



Moving Beyond Compliance Towards a Quality Culture

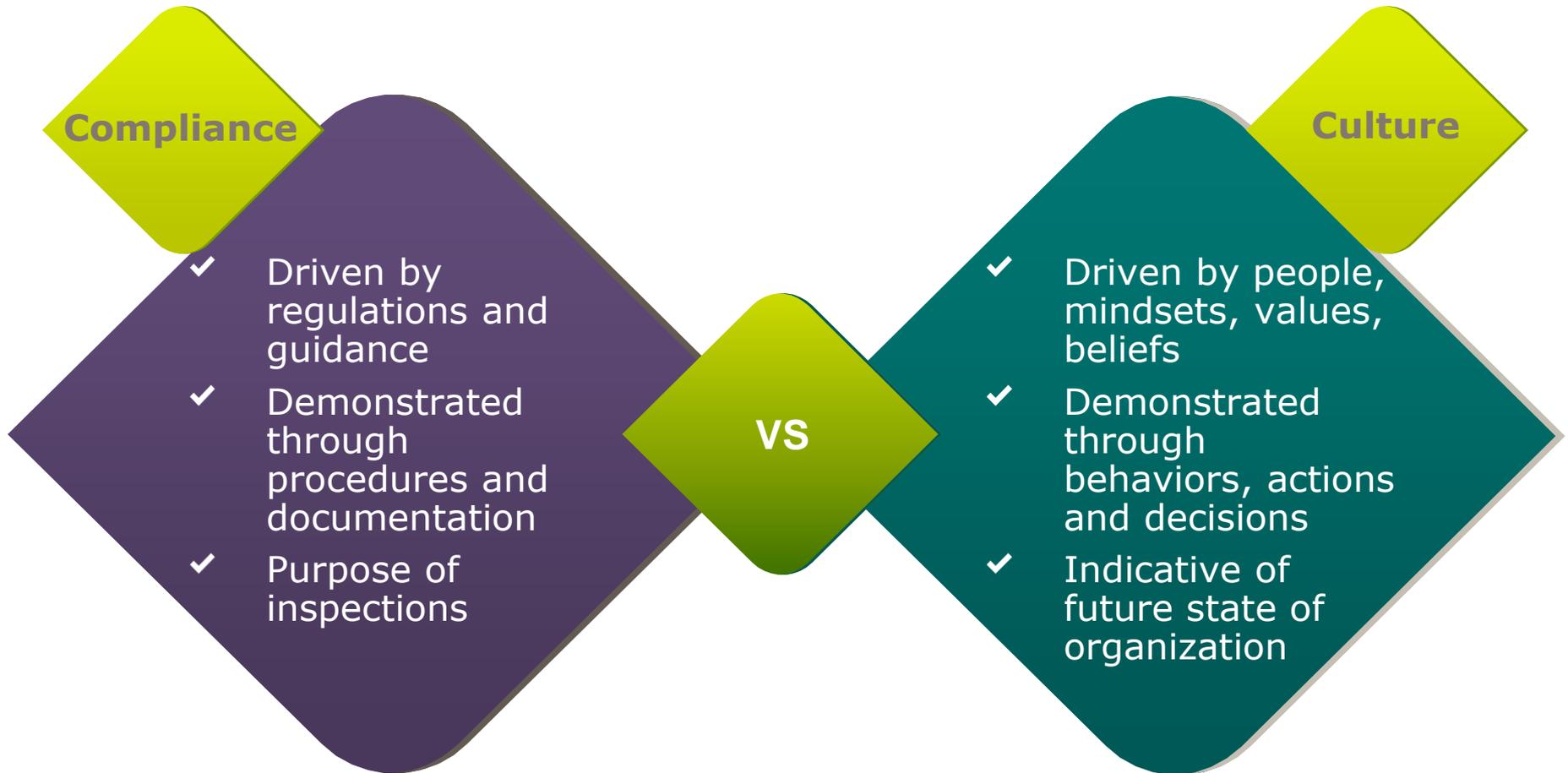
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Which comes first....Compliance or Culture?



"A company with a highly developed culture of quality spends, on average, \$350 million less annually fixing mistakes than a company with a poorly developed one."



