



Challenging Times

Quality / Technical Managers challenges in our Industry

What's most challenging about leading organisations today?

In this presentation will look into the 6 leadership challenges which are inherent for leaders in the role of middle or senior manager.

These 6 top challenges should be core focus areas for your managerial development.



Leadership Challenges



The Top 6 Leadership Challenges

1. Honing Effectiveness
2. Inspiring Others
3. Developing Employees
4. Leading a Team
5. Guiding Change
6. Managing Stakeholders

A blurred background image of a modern desk. In the foreground, a silver laptop is open, with a smartphone lying to its left. Behind the laptop, there is a stack of books and a pair of headphones. To the right of the laptop, a dark blue mug and a white mouse are visible. The desk is light-colored, and the background is a bright, out-of-focus interior space.

**Let's Look at these
challenges**

6 Leadership Challenges



Honing Effectiveness

- This leadership challenge is about developing the relevant skills – such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job – to be more effective at work



Inspiring Others

- This is the challenge of inspiring or motivating team members to ensure they're satisfied with their jobs and work smarter.

6 Leadership Challenges



Developing Employees

- This is the challenge of developing others, including coaching and mentoring effectively.



Leading a Team

- A key challenge is that of team-building, team development, and team management. Specific leadership challenges related to this include how to instill pride, how to provide support, how to effectively engage in collaboration, how to lead a big team, how to establish team norms, and what to do when taking over a new team.

6 Leadership Challenges



Guiding Change

- The challenge of managing, mobilizing, understanding, and leading change means that being a successful change leader isn't easy. It requires knowing how to mitigate consequences, overcoming resistance to change, and deal with team members' reactions to change.



Managing Stakeholders

- The last leadership challenge is managing relationships, politics, and image in the work environment. This includes gaining managerial support, managing up, influencing others, and getting buy-in from other departments, groups or individuals.

How to Respond to These Top Leadership Challenges



5 Tips for Leaders

Setting Goals

- Be proactive in setting goals and establishing timelines and deadlines. These are necessary to keep yourself and your team members on track.
- Distractions we face can make it easy to lose sight of long-term and even short-term goals.
- We get stuck in dealing with urgent issues, rather than staying focused on outcomes that matter most to the organization.

SMART

- One time-honored approach is the SMART method.
- When setting a goal, make sure it's;
- **Specific.** Write down a detailed description of what accomplishing the goal would involve.
- **Measurable.** Set targets that you can quantify to assess progress.
- **Attainable.** Stretch goals are fine, but you also need to make sure that achieving the goal is possible.
- **Realistic.** Be sure you understand what you will likely need – in terms of time, resources, and talent to achieve it.
- **Timed.** Create deadlines for hitting milestones on the way to your goal, as well as for achieving the goal itself.

5 Tips for Leaders

Delegate more to others

- Be more productive in tackling leadership challenges and empower your colleagues to take more ownership if you delegate.
- Effective delegation requires more than just getting a task off our desks. It involves a repeating cycle of 4 keys steps.
- You'll build more trust on the teams if we delegate more as well.

Delegation

- **Understanding our preferences** – Effective delegation prioritizes their workload and decide which tasks to keep and which to give to someone else. They understand how much feedback they want while the person they've delegated to works on the task.
- **Knowing our people.** To delegate effectively, we must assign tasks to people with the necessary knowledge and skills. That means that we must understand our people. Use delegation to help direct reports develop, allowing them to learn as they take on new tasks.
- **Being clear about the purpose of the task.** A task's purpose gives it meaning. By aligning this purpose with team or individual beliefs and goals, delegation can become an opportunity for personal growth.
- **Assessing and rewarding.** We should engage in collaboration and work with our direct reports to develop ways to help them, and us, decide if a task has been completed properly, and to reward them appropriately.

5 Tips for Leaders

Maximise the Unique Value

- There will always be more things competing for our attention than we have time and energy to do.
- Prioritise the most important tasks that only we can do, and delegate everything else to team members.
- Leaders overcome leadership challenges and create value for organisations by focusing on the unique contributions only they can make.
- Understanding what those unique values are for us, and delegating everything else (or close to everything else as we can), allow us to maximise the value we create for the organisations.

