



# Capability building for Middle management



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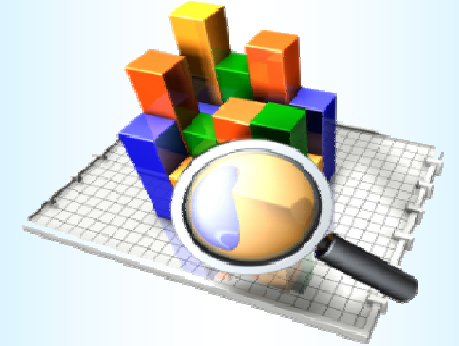
# Key sources of insight into Quality Capabilities at Indian pharma



**Assessment** of culture and capabilities across **25,000+** Indian pharma employees



**Peer benchmarking** within leading Indian pharma companies



**30+ plant sites/locations** covered



**Interviews** and focused group discussions with **1,000+** operators, middle managers & senior leaders



Observations on day-to-day behavior through **Gemba walks**



Captured learning from **400+** **capability building engagements** in pharma

# Common themes emerge across the industry



## Themes

Respondents in agreement (approx)

Capabilities need be to built at all levels. Upgrading middle management capabilities is the most important

75%

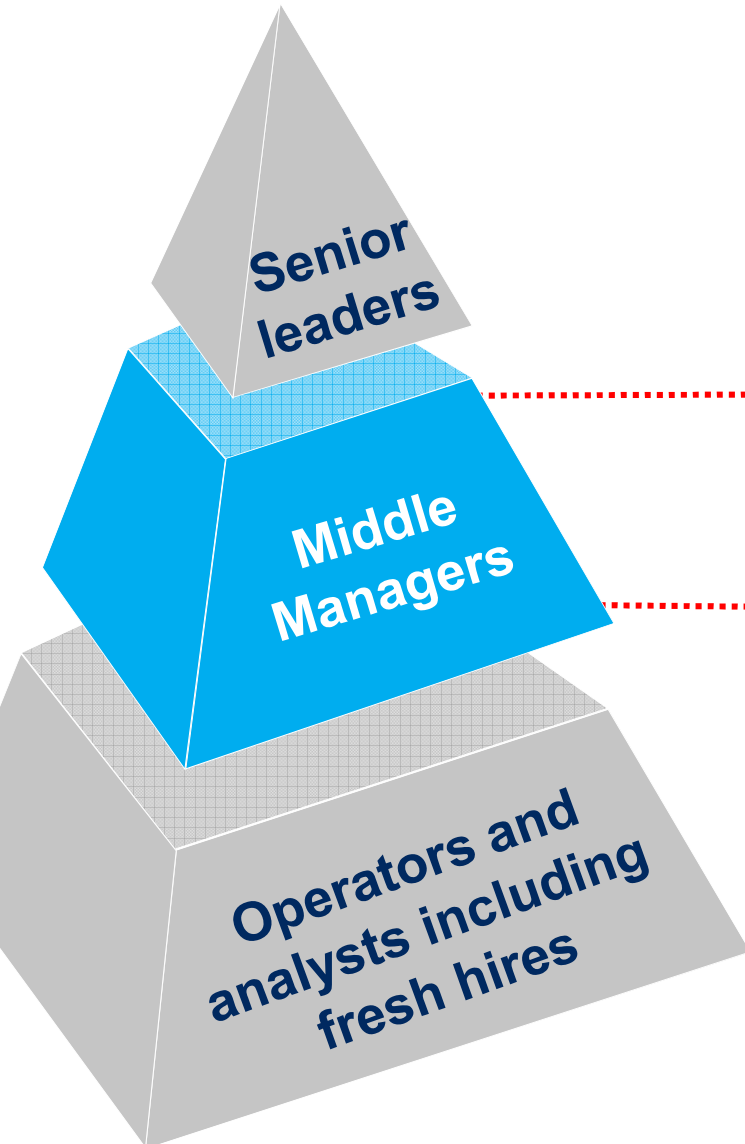
Capability building should focus not just on Technical aspects, but also on Managerial & Behavioral elements

