

## Case Study

Building Successful US-Indian Teams

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## Dr Reddy's Laboratories

Dr Reddy's Laboratories Limited is an integrated global pharmaceutical company committed to providing affordable and innovative medicines for healthier lives. Headquartered in Hyderabad, India, Dr Reddy's comprises over 16,500 staff across 25 international sites including India, USA, Mexico, UK and the Netherlands.

Employing over 23 different nationalities, Dr Reddy's recognizes that successful international working and cross-cultural team collaboration require its workforce to develop global competence skills to be able to communicate effectively. The organization is committed to creating a work environment that encourages diverse perspectives and upholds the dignity of work and of individuals.



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# Helping Dr Reddy's Laboratories, Inc. to Integrate US-Indian Teams

With constant and growing interaction between Dr Reddy's headquarters in India and its important US operation Dr Reddy's Laboratories, Inc. (USA), the organization's Human Resources team identified the need to support its Indian expatriate population and develop effective working relationships between the US and Indian teams.

Two key training and support initiatives were identified as part of this needs assessment.

Firstly, the need to provide targeted intercultural training for employees on assignment from the parent company in India to ensure a smooth transition to living and working in the USA. With many Indian expatriates assuming senior managerial roles in the USA, it was important for Indian expatriates to understand how to engage with local US teams and demonstrate strong leadership from the outset.

Secondly, a personalized intercultural program was also required for US staff working with Hyderabad and/or Indian expatriates in the USA. The objective of which was to help them to develop strategies and techniques to collaborate more effectively with their Indian colleagues.

## Training Objectives

The core objectives of the training initiative were to:

- » Increase self-awareness and understanding of the impact of culture on perceptions and assumptions
- » Engender greater curiosity and awareness of colleagues' cultural backgrounds and customs
- » Create a better understanding of the cultural drivers influencing the attitudes and behaviours in the workplace of colleagues from India or the USA
- » Develop practical strategies for US-Indian teams to collaborate more fruitfully together
- » Enable Indian managers to motivate and engage more effectively with their US teams



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## Training Approach

Learnlight worked closely with the HR team to understand Dr Reddy's organizational culture and structure as well as the cultural challenges facing local and Indian employees working across US sites.

We designed an integrated three-part program that allowed employees the space in mono-cultural groups to reflect on their own and the other culture, to benchmark existing knowledge and assumptions and to discuss any intercultural challenges and potential solutions. These country-focused sessions were followed by the opportunity for employees to come together with their colleagues from the other culture to share experiences and expectations and to work together to agree a common set of communication methods.

It was essential that these training programs were engaging and fun and could be adapted to meet the requirements of all levels of employees, from production workers to senior managers. Training was highly interactive focusing on discussion, relevant case studies and role plays.

To increase interest in both cultures, we also included an authentic lunch as part of the country focused programs where delegates were encouraged to sample typical food from the other culture and learn more about social etiquette.

## Our Solutions

Learnlight designed the following two stage training solution for Dr Reddy's employees.

### Stage 1:

- » International Assignees from India to the US

This one day "Working Successfully in the USA" training program provides delegates with the necessary awareness, knowledge and skills to adapt quickly and smoothly to living and working in the US.

- » US Nationals Working with Indian Colleagues

This one day "Working Successfully with Indian Colleagues" program develops delegates' understanding of Indian business and social culture and how it impacts on working practices and communication styles.

### Stage 2:

- » US-Indian Teamworking

This one day workshop brings delegates from both nationalities together and encourages them to share their experiences, assumptions and expectations of each other. The key focus is on higher level business practices and skills development such as cross-cultural management and negotiation.

In addition to these group training programs, Learnlight also provides one-to-one coaching to senior managers responsible for multicultural teams or HR professionals supporting Indian expatriates.



## Results

Learnlight has been working with Dr Reddy's Laboratories, Inc. since 2009 to develop the international competence of its workforce across multiple sites in the USA.

