



# *NAVIGATING THE CONSTANTLY EVOLVING INFORMATION LANDSCAPE*

## *Rising Through the Ranks. What to Expect at Different Phases of Management*

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Meaghan Muir, Information Manager, Vertex Pharmaceuticals, Inc.

John Aubrey, Associate Director, Vertex Pharmaceuticals, Inc.

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# AGENDA:

Mindy Beattie: Reflections on senior leadership and management roles

John Aubrey: Welcome to management (whether you like it or not)

Meaghan Muir: Making the leap – transitioning into Pharma

Questions and Discussion

**MINDY BEATTIE**

Gilead Sciences, Inc.

# STRATEGY AND INFLUENCE

- Set the strategy, get endorsement from key stakeholders and your department's leadership
- Have consistent messaging
  - The words you use to communicate about your team, their expertise and answers to questions from clients and stakeholders should be the same.
  - Team members should operate and communicate as a unit.
- Share accomplishments, statistics, successes with leadership and stakeholders
- Influencing
  - Communicate outward--promote the department
- Budget
  - Business rationale for headcount or expenses
  - Signature authority

# MANAGING A TEAM

- Capitalize on capabilities: identify strengths and map team members to projects that align with those capabilities
- Delegation
- Talking people off the ledge
- Discussing approach for a presentation or a meeting with another dept. or with leaders (perhaps doing a dry run)
- Conference presentations (reviewing topics, dry run, etc.)
- Upward and downward communications (pushing questions or comments up to get leadership messages cascaded down (negative and positive news))

**JOHN AUBREY**

Vertex Pharmaceuticals, Inc.

# WELCOME TO MANAGEMENT (WHETHER YOU LIKE IT OR NOT)

- The Reluctant Manager
- The Strategic Manager
- The Growing Manager

**MEAGHAN MUIR**

Vertex Pharmaceuticals, Inc.



# MAKING THE LEAP — TRANSITIONING INTO PHARMA

- Why Leap?
- Realigning Skills
- Challenges
- Observations and Surprises

# COMPETENCIES/ACTIONS OF A FIRST-RATE MANAGER

- Team's best interest at heart
- Give team member's credit for work
- Maintain confidentiality
- Manage expectations (of team and with senior leadership)
- Be transparent
- Be authentic
- Protect them

- Elevate their expertise
- Push them out of the nest when they are ready
- Ask them how they want to receive recognition (some like it privately, some like a celebration)
- Be fair and be firm when providing feedback for change
- Have Kleenex in your space

# WHAT'S YOUR LEADERSHIP STYLE?

## I am:

- A champion for the team and our services
- Focused on strategy—that gets results
- Transparent and decisive
- Inclusive and respectful
- An advocate for positive change

## I ensure:

- The team has a clear purpose and clear roles
- Services are aligned with our business objectives and provide value to our clients
- Team members have the resources to develop and advance to their full potential
- Senior leaders have an awareness of team members and their work
- Consistent, positive messages to our clients and partners
- The team functions as a well-oiled machine (back each other up!)
- Collaboration with internal and external partners

# TO CONTINUE THE DISCUSSION:

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Thank you!