



**Pharma
Summit 25**

Evolving through change



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úppercut



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INTENTION FOCUSES ATTENTION



LEADING HIGH PERFORMING ORGANISATIONS

PMI ANNUAL PHARMA SUMMIT

APRIL 3RD 2025 – CROKE PARK CONFERENCE CENTRE

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SESSION AIMS

- 1. SHARE INSIGHTS FROM OUR WORK IN THE FIELD WITH HIGH PERFORMING LEADERSHIP TEAMS**
- 2. HIGHLIGHT KEY CONSIDERATIONS/CHALLENGES FOR LEADERS LEADING TEAMS**

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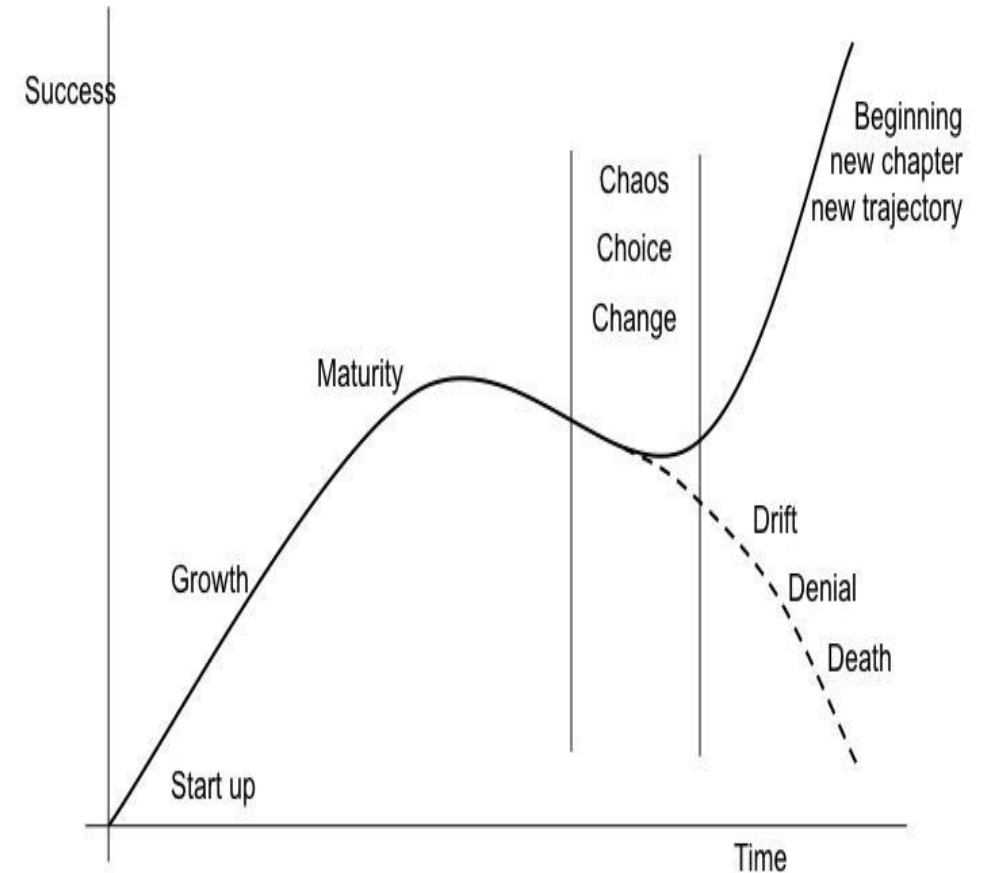
Where are we?



- Life is best understood backwards, but we must live it forwards

- What got us to here is unlikely to get us to where we want to be

- “Between stimulus and response is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”