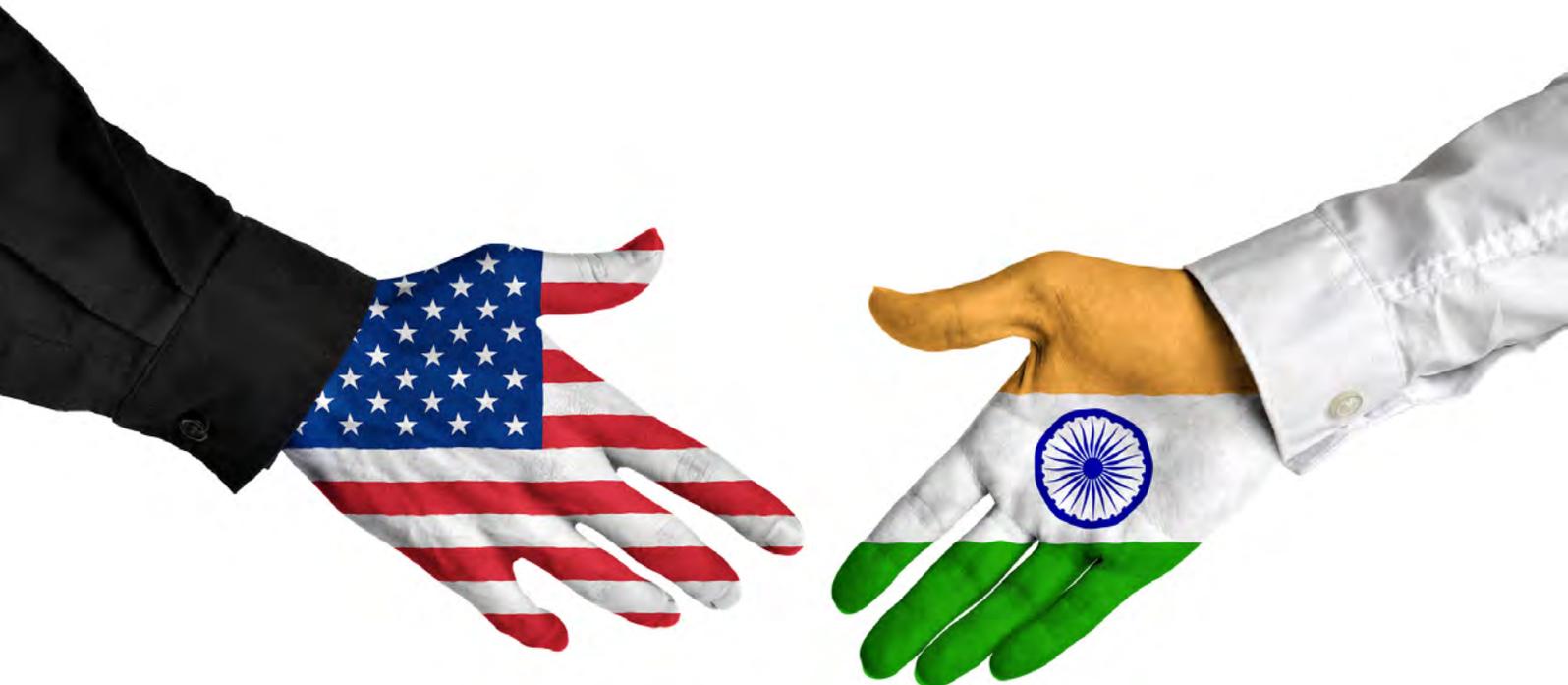
To-date, hundreds of employees have benefited from learning more about the role culture plays in effective international relationships. After attending these training programs, delegates now demonstrate a greater understanding of their international colleagues' attitudes and expectations in the workplace coupled with practical strategies to work more successfully together.

Training has also helped to foster more positive relationships across cultures and improve the effectiveness of cross-cultural teams.



“The training was an excellent experience. This opportunity allowed us to look at ourselves and reflect on what we are doing right and what we should change.”

Tony Celeste, Sales Operations Manager  
**MDr Reddy's Laboratories, Inc.**



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Since our foundation, our dream has been to bridge the gap between the disparate worlds of education and technology by harnessing cutting-edge technology to optimize instructor-led training. Our obsession was, and continues to be, to empower talented trainers to create transformative learning experiences because we think people are the real killer app.

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