66%

Classroom-based training alone is ineffective. Need to use multiple methods to ensure capability building sticks

90%

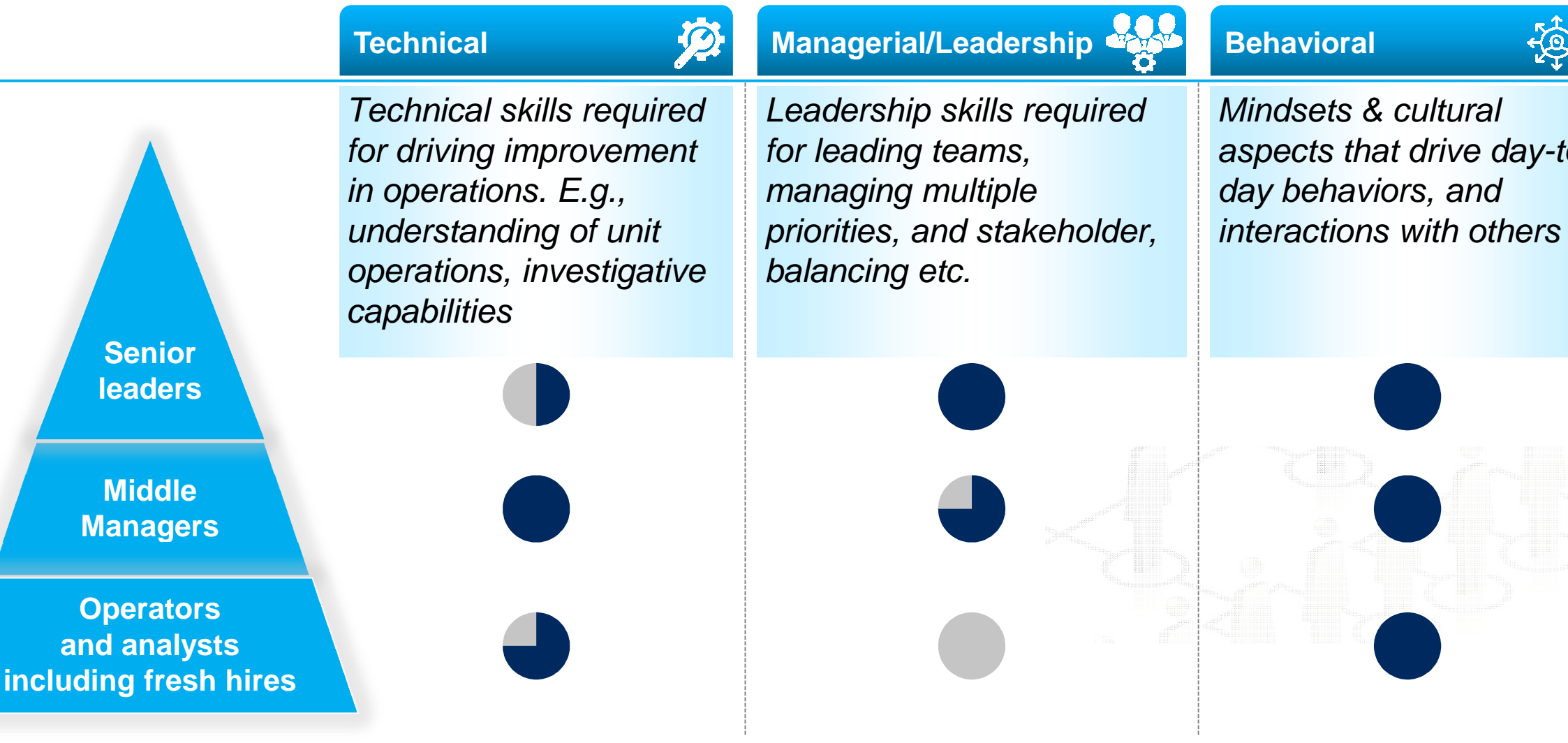
# Building capabilities for Middle management is most critical



