

# FIVE IMPERATIVES FOR STRATEGIC AND OPERATIONAL EXCELLENCE

## 3 GOVERNANCE AND PROCESS

### Why Is It Important

Optimal governance and processes enable fast, transparent, and effective decision-making that aligns to the strategic focus and empowers the organisation to deliver the priority activities. It brings together people with the right expertise and empowers them to make decisions.

### What Does Good Look Like?

Good governance drives effective decision-making and avoids unnecessary complexity. It brings together people with the right expertise and empowers them to make decisions. This provides teams with a clear mandate until the next decision milestone, enabling an organisation to deliver on its priorities.

**Example:** A pharmaceutical company needed to optimise R&D project-level governance. The model was redesigned according to the principles of simplicity, agility, and empowerment. The cross-functional management team agreed a project-level governance model and an implementation plan that communicated and embedded the changes. This has led to more effective project-level decision-making that has accelerated pipeline progression.

### Embedding Strategic and Operational Excellence

Leaders of strategically and operationally excellent pharmaceutical and biotech organisations deliver on identified priorities, by developing fit-for-purpose organisations and engaged workforces. Novasecta supports leaders across the sector to embed these characteristics. Together we clarify their strategic focus and reshape their organisations to improve performance. Strategic and operational excellence is the essential platform on which to build valuable R&D pipelines, create sustainable profitability and meet patients' needs.

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