



CHANGING GMP BEHAVIORS

by Martin Lush

"Human behavior flows from three main sources: desire, emotion and knowledge." – Plato

Here's a quick quiz for you...

- > How many New Year's Eve resolutions are forgotten within a few days. Hours even?
- > How many traditional training sessions fail to improve workplace behavior?
- > How many culture change initiatives do little more than improve the bank balances of the change consultants?

The answers are... most of them. According to Blanchard et al. and the Harvard Business Review, upwards of 70 percent of change initiatives fail. In fact, they often leave organizations worse off.

The added confusion, uncertainty, complexity and cost all eventually add up. The good thing is that it doesn't have to be this way. The latest research confirms what Plato already knew. The way people behave comes down to three things: their motivation, ability and habit.

BEHAVIOR AT ITS SIMPLEST LEVEL = MAH

MOTIVATION

Most people are content sticking with what they know and their tried and tested habits. It's easy. To get people to think and act differently (a painful process for most), you have to provide them with the motivation.

- > What's in it for them?
- > How will their lives be better?
- > Why should they really bother?
- > What difference will the behavior make?



- > What could go wrong if they don't? What are the risks?

No personal motivation = no behavioral change = no cultural change. Don't use corporate language or management speak, which usually has the opposite effect. Motivation to think and act differently has to be personal, emotional and desirable.

ABILITY

To change behaviors you must provide people with the:

- > Education and underpinning knowledge (the why)
- > Skills training (the how)
- > Tools, systems and procedures required

You must also remove barriers – anything and everything that prevents adoption of the new way of working – to the new GMP behavior.

Inappropriate KPIs, old SOPs, poorly designed equipment and old management attitudes can all kill any change initiative stone dead!



HABIT

A habit is an automatic act. Through repetition and precise practice we do things without thinking, like sanitizing/ washing our hands, no matter what.

To change ways of working, you have to replace old habits with new ones. If you attended our free webinar

(listen any time at <http://bit.ly/1lax9MV>) you know the vital importance of the habit loop – having a cue or trigger for the new behavior, followed by a simple (robust) routine followed by a reward that encourages people to repeat the new behavior.

SO, IF YOU ARE INTERESTED IN CHANGING GMP BEHAVIORS, HERE ARE YOUR “FIVE TO DRIVE:”

Step one: Identify the specific behavior you want to change

Step two: Identify what drives the old behavior

Step three: Provide the motivation for the new behavior

Step four: Provide the right tools, systems and procedures

Step five: Create the new habit

ABOUT THE AUTHOR



Martin Lush has over 30 years' experience in the pharmaceutical and healthcare industry. He has held senior management positions in QA, manufacturing, QC and supply chain auditing and has conducted audits and education programs for many hundreds of companies in over 25 countries.

For more information, contact pharmamail@nsf.org or visit www.nsfpharmabiotech.org

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NSF INTERNATIONAL | PHARMA BIOTECH

The Georgian House, 22/24 West End, Kirkbymoorside, York, UK YO62 6AF

T +44 (0) 1751 432 999 | **E** pharmamail@nsf.org

2001 Pennsylvania Avenue NW, Suite 950, Washington, DC 20006 USA

T +1 (202) 822 1850 | **E** USpharma@nsf.org

www.nsf.org | www.nsfpharmabiotech.org