

The Power Of Talk: Who Gets Heard And Why

You can spot a competent colleague with a great idea a mile away. Or can you? Most of us judge others' competence – as well as their confidence and authority – by the way they talk.

There's only one problem with this process: We all speak different languages. We assign different meaning to linguistic behaviours such as questioning, apologising, and being indirect. Result? We misjudge one another – ignoring or outright rejecting someone's ideas because we've decided he lacks competence.

But any company's success hinges on its managers' ability to recognise – and implement – good ideas. When we undervalue and reject certain ideas because we misunderstand their presenter's linguistic style, we deprive our companies of the opportunity to benefit from those ideas.

How to make sure your talented employees get heard, get credit, and get work done - no matter what language they speak? Develop flexible approaches to

meetings, mentoring, and performance evaluation. Finally, adjust your style to those of individuals with whom you interact.

This table shows examples of styles of talking (including the assumptions behind each style) and unintended consequences a company may suffer because of misinterpreted stylistic differences.



	STYLE OF TALKING	UNINTENDED CONSEQUENCES OF STYLE
SHARING CREDIT	Uses "we" rather than "I" to describe accomplishments. Why? Using "I" seems too self-promoting.	Speaker doesn't get credit for accomplishments and may hesitate to offer good ideas in the future.
ACTING MODEST	Downplays their certainty, rather than minimising doubts, about future performance. Why? Confident behaviour seems too boastful.	Speaker appears to lack confidence and, therefore, competence; others reject speaker's good ideas.
ASKING QUESTIONS	Asks questions freely. Why? Questions generate needed knowledge.	Speaker appears ignorant to others; if organisation discourages speaker from asking questions, valuable knowledge remains buried.
APOLOGISING	Apologises freely. Why? Apologies express concern for others.	Speaker appears to lack authority.
GIVING FEEDBACK	Notes weaknesses only after first citing strengths. Why? Buffering criticism saves face for the individual receiving feedback.	Person receiving feedback concludes that areas needing improvement aren't important.
AVOIDING VERBAL OPPOSITION	Avoids challenging others' ideas and hedges when stating own ideas. Why? verbal opposition signals destructive fighting.	Others conclude that speaker has weak ideas.
MANAGING UP	Avoids talking up achievements with higher-ups. Why? Emphasising achievements to higher-ups constitutes boasting.	Managers conclude that speaker hasn't achieved much and doesn't deserve recognition or promotion.
BEING INDIRECT	Speaks indirectly rather than bluntly when telling subordinates what to do. Why? Blatantly directing others in too bossy.	Subordinates conclude that manager lacks assertiveness and clear thinking and judge manager's directives as unimportant.

Key ideas from the Harvard Business Review



Weaving all the Wanburites together



TURNAROUNDER

API : THE PAST, THE PRESENT & THE FUTURE

He came, he saw and he's on a spree to conquer... With the success of each experiment, he speaks profit and that too in crores. Let's take some wisdom from the guru himself. Meet Mr **P K Bhattacharyya**, Sr Vice President Operations, the man behind the initiation of 'Centre of Excellence'...

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“Your purpose explains what you are doing with your life. Your vision explains how you are living your purpose. Your goals enable you to realise your vision.”

—Bob Proctor in ‘The Secret’

Wanburites...Onwards now to the year ahead!!! It's not enough to rest on the laurels of provenance, but to prove its merit. Surely this year Wanbury will raise the bar, and every Wanburite will have to gear up to meet the challenge ahead. Let our belief, passion and initiative synergize and compound its impact on the year that faces us. The start has already been very encouraging.

WEAVE Global in this issue, focuses on an API turnaround... and a hero of sorts... Mr P K Bhattacharyya, the man behind the birth of the 'Centre of Excellence'. An exemplary and inspiring leader...we see that the impact of his commitment is far reaching and exquisitely executed.

WEAVE Global also captures the smiles of the proud Wanburites and their families at Tarapur and encourages the safety initiatives taken up by the Patalganga team.

Let's all join hands together to make 2010-11 a rocking year... the one that the industry will reckon in times to come.



■ **Kurush F. Dubash,**
Sr Gen Manager, Corporate
Learning and Development

Highlighting leaders who are itching to take Wanbury to the zenith of the industry...

Their actions inspire others to dream big, learn more, achieve more and aim higher...they are the LEADERS and they are with us to make a CHANGE...