Unique Values

- Understanding your characteristics, behaviors, and habits in order to know what may be triggered challenges for use in our careers.
- We can work towards strengthening specific skills and growing as an individual leader.
- Internal challenges that many leaders face include a lack of confidence, a fear of failure, maintaining authenticity during self-promotion, impatience, resistance in responding to new ideas, or overcoming imposter syndrome.
- Understanding strengths and weaknesses and maximizing your unique value are part of increasing our self-awareness and understanding our personal leadership brand.

5 Tips for Leaders

Role Clarity

- Understand what core responsibilities are for our role, and what are secondary responsibilities or even work that belongs to someone else.
- This is what stops people from asking us to take on additional tasks and projects. There will be certainly times when taking on additional duties may be required due to unusual circumstances or might be important for professional development.
- Most effective managers understand that they will largely be judged based on how effective they are at their core responsibilities and how they can overcome leadership challenges.
- There will be times when No is the answer as well.

Saying No

- Saying NO with tact and professionalism are important. Turning down work that's not part of our roles helps keep us focused, and communicating effectively is a critical skill for leaders

5 Tips for Leaders

Strengthen Team Alignment and Collaboration

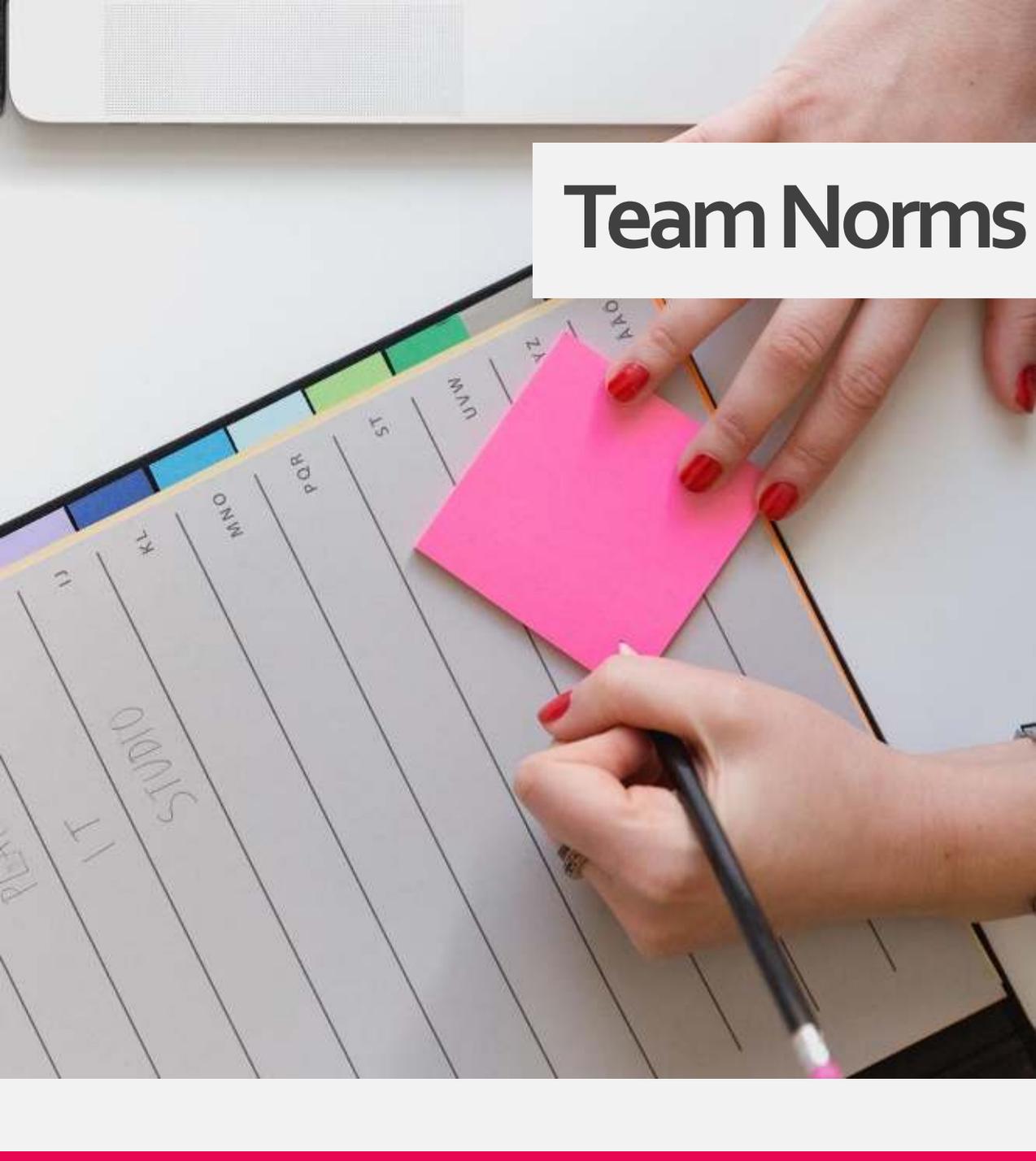
- Having a team on the same page and collaborating effectively together. What prevents this?
- Not being open and honest with each other. No carving out enough time to celebrate small wins.
- Strengthening teams' alignment is vital to organization success. It allows us and our teams, to make difficult decisions with confidence and stay calm and positive in a crisis.

