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

Mindy Beattie, Sr. Director, Gilead Sciences, Inc.
Meaghan Muir, Information Manager, Vertex Pharmaceuticals, Inc.
John Aubrey, Associate Director, Vertex Pharmaceuticals, Inc.

April 16, 2019
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
STRATEGY AND INFLUENCE

• Set the strategy, get endorsement from key stakeholders and your department's leadership

• Have consistent messaging
  o The words you use to communicate about your team, their expertise and answers to questions from clients and stakeholders should be the same.
  o Team members should operate and communicate as a unit.

• Share accomplishments, statistics, successes with leadership and stakeholders

• Influencing
  o Communicate outward--promote the department

• Budget
  o Business rationale for headcount or expenses
  o 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))
WELCOME TO MANAGEMENT (WHETHER YOU LIKE IT OR NOT)

- The Reluctant Manager
- The Strategic Manager
- The Growing Manager
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?**

<table>
<thead>
<tr>
<th>I am:</th>
<th>I ensure:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A champion for the team and our services</td>
<td>• The team has a clear purpose and clear roles</td>
</tr>
<tr>
<td>• Focused on strategy—that gets results</td>
<td>• Services are aligned with our business objectives and provide value to our clients</td>
</tr>
<tr>
<td>• Transparent and decisive</td>
<td>• Team members have the resources to develop and advance to their full potential</td>
</tr>
<tr>
<td>• Inclusive and respectful</td>
<td>• Senior leaders have an awareness of team members and their work</td>
</tr>
<tr>
<td>• An advocate for positive change</td>
<td>• Consistent, positive messages to our clients and partners</td>
</tr>
<tr>
<td></td>
<td>• The team functions as a well-oiled machine (back each other up!)</td>
</tr>
<tr>
<td></td>
<td>• Collaboration with internal and external partners</td>
</tr>
</tbody>
</table>
TO CONTINUE THE DISCUSSION:

Mindy Beattie: mindy.beattie@gilead.com
John Aubrey: john_aubrey@vrtrx.com
Meaghan Muir: meaghan_muir@vrtrx.com

Thank you!