

Leadership, management & human resource management

by

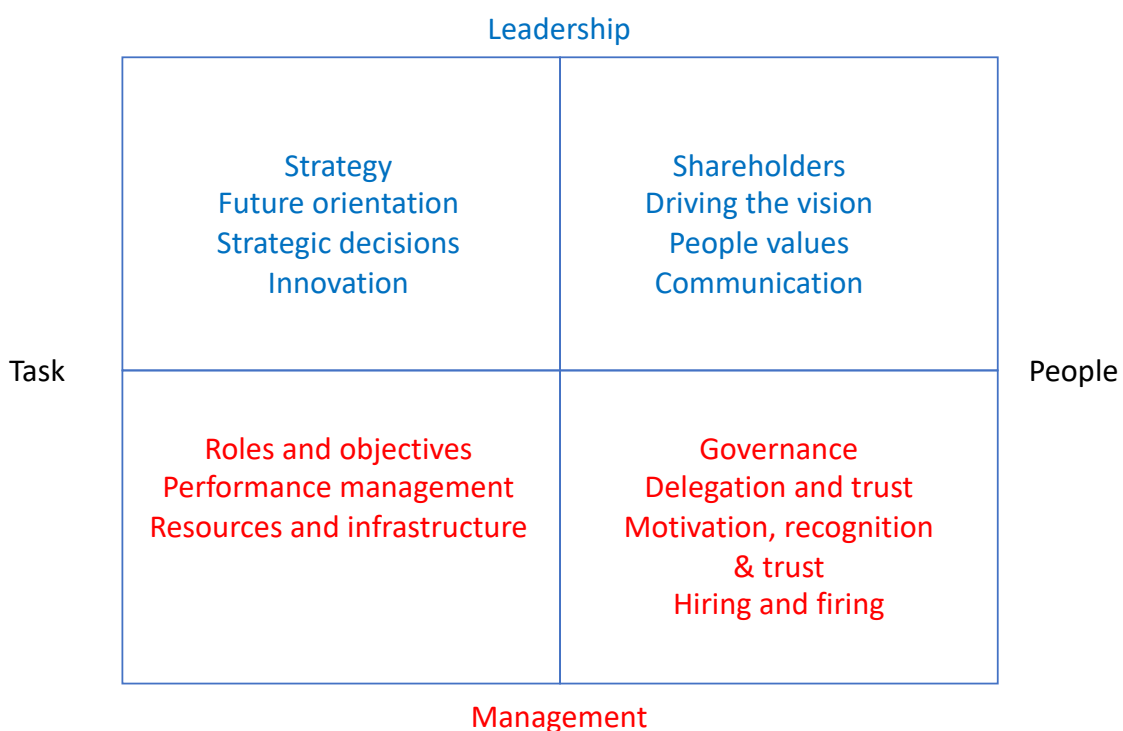
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Introduction

Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals while managing is more about administering and making sure the day-to-day things are happening as they should. Some of the differences are illustrated in below figure.

Leadership and Management



The skills good leaders need include:

- Strategic thinking

- Change management
- Planning & delivery
- Communication
- People management
- Persuasion and influence
- Transparency alignment
- "Walk the talk"

The Leader focus on long-term strategy is often manifested in the mission, vision and values of a company.

A **Mission** Statement defines the **company's business**, its objectives and its approach to reach those objectives. A **Vision** Statement describes the desired future position of the **company**.

Elements of **Mission** and **Vision** Statements are often combined to provide a statement of the **company's** purposes, goals and values.

The companies that succeed are ones that stay true to their core values over the years and create a company that employees and customers are proud to associate with. That's where company vision and mission statements play a role.

Leadership and management in life science

The life science industry is complex and is characterized by long, risky and expensive development timelines of products, segments with high level of regulation, a pharmaceutical industry depending on public reimbursement of pricing but also of high returns of investments with successful products.

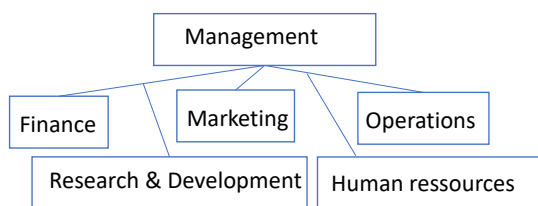
Successful leaders/managers need to understand the trends within life science to make the right decisions.

These trends include demographic changes, value chain complexity, customer centric business model, trends within digitalization, trends within sustainability, the importance of networking & collaborations, global brands and local adjustments and the corona impact on workforces and workplaces.

