



PHUSE US Connect 2023 – PD10

Leadership Styles Season 1: Choose Your Own Adventure



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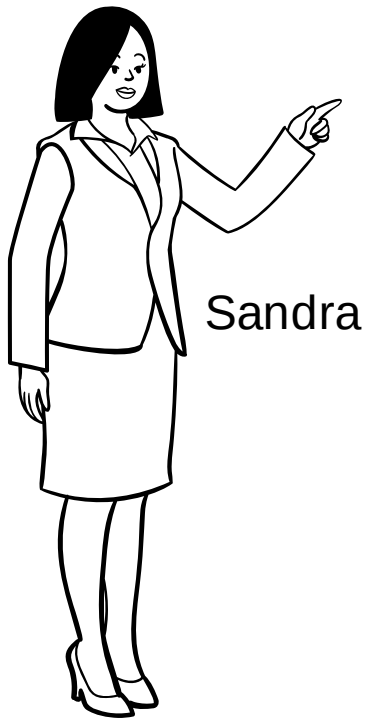




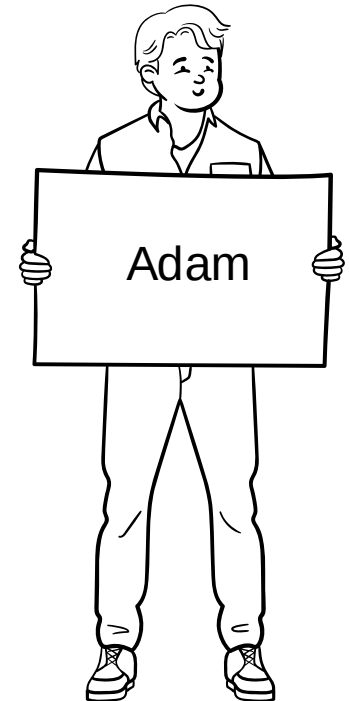
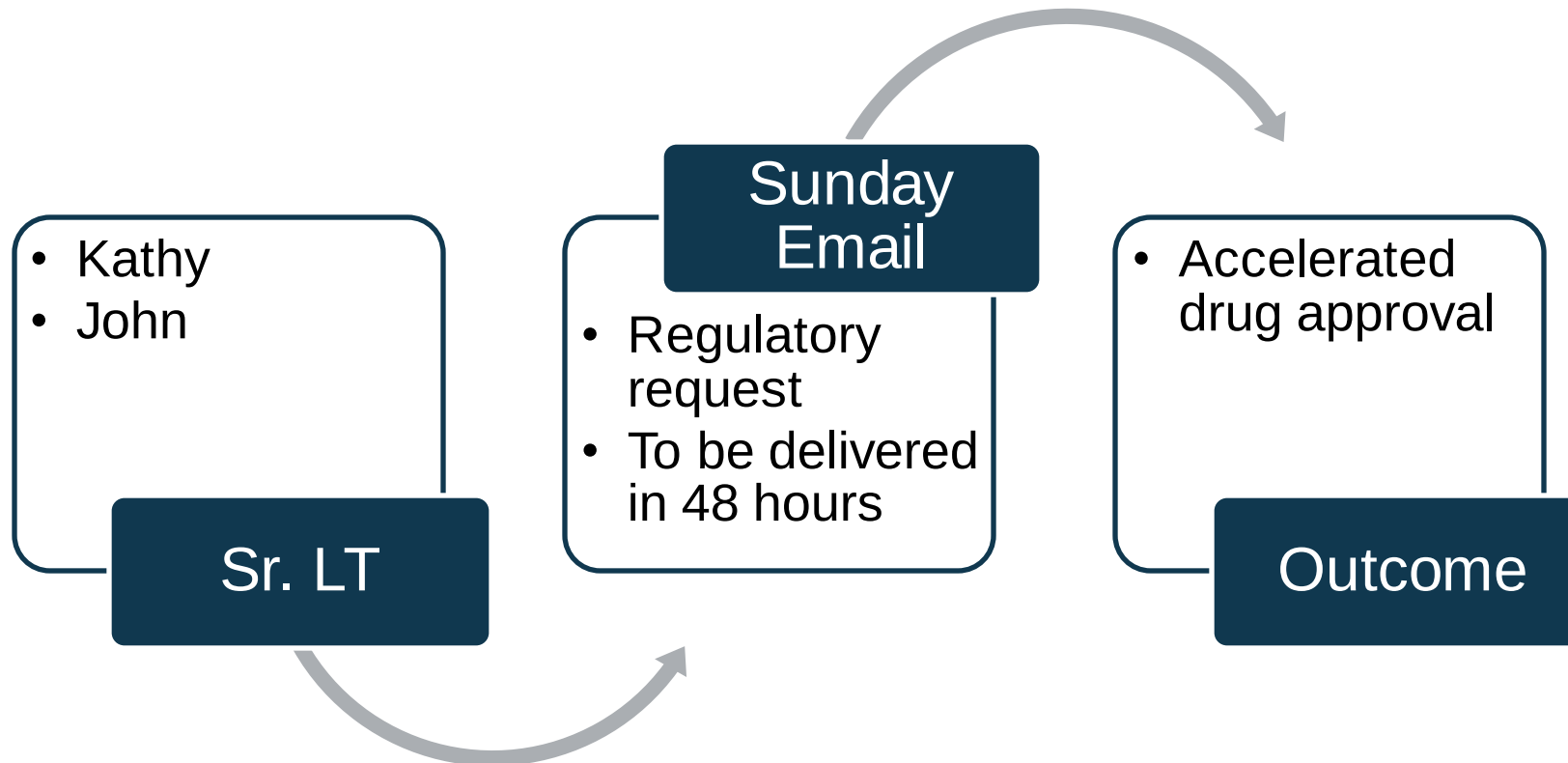
Scenario – Information Request (IR) from Regulatory

