

THE VANGUARD NETWORK

Life Sciences Leaders Forum

"REINVENTING LIFE SCIENCES LEADERSHIP: WHAT DOES IT TAKE?"

Co-Chair: Kate Cronin

January 23, 2023

9am to 7pm ET

MORNING:

Continental Breakfast

Welcome and Introductions

Session 1: Can we reinvent perceptions of our sector?

It's disconcerting to see that even companies that delivered the COVID vaccines miracles and saved hundreds of millions of lives, are under attack for making a profit. This is a disturbing evolution from the time when proven innovators were often appreciated, and anger was mainly directed - fairly or not - at big enterprises seen to be all about "marketing." At the Forum, we'll be talking with leaders on the front lines of these issues to explore whether there are new opportunities to reinvent perceptions and build trust in healthcare – and if so, how.

"Solve My Problem" Table-top groups take turns describing an immediate leadership challenge they are facing, and get feedback from fellow participants.

Session 2: How should top leaders in Life Sciences tackle technology?

Another big challenge we'll look at is technology. There are exceptional resources of talent to develop and implement new technologies, from AI to gene editing and quantum computing. The challenge at the executive level is to figure out where and how to apply them. How can we most effectively leverage these capabilities to deliver innovation? And in a climate where technology is so often seen as a solution, how do we identify situations where it may not hold the answers?

Session 3: Gen Z: What should we know? What should we do?

The pandemic accelerated the impact of Generation Z, introducing a new equation into talent and work life in our sector. On the one hand, this generation is equipped with exceptional digital capabilities, and a demanding commitment to ESG. On the other, this cohort sometimes seems inexplicably fickle about jobs and work, self-absorbed and unrealistic about career expectations. But regardless, Gen Z is our talent today, and leaders of the future. How can we understand this cadre better? What should we be doing to attract, develop and retain them?

Small group case study challenge: Our company is losing top Gen Z talent to competitors who are paying high pay to attract them. Should we counter offer, or present compensating benefits, or do something else? Or just let them go - the market will correct itself?

LUNCH

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AFTERNOON

Session 4: How should we recreate the work-place for high performance?

Even many new and midsize Life Sciences companies are not running optimally for the coming decades, and big global companies are often in more trouble. In every organization in our sectors, top leaders are searching for answers around the better way of operating – from hybrid working, to flattening the structure, to building high performance teams. In this session we'll compare notes on the biggest pain points, and potential responses based on experience.

Small group problem solving: The CEO of a midsize biotech company faces conflicting demands from her Board, her head of R&D, and her CHRO on the right balance of lab presence and remote working for the development team. Each group will assess her options and recommend a response.

Session 5: The economics of innovation and health: what are the best perspectives and priorities for success, in stressful conditions?

Life Sciences are facing exceptional economic stresses today. Are there better ways to incentivize and fund health innovation? What models may already exist that show the way? And how can our sector influence national and global policies on healthcare funding?

Session 6: Reinventing ourselves as leaders: What leadership qualities do we need to drive high performance for the next five years?

"What got you here, won't get you there." That maxim is abundantly true for life sciences leadership today. Rapidly shifting forces in the ecosystem, new expectations of leaders by Boards, CEOs, and stakeholders, and multiple other dynamics make top leadership more demanding than ever before. Some questions we'll be exploring: "What new dimensions of EQ may become central to effective leadership in our sector?" "What kind of culture will accelerate innovation and effectiveness?" "How do we become practitioners of leading through influence?"

Closing Comments

6 to 7pm - Cocktail reception