

Closing the Execution Gap: From Omnichannel Strategy to Seamless HCP Engagement



Curious about what's inside?

Pharma has invested billions in omnichannel platforms and AI-driven personalization, yet many organizations struggle to deliver the seamless HCP experiences they envisioned. This collection explores the **behavioral factors** that determine whether your omnichannel investments deliver results or simply add complexity.





What's **inside**

The Missing Link Between Investment and Results

HCPs don't experience your technology stack—they experience your people. The most sophisticated omnichannel platform won't improve engagement if teams operate in silos, reps default to old habits, or leaders aren't aligned on execution.

These four articles address the behavioral foundations of omnichannel success:

Article 1 tackles pharma-specific execution challenges: leadership misalignment, persistent silos, change fatigue, and misaligned measurement. Learn the behavioral interventions that accelerate adoption and close the gap between vision and reality.

Article 2 provides eight concrete strategies for dismantling organizational barriers—from shared goals to cross-functional accountability—that fragment your HCP experience.

Article 3 addresses the 80-85% AI project failure rate with a practical framework for translating technology investment into behavioral change across organizations, individuals, and leaders.

Article 4 shows how to activate sales performance through behavioral precision—moving beyond alignment to the critical few behaviors that drive consistent customer engagement and measurable business impact.

The Bottom Line: Meeting HCP expectations requires more than deploying the right technology—it **requires aligning your organization's behaviors with your omnichannel ambitions.**



Why Pharma's Omnichannel Investments Aren't Paying Off (And What to Do About It)

The numbers tell a stark story. Pharmaceutical companies have invested billions in omnichannel platforms, AI-driven personalization, and sophisticated customer engagement technologies.



Yet when we talk with pharma executives, one of the first challenges they bring up is their inability to deliver the seamless HCP experiences they envisioned.

Sound familiar?

You have the strategy. You have the technology. But healthcare professionals are still experiencing fragmented touchpoints, inconsistent messaging, and the kind of disconnected engagement that erodes trust.

The problem isn't your platforms or your data. It's behavior. Plain and simple.

The investment-execution gap

Here's what we see repeatedly: Organizations invest heavily in omnichannel infrastructure—CRM systems, marketing automation, digital channels, advanced analytics—then wonder why adoption remains sluggish and results underwhelm.

The missing piece is rarely technical. **It's human behaviors that bring strategy to life.**

Your sales team defaults to old habits under pressure. Cross-functional silos persist despite integration goals. Leadership alignment exists on paper but not in practice. Change fatigue sets in before new behaviors take hold.

Meanwhile, HCPs notice every inconsistency. They experience the disconnect between your omnichannel vision and their actual interactions with your organization.

Four behavioral patterns that derail omnichannel execution — and how to flip them

1. Leadership misalignment

Agreement in meetings doesn't translate to aligned action. Leaders unintentionally model inconsistency—prioritizing differently, communicating in silos, and reinforcing legacy behaviors.

Flip it: Track a few critical leadership behaviors—consistent messaging, shared priorities, visible cross-functional support. Use these as leading indicators and reinforce through peer accountability.

2. Persistent silos

Teams operate in isolation despite integrated systems. Differing priorities across marketing, medical affairs, and sales lead to inconsistent messaging and duplicated efforts.

Flip it: Design collaboration into workflows. Make cross-functional success easier and more rewarding than working alone. Align metrics to reflect seamless HCP experiences.

3. Change fatigue

After repeated rollouts, skepticism grows. New processes clash with old habits, and adoption stalls.

Flip it: Focus on early wins. Identify high-impact behaviors, track uptake, and spotlight progress to build momentum and shift mindsets.

4. Misaligned measurement

Activity is tracked, but impact is missed. Without measuring the behaviors that drive HCP engagement, insights remain shallow and reactive.



Flip it: Measure leading indicators—actions that create HCP satisfaction. Use behavioral data to coach teams and refine execution in real time.

The path forward

Your omnichannel strategy is only as strong as the behaviors that execute it. The most sophisticated platform in the world won't improve HCP engagement if your teams don't know how to collaborate effectively, adapt to change, or measure what matters.

