Capability building for Middle management

Conference document | 23rd Feb 2018
Many sources of insight into Quality Capabilities at Indian pharmaco.

**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
<table>
<thead>
<tr>
<th>Themes</th>
<th>Respondents in agreement (approx.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capabilities need be to built at all levels. Upgrading middle management capabilities is the most important</td>
<td>75%</td>
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<tr>
<td>Capability building should focus not just on Technical aspects, but also on Managerial &amp; Behavioral elements</td>
<td>66%</td>
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<tr>
<td>Classroom-based training alone is ineffective. Need to use multiple methods to ensure capability building sticks</td>
<td>90%</td>
</tr>
</tbody>
</table>

SOURCE: McKinsey Quality Culture & Capability assessment
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.

**Technical**
- Technical skills required for driving improvement in operations. E.g., understanding of unit operations, investigative capabilities.

**Managerial/Leadership**
- Leadership skills required for leading teams, managing multiple priorities, and stakeholder, balancing etc.

**Behavioral**
- Mindsets & cultural aspects that drive day-to-day behaviors, and interactions with others.
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

SOURCE: McKinsey Quality Culture & Capability assessment
Classroom training alone does not “stick.” We build three elements into learning to make change stick.

<table>
<thead>
<tr>
<th>Learning Through</th>
<th>Knowledge Retained</th>
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<tbody>
<tr>
<td>Classroom training</td>
<td>10%</td>
</tr>
<tr>
<td>Simulations and games</td>
<td>32%</td>
</tr>
<tr>
<td>Experiential learning</td>
<td>65%</td>
</tr>
<tr>
<td>Field and forum</td>
<td>80-100%</td>
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</tbody>
</table>

A. Adult learning principles in classroom
B. Engagement outside classroom
C. Practice and coaching in role
Adult-learning through case-studies and role plays based on real-life situations

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.

Training Room

Agenda for today

- Fundamental understanding & Root cause assessment of key issues on Compression operations
  - Case example: Repeat deviations in compression
Refreshers conducted through gamified app-based learning

Gamification helps Sachin learn in an engaging and fun way.
Sachin undertakes a breakthrough project to apply his learnings on the shop floor.
Case example: At-scale implementation of a capability building program for a large Indian pharmaco

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

Virtual shop floor training
VR/AR glasses for real life simulation
Feedback through tactile sensors
Standardized training for all new operators

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

Step 1: ...
Step 2: ...
Step 3: Open punch

Training needs recommends:
- Area cleaning SOP (new)
- Compaction setup (updated)
- Gowning SOP (1+ year ago)

Gamification of learning
Automatic suggestions based on training needs assessment

SOP training in virtual classroom

YOUR SCORE
01 10
YOUR RANK
12 79