Effective Organizations & Talent Management of Quality Resources in a Global Setting

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In Today’s Presentation

I hope to inspire you to....

- *let your inner passion for excellence be your guiding principle on your day to day actions*
- *and that these become your key tools to influence those around you*
Why Should you Care about Organizational Efficiency?

Because our LOCAL organizations are a dot in a competing global network

Because is satisfying and a lot of fun been a part of an effective Organization that is adding value to the Network.

Because is the Right Thing to do!
Organizational Effectiveness (OE), definition

6 Categories that in synchronization positively impacts productivity and efficiency in any organization:

- Operational Strategy
- Organizational Culture
- Employee Engagement
- Process Improvement
- Leadership Development
- Employee Development

All Categories Points to one and only Key Asset

Note: Categories may vary from source to source but the overall definition achieves the same intent.
Conventional efforts to make this happen by “changing the organizational structure or creating a new initiative” won’t get the job done (it is not sustainable)

It all has to start with **YOU** and how you value and motivate **PEOPLE**
Most employees want to be productive and add value to the operations every day. But too often our own structures, cultures, and processes consume valuable time and prevent people from reaching OE as well as their potential career development (an average company loses more than 20% of its productive capacity).

Virtually every employee can bring more to their job but many don’t invest the additional ingenuity and creativity because they are not motivated or inspired.

Inspired employees bring more discretionary energy to their work every day, 125% more productive than an employee who is merely satisfied.
Case Study:  
Team Strategic Framework (1)

The Translation of C-Suite Company Business Strategy and Goals into a framework that speaks, motivates and engages the Local/Global Team

Is a framework that utilizes a common language and a Visual Tool to get everyone excited around a journey to embark together

Employees:
- see themselves in it
- can articulate the strategy to others in and out of the organization
- see a better / improved future on the horizon
- Feel to be part of a bigger cause
- Becomes OE owners
Case Study: Team Strategic Framework (2)

Components

Mission:
1-3 sentences about how the organization do the day to day work

Vision:
1-3 sentences about what the organization is to become in the next 2-5 years

Strategic Pillars:
3-4 “Buckets” that will drive the priorities and focus for each year goals

Annual Strategic Priority Goals:
Goals (to be part of everyone Performance Goals

Five Years Roadmap:
Depict a living / changeable picture of key milestones and planned options to keep the pursuing of the Vision

This is Hard Work b/c you need

- A high level of business acumen, Ability to translate high level upper management strategies
- Ability to connect the dots across functions, A compelling wording that motivates & engages People
Example of an OE Journey (Communication and Managing Tools)
Example of an OE Journey (Communication and Managing Tools)

Strategic Framework: Create our Future Strategic Pillars

- Business Efficiency
- Transformational Capability
- Inspired Performance

Relentless Efficiency

- Modernize Work Instructions
- Exception System Transformation
- Organize Around the Work
- Real-Time Release Initiatives

Transformational Capabilities

- Advance APC
- Automation Automation
- Throughput Projects
- Enable Internalization of new technologies

Inspired Performance

- Advance Human Performance Culture & Management
- Execute Mid-Level Cross-Site Actions
- Cross-Site Collaborative Learning
- Expand on Technical Capability

Strategic Project Charter & Updates

Communication Plan / Change Management

<table>
<thead>
<tr>
<th>Who</th>
<th>Scope of Engagement</th>
<th>Intended Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>2.5 fl. oz. (89 mL)</td>
<td>Achieve a high level of feedback and recognition.</td>
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Who, What, Intended Results, Logistics

<table>
<thead>
<tr>
<th>Who</th>
<th>Function and Other Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>30-45 min</td>
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</table>
Case Study: Strategic Framework (3)

The Fun Part, after the hard work, is that the Framework becomes your:

- Basis to the OE Journey
- Communication Tool locally and globally
- Will create a perception of unity and excitement for those inside and outside your organizations
- Way to leverage our Humans behavior to rally around a cause

Results

Upper Management took notice of the cohesiveness of the operations

USA - Two Commercial Drug production site to Multi Clinical & Commercial site
EU - One Tech Transfer planned/ One product Site to Five Tech Transfers in a 2 year period
Building Company Business Acumen: Face to Face….back to basics (1)

To develop or be a key contributor on the OE Journey you need to be aware of the business situation, where is the business going and operations needs/challenges etc.

Some may believe business acumen can be achieve via conferences or courses

I am a believer of Face-to-Face (or One-to-One via telecommunication) are the best learning tool

Challenge Not enough time!
Building Business Acumen
Face to Face....back to basics (2)

- Formalize F-to-F in your work calendar! Do not leave it to luck!
- Use the time wisely to inquire about challenges, goals, what is going well and what may be in conflict.
- Meet your off-site visitors and create long lasting networks of learning
- Look for a business savvy mentor (someone you admire)
- If in leader position: Do roundtables routinely, know your organization, walk the floor, be a teacher/ coach

Results

Individual Contributors:
- Build Professional Relationships
- Be a source of input & solutions to your management

Leaders:
- Gain credibility when presenting to upper management and trust when presenting to employees.
- Identification of Talent and Talent Needs.
Case Study: Talent (1)

- It is well documented (thru research) that organizations have about 15% of their recourses are indeed TOP Talent.