Organizations that bridge the investment-execution gap don't just implement better systems. They align leadership around critical priorities, eliminate barriers between functions, accelerate adoption through behavioral insight, and measure the actions that drive customer engagement.

The result? Healthcare professionals experience the seamless, personalized engagement your strategy promised. Internal teams work together effectively. Technology investments deliver measurable returns. And your organization builds the execution muscle to adapt as customer expectations continue to evolve.

The real barrier to omnichannel success isn't your strategy or your technology. It's getting people to consistently do what needs to be done.

That's exactly where behavioral science comes in. And that's exactly where we can help.

**Up next: Silo Syndrome: Overcoming the
Mentality that Holds Companies Back**



Silo Syndrome: Overcoming the Mentality that Holds Companies Back

When Phil Ensor first tried to warn the world about the perils of the silo mentality, he did not mince his words.



It was 1988, and Ensor, an executive with The Goodyear Tire & Rubber company, had just coined the term “functional silo syndrome” to describe organizations that are structured as an array of independently operating departments or divisions that do not collaborate, share information, or solve problems with each other.

Organizations with this kind of structure, Ensor wrote, have “a very damaging learning disability—it has not learned how to learn, that is, how to diagnose itself and solve its own problems.” Moreover, Ensor argued that organizations afflicted by silos “behave out of a foundation of mistrust and a lack of mutual concern. The genius of people is wasted; individuals are uncommitted; groups are not cohesive. No shared vision exists for people to rally around.”

It is hard to find anyone, even today, who disagrees with Ensor’s decades-old premise. And yet, when I talk with senior business leaders about the biggest challenges they are facing, one of the first things they bring up is their inability to break down silos.

The good news is that we’ve evolved to the point where we know silos are a problem. The bad news is that, nearly 40 years after the problem was identified, we don’t know how to get rid of them.

Why is the silo syndrome so stubborn? For insight, take a look at your executive team.

Senior leadership teams naturally gravitate to a silo structure

The need for internal collaboration and partnership is more important now than ever before. With AI, economic conditions, and global tensions driving a fearsome pace of change, organizations must have a high degree of trust at the very top. Executive leaders must share information on what they are doing and the impact it has across the enterprise and look for ways to support other leaders in their challenges.

That’s the theory. In practice, far too many senior leadership teams are living, breathing metaphors for the silo syndrome.

In some ways, this isn’t surprising. Senior leadership teams almost always comprise

individuals with profoundly different subject-matter expertise and experience. While they worked their way up through the leadership ranks to the executive team, these leaders were afforded a certain degree of independence and encouraged to lead in whatever way they thought best as long as they were producing results.

At the executive-team level, however, the demands and stakes change drastically.

Now, leaders are being asked to interact with people of different backgrounds and skill sets. This can be a jarring experience for some newly promoted leaders; the comfort of being surrounded by people of similar background is suddenly replaced with the discomfort of increased scrutiny. The end result is often that fear, judgement, and distrust cause them to retreat into the relative safety of their silo.

To avoid falling prey to silo syndrome, executive teams need to learn the skills that promote collaboration and trust.

Breaking down the silos in your senior leadership team

Specific strategies for breaking down silos and promoting trust can be both formal and informal. But it all starts with setting clear expectations.

1. Define trust. Before you can build trust, you need alignment about what it means and what it looks like in action. The CEO needs to set expectations—we are going to operate as an enterprise leadership team, which means sharing information, collaborating, and putting the company, not function, first.

2. Demand curiosity. In meetings, encourage leaders to ask questions about the other silos. If they don't understand something, tell them to speak up and ask for an explanation. Remember, senior leaders can be reluctant to admit that they don't know everything about everything. CEOs should always ask other team members to weigh in with observations or analysis of challenges offered by their teammates.

3. Troubleshoot problems. One of the best ways of demonstrating trust is to share setbacks or failures with an eye toward problem solving. This requires the team to be vulnerable and willing to openly express challenges. Using the team to diagnose a problem and build solutions can be a powerful experience.

4. Create informal opportunities to build relationships. If you're in the same location, stop by someone's office for a chat, or take them out to lunch. And then, share the challenges you're facing and how it may affect other teams. If the team is highly dispersed, schedule a virtual coffee chat. The sad truth is that informal doesn't happen on its own; it may be necessary to mandate the team to make these gestures.

