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hen Glaxo Wellcome's longest servers started, computers, Biro's and the Beatles were a virtual unknown, and staff might nonchalantly scoop throat pastilles out of production vats as they strolled past...

Ken Pullen, a principal scientist at Beckenham, was pulled up on his dress sense within weeks of joining Wellcome Research Laboratories. For he had turned up with dulled shoes and a wishy-washy crease in his trousers. It was 1959 and nothing less than shiny, diamond-black shoes and a sergeant major crease in trousers would suffice.

Much has changed at Glaxo Wellcome since the 1950s when the company's eight longest servers in the UK joined, and all say the evolving culture has been the most striking.

At Wellcome, for example, there was a strict code on how people were addressed. "If someone was a technical/scientific grade senior to you then first names were out of the question," says Ken. "You would always use their surname and appropriate title – professor, mister or doctor – even when in conversation with other people."

Lunch and lavatories were similarly fraught with etiquette. "The senior people ate in a better canteen," recalls Ken. "The food was the same, of course, but the tables were smarter and the chairs more luxurious. It was quite a rush making it to the heady heights of a plush new restaurant."

At Ware, there was an executive toilet for office personnel and at Greenford, special car parking for senior staff and a managers' dining room, right up until the 1980s.

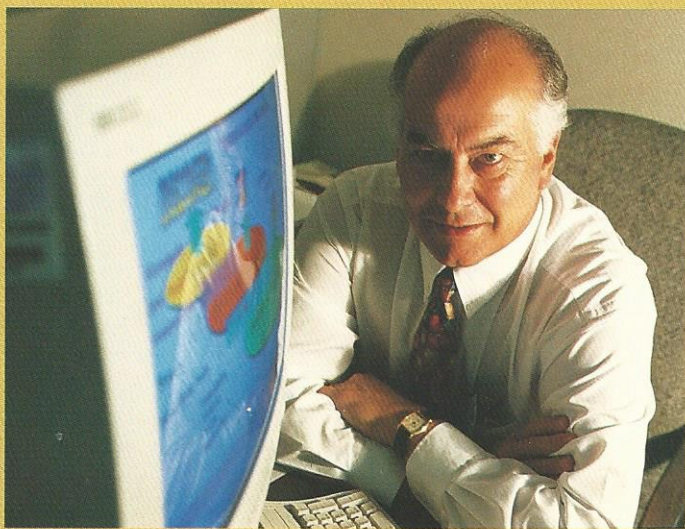
"I thank the US influence for making people in the UK more open and interactive," says Stan Bonney, manager of innovative design and concepts, Inhalation Product Development, at Ware. "Dressing casually is a welcome change too."

A relaxation arrived in the UK in the 1970s, with women wearing trousers and first names creeping into conversation. And as people loosened up, they also entered a period of rapid change, which the long servers describe as an exhilarating but manic time.

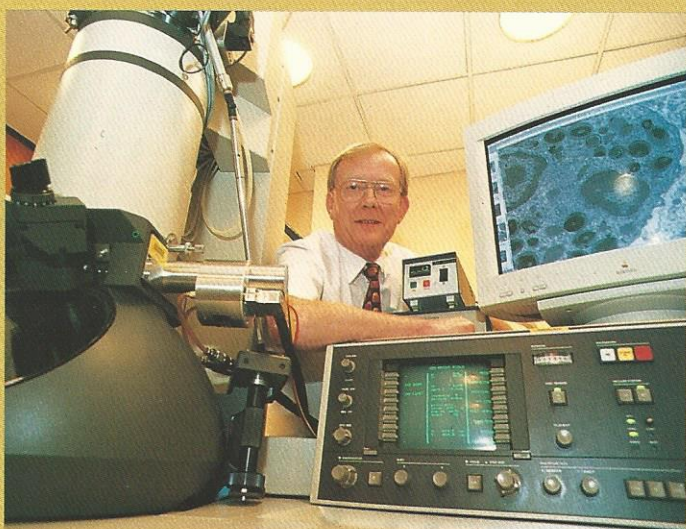
Huge challenge

"Things really started to buzz," recalls Stan. "I became involved in designing mass production lines, which was a huge challenge. It was also a worrying time for some because there was the perception on the factory floor that many people were facing job losses, but it was a necessary move and most people were re-skilled."

The 1980s then saw increased regulations and tougher competition. "The biggest change was regulation and direction, which was a good thing because the company was becoming much more economically aware," says Stan. "We stopped developing new products purely because it seemed like a good idea and began investigating whether they were likely to prove economically sound."



Above: Stan Bonney, Ware, manager of innovative design and concepts development, joined Allen & Hanburys in 1958 at 15 as a trainee in the packaging department



Above right: Grahame Ainge, Ware, is head of electron microscopy in the Pathology department. He joined at the age of 16 as a lab technician in veterinary research

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Left: Ken Pullen, Beckenham, is a principal scientist who joined the company in 1959: "I trained as a bench scientist, now I'm in front of a computer screen most of the day."

He adds: "The company also began to evolve into a matrix organisation to accelerate development so activities were happening concurrently, rather than waiting for a phase to finish before heaving activities over the wall to the next department."

"And it was exciting when the company began operating as a multinational, sharing resources, knowledge and ideas worldwide."

Coming from such a *laissez-faire* environment, many of the long servers sometimes wonder if rules and regulations have become too restrictive. When Grahame Ainge joined the company, for example, people would stroll through a production area on their way to the library, leisurely scooping out a handful of blackcurrent pastilles from a large vat before eating them. "They