- Serve as **interface between senior leadership and operators**, and drive performance
- Many interventions designed for new hires, but **no capability programs designed for middle managers**
- Capability gap keeps on increasing due to **constantly evolving expectations**

# Building technical capabilities is insufficient; managerial and behavioral capabilities need to be addressed as well

● Not relevant  
● Very important



# Two major capabilities gaps require most attention

## Topics to be covered

### Technical skills



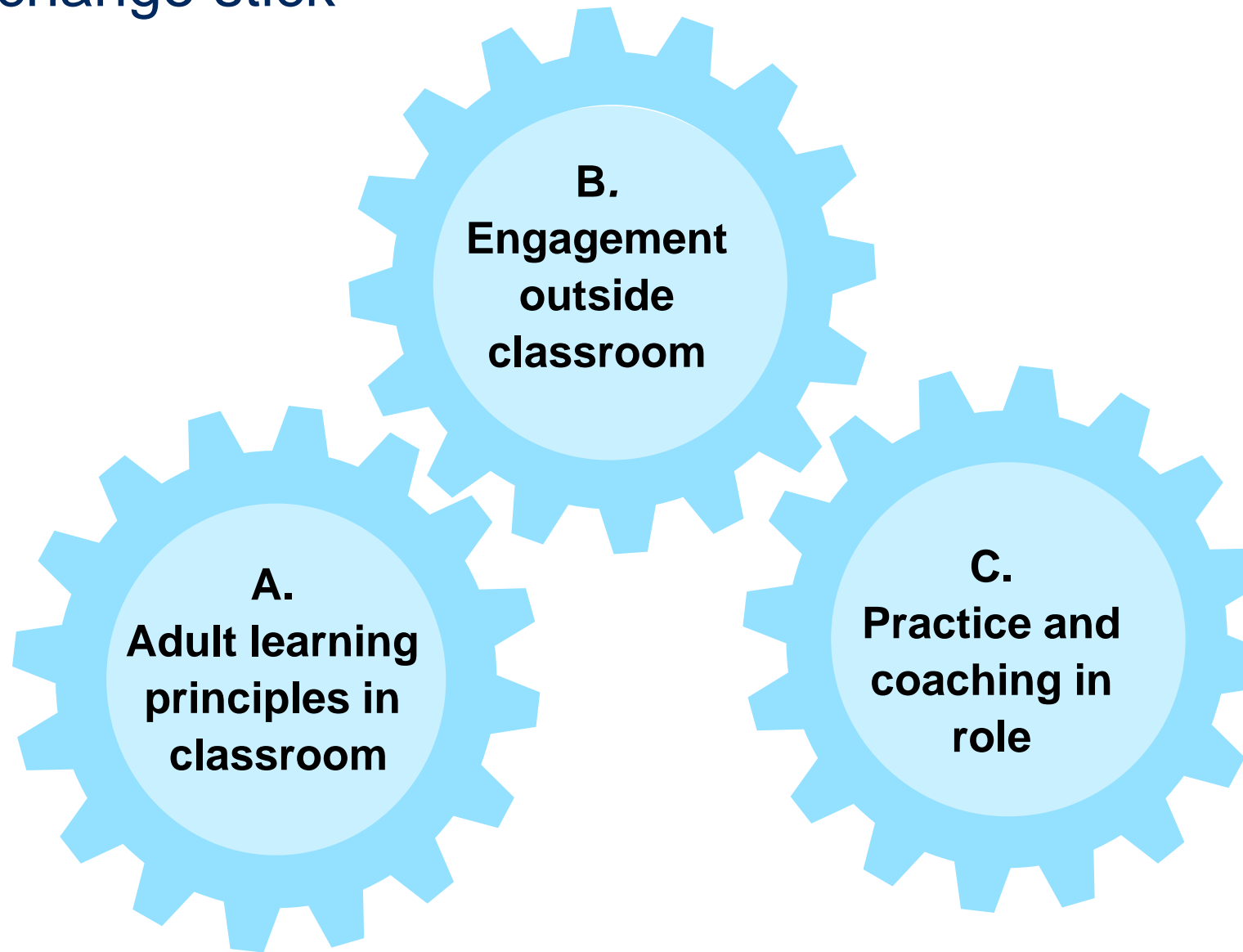
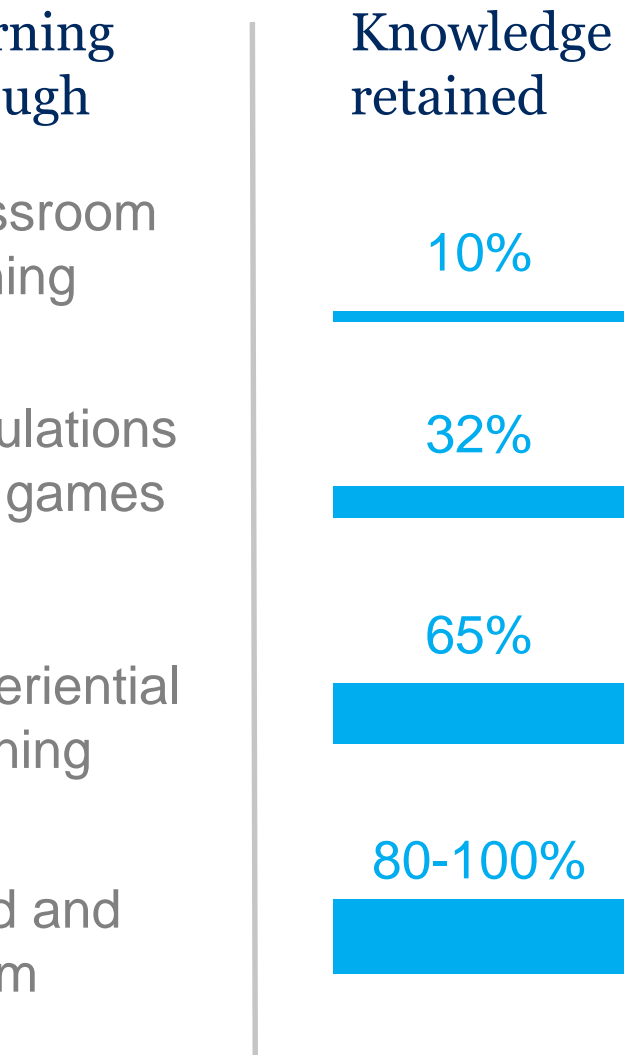
- **Critical Process Parameters (CPPs)** for the unit operations and their linkage to Critical Quality Attributes (CQA)
- Ability to resolve complex **issues that lead to non-conformances and non-compliances**
- **Root cause Assessment through application of Problem solving tools and methodologies**

