IPA
INNOVATION. QUALITY. GLOBAL REACH.

11th Edition
Advanced GMP
Workshop 2026

Building Quality Leadership Capability

Developing people who understand risk, make sound decisions and take ownership.

Amitava Saha
Director, PAGE Foundation

Quality is a *Leadership Responsibility* and not a department

Quality Leadership is the journey from *Compliance to Competitive Edge*

Every Employee needs to be a Quality Champion

Quality Leadership is business leadership

Risk and decisions	Reliable operations	Speak-up culture
Are risks understood before decisions are made?	Are processes consistent and sustainable?	Can people raise problems without fear?

Quality → Risk → Compliance → Operational excellence → **Business performance**

The Quality Leadership challenge

Understanding the why

What could my action mean for the product?

Judgement in practice

What should I do when the situation changes?

Quality ownership

How do we prevent the same failure recurring?

The capability to understand, question and act responsibly needs deliberate development.

Quality leadership at every level

Operators	**What must I flag before I proceed?**
Supervisors	**How do I make the right practice easier?**
Managers	**What is this pattern telling us?**
Senior leaders	**What conditions are we creating for quality?**

PAGE: Academy designed to build Quality Culture

To be the global benchmark in pharmaceutical training for Quality and Manufacturing Excellence.

Quality culture across PAGE's programs

Fresher programs	Employee programs	PACE open programs	Institute programs
Build the mindset and competence at the start	Refresh, Review and Re-apply to daily work	Learn from experience	Prepare future Leaders

Building quality culture through case-based learning

1. **Examine the case**
2. **Understand the impact**
3. **Discuss the judgement**
4. **Practise the response**
5. **Apply the lesson**

The learning goal: understand the reason for the right action and take responsibility for it.

Strengthening Quality at work, and what's next

What we strengthen

- Product and patient focus
- Openness and escalation
- Learning from failures
- Shared accountability

What comes next

- Deeper company partnerships
- Wider practical access
- Digital reinforcement

How we'll know (proposed)

- Pre/post knowledge checks
- Task or simulation evidence
- Manager feedback at 60–90 days

A shared commitment to Quality leadership

People who understand and imbibe Quality.
People who take ownership.
People who do not ask “who” but ‘why”

Industry	Experts	PAGE
Share needs and real cases	Contribute practical expertise	Design needs-based programs



Quality Culture in Pharma

Come, join PAGE's capability-building journey

Subject-matter experts, apply to PAGE.

Share your expertise.
Build Quality Leaders across Indian Pharma.

Partner	pageindia.org/partner-with-page
Email	applications@pageindia.org
Call	+91 74003 32065
LinkedIn	linkedin.com/company/pageindia1

Scan to apply