



Melinta Therapeutics Improves Employee Engagement and Retention with Velocity's Intentional Culture Framework™

+126%

Increase in Strategic Alignment scores across organization

+36%

In overall Employee Satisfaction

30% to 8%

In one year Employee Turnover dropped from 30% to 8%

Background

Melinta Therapeutics is an American publicly traded biopharmaceutical firm. They focus on the design and development of novel broad-spectrum antibiotics and expanding their portfolio where patients are most impacted by acute and life-threatening illnesses.

In 2018 and 2019, the antibiotic industry approached a financial crisis. Several startups focusing on solving antibiotic resistance went out of business and big players like Novartis, AstraZeneca and Allergan abandoned the sector. By December 2019, Melinta filed for Chapter 11 bankruptcy. In August 2020, they appointed new leadership, including CEO, Christine Miller, which inspired the beginning of a complete organizational transformation.



"Our work with Velocity has been critical to our success as an organization. From the beginning Velocity committed to understanding us at a deep level and have been essential thought partners for the leadership team and our culture as a whole."

Christine Miller CEO, Melinta

At a Glance

Company: Melinta Therapeutics

Industry: Pharmaceutical

Goals: Build a High-Performance culture and maintain fully compliant organization across functional disciplines.

Solutions:

Velocity's Intentional Culture Framework™

- Refresh of Mission, Vision, Values
- Organizational Culture Survey
- Establish Essential Behaviors program for the organization
- Executive Coaching for the leadership team
- Establish a Culture Advisory Board
- Roll out of The True Competitive Advantage for all employees



The Challenge

In August of 2020, newly appointed CEO Christine Miller was charged with leading Melinta Therapeutics out of bankruptcy during a tumultuous period within the antibiotic industry. In addition to crafting a new focus for the business, Melinta needed to navigate through the COVID 19 pandemic while simultaneously addressing the lingering business and cultural issues that had culminated in the restructuring of the company.

Despite these formidable external challenges, Ms. Miller understood that a singular focus on the business would not be enough to take Melinta where it needed to go. As a believer in people, she prioritized the joint creation of an intentional culture that would revitalize the organization, attract top talent, and sustain it for future growth.

A cultural transformation project can have its genesis a number of ways – a decline in financial performance, high employee turnover rates, low morale, a divided senior team, unhealthy relationships between departments that require collaboration, etc. In order to create the intentional, vibrant culture that could support new business objectives, Melinta partnered with Velocity Advisory Group to lead a culture transformation featuring accountability, execution, transparency, and professional development.

Solution

At Velocity, we believe that an Intentional Culture continuously aligns and regulates an organization's values, beliefs, and behaviors in support of the business strategy. Velocity partnered with Melinta to implement their Intentional Culture Framework™. Each part of the methodology incrementally builds upon the next to turn insights into alignment and action, drive implementation of culture priorities, create culture champions, advance employee buy-in, and sustain the change with guidance from Velocity at each step of the process.



Velocity and Melinta first targeted the Mission, Vision, and Values (MVV) of the company. Through an organizational survey, interviews, and the development of a Culture Advisory Board, the process of transforming Melinta's culture was launched.

Key Actions

Following the rejuvenation of Melinta's MVV, Velocity led a series of leadership team sessions to craft and define strategic initiatives, culture priorities, and Melinta's Essential Behaviors. Collectively, this represented the cultural operating system to sustain Melinta well into the future.

Culture Priorities

1

Drive Positive Change

2

Focus on Quality and Outcomes

3

Better Together

4

Value our People



Do the Right Thing

Be unequivocally open, honest, trustworthy, and ethical; say what you mean and mean what you say.



Let Me Walk in Your Shoes

With high emotional intelligence, we have empathy and understand and care for our people, our patients, and our partners. Listen with respectful curiosity.



We've Got Your Back

Be a champion for our people, patients, and products.



Be the Fun

Bring infectious energy and a positive outlook to everything you do.



Own It, Do It, Love It

Act now. Be accountable and passionate in all that you do.



Act Bold, Be Different, Create Value

Be innovative and courageous. Solve the right problems and don't be afraid to fall forward. Be proactive and speak up.



Understand Before Being Understood

Be inclusive and approachable as you collaborate with others.



Cultural Integration – The Culture Advisory Board (CAB)

A cultural transformation requires culture champions. Velocity believes that while the vision of an optimal culture should be created at the top of the company, culture is grown and reinforced from the bottom up.



Melinta leaders created and empowered their Culture Advisory Board (CAB), comprised of volunteers at every level of the organization, to bring their culture priorities and essential behaviors to life. In Velocity's experience, this structure and composition of the CAB is critical for success. Without it, culture work is often seen as a box checking exercise of senior management. Velocity provided structure, support, and guidance in the CAB's creation and operations.



"Our Culture Advisory Board is actionable and represents a diverse cross-section of the organization. The board listens to our employees and either finds solutions that they can execute independently, or they bring the feedback to us as an executive committee."

Susan Blum - CFO, Melinta

Melinta's CAB serves as a key thought partner to the organization in how culture initiatives can best be communicated and enacted day-to-day, connecting employees with senior leaders as active voices in influencing how the culture evolves.

Executive Coaching

Investing in the skill sets of both leaders and employees is a key driver of organizational transformation, and critical when establishing an intentional culture transformation. At the leadership level, Melinta engaged with Velocity to provide Executive Coaching. This enabled leaders to more effectively address a wide range of challenges while also continuing to translate the new culture initiatives as practical, guiding principles in decision making. The ripple effects were felt throughout the organization as various departmental teams modeled new approaches to delegation, empowerment, and change management, and teaming agreements.

The True Competitive Advantage Program

Concurrently, Velocity introduced a unique version of the DISC Behavioral model featuring bird metaphors. Velocity's approach inspires near effortless adoption and improves self-awareness, communication, and collaboration. Following initial success with the leadership team, the program was rolled out to the entire organization.



“The Birds have had a remarkable impact. We hear them used regularly to reframe difficult situations, whether they are interpersonal or project oriented, in a positive, solution focused way.”

Kristen Allgor - CHRO, Melinta

The Results

Sustaining Positive Culture

Melinta's commitment to cultural transformation produced remarkable results in year one. A 2022 follow-up organizational survey, (baseline was 10/1/2020), saw dramatic improvements across nearly every metric of Melinta's culture:



8%

***Turnover dropped from 30% to 8% in one year**



126%

126% Improvement in strategic alignment



36%

36% Increase in employee satisfaction



62%

62% Improvement in diversity & inclusion scores

**projected annualized turnover through 5/31/2022*

Summary

Velocity helped Melinta's leaders create a unique intentional culture that both aligns and drives their business goals. This process required both significant focus from the leadership team to craft and communicate their vision for what Melinta's future could look like, and a genuine commitment to enlisting all parts of the organization to co-create a shared cultural experience. Only a year removed from challenging circumstances, Melinta Therapeutics is growing through acquisition, attracting top talent, and is poised for tremendous success.

Why Velocity Advisory Group?

Velocity Advisory Group applies decades of experience and expertise in executive coaching, strategy development, performance consulting, and team dynamics to guide our clients through cultural transformation. By combining proven methodologies for organizational change with a comprehensive understanding of successful culture shaping practices, the Velocity team helps companies develop and maintain strong cultures that align with their values and drive business results.



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