### Managerial and behavioral skills



- **Work planning** – managing multiple priorities on the shop floor through the right balance of work planning, prioritization and delegation
- **Leading teams** – creating shared purpose; inspiring others to work towards common goal
- **Shop floor connect, and culture** – building a culture of openness, and transparency. Appreciating human challenges, culture, and organizational dynamics
- **Collaboration** – driving collaboration, and Influencing through personal power, trust, empathy and interpersonal diplomacy

# Classroom training alone does not “stick.” We build three elements into learning to make change stick



# Adult-learning through case-studies and role plays based on real-life situations

Training Room

Sachin,  
a Compression section  
head enters a classroom

Training with  
industry experts on  
best practices

Sachin learns  
through role play of  
a mock investigation  
with his team

day

mental understanding & Root

cause assessment of key issues on

Compression operations

- Case example: Repeat deviations in compression





# Refreshers conducted through gamified app-based learning

Sachin  
rainin  
app

Gamification helps  
Sachin learn in an  
engaging and fun  
way

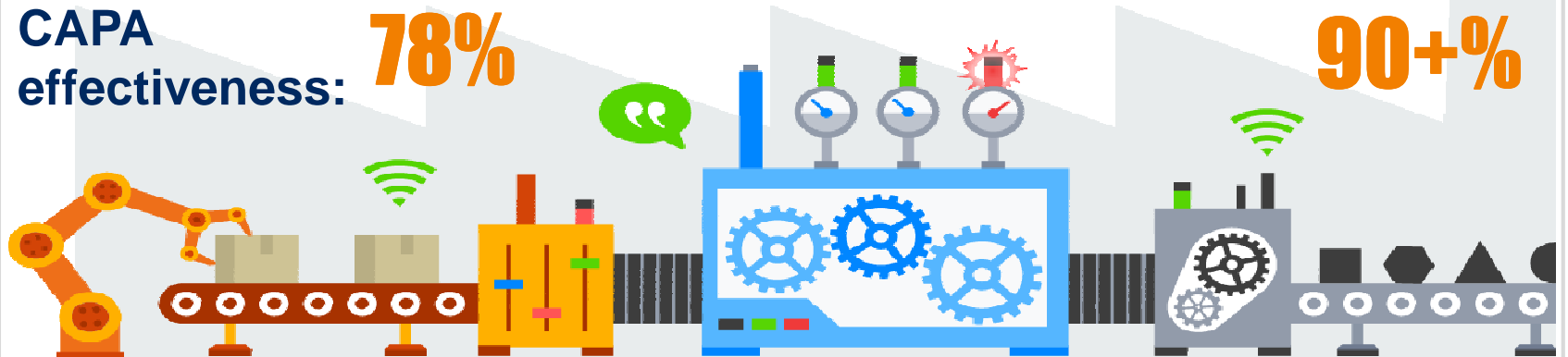
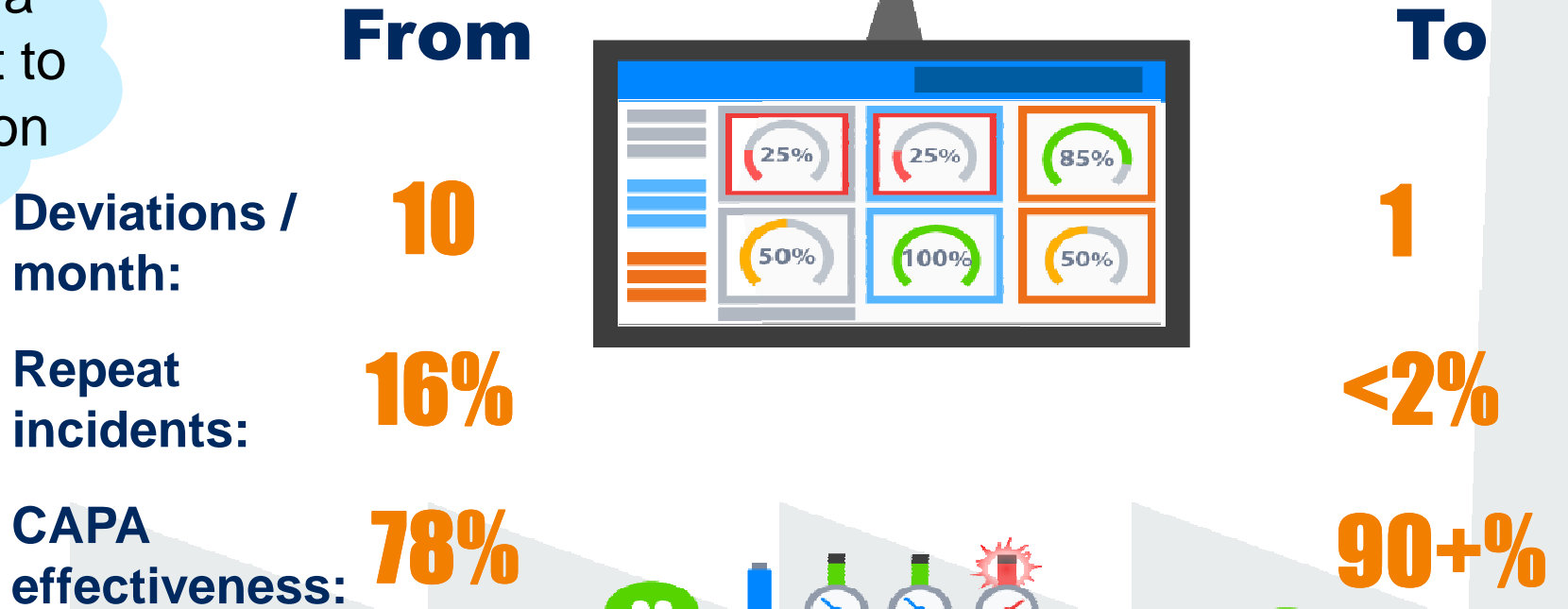


