

Leading a team when you are not the subject matter expert

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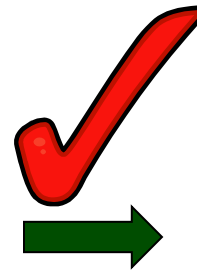
Overview

- Background - Case Study
- Development stages of a leader
- Techniques to migrate through different stage of a leader
- Conclusion

Career Development

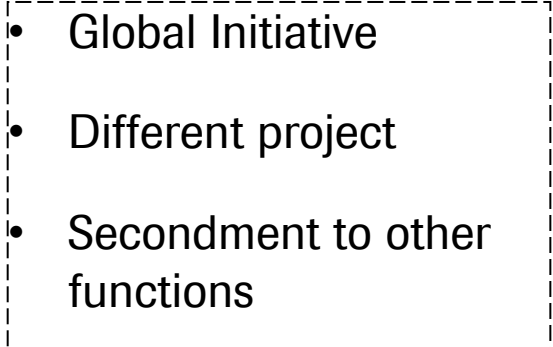


Statistical programming department:
Clinical studies



Outside of your known
universe

- 
- Higher management \ technical roles
 - Further lead roles – leading drug project(s)
 - First lead role – lead programmer of a study
 - Subsequent roles – covering different technical area
 - First Employment – most likely to be 100 % technical
 - Graduate from University

- 
- Global Initiative
 - Different project
 - Secondment to other functions



Do you really need
to be the SME to
lead a team?

Case Study: PKS Initiative

(Pharsight Knowledge Server)



- **Goal**

- Develop one set of global PKS tools and processes to analyse serum conc data

- **Timeframe**

- November 2012 started as business process lead for statistical programming team
- November 2012 to May 2013

- **Challenges**

- Multi dimensional global challenges across the organisation, by functions and legacy processes.

Biggest Personal Challenge:

I was NOT the Subject Matter Expert on PKS!!!

Thoughts during the lifecycle of leading the PKS initiative

- *“Wow, this is an amazing opportunity and I can’t wait to start”*
- *“Well I started to understand the challenges in the team and to deliver has just become a lot harder!”*
- *“ok, I am here now and fully on board, I know my team, my stakeholders and what I need to delivery. I need to be cautious about this. Honeymoon period is now over”*
- *“There was a moment when the I felt fully confident in my new role as the PKS lead, had a strategic delivery plan in place and knew my team was united in making the vision a reality”*

Situational Leadership Model:

Development stages (D) of a leader

Stage	Competence	Commitment
D1	Low	High
D2	Low to Moderate	Low
D3	Moderate to High	Variable
D4	High	High

Merge thoughts during the lifecycle of leading the PKS initiative with Situational Leadership Model

“Wow, this is an amazing opportunity and I can’t wait to start”

D1

Low Competence

High Commitment

“Well I started to understand the challenges in the team and to deliver has just become a lot harder!”

D2

**Low to Moderate
Competence**

Low Commitment

“ok, I am here now and fully on board, I know my team, my stakeholders and what I need to delivery. I need to be cautious about this. Honeymoon period is now over”