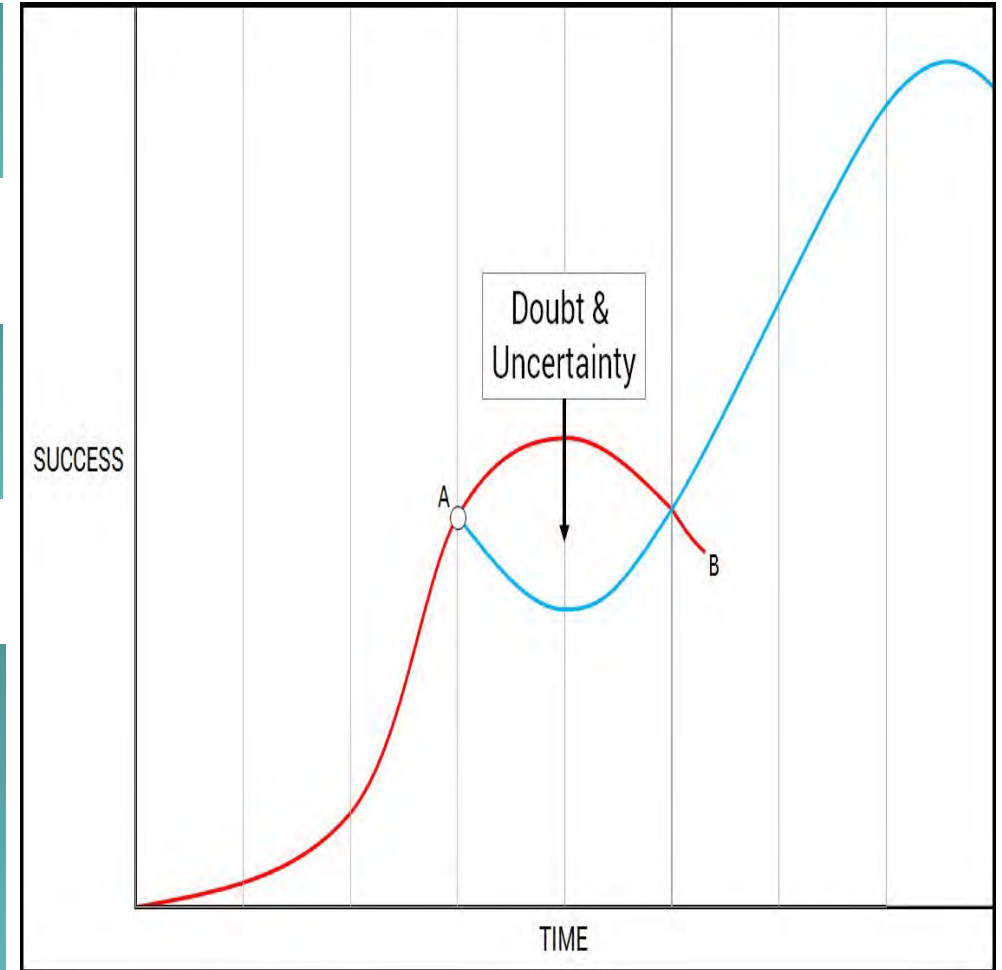
Based on work of Charles Handy, The Empty Raincoat