It's the leaders like Mr P K Bhattacharyya, initiatives like fun annual gatherings and awareness sessions like safety week that inspire WEAVE Global to come up with fresh issues. Ingenuity always inspires Wanburites and they prove that outstanding performance is in Wanbury's genes.

WEAVE Global celebrates these performances, initiatives and highlights leaders who are itching to take Wanbury to the zenith of the industry.

Every Wanburite is proud of their leaders and we want to feature every leader in WEAVE.

So, if you think your leader inspires you to dream big, learn more, achieve more, or if you think your team has achieved excellence in an innovative way, then send in your story to weave@wanbury.com or to sneha.maokar@wanbury.com...

Thank you and Stay Weaved...



■ **Sneha Maokar,**
Executive Corporate
Communication

जीवन है एक किमती अमानत
रखेंगे इसे सुरक्षासे सही सलामत



5

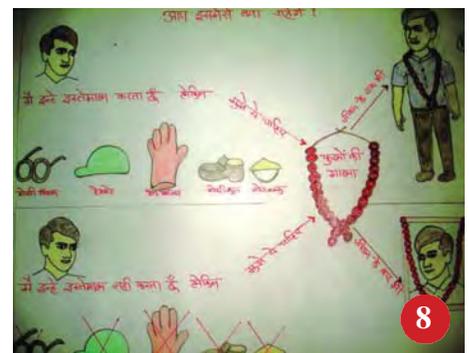
- 5 Wanburites pledge to make safety their top priority. One of the safety posters (inset) displayed at the plant
- 6 Mr Nitin Gharat, QC Department grabs first prize in the safety poster competition
- 7 The Safety Poster Prize 2 goes to Mr T R Patil, Production Department
- 8 The poster by Mr S H Kulkarni, Production Department bagged third prize in the competition



7



6



8

“Out of this nettle, danger, we pluck this flower, safety”

—William Shakespeare



1

1 Mr Amit showing his skills during the fire extinguisher competition

2 Safety slogans and posters lined up for the contest at Patalganga Plant corridor

3 Wanburites at the inauguration of 39th National Safety Week on 4th March 2010

4 Mr V B Kulkarni, AGM-Works, hoists the National Safety Week flag



4



2



3

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Q Tell us about the significant achievements in API since you joined Wanbury last year.

We commenced with a focused approach on the cost reduction initiatives involving various teams across Active Pharmaceutical Ingredient (API). Meanwhile, the initiatives launched in 2009 have started yielding results in the last quarter leading to an annual saving of Rs 5crore. We then launched a Profit Enhancement Plan (PEP) in 2010.

As we all know, Metformin is our largest volume product. It is produced in huge quantities so even 1% increase in its yield gives us an additional profit of nearly Rs 1crore/annum. Currently, we are producing 1.83 kg/kg Metformin at Tarapur and Patalganga (which will soon be implemented at Tanuku also).

To harvest an additional profit, we introduced Methanol Stripping Technology through which we are targeting an increase in the yield to 1.85 kg/kg, which will give us a substantial saving.

Apart from the process optimization and capacity enhancement, we have touched cost reduction aspect of our other big revenue generating products – Gabapentin (GABA) and Tramadol.

During GABA production, we used to purchase Anhydrous HCl from a Baroda-based company for Rs 140 per kg, but now we are producing 30% of its raw material in-house which effectively drops the entire cost to Rs 30 per kg. This saves us another Rs 150lakh. We can save around Rs 6.5crore if we can facilitate 100% production of the required raw material.

Besides, we have already started recycling and recovering the solvent used in GABA like Toluene which saves us around Rs 25lakh per annum. We have planned a similar recycling of solvent, hexane, which is currently under trial for confirmation of its utility and final implementation.

Another big achievement by our team that I would like to highlight is the capacity enhancement of Tramadol HCl from 5mt per month to 6.4mt per month at Tanuku. This was achieved without any investment and is sustained without fluctuations. The capacity enhancement helps the marketing team to sell more Tramadol HCl in high priced regulated markets. This shall generate an additional profit of close to Rs 2.5crore on an annual basis.