# Breakthrough projects deployed to apply learnings and drive business impact

Sachin undertakes a breakthrough project to apply his learnings on the shop floor



## Results achieved after 6 months



# Case example: At-scale implementation of a capability building program at a large Indian pharmanco

DISGUISED CLIENT EXAMPLE



## Built future leaders

- *65% of leaders made moderate to outstanding managerial shifts to become more effective leaders*



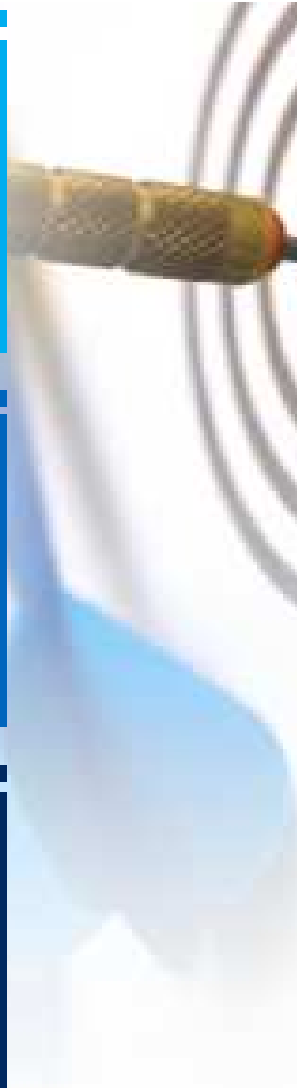
## Successful cultural shift

- *Increased communication & collaboration across functions and BUs; Open discussion on challenges*