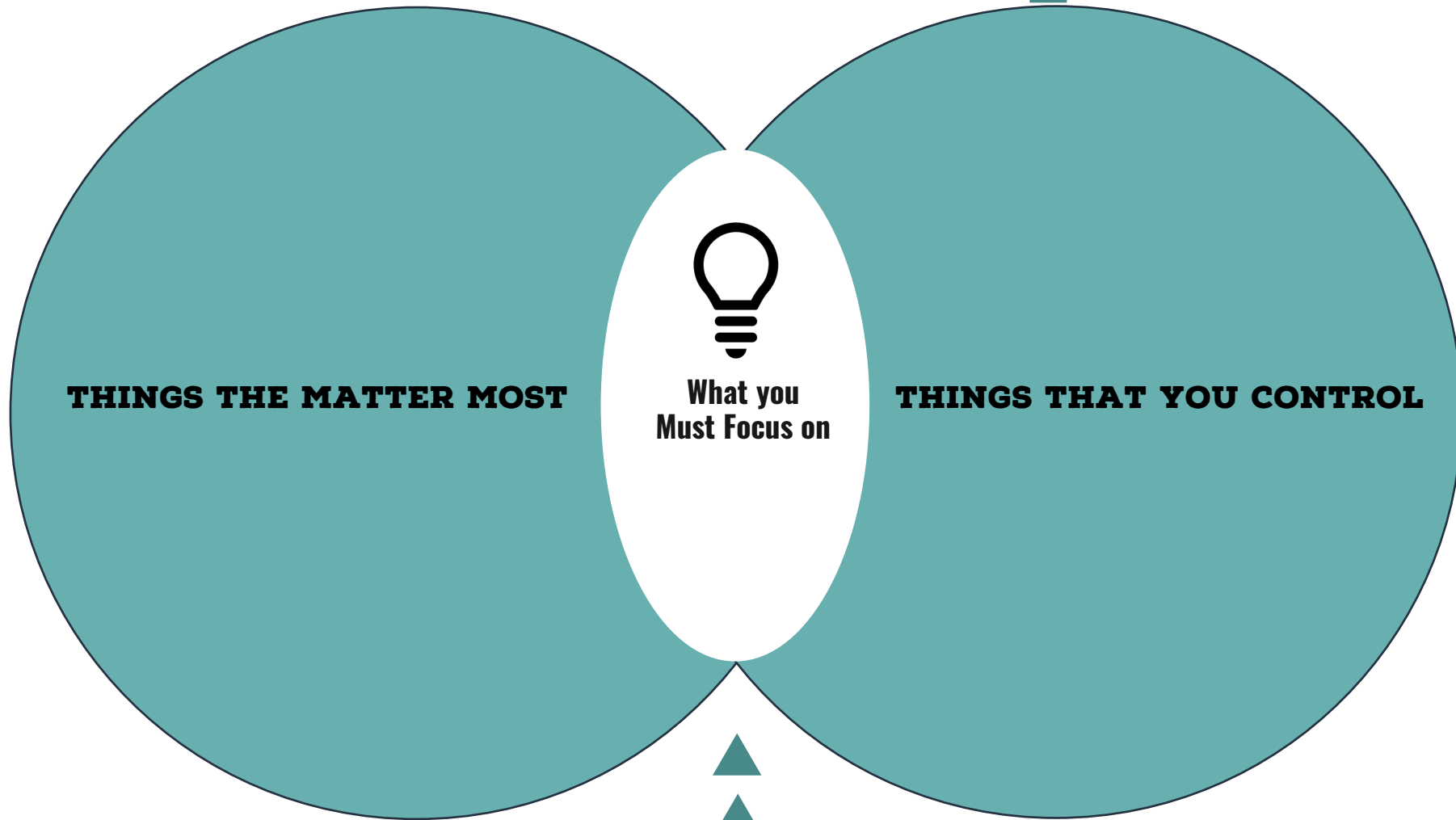
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THINGS THE MATTER MOST