Cost reduction is a team effort, our API and R&D contributed with an in-depth study to reduce the cost of Tramadol HCl and we call it 'Wealth from Waste'. Here, we tried to regenerate useful intermediates from the assumed by-product. We maintain a condition that gives us only the desired



P K Bhattacharyya joined Wanbury in March 2009 with a mission to make our API the best in India

isomer. For this the R&D department studied how an undesired isomer can be converted to a desired one. With this experiment we are saving around Rs 70lakh annually. By recycling the waste solvents, the operations team has saved around Rs 40lakh annually.

However, if we look at the past four years, our output was fluctuating and the total volume of production was almost 20% less than what was committed to the market. But with the success of our experiments, there is a dramatic improvement in all the plants as far as Metformin, Tramadol and GABA is concerned. We studied the gaps and plugged them for sustaining the production volume.

We have successfully developed a dedicated Technical Support and Services (TSS) team which, though in its earlier phase, has displayed its potential by scaling up some complicated molecules like D-Penicillamine in a short span of time. With the dedicated support of TSS, R&D and Tanuku production team, we have achieved the desired yield, quality, capacity and cost of the products. We have already filed three patent applications, one relating to a novel technology in Metformin production and two others which shall provide a potential saving of approximately Rs 5crore annually.

The use of this technology, called in-situ grinding, will ensure better quality of the product in single crystallisation. Moreover, there would be very less further powder processing required as 70% of the desired particle size of the crystals will be obtained directly from crystallisation. There would be no fishy odour or lumps in Metformin HCl that will be generated through in-situ grinding as the material is nearly completely free from Dimethyl Amine (DMA) HCl. This process is under final stage of experimentation and trials.



Tanuku Team

Cost reduction is a team effort, our API and R&D contributed with an in-depth study to reduce the cost of Tramadol HCl and we call it *'Wealth from Waste'*



Mr K Ramesh, President - API

Highly competitive, API business needs continuous and intense efforts targeted at reducing the cost and sustaining the margins of existing products. We gave it a specific focus during financial year 2010 with the launch of 'Profit Enhancement Program', which triggered a focused and a team-oriented approach to cost reduction initiatives.

Contributions from the Operations Team, including the Plants, Projects and TSS along with the R&D helped us to improve our market share under intense competitive environment in last year.

The support functions like Quality Control, Regularity Affairs and Purchase has helped in achieving the planned targets in a timely and systematic manner. This success has enhanced the belief and commitment of the API team to raise the bar of their PEP initiatives during the current year.

We are looking forward to scaling new heights during this year!!!

Q These are definitely extraordinary achievements. Did you and your team adopt any particular pattern while executing these plans?

The yearly budget of API was already prepared when I joined Wanbury on 24 March 2009. To work on improving the capacity with the given budget, we went through a detailed study of each product and noted its theoretical scope of improvement and then prioritized the tasks according to two aspects, generation of immediate profit and generation of maximum profit. For this we used the principle of 'Low Hanging' and 'High Hanging'. According to this, we targeted capacity enhancement and cost reduction of Metformin and GABA respectively.

During execution, we thoroughly studied the theoretical aspects and designed the experiments at laboratory scale. We then identified the critical parameters and scaled up the results to commercial level. This was a crucial part considering the narrow margins we work in.

Q What were the difficulties you had to face during those experiments?

As far as the literature is concerned, identification of the problems was not difficult but the implementation of the planned solution was. The first problem with the Tanuku plant was that it is far off from the city. Further it required a closer interaction with the operations persons for transferring the knowhow, understand the stage wise issues and do modifications which can suit the plant needs and also meet our savings expectations.

The biggest challenge at Tanuku was the lack of infrastructure at the Process Development (PD) lab. To identify all such problems and to implement them took a lot of time, but slowly we worked it out. Now Mr Moorthy is convinced to form a 'Centre of Excellence' at Tanuku. The department will consist of a team of three people, including two chemical engineers and a scientist. This team will be dedicatedly involved in studying the scope of yield, capacity and quality of the molecule with the theoretical scope. After they identify these areas, they will study the batches, identify the gaps, design an experiment and study it at the lab level for its launch at the commercial level.

Q Can we replicate these achievements in the current financial year?

As I said, in most of the cases the benefits of

past 5 months come up to Rs 5crore/annum. And all the new processes that we have introduced are 100% sustainable in the present financial year also. Besides this, we have taken up an additional Rs 3crore Profit Enhancement Plan for this year.

Q Currently, is there any difference between market demand and supply of Metformin, Tramadol and GABA?

