Sarah Jones

WHO *IS* BEHIND THE SUIT

How to Lead with Authenticity



www.sarah-j.com

A Concise Guide For Leaders in the Pharmaceutical Inustry

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BECOME YOUR BEST

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INTRODUCTION

We've all heard classic quotes about leadership, that undefinable quality that separates true leaders from managers. For example, 'Leaders are made, not born' or let's use a quote from the US' 42nd President Trump 'You have to think, so why not think big'

One quote which really strikes me, particularly in the context of how to lead people, is the following:

'When people are financially invested, they want a return. When they are emotionally invested, they want to contribute.'

Simon Sinek

This quote outlines what true leadership can deliver – or 'authentic' leadership. Not just the numbers – but an organisation, and team, that is fully invested, and focused.

And this covers the topic I want to cover in this short, free, eBook, which frames authentic leadership in the context of the pharmaceutical industry.

Have you ever asked yourself, or thought, the following?

- "I feel constrained by leading in a style the organisation wants me to"
- "I want to have my own style of leadership"
- "I want to make a difference to my organisation, and team's experiences at work. I want them to do more than go through the motions. I want them to dig deep, and buy-into what we are trying to achieve."
- "What qualities do I have, can I expand upon to achieve results, and develop a strong team, and organisation?"
- "I do not want to become a leader that people dislike, and demotivates them – but at the same time – we have results to achieve, and changes to make."
- "How do I maintain my leadership style – even under pressure?"

- "I want to develop my team, and give them the skills and capabilities to develop their careers."
- "I want this company to be seen as a best-in-class employer to attract and retain the best talent."
- "How do I bring my, and the organisation's, values to life? So that they are not just words on a page."
- "How do I embrace the diversity in today's organisation ethically and give fair chances to everyone?"
- "How do I lead, and not crash and burn – without affecting my professional and personal life?"

There is overwhelming evidence that true leaders deliver performance, *and* are respected and admired. As Ken Blanchard said,

"Leadership is not just what happens when you are there, it's what happens when you're not."

And that's where you need to get to. Why? Here are just a few examples:

- Employees invest in an authentic leader, want to stay with the organisation, and perform better
- Motivated employees who are encouraged to also be authentic are more creative, and innovative
- Happier employees make for stronger teams
- Inauthentic leaders do not last – they tend to perform poorly and burn out
- Inauthentic leaders are maintaining an act – and employees see through what they see as inconsistent behaviours from leaders
- Authentic leaders demonstrate it is safe to take risks to achieve results, do not need, and admit to, not knowing every single answer
- Demonstrating positive, and human, traits are important in today's changing, competitive, and volatile business environment

These factors do not only influence performance, employees and teams but all relationships – suppliers and customers included. Effective leadership will save you both time and money as you empower teams to move forward towards organisational goals, relieving you of some of the burden, and they are motivated to do so – saving costly recruitment fees.

COMMON LEADERSHIP CHALLENGES

In today's competitive, diverse environment, it can be challenging to decide what kind of leader you want to be. You probably have good, and bad, role models.

Being an authentic leader means showing who you are, the real you at work, and not putting on an act of how you think you 'should' be leading.

By struggling or pretending to be a good leader, you may be experiencing the following issues that are holding you, your team, and your business results, back:

- Burn-out and exhaustion leading using a leadership style that is not working or getting results
- Facing serious business changes ahead and having no idea how to handle them effectively
- Negative impact and stress at work harming your personal and family life
- Acting, or feeling like you are two separate people – one in your career, one in your personal life
- Feeling demotivated and de-energised and *totally isolated*
- Facing extreme conflict with employees, performance issues, and team disconnect
- Insurmountable pressure from the Board to deliver results – yet the same tactics are not working anymore
- Having to make all the decisions – by yourself, for others
- A lack of ideas – not knowing how to innovate, or where innovation will come from
- Having to deal with all of this by yourself – as you are the leader – and having to know all the answers
- Finding new ways of remaining competitive
- Strengthening teams and ensuring that they stay on-board – and don't leave to work for the competition!
- Developing better leaders for the future – or leaders who can face the world we don't know yet

And I am sure that there are many other issues that leaders face today that can be added to that list.

WHAT IS AUTHENTIC LEADERSHIP?

