

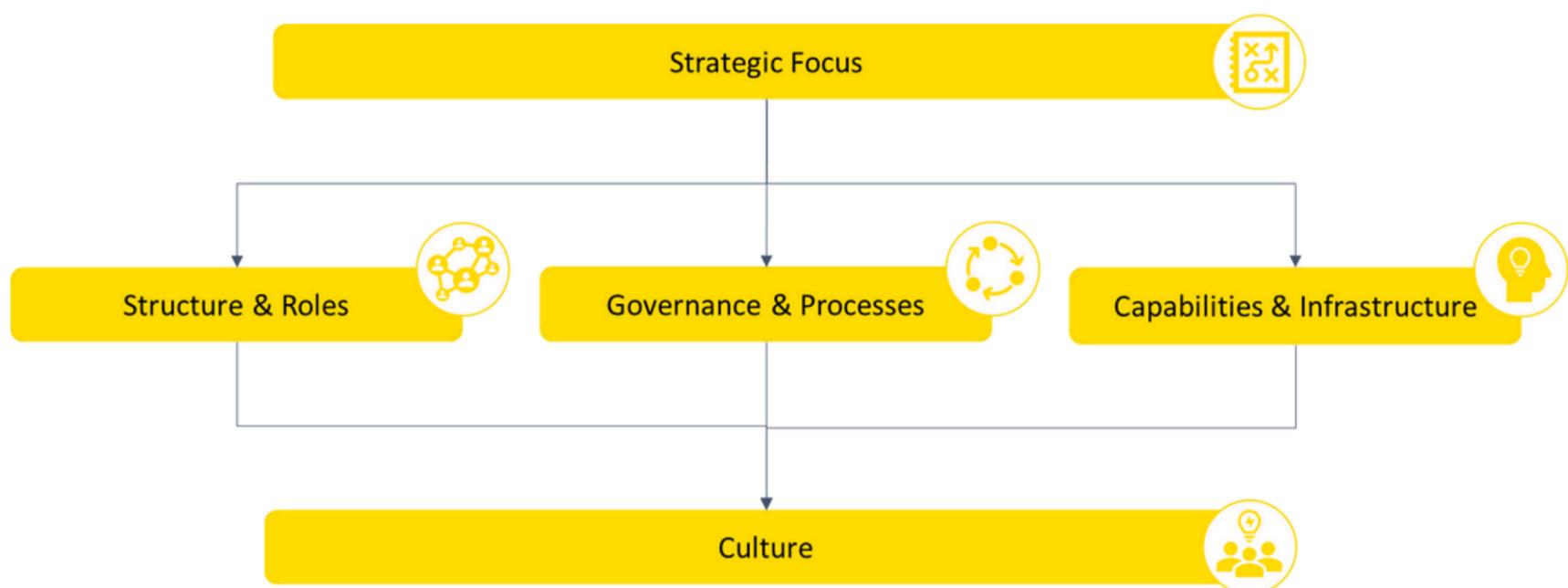
DECISION-MAKING IN PHARMA

Building the foundations for successful decisions

Strategically and operationally excellent companies bring the right people together at the right time, to make the key decisions that drive the organisation towards its goals.

Embedding strategic and operational excellence requires an integration of the five imperatives in our strategic and operational excellence framework. In this article, we apply the five-step framework to decision-making, sharing our view on how pharma companies can build the foundations for successful decisions. The article concludes with an example of how we supported a client to enhance their R&D decision-making.

Novasecta's Strategic and Operational Excellence Framework



WHAT DOES GOOD LOOK LIKE?

-  **Strategic Focus:** All layers of the organisation are aligned on the company's strategic objectives and priorities. Teams systematically evaluate the potential options and their expected outcomes in the context of this strategy before making informed decisions.
-  **Structure & Roles:** Successful leaders nurture a decision-making mindset among focused cross-functional teams, and trust and empower them to make decisions. Each person within the team contributes a valuable point of view, with one person as the point of accountability for making the final decision.
-  **Governance & Processes:** Decisions are made within a clear governance model. Effective governance and processes ensure that each person and team has clarity on which decisions they are accountable for. When a decision is made, teams focus on moving forward to deliver on the agreed outcome. They do not reopen the discussion unless new evidence becomes available.



Capabilities & Infrastructure: Decisions are informed by the expertise that each function brings. This can be supported by an external, objective perspective. Teams leverage the right data at the right time, capitalising on advances in technology that are continuously enhancing the speed and quality of data collection, analysis and extraction of insights for decision-making.



Culture: Leaders create a collaborative culture that empowers teams to make decisions, gives them the courage to take calculated risks and encourages healthy challenge. Teams have the confidence to say 'no' to progressing projects with low likelihood of success or limited value creation, to ensure allocation of time and resources to the highest priority activities.

PROJECT EXAMPLE

We recently worked with the leadership team of a pharma company to develop and implement a new governance model for their R&D organisation. We applied the five imperatives to ensure that the model would support effective decision-making in R&D. Specifically, we focused on embedding the following key elements:

- ⦿ **Agreed an overarching vision** for R&D on which everyone in the organisation is aligned
- ⦿ **Set up a structure** with the right number of people to deliver efficiently and to avoid an excessive number of people in the core and operational teams
- ⦿ **Ensured the right people** are involved to drive consistently high-quality outcomes
- ⦿ **Created a clear path** for the timely escalation and resolution of issues, to avoid limiting project progress
- ⦿ **Established a flexible mindset** across the R&D team to drive the efficient progress of projects

These elements are driving successful decision-making for a highly productive R&D team.

CONCLUSION

Decision-making is a key driver of strategic and operational excellence. It sets up organisations to successfully deliver on their priorities. A clear strategic focus sets the direction for decisions, and clarity on decision-making roles and required capabilities ensures teams are equipped to make well-informed decisions. Empowering teams through clear governance and processes and a collaborative, trusting culture establishes the foundations for successful decisions that drive organisations towards their goals.

Novasecta supports pharmaceutical leaders to develop and embed strategic and operational excellence tailored to their objectives. To discuss how Novasecta can support you to embed excellence and optimise decision-making in your organisation, get in touch via the details below.