Structured Collaboration

- A framework composed of these 3 parts.
- **Structural level** – understanding structures, roles and responsibilities of team members.
- **Systematic level** – assess systems, processes, and policies that are currently in place.
- **Interactional level** – evaluate communication among team members.



TEAM NORMS AND OUR INDUSTRY



Team Norms Exercise for Later

1. THINK of the worst team you've been on
2. WRITE what makes the experience negative
3. SHARE your experience with others
4. REFLECT on the best team you've been on
5. COMMUNICATE that experience to the others
6. DISCUSS your positive and negative experience
7. SUGGEST successful team behaviors
8. DECIDE which behaviors to commit to implementing
9. EXPLORE responses for unresponsive team members
10. CREATE a list of "must-do" behaviors for the team.



Our changing Pharmaceutical Industry

Changing Landscape

Industry

- Being in the Pharmaceutical Industry for 25+ years, there was the norm for the gaining of knowledge from going from one pharmaceutical company to another.
- At industry meetings where you meet old colleague's and working out where they are now.
- The landscape has changed and so has the ability to gain the knowledge and experience.
- Us oldies will be handing the batten to the next group, are you ready.

Those Organisations that have gone

- ICI Pharmaceutical
- 3M Pharmaceuticals
- Warner Lambert
- GSK (Boronia – closing down)
- Mayne Pharma (Hospira and Now Pfizer).
- Delta West (Pfizer – closing down)
- And there is more to this list which is a sad reflection of the industry, the knowledge and the ability to learn.

Mentoring

How can we help the next generations?

Be Willing to Share

- A previous Senior Manager (A crusty old Gentleman) taught me a valuable lesson which I always try to maintain.
- What was that message?
- **Teach one thing and learn one thing whenever you go to a new place, a new company, a new event.**
- Maintaining the balance.
- Be proud to be a teacher, a mentor or a listener.
- Another Managing director of a facility overseas on his retirement, called me a Teacher which I took with pride.

Bushido

- The way of the Samurai
 - I have found a passion in Samurai, how they conducted themselves in the past following Bushido.
 - We can learn from these principles and adopt them in business now; the principles still exists.
 - We have replaced the sword for the pen.



Final Message

Who is the end consumer of our Products

We all relate to the Pharmaceutical Business

- So, what do I hear some of you say?
- You and your loved ones may need that batch of product now in the distant future.
- Always ask yourself, would I use it or who I let those I love use in. (Be nice to your past relationships)

Training for the future

- How do we continue to stay ahead of the future changes?
- A cell phone when it first came out was the size of a brick, look where it is now and where will it be in a few years ago.
- Just because we did it that way in the past doesn't mean we will do it the same way in the future.
- AND yes we need to assist our regulatory agencies as well, we may be the SME or the developers of the new ways of working.



Thank You

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