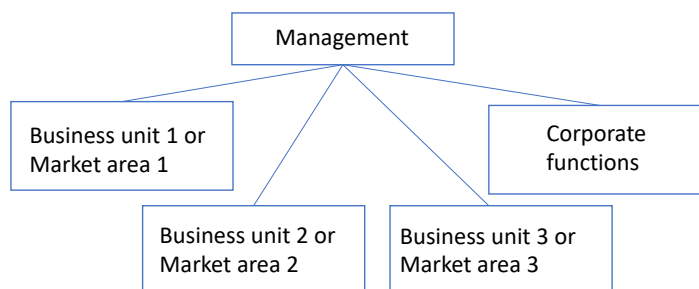
Organisation

Designing the right organization of the company is part of the tasks. Traditionally the companies are organized according to corporate functions, or they may have an activity centric management structure. The structure may also be optimized for more internal life cycle management or more external partnering activities and outsourcing.

Examples of different organisations



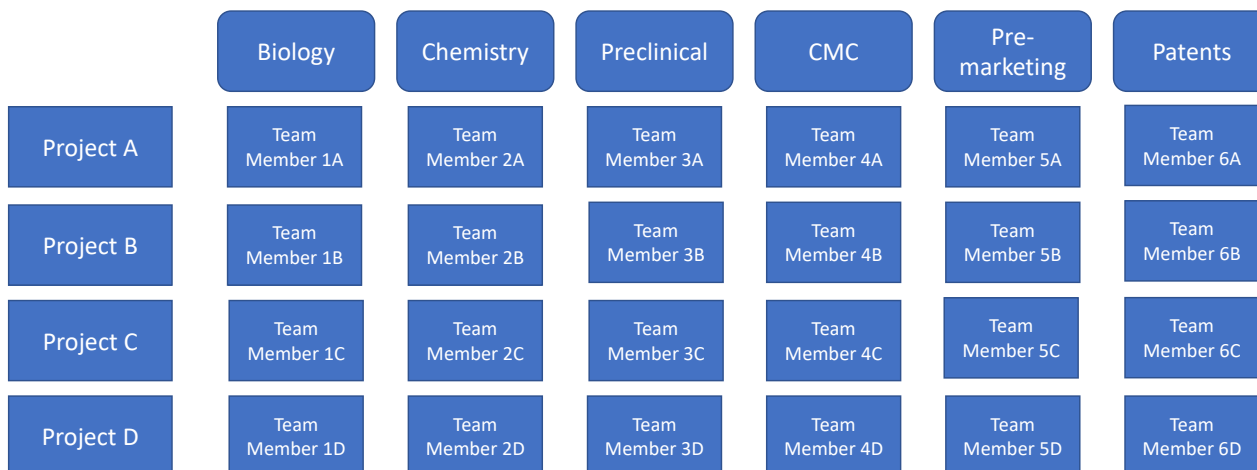
Functional



Activity Centric

On project levels, a matrix structure is common. Project team members may have an administrative leader from a corporate function department but may conduct their project work under the directions of a project manager steering the project work.

Matrix organisation



The Leadership activities in small life science organisations may be directed against building the organisation for sale at the one extreme or building the organisation for full scale sales and marketing activities at the other extreme.

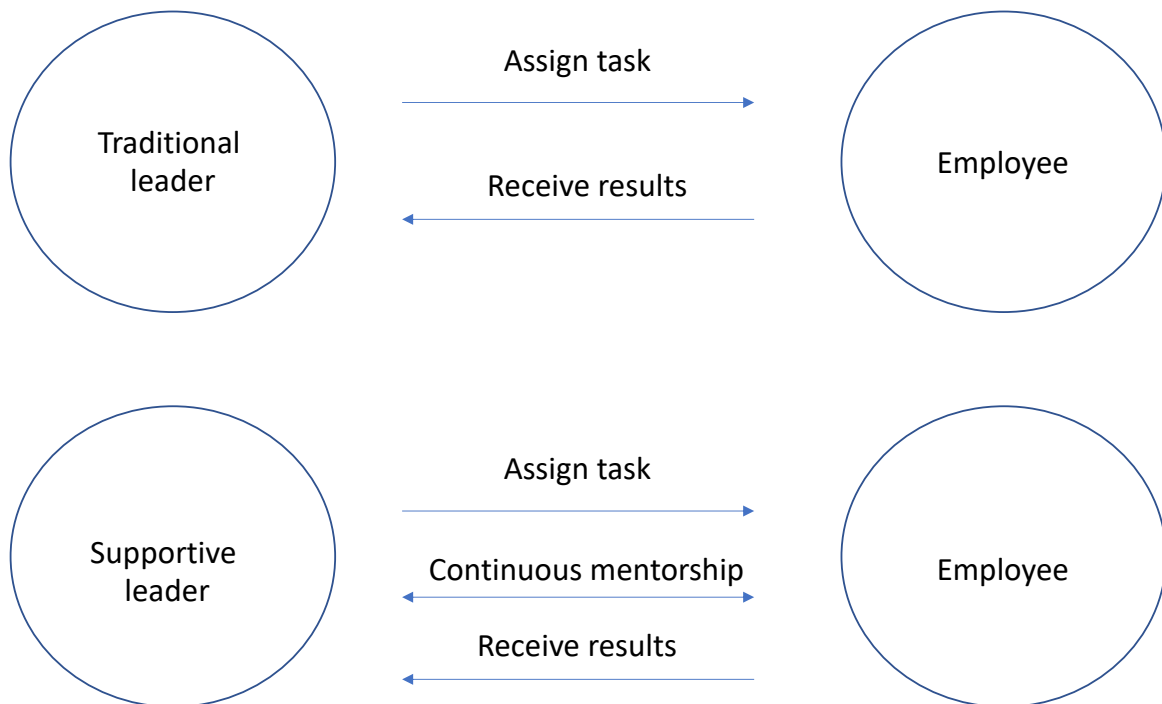
Creating engagement among employees.