Authentic leadership means bringing the real you, and your values, to your leadership style. There is no separation between who you are as a person, and how you lead, the two are linked. This leads to honest relationships, and gives you, the leader, a legitimate platform on which to base your leadership. Authentic leadership encourages open and honest dialogue, it encourages contribution from your employees. It means that relationships are transparent, respectful of all parties and there is a great deal of integrity across the organisation. By leading in this way leaders can have a major impact on the morale and performance across the organisation, and have a huge amount of influence.

Have you ever listened to someone speak at a congress, or seen someone lead a meeting and wished you could have that same 'indefinable' quantity.

Well you can – you can find your own way of being authentic – because authentic means being you – and there is only one you.

CONTEXT - THE UK PHARMACEUTICAL INDUSTRY TODAY

This book focuses on this sector, as it's one I have had a lot of experience with – and it is a very complex sector.

As well as being a highly-regulated industry, which means that there are many restrictions on activities you can drive, you have the complex structure of the National Health Service (NHS) to deal with, which is intrinsically linked to political agendas both at a national and local level.

The NHS is set out as follows:

> The NHS was created out of the ideal that good healthcare should be available to all, regardless of wealth. When it was launched by the then minister of health, Aneurin Bevan, on July 5 1948, it was based on three core principles:
>
> - that it meets the needs of everyone
> - that it be free at the point of delivery
> - that it be based on clinical need, not ability to pay
>
> These three principles have guided the development of the NHS over more than 60 years and remain at its core.[1]

However, the system has changed and continues to change. There are huge funding issues, figures in 2016 suggest that hospitals in England are running at a debt of £2.45bn[2].

Hospitals are merging, local stakeholders have a huge say in the use of medicines despite national guidance, regulations for the industry restrict access to healthcare professionals (HCPs), pharmacists and medicines managers add layers into the network you need to influence, traditional sales methods do not always work, new entrants, such as Virgin, are entering the sector, big blockbuster drugs are coming to the end of their exclusivity meaning that revenues will drop off suddenly.

1 http://www.nhs.uk/nhsengland/thenhs/about/pages/nhscoreprinciples.aspx

2 https://www.theguardian.com/society/2016/may/20/nhs-in-england-reveals-245bn-record-deficit

There are new entrants, for example biosimilars, that are churning out medicines much cheaper and threatening traditional pharmaceutical companies' performance. New innovative, targeted medicines treat a sub-segment of patients, but are also very costly which present a moral and economical conflict.

And where is the patient in all of this?

Isn't that why many of us choose to work in this sector – to be at the forefront of innovative medicine, and to ensure it gets to the right patient, at the right time and improves their quality of life?

I am sure that these are all issues you are familiar with – and leave many of us trying to come up with new models of delivery, new ways of selling to try and ensure we can recoup the investment made in research & development over many, many years and provide stable financial results year-on-year.

So how on earth does 'authentic' leadership play into this complex arena?

Let's first remind ourselves of the important role that the pharmaceutical industry plays in the UK.

THE UK PHARMACEUTICAL INDUSTRY IN NUMBERS

The Association of British Pharmaceutical Industries (ABPI) quotes these figures on its web site[3]:

- Today, a new born boy in the UK can expect to live for 78.9 years, and a girl for 82.7 years. This compares to 44.1 and 47.8 years respectively between 1891 and 1900

- In the early 1900s more than 50% of deaths in England and Wales occurred among people aged under 45 years – a century later this figure had dropped to just 3.7%

- In 2008, the British Heart Foundation reported that over the past decade, deaths from cardiovascular disease, amongst people under 75 years, had declined by 44%. Over the same period, mortality due to coronary heart disease (responsible for the majority of heart attacks) fell by 49% in those aged 55–64, and 26% in those aged 35–44

- In 2012, the pharmaceutical sector's contribution to the balance of trade was the third greatest of nine major industrial sectors, up from fifth in 1975 and third in 1990

- The pharmaceutical sector has, over the past decade, generated an ever-widening trade surplus (i.e. more exports and therefore money into the country than imports which means money out of the country), reaching a little over £2.8 billion in 2013

- Increasingly, pharmaceutical companies work with the NHS to ensure local health priorities are met, patient outcomes are improved and local NHS organisations can meet their objectives and these joint-working projects ensure a win for patients, the NHS and the industry

- The pharmaceutical industry contributes more to the UK economy than would be possible if other industrial sectors used the same resources. In other words, the people and capital employed in the pharmaceutical industry earn more income for the UK than if they were in any other sector of the economy.

