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OBJECTIVES

HYPOTHESES

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RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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LEADERSHIP ENHANCEMENT THROUGH ASSESSMENT AND DEVELOPMENT (LEAD) AT ALPHA PHARMACEUTICALS INDIA PRIVATE LTD.

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ABSTRACT

This case is about ALPHA Pharmaceutical Company's Leadership enhancement through assessment and development (LEAD) programme for health care executive and therefore focuses on LEAD tools and techniques. The case highlight's how the firm deliver's this programme and the benefits out of it for the organization and themanager. LEAD is conducted once in a year during the appraisal. The two day programme provides them the development input on planning, organizing, decision making, leadership and selling skills. An assessment is conducted on the basis of their performance during the field activity. Those managers who score above the average cut off are promoted as Sr Health Care Executive. The basic objective of LEAD is to identify and the quality, capacity and knowledge in person to lead the group and find a right approach to find a solution.

KEYWORDS

Leadership enhancement, LEAD, ALPHA Pharmaceuticals.

BACKGROUND

ALPHA Pharmaceuticals India Pvt. Ltd. was incorporated in October 2004, with registered office at Mumbai. ALPHA Co., Ltd was the first Japanese Company to have 100% subsidiary in Indian pharmaceutical market.

ALPHA being an MNC was expected to give a different model, input to assess and develop the employees which would be fruitful in long run for individual and the organization.

ALPHA worldwide practices *hhc* (human health care) philosophy by giving first thought to patients and family members. ALPHA India also practices *hhc* philosophy by engaging with government, academia and NGOs working in specific areas. ALPHA India has won the coveted global *hhc* award, 2006, for practicing *hhc* philosophy & creating HOPE for senior citizens in India.

In India more than 30 lakh senior citizens are affected by dementia. However, when ALPHA entered India, only 85,000 were under any kind of treatment.

ALPHA PHILISOPHY/CULTURE

CUSTOMER FOCUS: ALPHA India compares himself with top ranked pharmaceutical company and further emphasis that this companies train people with an objective of sales orientation where as Alpha basic objective is not sales but services towards patients and they could win confidence of their customer by giving a best service. They believe that every patient suffering from disease requires attention not only from doctor but also from the pharmaceutical company because they are the originator's of the drug. Providing a right quantity at right price is what they believe real customer service is all about.

As part of its *hhc* (human health care) philosophy, has partnered with ARDSI (Alzheimer's and Related Disorders Society of India) an NGO working for improving quality of life of people living with dementia and increasing awareness about dementia. ALPHA India collaborates with ARDSI, senior citizens associations, NGOs like Lions Rotary, government institutions & medical professionals in following activities:

- Media awareness programs for general public
- Screening of awareness films
- Organizing awareness camps for senior citizens in community through medical professional
- Setting up & supporting Memory clinics for end to end solution (awareness, intervention & post care , scientific data generation)
- Training of caregivers

Employee Focus: In their training to health care execution they teach them to say 'No' than number of 'Yes' because their trainers know that same kind language is used at all levels such as inner manager, sales manager and MD level hence what ever is going to say is the language of the organization.

They also look at employees as their young talent the leader knows that their job is to roll out different kind of programs and development this developing talent. This in term helps to retain their employees.

ALPHA India has won the prestigious THE RX CLUB GOLD in public service announcement (PSA) category for the year 2009 for its movie "Bedtime Story".

The ALPHA India product portfolio includes prescription medicines in several therapeutic areas such as central nervous system disorders, muscle spasm, vertigo, Gastrointestinal disorders, diabetic & peripheral neuropathy.

ALPHA Pharmaceuticals' employees (ALPHANS) are spread all over India in form of Health Care Executives (HCE), Regional Managers (RM) and Sales Managers (SM). Its India headquarter is based at Andheri East, Mumbai having 15 employees supporting the field who are 80 in numbers.

This company is at last slots of the pure multinational level where they offer scientific services in attending seminars related to particular disease, they have specific guidelines mentioning about the polities and ethics of our company.

Competency Mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization in areas like team structure, leadership, and decision-making. It is one of the most important procedure by which one can be evaluated like how strong he/she is in decision making process, what type of leadership skills he/she posses etc.(INSTEAD OF COMPETENCY MAPPING CAN WE ADD SOMETHING ON LEADERSHIP TRAINING AND DEVELOPMENT IN PRESENT CONTEXT)

This case study highlights the LEAD programme only for health care executives and therefore focuses on the LEAD tools and techniques accordingly.

NEED FOR LEADS

The company felt that talent was critical to its overall business performance and as such had established a robust talent management process in the company. They believe in talent management and for nurturing and churning out talent manger's .Also the managers who had worked in the company and later held key responsibilities and position need to trained properly. Many of the fresh talent which comes in the organization it is not possible to empower them at a very starting stage but if the talent is properly nurtured he can be a Vice President in another 10 years time. Similarly handling a new person is very important and

keeping a team is a job of intermediate for eg. Regional manager who is handling a team of MBA should be able to maturely understand the need of execution; where as regional manager has worked for 2 to 3 years need man management skills so their chances of accreditations are high then others. So a program which takes care of all these issues was to be introduced.

LEADERSHIP ENHANCEMENT THROUGH ASSESSMENT AND DEVELOPMENT (LEAD)

LEAD (Leadership Enhancement through Assessment and Development) is developmental programme designed for HCE (Health Care Executives) to assess and sharpen their skills for future possibilities in career with ALPHA in departments like Sales, Marketing, Product Management, Medico Marketing etc. It is a creation of Talent Pool within the organization wherein the organization believes to give first preference to its employees.