**What you
Must Focus on**

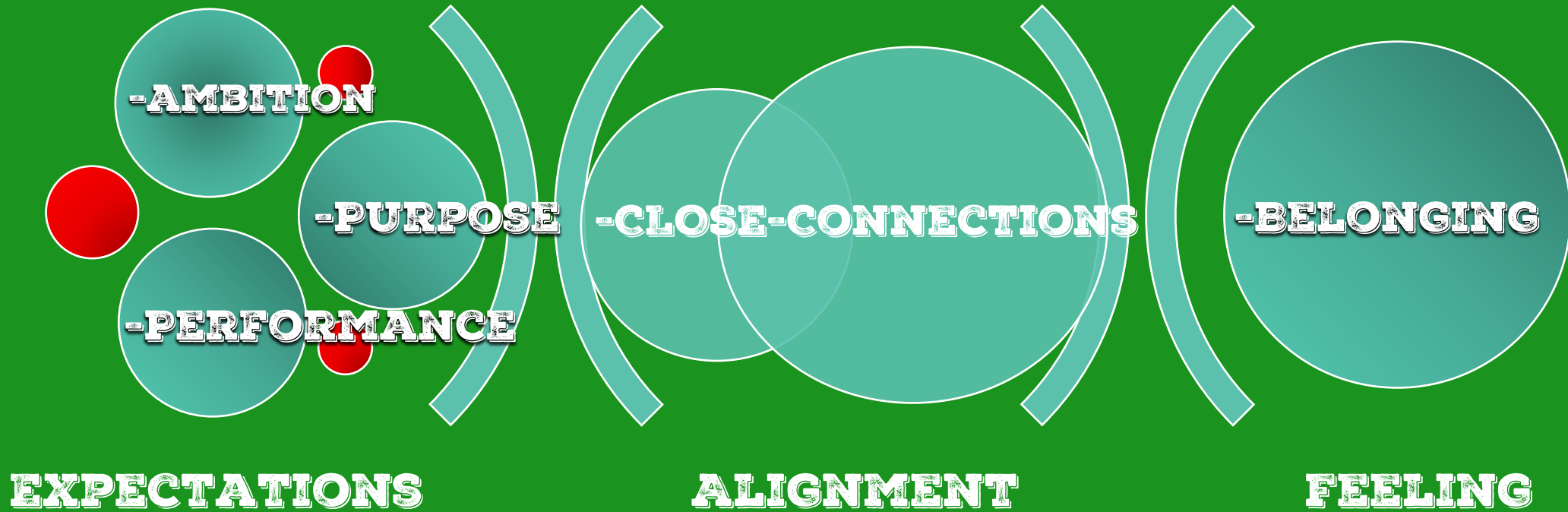
THINGS THAT YOU CONTROL

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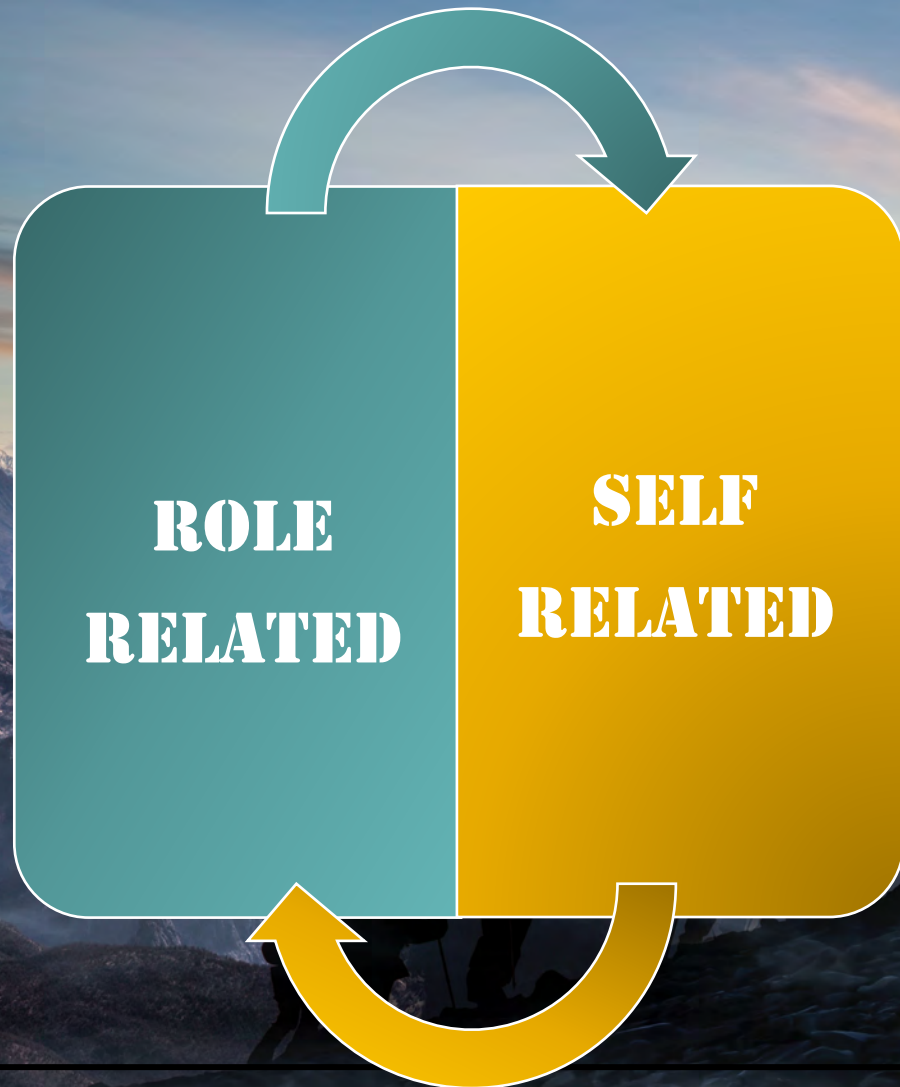
**WE WILL BE MEASURED BY
WHAT WE DO TOGETHER**

**NOT BY WHAT WE HAVE
AS INDIVIDUALS**

TOGETHER WE GO FURTHER



WHERE WILL YOU MINE FOR GOLD ?



WHAT WE CAN BECOME MUST INSPIRE US ALL!