- About 70% are consistent performers that may or may not have aspirations to go grow professionally.
  - I am of the believe that within this pool there is enormous potential to Develop further into a Valuable Talent / Leader.

We need to Think, Engage and Consider the Entire Pool of People in this journey to OE!

Leaders:
Give visibility to your Team! The more Leaders you grow, the more chances at you growing.
Case Studies of two Programs (Both Programs ran in synchronization with the launch of the Strategic Framework)

- Learning Globally- Cross-Site/Cross-Function Collaborative Learning
- 6-12 months Rotations

Drivers

- **Gap** in current opportunities for Talent development
- **Highly skilled workforce** needed to support increased complexity, and maintain competitiveness
- **Pockets of Best Practices** are spread across the network globally and departmental functions
- **Organizational commitment to learning** needs to be formalized

INSPIRED PERFORMANCE
Cross-Site/Cross Function Collaborative Learning (1)

Cross-site / Cross-Functional Collaborative Learning

- Learning & Developmental program to accelerate experiential learning in alignment with strategic business needs
- Participants spend 1-4 weeks at another site (or Function)

Selection Criteria

- High work ethics and seem to have potential of further development & learnings
- Achievement of individual learning goals would satisfy short-term and/or longer-term business or area strategic goals

First Year, 8 Participants (Assoc and Sup)

- Each Participant was required, upon return, to Present to their management in a prescribed protocol
- Each Host was also required to Present to their management in a prescribed protocol

“I was taken out of my comfort zone which was exciting and boundary moving.”
Cross-Site/Cross Function Collaborative Learning (2)

<table>
<thead>
<tr>
<th>Visitor Presentation</th>
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<tbody>
<tr>
<td>• What process(es)/system(s) did you learn.</td>
</tr>
<tr>
<td>• What Specific you are going to implement to improve your site operations.</td>
</tr>
<tr>
<td>• What Best Practices did you Share with the Host Site.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Host Presentation</th>
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</thead>
<tbody>
<tr>
<td>• What process(es) or system(s) did you share.</td>
</tr>
<tr>
<td>• Is there are improvement idea that may be needed.</td>
</tr>
<tr>
<td>• What observations from the Visitor were of interest.</td>
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**Results**

- Capitalized on our own network of and fostered individual development while enabling sharing an adoption of good practices for doing day-to-day work
- Realized “quick wins” that improve performance
- Initiatives such as Human Performance Integration in processes and systems took off
- Participant became Change Agents for productivity improvements
- Trust in Management Increased
Rotational Assignments
Collaborative Learning

6-12 months rotations among Department or Cross-Functionally

First Year, 2 Participants within Quality

Second Year, 2 Participants Swap Between MFG & Quality

- **Selection Criteria** - Top Talent that has demonstrated can work at the next level.

- **Talent Level** – IC Staff, Sup or Managers

- **Driver** –
  - Increase Departmental Acumen / Business Acumen in order to accelerate Talent to take Director and above positions
  - Accelerate Good Practices across the Department

- **Challenge** with long-term rotation jobs is finding the right moving pieces (positions) to place people into a rotation and the end of the rotation allocation.
Global Organizational Challenges

Disclaimer: Organizational Structures is a function of business needs and these change from time to time. There is not one-size-fit all.

Global vs Local Organizations

- In the effort of Globalizing Organization......we can risk losing the balance between
  
  - What is a task vs strategic action
  - Homogeneous Org vs Harmonized Org

- How you organize and set R&R can have an impact on the Effectiveness of the Organization
  
  - Consider matching the business processes flow with how the org structure is designed as well as location / sitting arrangements (e.g. GE, Nuclear).
Case Study—Integrated Working Units (IWUs)

The ultimate goal of IWU is to **organize around the work** to create a **State of Flow**

- Where processing occurs without delay from one step to another
- The state of flow is reflected in cycle or lead times and in inventory levels
- Integrated Work Units create both efficient and rapidly responsive operations, as measured by productivity, financial and quality performance metrics.

**IWU** - is a pre-assigned cross functional unit of people responsible for delivering shared production objectives in a pre-defined area of operations. IWU differ from traditional structures, where functional alignment dominates.

**Results**

- 50-75% Reduction on Release cycle time!
- 10-20% Productivity Increase y/y!
- Human Performance Principles became part of Operations and Systems
Concluding Today’s Presentation

I hope you have been inspired to ….

- Take a new look at People and what you can do to not only develop your self further but also influence those around you
My Career Legacy was the organizations that I influenced to be best in efficiencies and the many talent that I mentored/coached to grow in their career to higher levels of performance and responsibilities!

Would this be your Legacy ??
Efficiency = efficiency is achieved when a task is executed consistently in less hours.

Effectiveness = effectiveness is achieved when a task is consistently executed correctly first time.

Productivity = productivity is increased when the same number of resources achieve an increase in output.