D3

**Moderate to High
Competence**

Variable Commitment

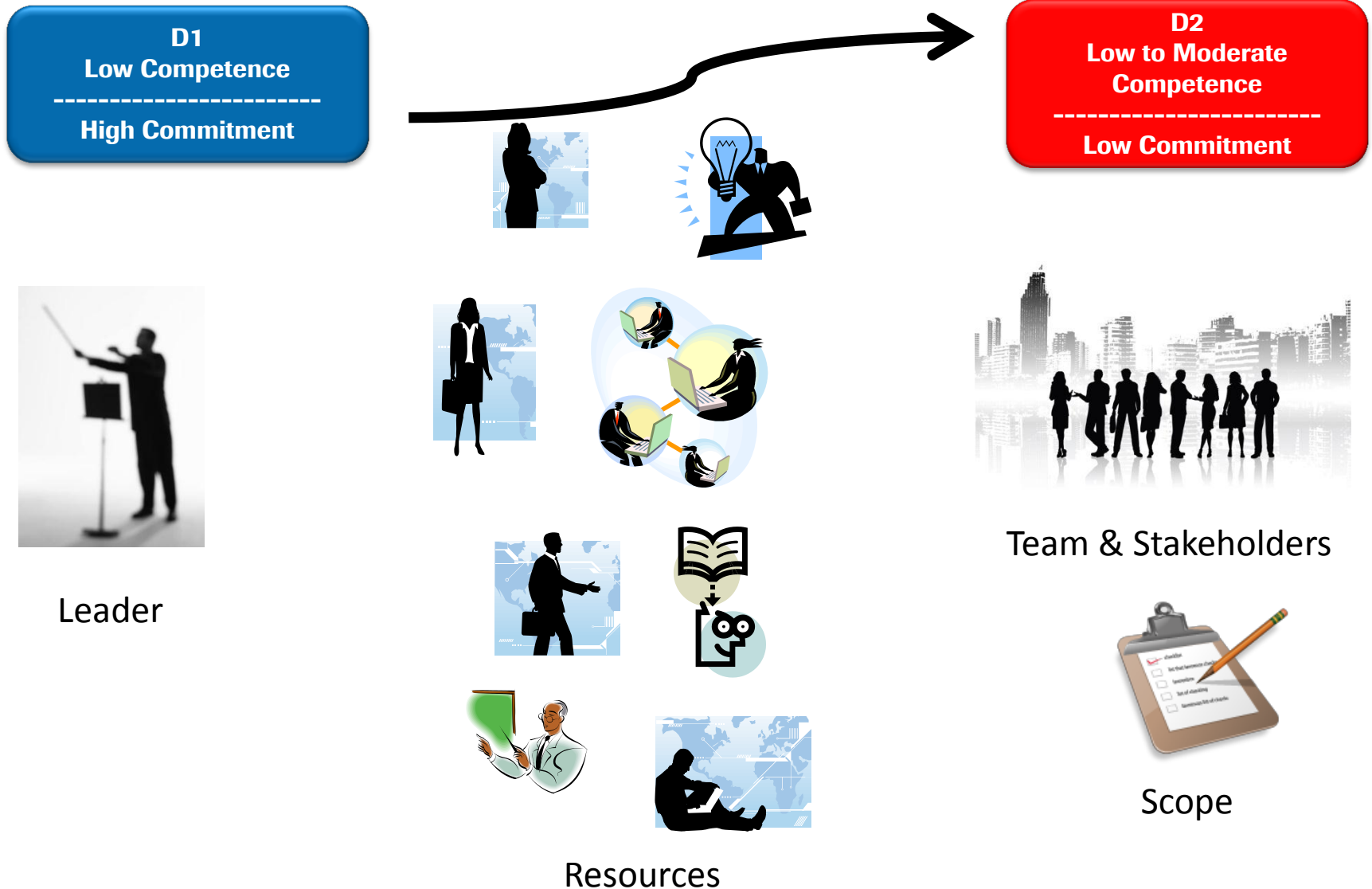
“There was a moment when the I felt fully confident in my new role as the PKS lead, had a strategic delivery plan in place and knew my team was united in making the vision a reality”