WHAT WE INVEST OUR
TIME ON AND THE
QUALITY OF OUR MOST
CONSISTENT DECISIONS
& BEHAVIOURS

PREPARE
TO
PERFORM

THE PURPOSE

BELONG

SELF
BELIEF
AND
MENTALITY

WHAT WE CAN BECOME AND
WHY IT HAS A DEEP SENSE OF
MEANING FOR US AS A TEAM.

OUR SENSE OF INNER
BELIEF, AND OUR ABILITY
TO MAINTAIN OUR MINDS IN
A STATE OF PRODUCTIVE
OUTPUT.

Crucial Enablers for High Performing Teams

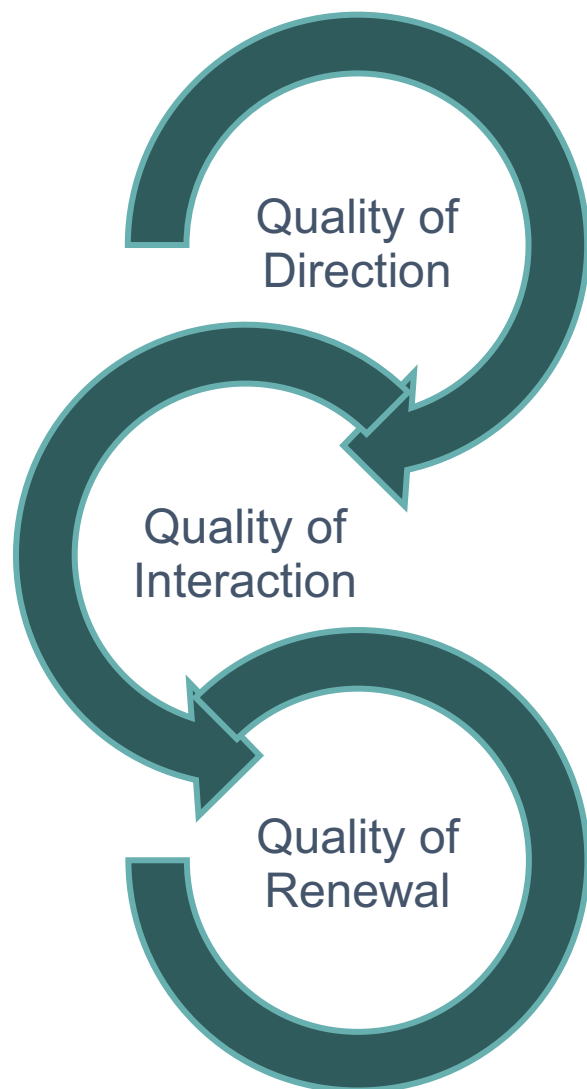
EXPECTATIONS



CONSEQUENCES



CHARACTERISTICS OF SENIOR TEAM PERFORMANCE



Aligned on Priorities, Focus strategically on team goals and direction, Developing talent, Driving growth initiatives

Encourage critical thought through effective dialogue & capitalise on diverse viewpoints and teamwork

Encourage personal development and risk taking, Avoid insularity, Utilize insights and knowledge from outside the company & Provide mentoring and coaching to leadership talent

