers. Organon folk are driven and are always willing to 'give it a go'. We do not recruit robots to deliver key messages, we seek 'real' people who excel at building excellent, long term relationships with their customers simply by being themselves.

What would be the biggest benefits of working for Organon versus other organisations?

- Single territory accountability provides strong clarity around your goals and what you are expected to deliver. There is plenty of room to run, but you won't be the type of person that wants to hide.
- We always retain a high degree of resourcing behind training and as a result there is a continual commitment to your development.

What is happening at Organon to ensure you stay ahead of the game?

The development of our managers is critical to our continued commercial success. We have an innovative Leadership programme that ensures consistency in capability across our management team and ensures that our people don't suffer from 'nasty surprises'. Led by a management guru this programme ensures that our business leaders drive the right behaviours, taking coaching to a whole new level. This approach ensures that managers are unafraid of managing conflict and have the confidence and ability to be open and honest when delivering feedback. This approach is already having a very positive impact on the business and means we all benefit from accelerated people development.

Lucy Randle comments on the importance of taking responsibility for your own personal development in the workplace.

Take control...

It is in your employer's best interests to develop you during your time with them, according to organisational needs. It is worth remembering, however, that this development can also benefit you as an individual and contribute considerably to future career success. Therefore you are strongly recommended to take a proactive approach to your own development.

Know yourself...

Self-analysis is the key to discovering how best to direct your personal development program. Apply a version of the post-call analysis to everything you do - at regular

intervals stop, check and review what you have done. Reflect on what you have done, how you have done it and why it has (or hasn't) been successful.

Ask for help...

Ensure that you communicate effectively with your manager - is he or she aware of your ambitions? Make sure that your manager knows about any restrictions or commitments that will affect if and how you approach personal development opportunities. Encourage feedback from colleagues and clients so that you have as unbiased an assessment as possible of your current performance, enabling you to identify key areas for

development. Suggest courses or activities that may help you and/or your team.

Help yourself

Keep a record of both positive and negative feedback and any actions you have taken as a result of it. Also make a note of examples of self-driven development that you have engaged in. Managers are more inclined to offer further development to employees who have already displayed an interest and commitment to it. Consider working towards a professional qualification during your own time such as the CIM, CMI, CIPD or ISMM certificates or perhaps even an MBA.



TIP

The STAR team is constantly being exposed to useful and innovative ideas relating to aspects of employment and recruitment. This month's tip comes from Catherine Spree.

Catherine Spree, Recruitment Consultant for the Midlands

"Always conduct yourself as though you are determined to get the job you are discussing. Never close the door on an opportunity. It is better to be in a position where you can choose from a number of jobs rather than only one, or ending up empty-handed."



Career Insights has been sponsored by STAR Medical Specialist Recruiters for Pharmaceutical Sales & Marketing

t: 0870 2422025

e: recruitment@starmedical.co.uk w: www.starmedical.co.uk