D4

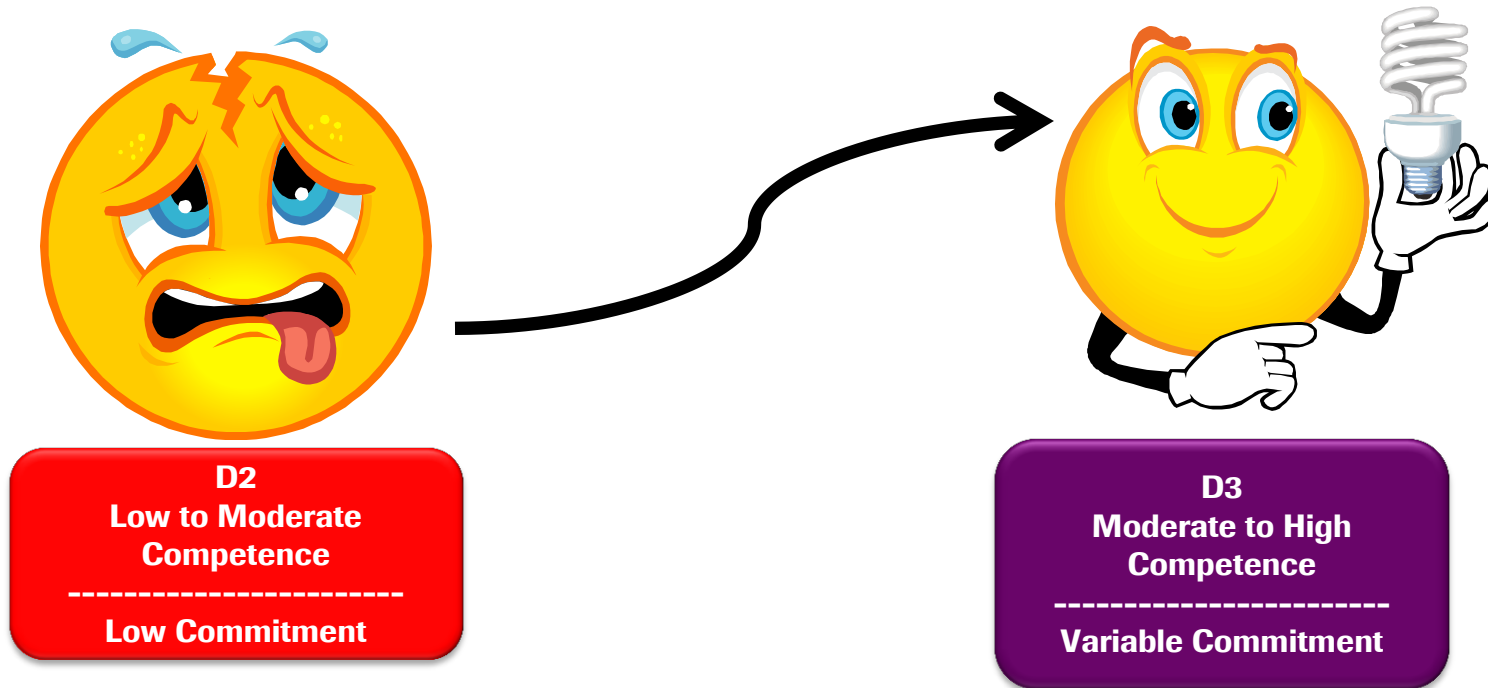
High Competence

High Commitment

Move from D1 to D2?