3 http://www.abpi.org.uk/industry-info/archive/knowledge-hub/uk-economy/Pages/voi.aspx

- The Guardian reported that in 2012, the industry spent more than £4 billion in research and development, significantly more than any industry operating in the area. This, of course, resulted in a great increase in the production of new medicines in 2015 – ultimately placing the UK second next to the United States of America, as recorded by the European Federation of Pharmaceutical Industries and Associations (EFPIA). With an estimated direct and indirect employment of 80,000 people, the UK's pharmaceutical and healthcare industry is responsible for a significant chunk of job resource creation. Pharmaceutical employees are also considered to have had the highest value-add in industry, placing the pharmaceutical sector on top in terms of intelligent and highly skilled workers.

- In addition, the Office for National Statistics (ONS) published that in 2016, the pharmaceutical industry had the highest contribution in the UK manufacturing output growth. Europe now corresponds to around 23% of the world pharmaceutical market, and continues to be at the forefront of competitive biotech economy. It has been said that great leadership has boosted the productivity (i.e. increased exports) of the industry and impressed upon the greater health and wealth of the UK.

Now – let's bring in Brexit – the UK Government is working very hard to ensure that there is a growing place for this sector post Brexit to ensure that the UK is seen as a key destination for medicines development and investment by pharmaceutical companies, and the Government is extremely willing to talk to industry about how to do this (The Industrial Strategy)

So how does 'authentic' leadership help with the challenges of the industry and the role of pharmaceutical companies? I've pulled out just a short selection of what's important in leadership.

AUTHENTIC LEADERSHIP IN THE PHARMACEUTICAL INDUSTRY – WHY IS IT IMPORTANT?

Here are just a few reasons why.

Patients first

Science and medicines that transform lives

Whilst the industry can be fast-paced, competitive – many employees I have spoken to have shared that they enjoy working for a company that produces transformational medicine. I have observed how this creates energy, enthusiasm and healthy competition in teams. Very often it's not the numbers on the page that motivate, but hearing real life stories from patients.

Motivating your teams

32% of people wanted to leave their jobs with no job to go to in 2016[4]

With such a lengthy and complex sales process, with a desire to help patients, with de-motivation in the face of the impending loss of exclusivity of a drug – things can get tough on the road, leading to poor performance, job insecurity, and increased workload. This is where leadership must come in – your teams need a vision, objectives and need to feel valued to stay. Your job is to find out what they value and how to match that to personal objectives. And in 2015 the Chartered Institute of Personal Development found that almost half of the employees surveyed, left a job because of a bad boss.[5]

Attracting and retaining talent[6]

Figures from 2014 show that it costs over £30,000.00

The industry is competitive, and it can be a 'small world' in the UK, with a lot of movement, particularly when the pipeline of a company looks different than before. I've been in situations where HCPs have openly asked colleagues about where their next job will be, in the face of loss of exclusivity. As a leader, you need to be able to paint the future picture for your teams, and find out where they see themselves, aligned to the company's development. Also the profile of employees, can be for

4 http://realbusiness.co.uk/hr-and-management/2016/01/05/5-key-reasons-why-a-third-of-uk-workers-want-new-jobs-in-2016/

5 http://realbusiness.co.uk/hr-and-management/2016/01/05/5-key-reasons-why-a-third-of-uk-workers-want-new-jobs-in-2016/

6 http://www.hrreview.co.uk/hr-news/recruitment/it-costs-over-30k-to-replace-a-staff-member/50677

many roles, very specific with scientific credentials necessary and it is not unusual for a vacancy to be open for several months.

New customers

Different customer avatars demand a different approach

Over the years, new customers have emerged beyond HCPs and nurses. Now you have payers, medicines managers, finance directors. Each customer group responds in a different way, they want different information. The financial director may want a view of spend on anti-coagulants over his locality. You need to have the skills to adapt to those customers. No longer is it just the clinician's decision. And you need to understand who influences who.

Challenger mindset

Learning from other sectors to highlight problems customers did not realise they had!

