



**Eli Lilly and Company**

Lilly Corporate Center  
Indianapolis, Indiana 46285

June 19, 1998

Alan Dinner, Ph.D.  
Vice President  
Quality

Partners In Leadership  
27555 Ynez Road  
#201  
Temecula, CA 92591

Dear Tom and Roger,

The Corporate Quality Assurance GMP Division at Eli Lilly and Company first contacted Partners In Leadership in the summer of 1997 to discuss possibilities for a PIL intervention for specific cultural issues in the Division. During the course of the summer, PIL conducted a series of surveys and interviews culminating in a 3 day session (1/2 day management only) including all staff members in September, 1997. A follow-up session was held in April 1998. The feedback from both management and staff confirm my feeling that this intervention has been successful in enabling the Division to overcome barriers and focus on strategies that are key to our continued progress. The following are my observations of some specific examples of progress made as a direct result of the Partners In Leadership program:

- Roles and responsibilities in the management group have been clarified
- Improved communication between staff groups and between staff and management
- Increased level of trust between staff groups enabling better, more productive working relationships based on the Quality Assurance Cultural Beliefs developed during the PIL session

During the follow-up session in April, the staff groups listed the following as progress made:

- Better alignment with corporate directives
- Progress on Globalization initiative
- More comfortable giving and receiving feedback
- Less tension in work groups
- Working more pro-actively

I would like to express my appreciation for your insight into our issues and for the impact that you have had on this Division. Of course, we still have challenges, but we are better able to address these challenges with the baseline of our Cultural Beliefs and with the tools we have learned for feedback and communication. Although we do enjoy occasionally going "below the line", we are all working hard to remain above the line in most of our efforts and to just DO IT!

Thank you and I look forward to working with you again later this month at the Lilly Site Heads Meeting.

Regards,

Alan Dinner  
Vice President, Quality  
Eli Lilly and Company