Last year we had to halt the production of Metformin at Patalganga and Tanuku plants for one month, but still by the end of the year we were able to deliver increased volumes and the market is ahead as far as Tramadol is concerned. The monthly requirement is 7.5mt and as of now we are a little

lower than the demand. We have deployed a team to solve the issue and I am sure we will solve the problem within six months.

In case of GABA, even though the capacity is available, we are facing issues relating to breakdowns of old equipment at the plants, Our plants are old and their condition is not suitable

for optimal production which is another reason causing fluctuation in the production. Our team at the plant and engineering department at the HO are working to find a solution on the issue.

Q So are we going to improve the infrastructure and recruit more people or you have a new strategy on mind?

Yes, the infrastructure definitely needs some attention and we have already prepared a Capex proposal of Rs 30crore for the same. We have divided it in three different categories: very urgent, urgent and normal requirement. But if we look at the market scenario, we are not in the position to invest that amount right now. So, we have come up with a blue print that will require priority investment of around Rs 20crore. According to this plan, the plant will be made ready for the required production level. As far as recruitment is concerned,

Within six years we will be India's best bulk drug manufacturing company"



Patalganga Team



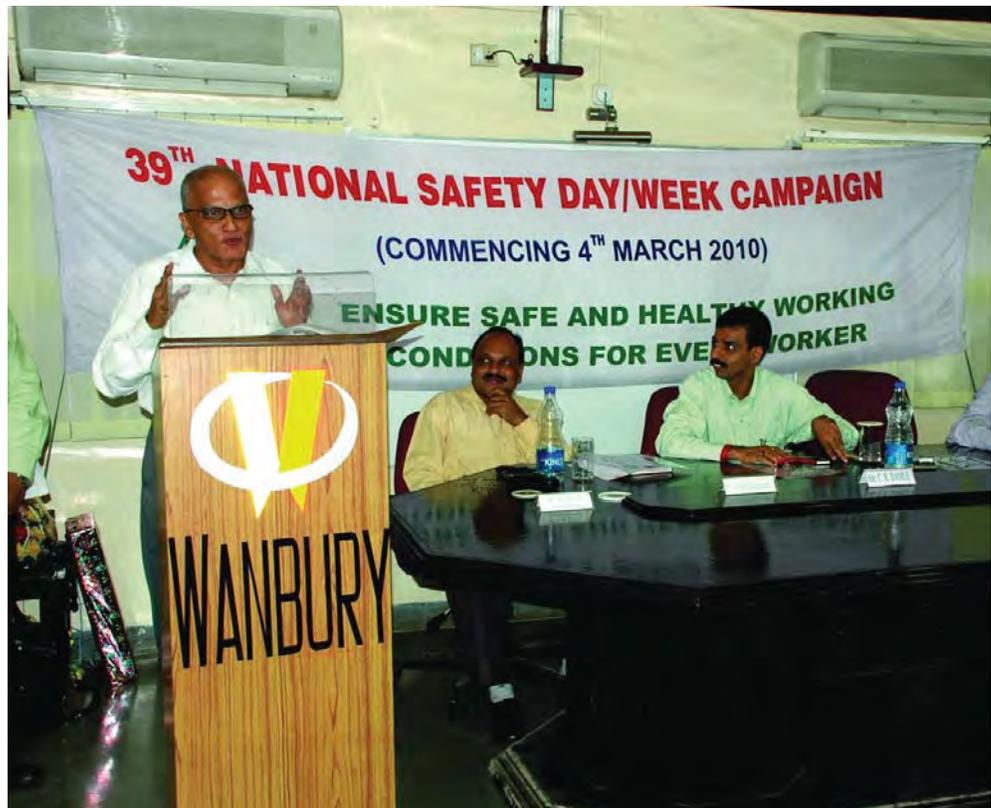
Patalganga Plant hall

SAFETY SLOGANS

- Life is a challenge accept it! Safety is a duty perform it
- A casual attitude towards safety means CASUALTY
- Accidents hurt – Safety doesn't
- Being safe is like breathing – you never want to stop
- Invest in tomorrow. Practice safety today
- Know safety – No injury, No safety – Know injury
- Make your plant the best, safer than all the rest
- Practice safety in all you do – everyone depends on you!
- Generating safety... Is a mega-watt savings
- Safety comes before schedule only in the dictionary

PATALGANGA PLANT ON THE SAFER SIDE...