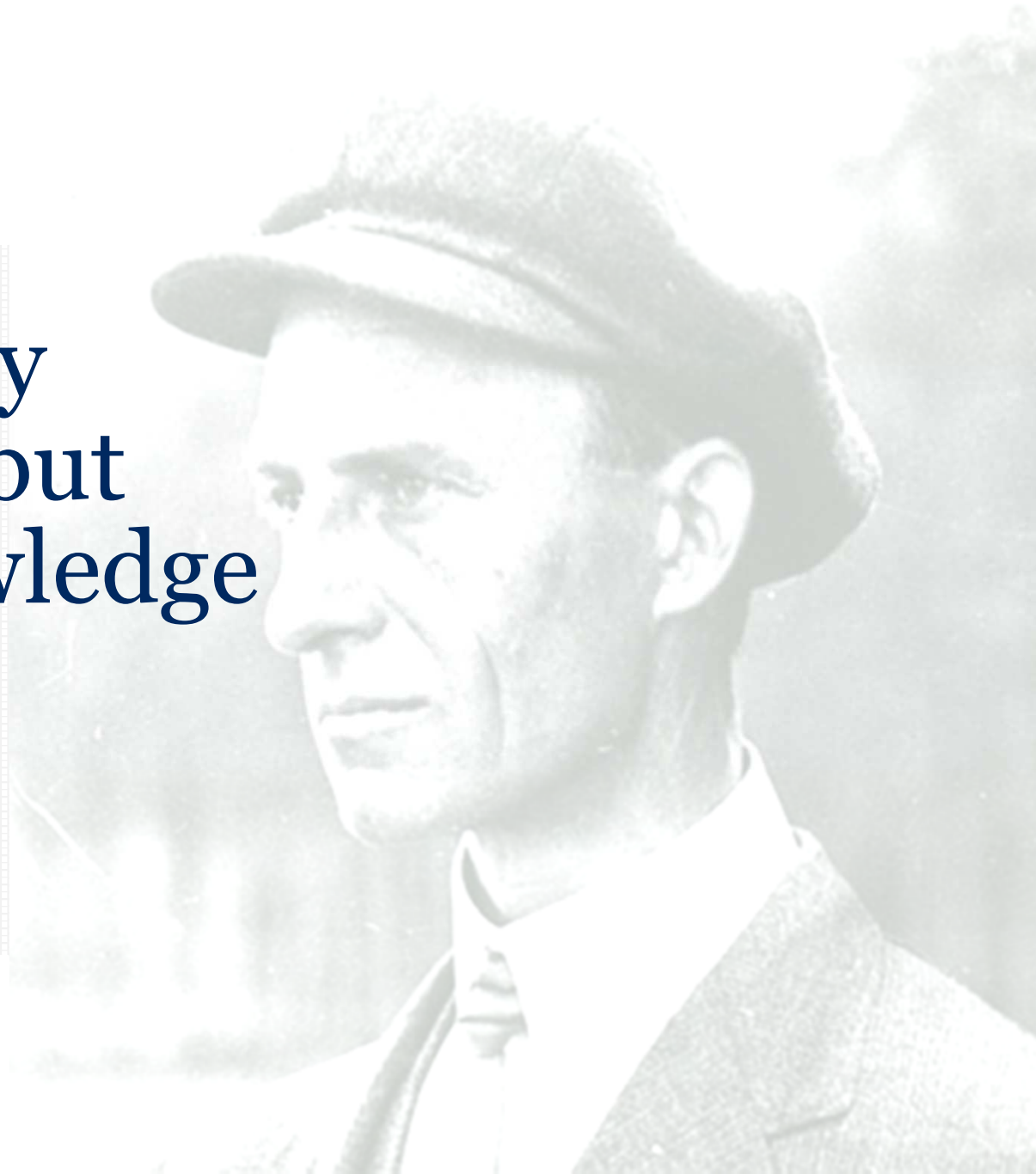
## Improved business performance

- *10-40% improvement in various Quality, Delivery and Cost metrics*



It is possible to fly  
without motors, but  
not without knowledge  
and skill

**Wilbur Wright**



**BACKUP**

# Capability Building of the future- Augmented / Virtual reality based learning

Simulation of shop floor using augmented reality / tactile sensors

**SOP QA/ 0052: Dismantling compression machine for type B cleaning**

Virtual shop floor training

VR/ AR glasses for real life simulation

FAVORITE ♥

REPEAT ↻

YOUR SCORE 8

YOUR RANK 12 / 79

Training needs recommends:

- Area cleaning SOP (new)
- Compaction setup (updated)
- Gowning SOP (1+ year ago)

Open each lower punch

Feedback through tactile sensors

Standardized training for all new operators

Automatic suggestions based on training needs assessment

Gamification of learning

SOP training in virtual classroom