

Quality Culture Transformation

Dr. Ranjana Pathak Global Head of Quality and Pharmacovigilance

Dr. Reddy's Laboratories Limited

Cultural transformation and its benefits



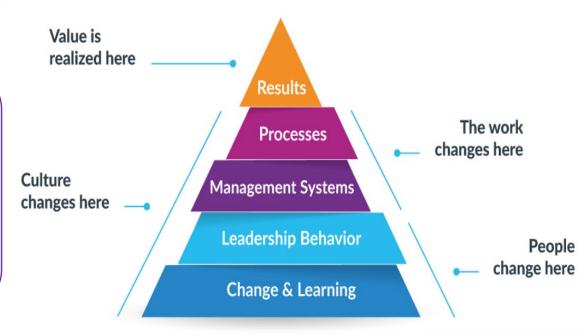
What is culture transformation?

Culture transformation is a shift that can take place throughout an entire organization or departments. It requires changing the hearts, mindset, and skills of the workforce to support the desired culture. Its not about posters, credo or small talk. Its about *Who we are, What we do* and the most important is *What we believe*.

A quality culture is one in which employees live quality in all their actions.

Key benefits of transformation

- Building a better work culture
- Increasing employee engagement
- Boosting productivity



How to achieve a culture transformation



1

Where are we now?

- ✓ Perform assessments to diagnose the current state using
- Surveys
- Focused group discussion
- Skip level meetings

2

Where do we want to be?

✓ Set organizational goals and objectives so you know when you have succeeded. 3

Why do we want to change?

✓ Communication with leaders (who will support the transformation) and employees (who will make the transformation happen)

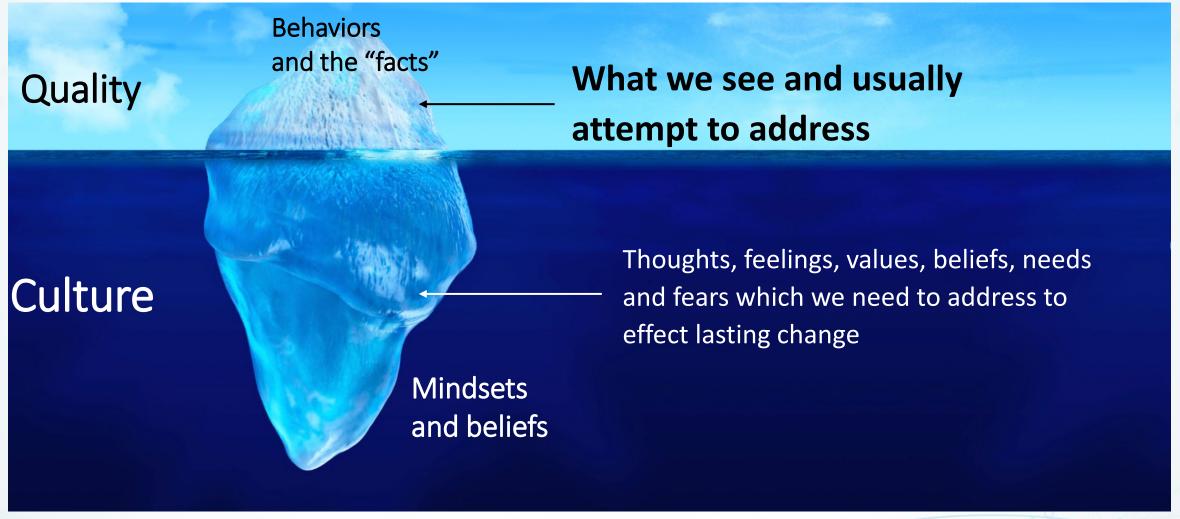
A successful transformation requires:

- Engagement of leadership throughout the organization.
- Modeling and coaching the desired behaviors that will permeate the company.

8th GLOBAL PHARMACEUTICAL QUALITY SUMMIT 2023

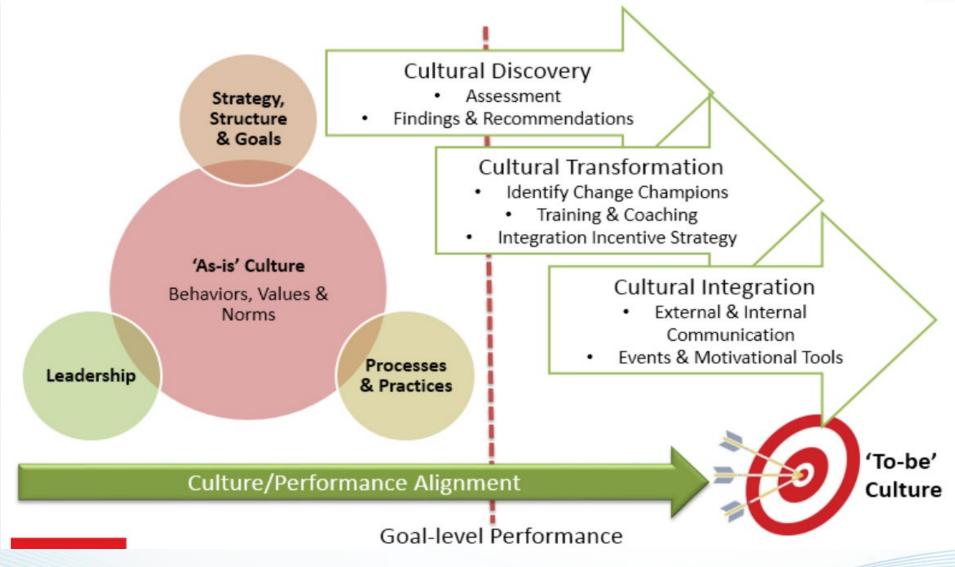
Quality Culture Iceberg





Culture transformation road map





Culture Transformation Change Model





Cultural transformation

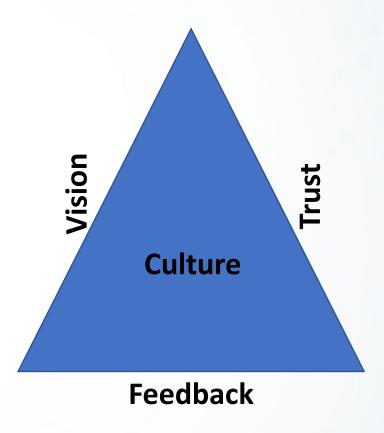


What's wrong with your culture?

- Not working across functions.
- Management abdicating quality.
- Conflicting strategies. No growth strategies and poor planning.
- No customer focus and alignment
- Cost reduction Vs Quality improvement/enhancement.

What should the new culture look?

- Moving from cost based to value based quality.
- Leadership commitment. Employee empowerment.
- Performance improvement, continuous process improvement.
- Process efficiency and effectiveness. Customer focus.
- No defects are passed to the next person. Teamwork & collaboration.
- Shared belief, attitudes, values, goals, and practices.



Summary



Who am I..?

Am I a company serving the patient or selling the pills ?



Culture is an eco system where every stakeholders are involved, whether in term of country, in term of organization or people at department.

Speed, Price, and Quality: We have to balance all three and in time of crisis we have to give importance to one over other.



Tips and Recommendations:

- ✓ Set your own culture
- ✓ Decide what you want to be
- ✓ Common way is having survey
- ✓ Survey questions to give pulse of people and drive cultural transformation.