A TOP PERFORMING SENIOR TEAM CULTIVATES

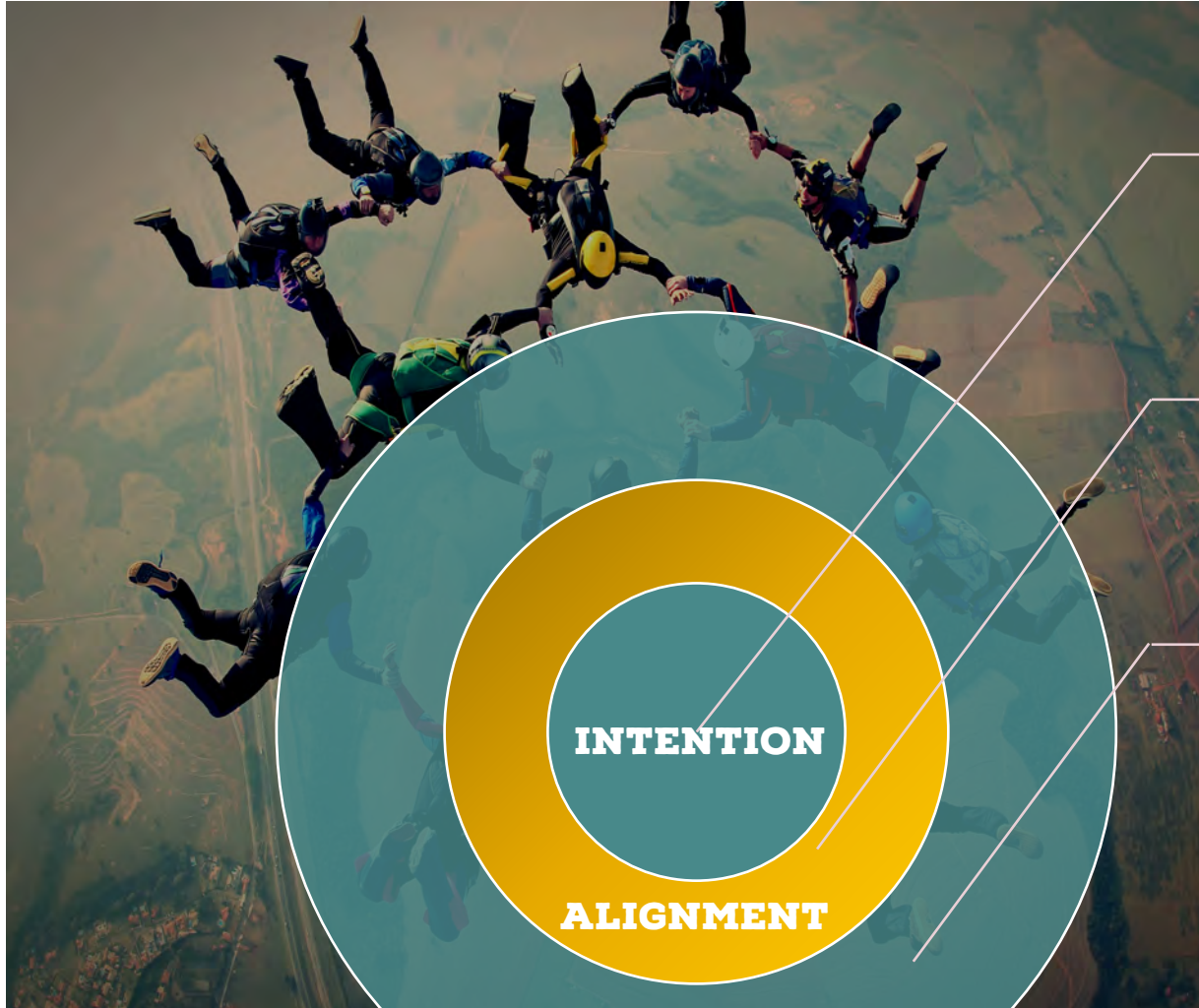


- ❑ **CLARITY OF PURPOSE & PRIORITIES**
- ❑ **A FOCUS ON CORE PROBLEMS & OPPORTUNITIES**
- ❑ **HEALTHY LEVEL OF COLLEGIABILITY AND COOPERATIVE RELATIONSHIPS ACROSS PEERS**
- ❑ **DEEP RESPECT FOR PERFORMANCE OVER OUTCOMES**
- ❑ **ORGANISATIONAL COHERENCE AND FOCUS**



The team has a multiplier effect therefore skills of interaction are crucial if the team is to go beyond individual expertise to solve complex problems and equally if it is to withstand the scrutiny of the rest of the org.