The very first step is Sr. HCE level earned by them after going through this programme. They are short-listed by their Regional Managers (RM) and Sales Managers (SM) on the basis of their performance in the field activity, human health care (*hhc*) activities, and Achievement.

These two days programme provides them the Developmental input on Planning, Organizing, Decision Making, Leadership and Convincing ability/selling skills by the faculty. They are assessed and scored by the Sales Managers and Faculty at different activity levels. Those who score above the average cut off score are promoted as Sr. Health Care Executive.

LEAD is conducted once in a year during the appraisal cycle. In 2009-2010 LEAD invited 13 ALPHAs for assessment and development out of which 11 were promoted as Sr. Health Care executives, one of which is the Regional Manager as on today.

LEAD is ALPHA's one of those assets which has developed many skills, managers and succeeded to create a career path for employee motivation and retention, building high performance.

Assessors of LEAD

Mr. Deepak Naik, Managing Director of ALPHA Pharmaceuticals India Pvt. Ltd.

Mr. Atul Bhatnagar, National Sales Manager of ALPHA Pharmaceuticals India Pvt. Ltd.

Participants of LEAD

Health Care Executives (Now Sr. Health Care Executives and 1 Regional Manager) of ALPHA Pharmaceuticals India Pvt. Ltd.

PARTICIPANTS TAKE ON ASSESSMENT IN ALPHA

LEAD (Leadership Enhancement through Assessment and Development) is developmental programme designed for HCE (Health Care Executives) to assess and sharpen their skills for future possibilities in career with ALPHA. The first step is Sr. HCE level earned by them after going through this programme. Those who score above the average cut off score are promoted as Sr. Health Care Executive.

PURPOSE

Assessment at ALPHA Pharmaceuticals is carried out once in a Year at the time of appraisal. The Top management makes sure that enough time and effort is invested in building these competencies as ALPHA believes in building a competency-based organization. This LEAD programme creates a talent pool for HCEs to further grow within the organization. It is the first step or should we call it a door which opens towards the orbit of ALPHA giving various career options in Sales, Marketing, Product Management, Business Development etc.

In ALPHA competencies once assessed are further developed into the required areas to let the individual grow for the success of self and also for the organization. The Performance Appraisal is one the tool wherein these competencies are identified.

- To identify and develop the quality, capability and knowledge in person to lead the group and help him to find out right approach to the situation in professional life as well as personal life.
- To analyze and assess the hidden managerial skills within and further sharpen them.
- To identify the inherent efficacy of individual leader ship quality and developing it prepare for the next stage of responsibilities

ACTIVITIES

Many interesting activities were arranged to learn the importance of team work, like indoor and outdoor activities, understanding of management theories, decision making

Outdoor Activities

Shark Island, Lost at Sea, water filling with a bottle in short time with group etc

Indoor Activities

Case study, role plays, indoor cricket, identify names of historical people by asking questions etc

EXPERIENCE SHARING

The experience is shared in few words i.e. "LEARN WITH FUN". Learning's highlighted various qualities to achieve goals, carry out their routine tasks with new approaches and ideas, experiencing the qualities of a leader with new dimension, Importance of team building understood through the activities. A different approach to assess these skills gave the feeling of a school boy learning science in the playground.

EXPECTATIONS & FEEDBACK

Developmental workshops are always expected to be formal, a one way traffic of an experienced speaker and participants as listeners. But LEAD gave a different experience with absolute uniform sharing of Thoughts from everyone, speaker and the participants. ALPHA being an MNC was expected to give a different module, inputs to assess and develop the employees which would be fruitful in long run for the individual as well for the organization.

The expectations of the individual were interconnected with that of the organization i.e. to developed self as a good team leader and lead the team. This workshop gave a platform to be open to new ideas, approaches, learn about self, skills required for a job.

Participants learned is role of a leader and responsibility of a team leading person, team building, being open for other person's thoughts, motivation, adapting to a new challenges, time and circumstance management.

Every activity taught them new skills, new learnings and building responsibility, confidence within them and the organization. It was to make professional life much better than the earlier in terms communication, Right approach for the situation, routine tasks of attending doctors (probing, pre call planning, post call planning etc.), for being a good speaker need to be a good listener.

The changes seen in them after attending the workshop were

- Improvement in becoming a good listener
- The ownership feeling for the success in their own territory/region. Feeling of togetherness as a team and enjoying the success together.
- More efficiency and confidence in routine tasks of attending the customers, new approach towards solving their queries.

RECOMMENDATIONS

Organization believes in transparency. The suggestion was to provide the all information to all the participation that what type of programme they are going to conduct, what quality and level of knowledge will be assessed, what kind of activities will be carried out. The agenda to be intimated at least 10-15 days in advance for the participants to prepare themselves before attending this workshop.

RESULTS

- Objective of the workshop should be disclosed in advance to the participants before inviting them for the ACDC.
- Communication to participants on the activities to be conducted in the ACDC.
- Trust to be created amongst the participants who have failed to clear the assessment centers.
- Future prospects in case the employee does not clear ACDC.
- Examples of participants who have cleared to those who have not cleared.
- Feedback to be taken from all participants.
- ACDC for other levels also

ACKNOWLEDGEMENTS

I thank Ms. Pradnya Bobade from ALPHA Pharmaceuticals India Pvt Ltd. to willingly share this information with me and to encourage me to document the LEAD programme as a case-study for classroom learning and sharing. Thank-you Pradnya.

REFERENCE

The official website of the company. The name of the organization has been masked to maintain confidentiality.



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I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

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