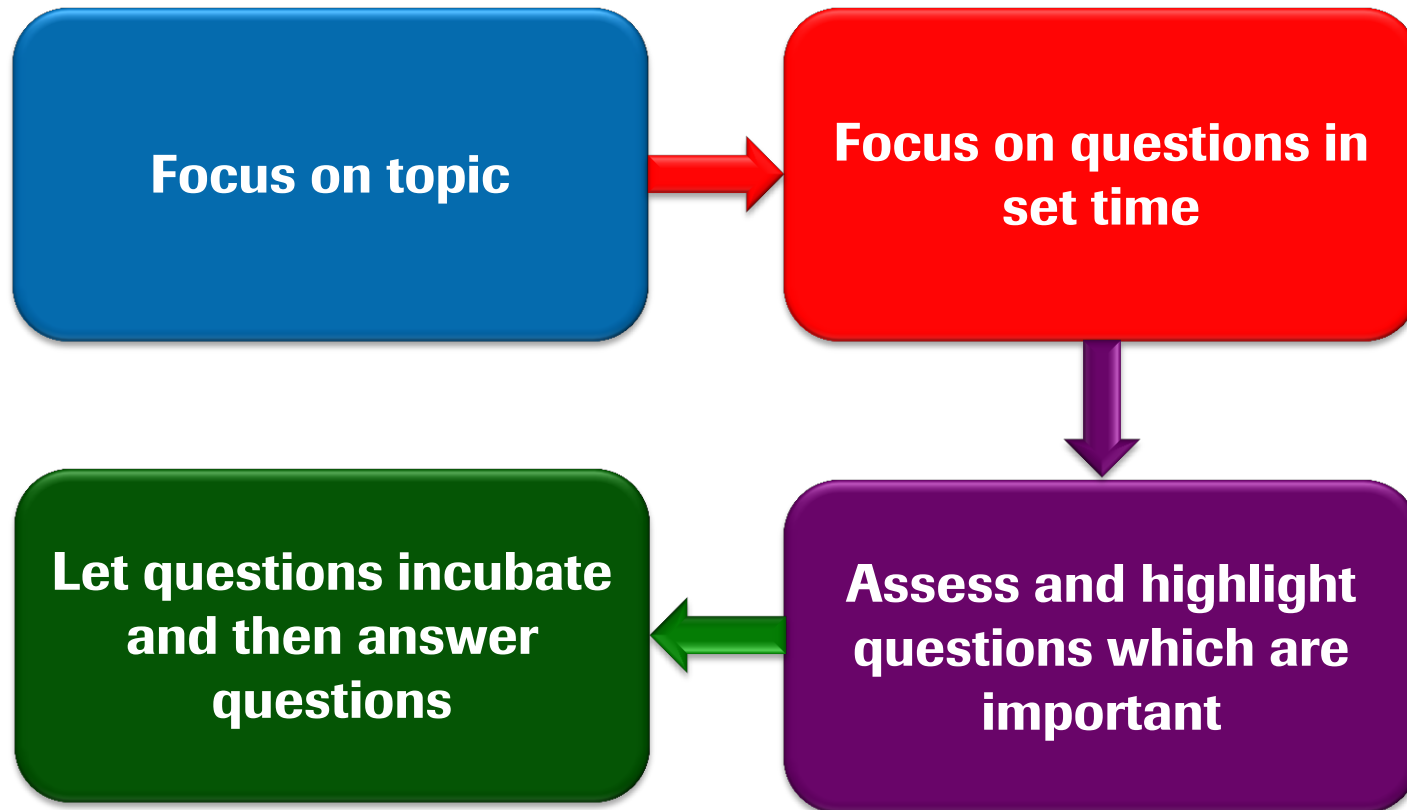


Move from D2 to D3?



- Not sure how to proceed between D2 to D3?
- Try ... Question Storming

Question Storming



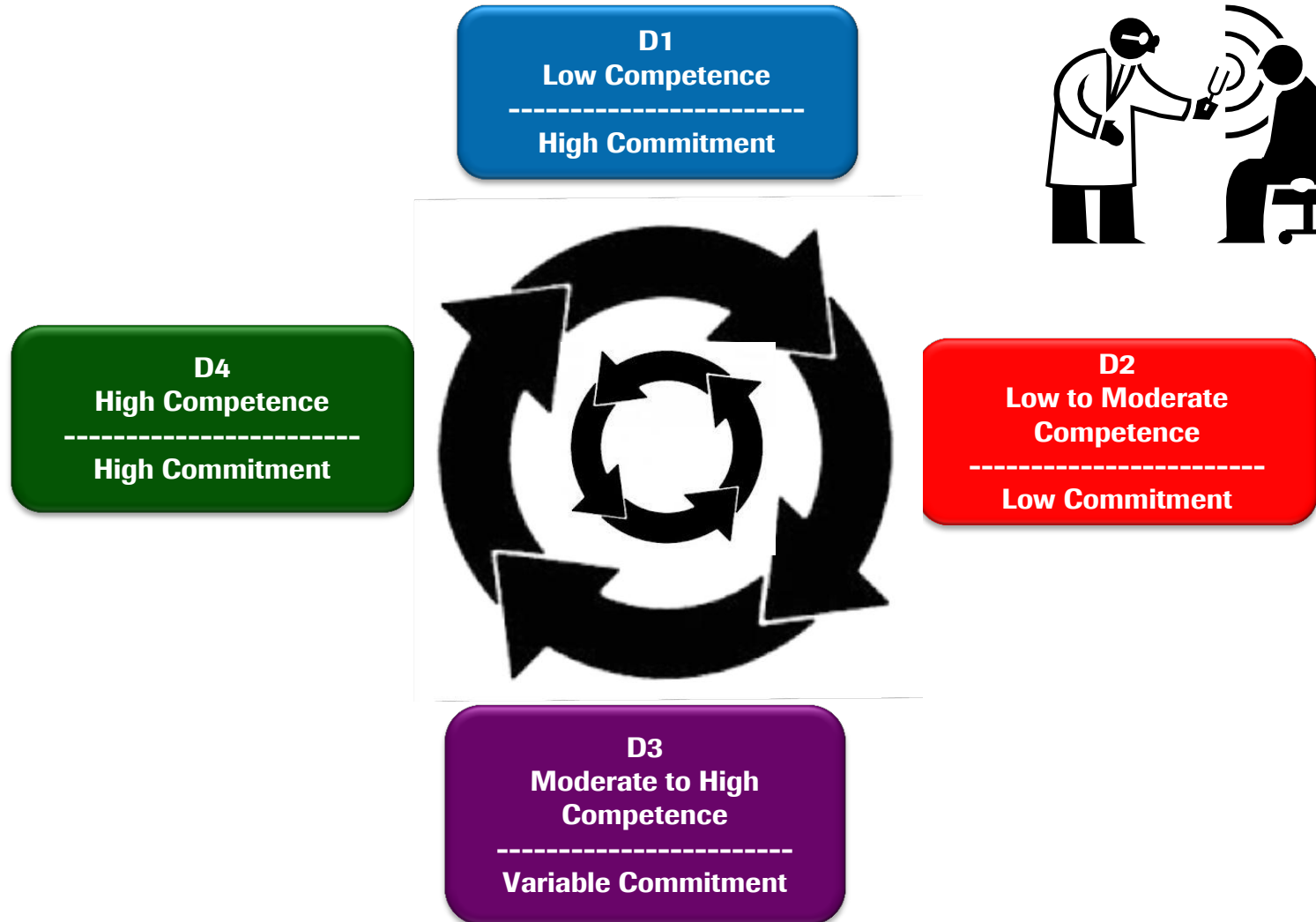
Move from D3 to D4?