Disclaimer: All the characters and scenarios are fictitious based on a collection of real events.

Sunday evening rolls around and an email appears in two senior leaders, Kathy and John's inboxes from a key internal stakeholder outlining an urgent request from the Health Authority (in earlier time zone). The request needs to be fulfilled within 48 hours and the impact of fulfilling the request would allow the agency to accelerate their drug approval by three months, allowing patients in need to have access to an important treatment.



Sandra



Adam



Chapter 1 – Expectation



Sr. Leadership Team (SLT)

Kathy and John
Aware of possible IR
Missed notifying managers in advance



Receives IR Sunday Email

Notifies managers to be delivered in 48 hours
Impact:
Accelerated drug approval



Teams

Adam's team delivers early with some errors

Sandra's team starts little late and identifies the issue
Rerun leads to last minute delivery



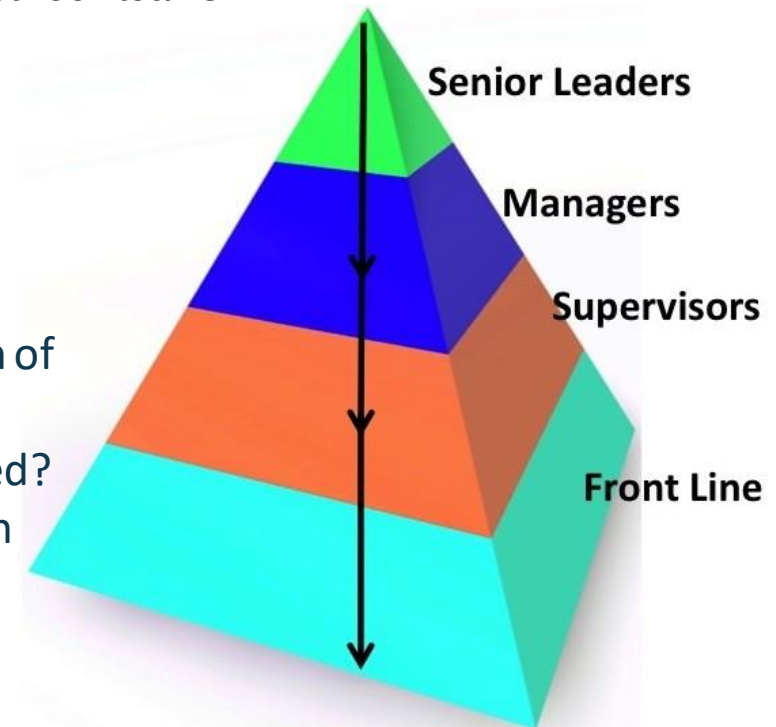
Feedback

Appreciates delivering on time

Concerns with collaboration between teams

Reflections:

