



LEADERSHIP
FACTORY

RoslinCT DRIVES GROWTH THROUGH LEADERSHIP AND ENGAGEMENT



SOLUTION HIGHLIGHTS AND ACHIEVEMENTS

- Stronger team relationships and collaborative working environment helps improve employee engagement by 23% and staff turnover by 25%.
- 100% of participants agreed that the learning programme had made them more effective, supporting the company's growth strategy.
- Leaders are more confident, take more initiative, make better decisions and motivate their team members to deliver better performance outcomes.

Roslin^{CT}
your advanced therapy solution

ABOUT RoslinCT

RoslinCT is a leading cell and gene therapy contract development and manufacturing organisation (CDMO). It provides services for companies developing cell-based

therapeutic products. Originally founded in 2006 as a spin-out from the Roslin Institute, it is built on the broad range of scientific expertise available in the field of cell biology. Based at the Edinburgh BioQuarter in the UK and in Hopkinton in the US, RoslinCT operates fully licensed GMP manufacturing facilities and has a proven track record in the delivery of cell-based products.

THE CHALLENGE

RoslinCT's rapid expansion in the UK from 80 to over 270 employees in just four years was a testament to its success, yet it also introduced significant challenges. As the company scaled quickly, many employees were promoted into leadership roles without necessarily having had formal management training. This created a

need for a stronger focus on leadership to ensure team members had the skills to lead effectively and contribute to the company's future success.

The organisation's objective was to equip its leaders to not only manage their teams effectively but to also nurture a culture that could support sustained business growth. As Callum Watson, Head of People at RoslinCT, explains,

“ The combination of rapid scaling, leadership gaps, and the need for a supportive culture highlighted the critical importance of structured leadership development for our future. ”

SOLUTION

RoslinCT partnered with Tack TMI Leadership Factory through Skills Development Scotland to develop a comprehensive leadership development programme. The goal was part of their wider People Strategy and was to empower employees across supervisory, managerial, and leadership levels with the skills needed to excel in their new roles. Tack TMI crafted a bespoke leadership framework to align with RoslinCT's ambitious growth trajectory while fostering a culture of adaptability and innovation.

A key component of the programme was around change. RoslinCT wanted to focus on managing and fostering a culture of change. Teaching participants how to provoke and adapt to change effectively would align with its broader organisational strategy. This approach helped employees navigate the evolving landscape with confidence, ensuring that they were not only managing their teams but also driving positive cultural alignment.

The Learning Programme

This programme took a holistic approach to the individual's learning journey with a focus on the application of new skills and learning into their daily routine. It included complementary methods of developing the skills of the group and created a collective

intelligence of the current state of the organisation, and more importantly where it needed to get to in the future.

These methods were delivered across 3 elements

Firstly, raising self-awareness through psychometric assessment. Then followed a series of workshops to provoke new thoughts and ideas on leadership, emotional intelligence, collaboration, and managing change concepts. Finally, the emphasis was on putting new leadership skills into practice with action learning sets focused on individual and collective

leadership challenges rooted in the culture and challenges faced by the business at that time.

The learning journey was underpinned by 1:1 coaching from the experienced coaching team. Delegates benefited from role modelling world-class coaching practices in their development journey, as well as insight into how to be that "role model coach" in their daily routines. This provided a safe environment to explore personal needs and specific development opportunities identified through the self-assessment as well as the workshop topics.



The programme was delivered over 12 months supporting around 36 members of staff across manager, supervisory and leadership roles. Delivering the programme simultaneously increased the collective intelligence, alignment on key topics and was fundamental to driving a cohesive change in culture that supported the growth strategy. Everyone was on the same page and energised to make real sustainable changes to their daily routine.

Developing Rising Stars

In addition to leadership development, RoslinCT introduced the Influence Programme to support rising stars in the company. This programme was aimed at high-potential employees, helping them grow within the company regardless of their role, whether in science or commercial operations.

Outcomes that support high growth strategy

Callum Watson reflected on the programme's success, saying,

“ The leadership development programme has been a key factor in supporting our people strategy and the company's wider growth strategy. A follow-up survey revealed that 100% of our participants felt it made them more effective in their roles. With the workforce growing significantly over four years, the alignment of employees behind a strong leadership framework was crucial for managing this growth. ”

Employee engagement increased by 23% over the 12 months following the introduction of the People Strategy, and the company saw a 25% reduction in employee turnover, showing the strong impact of the leadership programme on retention and satisfaction.

Higher engagement is positively influencing recruitment efforts and strengthening RoslinCT's branding, leading to more inspired and motivated employees who are committed to

delivering their best for the business. With these improvements, RoslinCT has been able to attract and keep talented employees, creating a more motivated and aligned workforce.

WORKING WITH TACK TMI LEADERSHIP FACTORY

“ Everyone I spoke to after the leadership programme said they were able to take what they had learned forward. It made a positive impact on the confidence of our leaders, supervisors and managers in their ability to deliver on their roles and effectively support our growth plans.

“Having leaders who can lead through change and deliver our key messages is crucial. We have people who are now more inspired and as a result striving to deliver the best they can for the business. This programme has been instrumental in helping us transform our people strategy to achieve our objectives.”

Callum Watson, Head of People, RoslinCT

BENEFITS

Stickability to take skills forward

There has been a noticeable increase in the stop, start, continue approach used by people leaders to take forward their new skills in the workplace and in the way they seek to motivate their team members to deliver business performance outcomes.

Reducing staff turnover

The programme initiatives aimed at creating an even more positive working environment and engagement and motivation. The wider People Strategy, which the programme was a key part of, positively contributed to a reduction in people churn rates, with an impressive 25% decrease in employee attrition in the twelve months following.

Building stronger relationships

The open discussions and workshops helped people come together and feel part of a team as they problem-solve. It gave people a unique opportunity to build stronger relationships that will carry them forward in the business. Employee engagement improved by 23% relative to peers in similar organisations.

Positive impact on culture

By helping people feel more confident in themselves as leaders, the programme is not only benefiting individuals but also the wider organisation. As supervisors, managers and leaders grow in confidence, they will be more likely to be successful in their roles, taking the initiative and making better decisions.

Increased collaboration

As the business expands to further sites, it is more important than ever for people to share knowledge and best practices. This reduces duplication of effort and promotes fast problem-solving. The programme has driven closer bonds with people across the business helping to build trust and relationships, aligning business sites and unifying the culture.

Sustaining the change and building momentum

With the programme embedded, RoslinCT reached out again to Tack TMI to help continue the change momentum. In the past year, this has included training on Lean Six Sigma Continuous Improvement principles and team coaching on the application of these skills on real business projects. This continues to build better collaboration and change management skills and promotes the ongoing growth strategy. In addition, this includes looking at best practices within the Training Academy, understanding people's development will be key to the ongoing growth.