External

- Changing regulations/guidance
- Evaluation of culture during inspections
- Economic pressures

Internal

- Increasingly complex and global supply chains
- Desire to avoid regulatory action
- Organizational changes



“We define a “true culture of quality” as an environment in which employees not only follow quality guidelines but also consistently see others taking quality-focused actions, hear others talking about quality, and feel quality all around them.”

Srinivasan, Ashwin and Bryan Kurey. “Creating a Culture of Quality.” *Harvard Business Review*, April 2014, <https://hbr.org/2014/04/creating-a-culture-of-quality>. Accessed 04 April 2017.

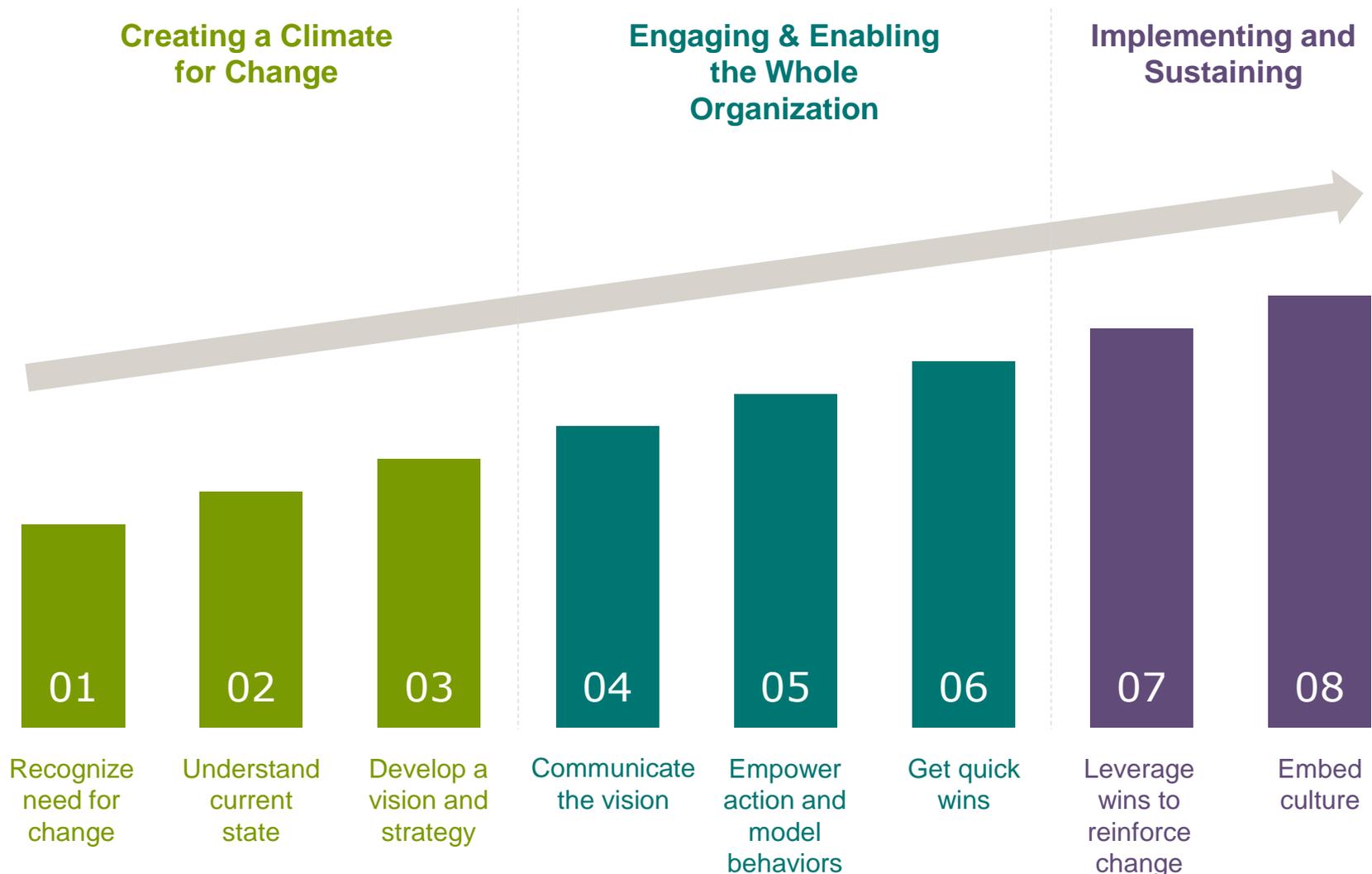




“Lasting success lies in changing individuals first; then the organization follows. An organization changes only as far or as fast as its collective individuals change.”

