

## Genzyme: Managing energy, not time

### Situation

Genzyme is a world-leading biotechnology company employing more than 9,500 people in locations spanning the globe. Genzyme's mission is to improve the lives of patients suffering from life-threatening diseases and to develop and deliver highly effective therapies and diagnostic products. In the UK & Ireland, Genzyme is recognised as a leader in the biopharmaceutical markets.

"We are demanding ever-higher performance from our workforces" acknowledges Paul Drohan, Vice President and General Manager for Genzyme UK and Ireland. "People are trying to comply, but the usual method of putting in longer hours has backfired. They are exhausted, disengaged and sick. And our talented individuals are defecting to healthier job environments. Longer days at the office do not work because time is a limited resource."

"In contrast, personal energy is renewable" says Drohan. Genzyme were looking for an intervention that would draw on the latest psychological research in order to foster new and simple practices that help employees regularly replenish their energy. Across the UK and Ireland, Genzyme wanted to build workers' physical, emotional, and mental resilience. "We chose Chiumento because we knew that their work across Europe and Africa had helped individuals and teams with individual stamina, collective resilience, better cross-functional working and improved performance" insists Drohan.

### Approach

Individuals were invited to be part of an electronic survey prior to the workshop events. Participants subsequently received a summary report that provided individual, departmental and organisational 'energy' profiles. The focus of the events was to:

- feedback a state-of-the-nation analysis of energy and resilience within Genzyme
- allow individual reflection and self-discovery
- allow team discussion of best practice
- address areas for improvement
- provide solutions to drive performance

"We all know that people can become frustrated at work", says Drohan, "but the Chiumento research showed that up to a fifth of all people may feel depressed or angry when they are not working productively". Emails have the biggest negative impact on productivity. 70% of people say that emails make them less productive.

Genzyme focused their attention on two simple issues: performing high concentration tasks away from interruptions and responding to voice mails and e-mails at designated times during the day. One of the managers used to answer e-mail constantly throughout the day - whenever he heard a "ping." Then he created a ritual of checking his e-mail just twice a day - at 10:30AM and 2:30PM. He discovered he could clear his in-box each time he opened it - the reward of fully focusing his attention on e-mail for 45 minutes at a time.

In terms of physical energy, people were excited to see that they could improve their performance by changing their sleep, diet and exercise routines. They also found that appreciative colleagues have the biggest positive impact on productivity. In fact, two-thirds of people say that appreciation improves their productivity. As a result, Genzyme has explored ways to fuel positive emotions across the business.

## **Results**

“We decided to use the managing energy workshops to ‘drive personal performance’”, says Andy Hover, HR Director at Genzyme. Chimento were able to:

- raise awareness of how individuals and teams managed their physical, emotional, mental and spiritual energy
- highlight how individuals and teams can improve their energy management  
harness more effective cross-functional working practices that can drive performance

“Chimento led workshops to help our employees manage their energy at work. As a result, we’ve encouraged staff to take regular exercise, breaks from work, provided additional nutrition advice and healthier menu choices in our canteen. Many now perform high-concentration tasks away from phones and email, and respond to voice messages and emails at designated times during the day. We are still at the early stages with this and are optimistic that we will see improvements in performance throughout the business.”