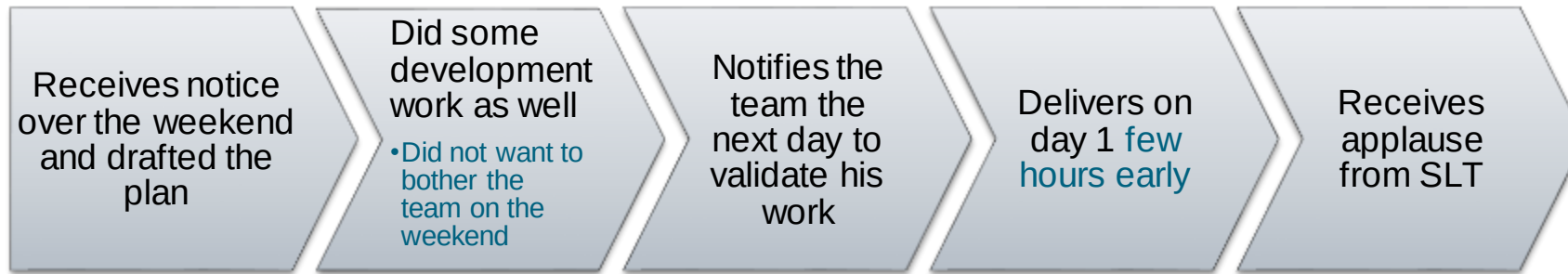
- What do you think of the SLT's approach to handling the request and dissemination of information to their respective teams?
- Do you feel that the SLT gave Adam and Sandra enough guidance to feel empowered?
- Did the SLT have a valid point about addressing room for improvement even though the overall timeline was met?





Chapter 2 – Ready to roll

Manager 1 : Adam



Reflections:

- Holistically, what did Adam's team think of his approach?
- What did the team learn from this scenario?



Chapter 3 - Composed

Manager 2: Sandra



Received
notice over the
weekend **and**
planned to act
the next
business day

Delivers the
2nd business
day

Receives
appreciation
from SLT but
reminded to
be little quick

Identified
some issues
that Adam's
team had to fix
and reran after
the updated
data is
released

Appreciates
Adam's team
efforts to
deliver ahead
of time to
handle the
errors

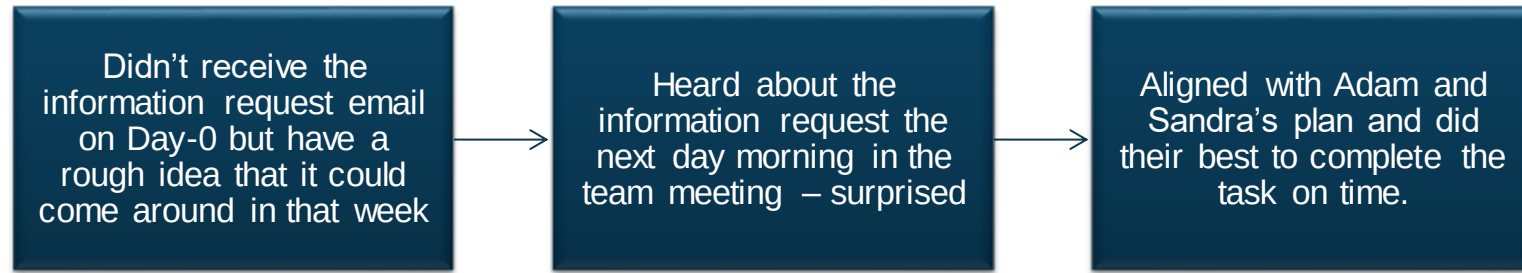
Reflections:

- Holistically, what did Sandra's team think of her approach?
- What did the team learn from this scenario?



Chapter 4 - Informed

The individual teams



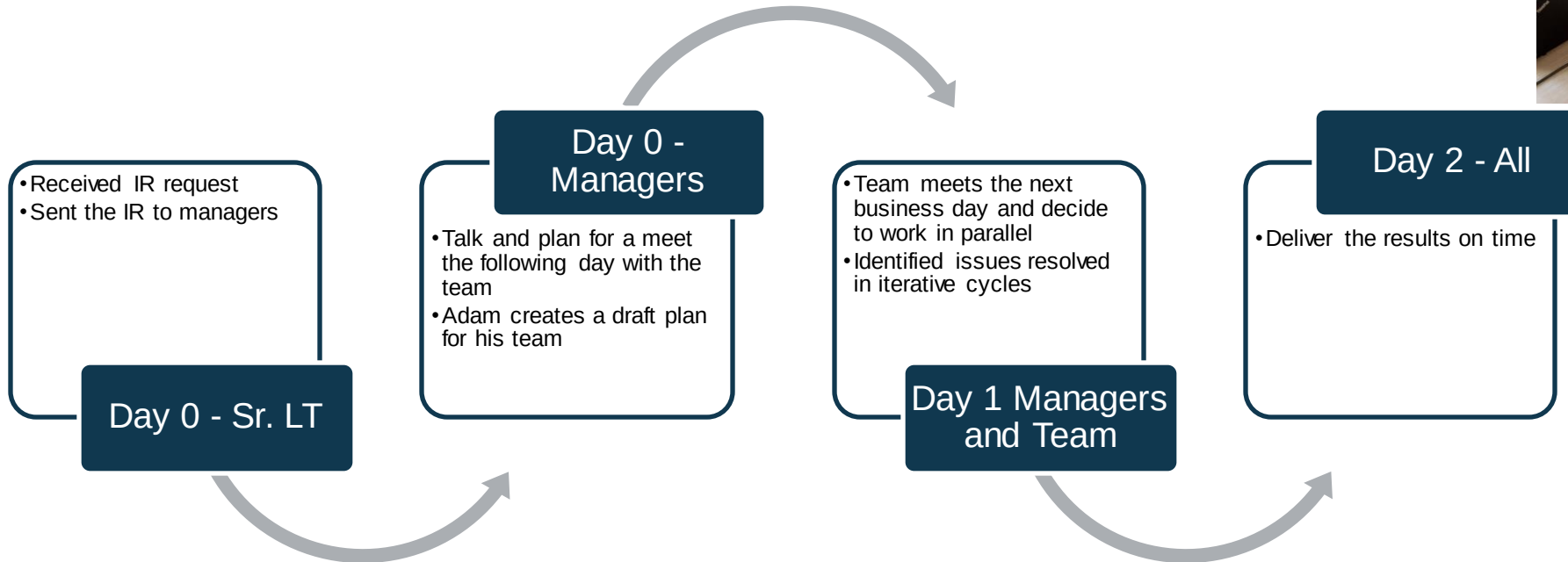
Reflections:

- What steps should the team members in Adam and Sandra's units have taken with their bosses, team members, and other stakeholders?
- What did the team learn from this scenario?



Chapter 5: Alternative Approach

Joint leadership



Reflections:

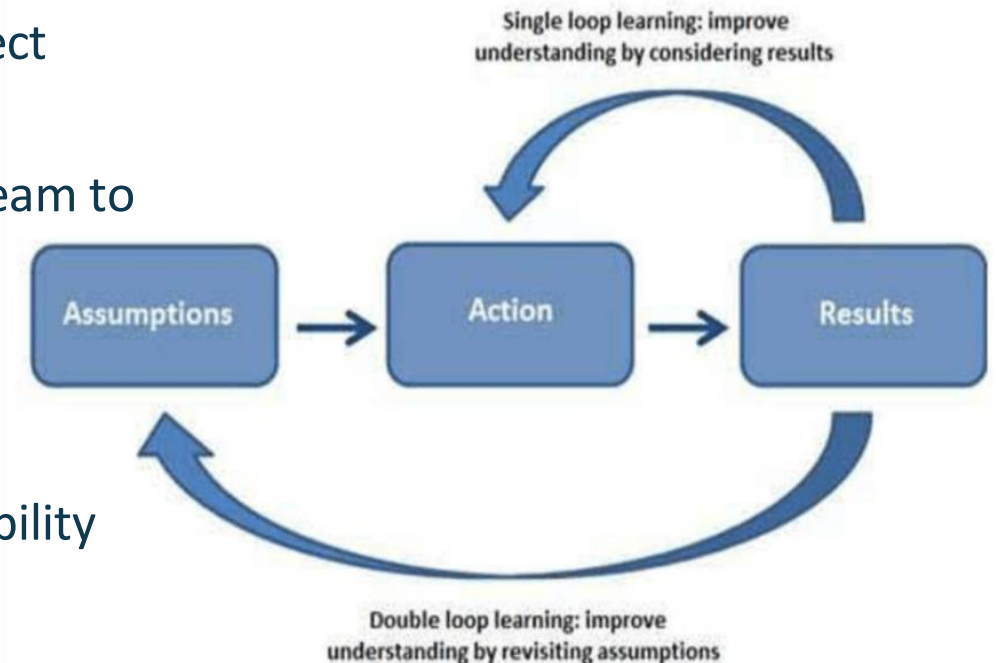
- What did the team think of Adam and Sandra's approach to handling the request?
- Which leader would have taken accountability if either of the teams failed?
- What feedback if any should Adam and Sandra give to SLT?

Chapter 6: The Evaluation / Key messages

The purpose of this paper is not to judge what is the right approach but to remind and acknowledge there are always multiple approaches to solving problems.

Key points to consider when navigating through challenging situations:

- ✓ Establishing transparent communication channels and project coordination plans
- ✓ Apply the appropriate leadership style that motivates the team to achieve the desired outcome
- ✓ Leadership can come from all levels
- ✓ Understand expectations
- ✓ Be mindful of the short-term impact vs. long-term sustainability
- ✓ **Single and double-looped learning**
 - Create continuous feedback and learnings
 - Build results into future efficiency





Thank you!

To be continued in Season 2