‘Accidents big or small avoid them all,’ was the subtle theme of the National Safety Day/Week at Patalganga Plant on 4th March 2010 and the Wanburites pledged to make safety a rule



Mr C R Damle addressing Wanburites, the dais shared by Mr Subhash Patil and Mr P K Bhattacharyya

Mr Moorthy awarding the little performers



A little Wanbury wonder inspires all to dance



...and the fête fulfils...

WEAVE gives us an insight on the capability of Wanbury”

we will recruit people on need basis with good talent and competency but only after the infrastructure and equipment are in place. I am sure within six months we will be the best in terms of capacity and quality in the world.

Q Can you elaborate on the changes that made a difference in API?

Our first approach was to peruse the following:

- Identify gaps in the current production setup and prepare a plan to optimise them through 'Design of Experiments'
- Ensure proper systems for sustainable changes
- Achieve excellence in our process so that no other company can compete with us in terms of cost, quality and timely delivery

Based on the above studies, we brought about the following changes:

- The variation in the batch-to-batch output of Metformin is reduced We have already studied the potential to enhance the yield, through Methanol stripping, to 1.85 kg/kg



A section of Technical Support Service team: Sahil Nanda, Utkal Samal, Prasad Kurkure, Sharad Garg, Manoj Sengar and Jobi Issac

With in-situ grinding technology we will get better quality and solve the lumping problem

(presently it is at 1.83 kg/kg at two plants increased from 1.75 kg/kg)

- Yield of Tramadol is increased by 10% and its capacity is increased by around 25%
- Another area we focused on was creating awareness of the product. We involved every worker by proactively addressing the gaps in the system. It started with a group meeting. We asked each worker in the plant to tell us the gaps they noticed and their ideas for minimising those gaps. This made the work interesting for them
- Apart from this, the TSS team along with the R&D is also responsible to demonstrate and transfer excellence in the technology to the plants

Q Can you give some examples of API following the Wanbury values?

I will not claim that our API is best in the industry. But maybe in the times to come the products we are manufacturing will be best in the world in terms of yield, quality and cost.

Wanbury, as a company, has quality and customer delight as its top most values. With the new technologies being implemented and process improvements being done, we will have further superior quality of the products. As in Metformin, with in-situ grinding technology we will get better quality with single crystallisation which won't have fishy odour. Lumping of Metformin powder was a problem, which will be solved with the help of the novel technology. This will add up the customer's delight of being associated with a technology driven company. In all it enhances the brand value of Wanbury.

Q Tell us something about yourself.

I did my chemical engineering from Calcutta University and have been working in the chemical and bulk drug industry for 17 years. Wanbury is my 5th company and in the process wherever I served, I got recognition for my work and initiatives.

In one of my previous companies, a 14-step molecule was costing Rs 6lakh. I was able to bring down its price to Rs 70,000. I am confident that soon I will manage to bring down the cost of Tramadol and Metformin to its theoretical level.

I try bringing engineering excellence in the industry. The problem with the bulk drug industry is when the products are launched they are not studied for its scope to bring it to the theoretical level.

We are simultaneously working on building an infrastructure for multipurpose bulk drug facility.

As of today, we have a facility that can only handle Metformin and if we want to introduce a new product we will have to start from the scratch. With the approval of 'Centre of Excellence', I am sure that within six years we will be India's best bulk drug manufacturing company.

Q Last but not the least, give us your candid opinion on WEAVE.

It's a very good magazine and I regret that last time I was not able to contribute to it. WEAVE gives us an insight on the capability of Wanbury, our position in the industry, our improvement areas etc. It's a very good platform where people can share their achievements.



The small Wanbury wonders playing big and bold

WHEN THE FAMILY SMILES...

...smiles for winning gifts, smiles for getting applauds on their performance, smiles for winning contests and proud smiles on Wanburites' faces for being able to sprinkle those smiles on their beloveds. It's revelry time at Tarapur every year on the day when all its families come together to celebrate being a Wanburite and this year the day was 6th March 2010...



Little farmers welcome the guests with a splendid group dance



M M Churi and Mr Santosh Sankhe welcome Mr Moorthy for the grand evening



Wanburites' families loaded to impress the guests by there breath-taking performances

Mr Moorthy congratulating the staff and informing them about the improvements the plant has made in terms of yield and capacity



Mr K Ramesh



Mr P K Bhattacharyya



Mr Thomas Mathew

Families listen to the achievements of Wanburites