Managers have to ensure that their employees are **able** to do their jobs, **want** to do their jobs, and work in an **environment** that gives them the opportunity to do their job. Managers need to identify the performance drivers with the strongest positive impact on employee performance.

This will include both intrinsic motivation factors (such as noble society perspective of the company and successful operations) and extrinsic motivation factors (such as remuneration, career opportunities and work-life balances).

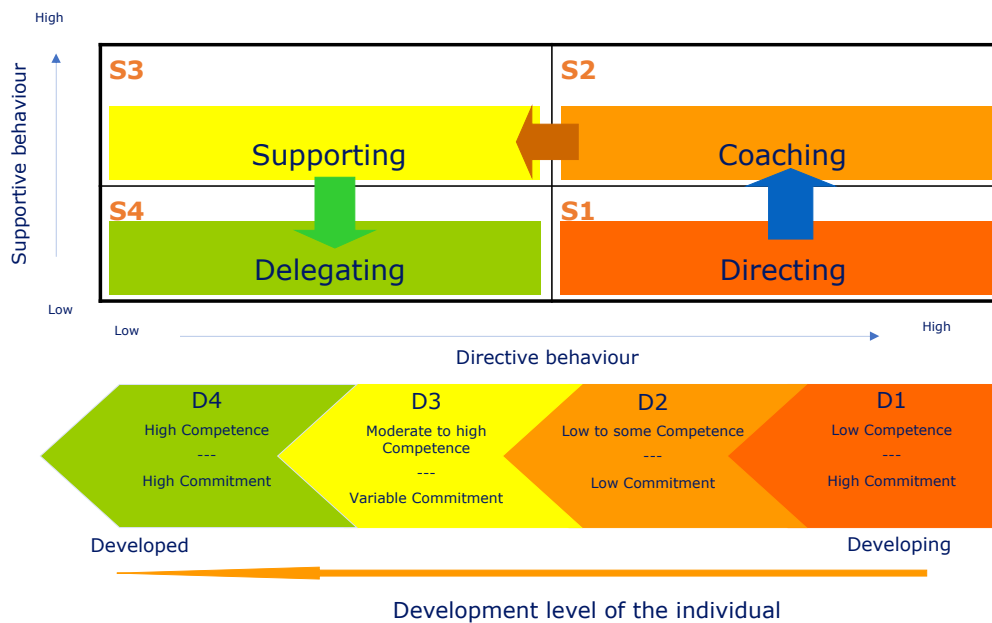
Managers in big organisation will typically do formal reviews of the employees providing feedback on the employee's performance strengths and where there is room for improvement for the employee. In addition, the intrinsic and extrinsic motivation factors will be addressed likely with concrete actions planned.

The leader role has changed over the recent years to become more supportive and less directive of the employees as illustrated in below figure.



A situational leadership approach may be helpful in project work, when employees may be directed, supported, coached or delegated depending on their competence and commitment. The level of competence and commitment of employees change over time in their project work. The situational leadership approach is outlined in below figure.

Leadership styles aligned with development level



The way engagement may be created may also depend on the generations being part of the managers organization. Generations may be divided into traditionalists (pre-1945), baby boomers (1946-1960), generation X (1961-1980), millennials (1981-1995) and generation Z (born after 1995). The different generations may also act differently based on their culture, gender and other individual differences.

Human resource management

Human resource management is the practice of recruiting, hiring, deploying and managing an organization's employees. The activities may include training and performance monitoring of the employees. Human resource management is often referred to simply as human resources. Human resource management is designed to maximize employee performance in service of an employer's strategic objectives.