In addition to new sales strategies, and customer types, there is a desire by many companies to adopt the 'challenger' mindset and this can be very difficult for some employees. This does not mean arguing with a customer, but selling so it doesn't feel like selling – you are providing a solution to their problem, and maybe a problem the customer was not aware of!

Sales strategy

You cannot just rely on traditional sales & marketing methods

I know that what gets measured gets done – but you will need to exhibit different traits, so that your sales teams have the emotional intelligence and ability to create new sales programmes. Going through a sales aid will not cut it anymore.

Competition

Even with new classes of medicines – the competition is tough

You may have a breakthrough technology, but others will be hot on your heels. How can you think as a leader beyond the day-to-day sales experience and start thinking of the bigger picture of future pipeline, how do you apply your skills to ethically talk about innovation?

And who actually said you needed to know all the answers? A smart, and authentic, grounded leader, will employ people who offer new answers, are driven, and gifted.

And layering this selection of issues, is the regulation involved in the industry. Everything is scrutinised and reviewed, and can take just that bit longer, than it may do in other industries. Therefore having the ability to guide teams through robust compliance and processes is key.

So this is all very interesting – where does authentic leadership fit in, and how do achieve this?

THE ROLE OF AUTHENTIC LEADERSHIP

To lead - you must exert impact, influence and take bold moves – and you need to be motivated yourself. You need to be aware of your style and your blind spots – what you can authentically maximize – what makes you the leader you are - genuinely. Every person can be a leader – there is not a default template. Be aware that people will sniff out inauthenticity and 'going through the motions' in a heartbeat. So think about your strengths, what you have in your toolkit, what kind of leader you want to be – and start to work towards living and breathing that each day.

You may be a more introvert, scientifically-driven person – but still have a presence around you. You may be an extrovert, driver type – how can you use that to your advantage?

Each person has something to offer if you are willing to put your ego aside, understand your style, and acquire news skills – you will become the leader that people want to follow, and achieve the business results you want to.

Here are just a few examples, and tips, on how to be an authentic leader:

Lead with purpose

Ensure you are clear on your organisation's purpose – why does your organisation do what it does? Reflect on this and have clear purpose on what this means for you as a leader

Do not pretend – be real, genuine

Don't have a template image of what makes a leader. There are different types. Find a public role model and think what is it about this person that appeals to you? And which qualities do you want to assume? What do people notice about you? Be genuine – don't try and copy someone else. By all means look at role models and the qualities you admire to help you – but above all else, be you. Who you really are shapes your leadership style.

Be fallible – admit mistakes

Good leaders are strong enough to admit when activities, or decisions, do not go to plan. Striving to be perfect is an unattainable goal – employees respect honesty – it's part of being authentic.

What do you want from life?

Where does your career fit into the broader landscape of your life? What makes you the person you are and how can you ensure you are bringing those qualities to your leadership role.

Know your values

Your values are your internal 'sat nav'. You may be aware of them, you may not, but you must understand these - as they drive your behavior. Conduct a values audit and exercise, to understand how you operate in the world. Your leadership values must align to who you are, and what drives you as a person – ethically.

Company values

Look at the company values – or organisational values – what do they mean to you? How do you align your own style with these company values? Which values do you want to lead on? Where can you align that with what is genuine to you? It may not mean including every organisational value.

Understand your team

Ask your team about how they want to be lead, what do they think makes a good leader. Or hire a coach to survey this - to help you understand what qualities will encourage them to perform, collaborate and innovate. Be aware of what each member of your team needs.

Make time for people – have meaningful connections

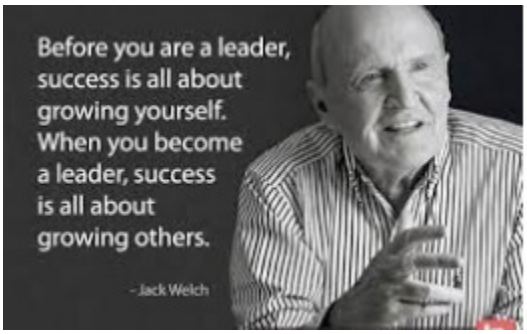
Sometimes the smallest interactions count the most. Your teams will notice your inauthenticity – a total shift from your public behaviour – and how you deal with them on a 1-2-1 basis, or individual basis. You must connect with everyone – not when you want something but on a day-by-day, or minute-by-minute basis.