5. Create formal opportunities to build relationships.

The pace of business today means many executives don't carve out time for team building that can break down silos. You don't necessarily have to sequester your team at an elaborate wilderness retreat. But you do need to create formal opportunities for the team to socialize. Remember, this is a journey; building relationships among executive leaders won't happen in a single session or a weekend. There needs to be a significant investment of time and effort to change the trust dynamics of the team and reduce those silos to rubble.

6. Encourage guest appearances. Task executives to attend meetings with other executives' teams. At those meetings, share your own challenges, ask lots of questions, and relate points of common experience. This is an opportunity to share challenges and stories. The willingness to attend another silo's meeting sends a strong message on the power of positive leadership and collaboration.

7. Set shared goals. Each executive should have at least one annual performance goal that is shared cross-functionally. This sets the expectation early on that leaders must partner together on major business initiatives and that they will be measured on the enterprise-wide results.

8. Implement accountability. The CEO needs to be crystal clear that collaboration and cross-functionality will be one of the major standards for assessing the performance of executive team members. Defining these expectations creates a baseline for accountability. The team should do regular check-ins to assess how they are doing and where they can improve. They must be willing to hold themselves and each other accountable.

CONCLUSION

It seems that organizations, as they grow and evolve, naturally gravitate to a silo structure without completely understanding the consequences. Although it's not an easy fix, the challenge of breaking down these silos is relatively simple. Focus your efforts on the senior leadership team. Once they have been encouraged to share, collaborate, and support each other, the silos will dissolve as quickly as they were erected.

**Up next: AI and the Human Factor:
Overcoming Challenges in Adoption**



AI and the Human Factor: Overcoming Challenges in Adoption

Everywhere we turn these days, someone is telling us that AI is going to change the way we work.



“AI: A Whole New Way of Working,” Microsoft proclaimed in a recent article. “Next-generation AI will transform work for everyone.”

Even though Microsoft is in the business of selling AI, there is no reason to doubt what they have predicted for the future of work. As many of us struggle with what exactly AI is all about, it is slowly but surely changing our lives. This is particularly true when it comes to the way we work.

In a 2023 global survey of IT professionals, IBM found that more than 42% of organizations were already using AI in day-to-day business, suggesting the hype around AI has not been misplaced. Yet the rush to adopt AI has encountered its share of speedbumps.

By most estimates, between 80 and 85% of AI projects fail to meet their objectives: twice the failure rate for non-AI IT projects. This rate owes to a long list of problems, but the failure to properly support workers in adopting new AI tools certainly ranks near the top.

That same IBM survey found 20% of respondent organizations do not have the employees with the right skills in place to use new AI tools, and 16% cannot find these skills on the open labor market. Even more worrisome was the finding that only 34% of respondents were providing resources to help employees use these new tools.

There is little doubt AI has the potential to change the way we work. However, there is also ample evidence that more time and energy is being invested in developing the technology, and less on helping people use it in the most effective ways.

In many ways, this inherent flaw in AI adoption is hardly surprising: organizations implementing all kinds of change initiatives frequently put their time and money into the shiny new idea or program, and much less on supporting people after deployment to get the best results.

Technology can revolutionize our working experience, but organizations will not reap the rewards of their investments unless we help our people work in completely new

ways. Right now, the debate about the creation of new ways of working is lost in muddy definitions and misplaced priorities.

Towards a better definition of NWoW

The Dutch claim responsibility for coining the term “new ways of working,” and its ubiquitous acronym – NWoW. According to academics, it is connected to a Dutch idea – “Het Nieuwe Werken” – which described the ability of people to work anytime and anywhere, allowing them to “adjust their work conditions to personal preferences.”

Although it has been studied and debated for much of the 2000s, NWoW gained enormous prominence during the global pandemic, when public health restrictions forced those who could work from home to do so. Pent-up demand for more flexible working schedules, locations, and conditions converted what started as a stark necessity into a driving force for recruitment and talent management.

In short, people got a taste of WFH during the pandemic, and many found they liked it—a lot. Now, employers are weighing the

need to offer flexible or hybrid work conditions as table stakes in the search for skilled talent.