~ Black & Gregersen (2003)

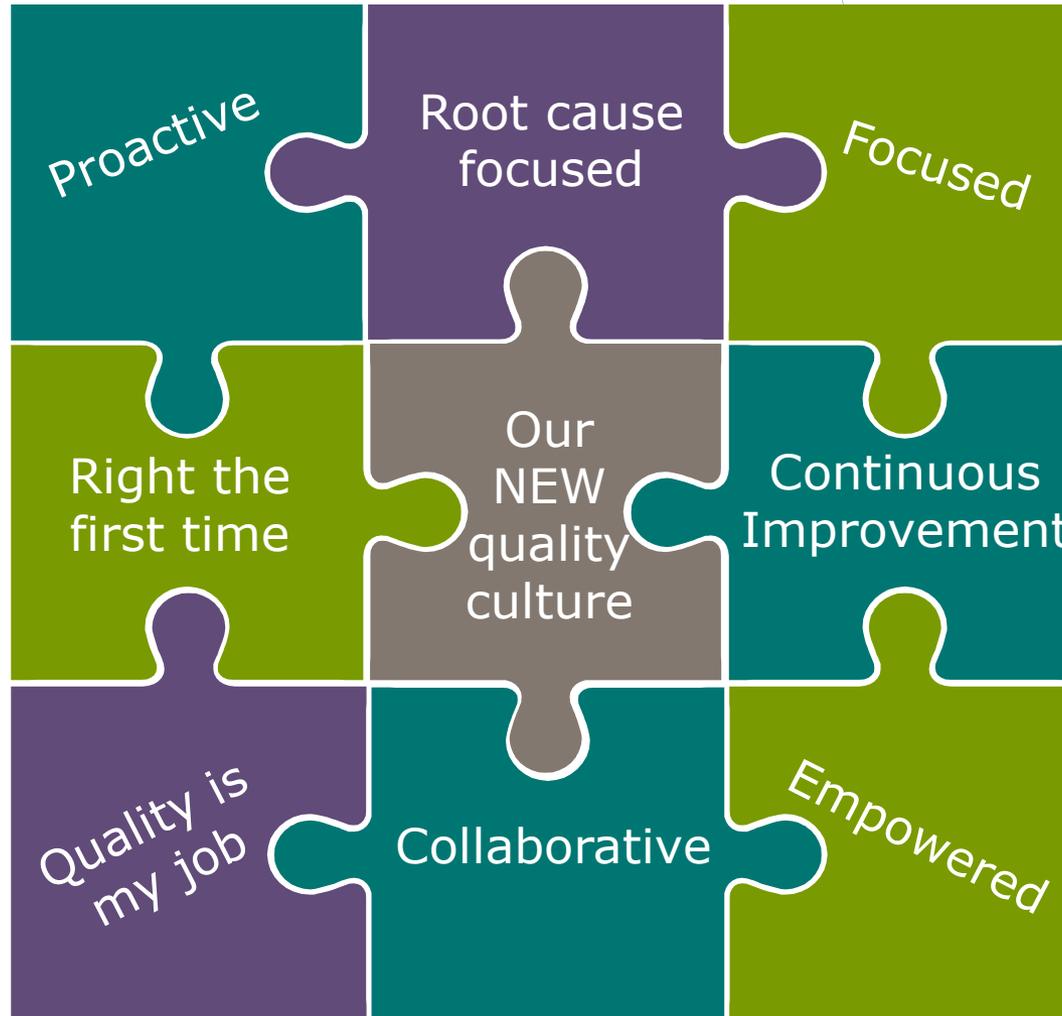
Our Roadmap through Culture Change



Adapted from Dr. John Kotter's Change Model

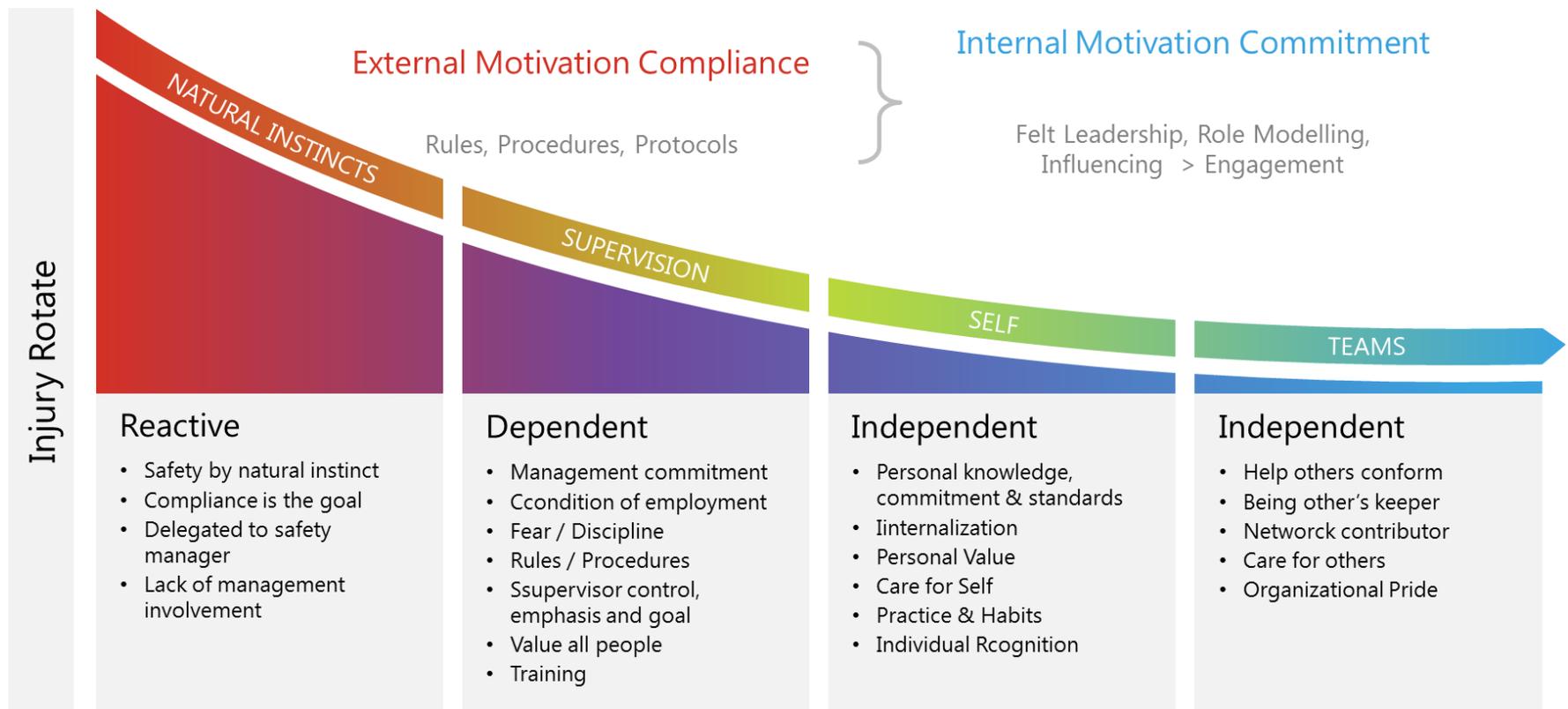


Where did we want to go



How we helped others see....

....created an analogy to The Bradley Curve™



"I follow the rules because I have to"

"I follow the rules because I want to"

Other Support Measures



Implemented skip level meetings

Right people; right roles

Changed our hiring practices

Visible commitment from management

Fostered a speak up environment

Upskilled front line leaders

Frequent "check-ins" with new employees

Changed what we were measuring

Rewarded desired behaviors

Defined Vital Few Priorities



So where did we end up?

**Thank you
for you time!**

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