



QUALITY Culture

Speaker:

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Quality Culture...

**“Quality Culture”
across the organization**



**Leadership,
Behavior &
Mind-set and
Structure** plays
a vital role

**Involvement,
Ownership &
Empowerment**
throughout the
culture building

**To measure
Quality Culture**
equally
important

Key learnings
from different
cultural
transformations

Leadership, Behaviour & Mindset and Structure...

**Leadership,
Behaviour &
Mind-set and
Structure plays
a vital role**

- Leadership **to stick to the vision**, to ensure **clear & consistent message credibility** with actions to follow
- Leadership **to avoid inconsistencies** between actions & ideal culture
- **Currency of Leadership** is **presence** (Role Modelling by structured Gemba Walks)
- **Speak up culture** thru open environment on shop-floor to freely raise suggestions/issues
- **Focus on basic precursor behaviour**. Changing the most critical behaviours - the mind-sets will follow
- To have **Program Champion & dedicated team** structure in place

Involvement, Ownership & Empowerment...

Involvement, Ownership & Empowerment throughout the culture building

- **Right level of guidance** is key. **Clear guidelines** with authority to make decisions
- **Balanced involvement** is very important. Elevate authentic informal leaders & **Commit to coach** people
- **Involve yourself** in diagnostic to know where are gaps w.r.t systems, processes, capability, culture, governance etc.
- **Empower team** to design & implement the customized interventions to improve upon (Very clear **From** to **To's**)
- Adequate **recognition** for quality related achievements & a very clear aligned integrative **review** mechanism
- **No blame game.** Quality is everyone's Responsibility!

To measure
Quality Culture
equally
important

- **Holistic measurement on Culture Shifts** via Culture Index including elements like mindset shifts thru monthly pulse surveys, role modelling thru gemba walks, quality ideas, quality reviews, collaboration initiatives etc.
- **Measurement of leading metrics** including investigation quality scoring, deviations without root cause & CAPA etc.
- **Measurement of output metrics** including repeat deviations, non-conformances, valid and invalid OOS etc.
- **Measuring Behaviour as KPI** – an area still to uncover thru right approach...

Key learnings from different cultural transformations

- **Culture transformation is long journey** – Initiatives have a gestation period. Focus on input metrics, output metrics take much longer to shift
- **Focus on key big issues** and drive them through a holistic set of interventions
- **No one-size-fits-all approach.** Interventions should be customized for different contexts
- **Initial incentivization and constant reinforcement** required to build and sustain momentum

Thank You!

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