- Start to see the light of the end of tunnel.
- Right support and commitment you will reach D4.
- You have the right tools and resources and in control.
- It is up to you to make it happen.
- Cross the finish line.



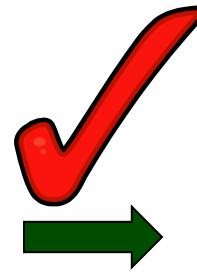
D1 to D4 is not linear



Career Development

Roche

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Outside of your known
universe

- 
- Management – line management and team leader roles ???
 - Further lead roles – leading multiple studies
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- Global Initiative
- Different project
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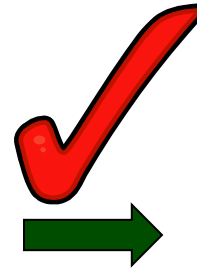


Do you really need
to be the SME to
lead a team?

Career Development

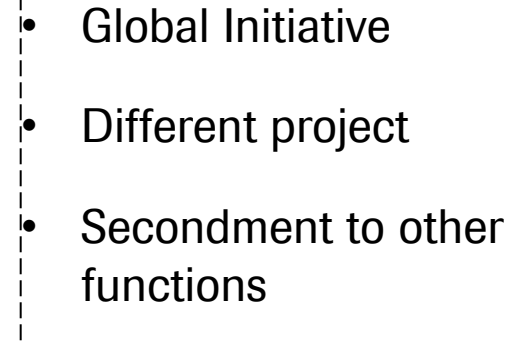


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Outside of your known
universe

- 
- Negotiation
 - Delegation
 - Motivation
 - Project Management
 - Therapeutic knowledge
 - Planning
 - Decision making
 - Looking ahead
 - etc

- 
- Global Initiative
 - Different project
 - Secondment to other functions



Do you really need
to be the SME to
lead a team?

Listen, Evaluate, Learn AND THEN ... Lead

Listen	Exploration Do not ask questions Let them talk and be self led
Evaluate	Comprehension Find creative environment No distraction Switch off devices
Learn	Growth Find trends Spot that hidden question
Lead	Act Turn into reality Go and lead

Conclusion

Development
Stage

Situational
Leadership

Health
Check

**Leader
not SME**

Question
Storming

Listen, Evaluate,
Learn ... Then Lead

Transferable
Skills

So do you really need to be the SME to lead a team ?

No

But do take into account

- the situation
- proven leadership experiences
- have the right support

Acknowledgements

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Any questions?



Doing now what patients need next