It goes without saying that authentic leaders are motivated to grow and develop. And they know that this leads to better team performance, and employee morale.

WHAT DOES AUTHENTIC LEADERSHIP MEAN TO YOU?

Typically, it is built on doing the right thing - on honesty, awareness, ethics, openness, trust – people, not just profits. Ask yourself if you have these skills? What feedback have you had before, where do you need to develop?

You simply cannot be one (or two!) person in work, and another outside of work. It doesn't work. You can still be goals driven, and focused and lead with your heart. These are not mutually exclusive terms. It is not just about power and ego, but taking people along with you, as well as hitting your objectives. Authentic leaders have a long-term view – they know it takes time and patience but it pays off. Think of past scandals – Enron, WorldCom – and the growth of ethics, compliance and corporate social responsibility – all of which are measured today. Instead think about former GE Healthcare Boss Jack Welch:



Becoming a leader is not just about having a group of people listen to you and do what you ask them to; leadership does very little with the amount of opportunities that arise from assuming a position of power. Leadership takes a tremendous effort and will only bear fruit if it is ambitious and authentic. Your success is dependent on grasping key leadership skills but to do that you need to understand how you fit into your organisation, what drives you as a leader, what your career ambitions are – and how that balances and stacks up with the rest of your life outside of work

CONCLUSION

This short, free eBook opens the discussion on authentic leadership, which is a subject I am passionate about; how leadership, careers, family and the rest of our lives interconnect. And there is a place for it in the pharmaceutical industry – now more than ever, due to the complexities of the sector I have already outlined.

Hopefully this book has raised some questions for you : ***What will it cost you to stay leading as you are? What do you want to do to increase your chances of success? How will your own leadership performance and authenticity improve your current situation, and even your personal satisfaction? What is the cost of staying in the same state as you are?***

ABOUT SARAH-J

Sarah Jones is a seasoned personal, life, business and career coach. Born a go-getter, Sarah set up her coaching practice several years ago and coaches individuals, teams and organisations on how to overcome current roadblocks and move towards success. Sarah had coaching herself and realised how powerful it was to unlock massive step-changes and results in both her private and professional life. She has always maintained that being true to yourself is a key driver in her life during, even during challenging times.

As a result of this experience, she set up www.sarah-j.com.

She also has extensive experience in communications and public relations (PR) with board-level experience. She has focused on the pharmaceutical and healthcare industries. She has worked with a number of leading organisations, including DHL, NHS, AstraZeneca and AbbVie. One of her most notable stints was at Abbott Nutrition, where she led all organisational communications strategies to include PR, government affairs, key opinion leader development, and launched an employee recognition scheme which improved focus and morale among staff in the EMEA region.

If you want to find out more about her coaching programmes in this arena, for executives, teams or organisations – then visit www.sarah-j.com, email sarah@sarah-j.com, or call +44 (0)7531 228089 to discuss your current situation in complete confidence.



CLIENT SUCCESS STORIES

"Sarah helped me to raise awareness about my strengths and consider new possibilities..."

The sessions with Sarah have had an extremely positive impact in my life and important kick-start moving toward setting up my business. Setting up a new business is, at the same time, very exciting and overwhelming. With Sarah, I was able to have a clear idea of how I could to move forward, with an action plan. Sarah's invaluable experience and coaching techniques help me to raise awareness about my strengths and considering new possibilities that increased my motivation to work towards my goal. I would like to take this opportunity to thank Sarah for her time, patience and support turning my dream into my reality. I highly recommend Sarah to anyone looking into setting up a new business, as I believe Sarah is a GREAT inspirational coach.

Thank you.

"I'm working with Sarah to develop some team coaching workshops..."

Sarah has a natural personable style and she wasn't afraid to challenge me when necessary, particularly when I was pontificating and struggling to make a decision. She effectively guided me through each session and made sure I had a stated clear goal before exploring the options to achieve my desired outcome. I found her easy to talk to, and we established a friendly rapport, at an early stage, which made the whole experience fun whilst also being very productive and useful. I would recommend her to others who are looking to embark on a coaching journey and I'm working with Sarah to develop some team coaching workshops and introduce coaching to other team members to help them develop and play an even more active part in business success."

For more client success stories visit www.sarah-j.com/success-stories/