However, the focus on "where" people were working took a lot of attention away from "how" and—more specifically—how workers needed to change the way they work to embrace new tech tools.

Even today, the NWoW has been siloed in a discussion about flexible work schedules, remote technologies, and even different approaches to office design. Missing from this equation is a systemic approach to training, upskilling, and supporting workers to make use of the new technology, and feedback mechanisms to allow people to describe how it is changing the way they work.

The key to getting value from new technology is changing behaviors

Many organizations are so focused on the acquisition and deployment of new technology, they forget to help people change their work behaviors to account for the introduction of new tech tools.

With something as potentially impactful as AI, day-to-day working experiences can be completely upended. This isn't just about swapping out a screwdriver for a wrench; new tech requires new behaviors and mindsets to ensure full value is achieved.

That means creating a specific process to change behaviors. You can tell people they need to change, but if you don't define how they must change and provide support to help them change, your organization will be stuck with promising technology which will never achieve its potential.

Ignoring behavioral change creates a number of risks. Without proper support, you will see some employees flatly refuse new technology and quietly—even subversively—continue doing things the old way. There is also a high probability that a group of vocal dissidents will try to undermine the new tech, hampering wider adoption.

Any effort to help your people embrace and apply new technology will involve three distinct components: organization, employee, and leader.

The 'HOW' for Organizations

- It's important to remember that adopting powerful new tech is, in essence, a change management challenge. Organizations need to pay close attention, identifying the things which must change to make full use of the tech, supported by robust communication and training.

- Organizations must also identify a point during deployment of the new tech tools where a concerted troubleshooting effort is put in place. Who is using the new system and who is pushing back? It's important to identify those who are struggling—or actively resisting—and provide them with additional support.
- Remember that AI is constantly evolving. Systems must be put in place to help employees deal with the constant change the future will bring. This involves well-defined plans to help employees through updates, the introduction of new features, and training to help people incorporate these tools into everyday tasks.
- Involve individuals, particularly front-line workers, in planning for the change. Sometimes this isn't possible, but the earlier the most-affected people are involved in a technology project, the greater the buy-in down the road.

The 'HOW' for Individuals

- Although the introduction of new tech triggers change, the key determinant of how much value you will get will be determined by how individuals respond. Initial skepticism, disillusionment, or anger will limit the impact of the new tech.
- An individual's appetite for learning will largely determine who is quick to embrace new tech, and who struggles. It's important to profile employee skill strengths, weaknesses, and learning histories. If someone struggles, you need to know what is holding them back, and how to get them back on track. Don't assume they will eventually "get with the program."
- Close attention must be paid to creating a compelling adoption narrative to resonate with individual workers, built on explicit examples of the new system's benefits. If some employees are not engaging with communication or training for the new tech, efforts must be made to reach out on an individual basis to find out why they are struggling.
- Nothing combats skepticism as effectively as positive feedback. Individuals need to see data on their performance. Those who embrace new tech tools and prosper should be celebrated. Those who resist the new tools need to see data showing how their performance is lacking.

The 'HOW' for Leaders

- As is the case in any change initiative, the success of your new tech will be largely determined by front-line leaders who must change their own behaviors to help those they lead change in turn. Our hands-on experience and published research indicate leaders must:

- Align on expectations
- Observe performance
- Remove barriers to performance
- Provide feedback on performance
- Establish a coaching relationship

- Leaders must also lean on their peers for support. The establishment of Change Agent Networks—where leaders talk to other leaders about the challenges of new tech adoption—can ease concerns and cultivate best practices in managing change.
- Finally, leaders must understand that the people they lead will have different capacities and tolerances for adopting new technology. Boilerplate approaches will not only leave some people behind, but they will also create ancillary concerns that go beyond the tech itself. Leaders who take the time to bring all members of their teams up to speed end up getting the best results from new tech.

CONCLUSION

Although the primary challenge may be deploying new technology on-budget and on-time, the broader challenge is ensuring that your people are changing their behaviors to fully change the way they work.

Many organizations focus most of their time and attention on the new tech's initial roll-out. Yet, they fail to follow through with a strategic plan assessing how well these new tools are being used and whether everyone is on the same page regarding their uses.

In the final analysis, introducing new tech is a three-dimensional challenge that involves leaders, individuals, and organizational perceptions and priorities. Ignoring any of these constituencies will mean lower adoption and fewer realized benefits.

Up next: Getting More From Your Sales Teams: Activating Behaviors That Drive Performance



Getting the Most From Your Sales Teams: Activating Behaviors That Drive Performance

Sales teams are at the heart of the customer's experience and the engine of business performance.



In pharma today sales teams today operate in a landscape that's more complex, data-rich, and customer-driven than ever before, and they're expected to deliver personalized, consistent engagement across channels while navigating complex systems, shifting priorities, and relentless pressure.

Organizations have invested heavily in training, technology, and enablement. Yet many still ask: *Why aren't we seeing consistent, high-level performance across the board?*

The answer isn't just in the strategy. It's in the execution, and more specifically, in the behaviors that bring strategy to life.

From Alignment to Activation

Sales performance starts with alignment - but it doesn't end there. You can have well-aligned reps and leaders, consistent tools, and robust data systems. But unless those elements translate into specific daily behaviors, the impact will be uneven.

High-performing organizations don't just set strategy and hope for the best. They activate performance through a continuous loop of behavior alignment, real-time feedback, and meaningful measurement.

Behavioral Precision Drives Results

To get the most from your sales teams, you need more than alignment—you need behavioral precision. That means:

- **Clarifying the critical few behaviors** that drive customer engagement and business outcomes.
- **Enabling frontline managers** to observe and respond to those behaviors in real time—not just during formal reviews.
- **Structuring KPI conversations** around leading indicators, not just lagging results. When teams know what to look for and how to act on it, data becomes a tool for momentum, not just measurement.

This shift doesn't require more tools or more meetings. It requires a sharper focus on what matters most—and a system that makes it easier to do the right things consistently.

Case in Point: When Strategy Stalls Without Behavior

A national pharma sales team was launching a new product across six regions.

The strategy was solid. The tools were in place. The regional leaders were experienced and aligned—on paper. But performance varied widely.

What was missing?

Each leader defaulted to familiar approaches. Communication across regions was inconsistent.

Reps lacked clarity on how to apply shared tools in their own territories. The strategy wasn't flawed—but the execution was fragmented.

The turning point came when the organization shifted focus from alignment to **behavioral precision**.

- They clarified the few critical behaviors that mattered most.
 1. Call Prep using new Best Practices Template and structured role playing before field visits
 2. Discovery questions used to uncover HCP needs
 3. Follow-on commitments to close each call
- Frontline managers began giving real-time feedback tied to structured KPIs.
- Ensure weekly sales calls delivered values by ritualizing lookbacks, focusing on what works /what didn't and review of updated/simplified dashboards to spotlight leading indicators.

The result? More consistent execution, stronger customer engagement, and measurable business impact.

Bringing Strategy to Life

Sales performance doesn't hinge on having the right strategy—it hinges on activating it through consistent, observable behaviors. When frontline managers reinforce those behaviors in real time, and teams align around what truly drives impact, execution becomes scalable.

Organizations that focus on behavioral precision—not just alignment—see stronger customer engagement, more consistent performance, and clearer business results. And that's how you get the most from your sales teams.

havior

Since 1993, Havior's North Star has been a powerful insight: behavior is the greatest untapped performance driver in business. Founded by two visionary women with PhDs as the Continuous Learning Group, became ALULA in 2018 before emerging as Havior in 2025, a name reflecting our purpose as behavior architects for an evolving world of work.

Combining 30+ years of business experience and deep expertise in behavioral science, Havior helps organizations across industries pinpoint critical behaviors that deliver exponential results. From manufacturing floors to C-Suite, pharmaceutical labs to energy fields, we design specific solutions transforming how people work.

Unlike traditional consultants, we don't deliver frameworks and to-do lists and walk away. We're in the trenches to embed behavioral insights into an organization's DNA. As a 100% employee-owned company, we're personally invested in aligning leadership, activating stalled strategies, easing transformation fatigue, and optimizing operations.