SOME PRINCIPLES ARE ESSENTIAL



INTENTION

ALIGNMENT

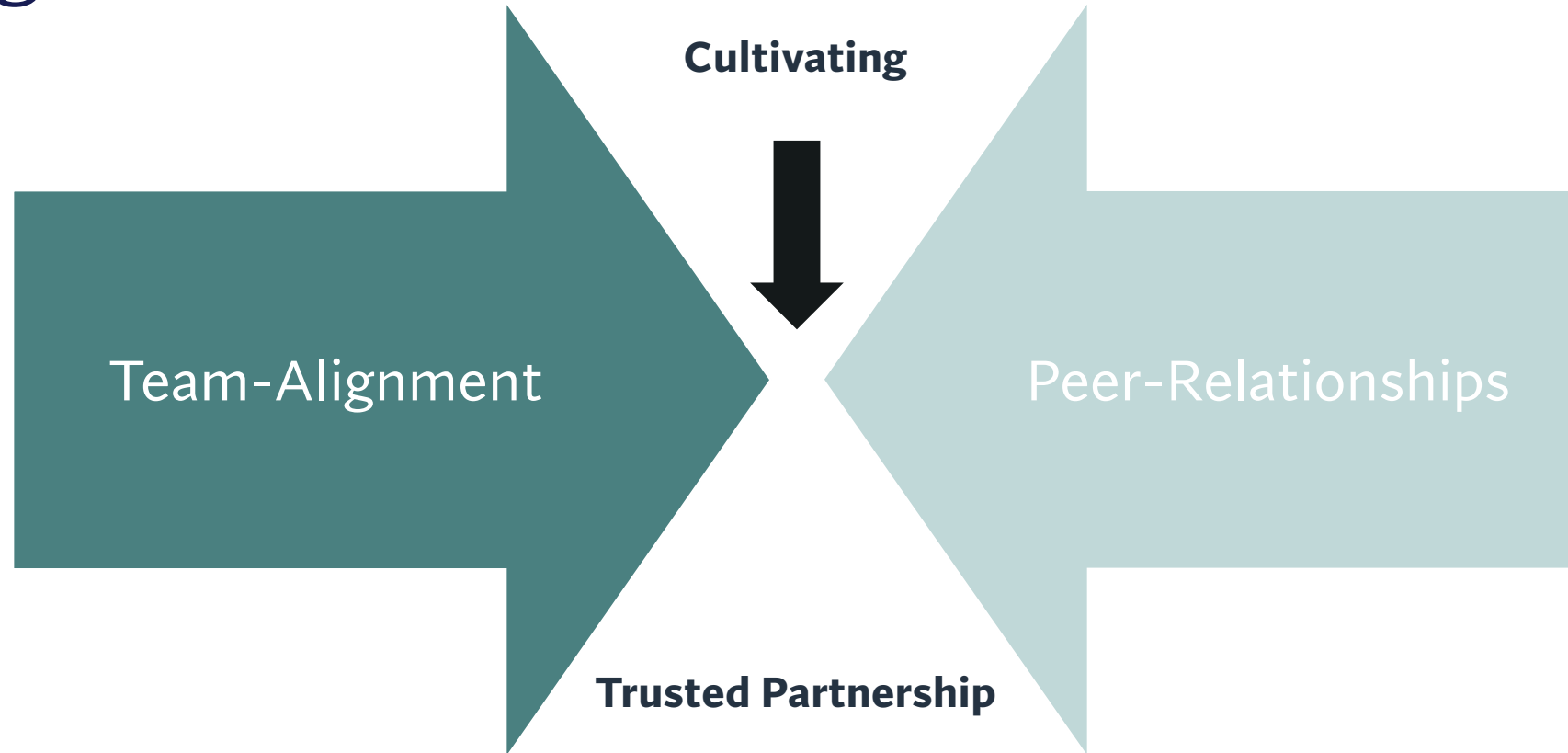
EXECUTION

- **IS THE PERFORMANCE OF THIS TEAM CRUCIAL TO THE ORGANISATION ACHIEVING ITS AMBITIONS?**
- **IS IT THE EXPRESSED INTENTION OF THIS COLLECTIVE TO BE A HIGH PERFORMING TEAM?**
- **WHAT ARE THE TOP 3 STRATEGIC PRIORITIES FOR THE ORGANISATION?**

- **DO YOU HAVE AGREED BEHAVIOURS & RITUALS AROUND YOUR WAYS OF WORKING?**
- **HOW COLLABORATIVE ARE YOUR PEER RELATIONSHIPS AT THE TOP TABLE?**
- **MY SENIOR TEAM PEERS HAVE MY BACK?**

- **THE EXECUTIVE TEAM DELEGATE THE APPROPRIATE AUTONOMY TO NEXT LEVEL LEADERS FOR THE DELIVERY OF TEAM-GOALS LINKED TO STRATEGIC PRIORITIES.**
- **OUR CROSS FUNCTIONAL TEAMS ARE FULLY ALIGNED WHERE THE INTERDEPENDENCY FOR SUCCESS IS CLEAR.**

Highest rated factors for Team Effectiveness



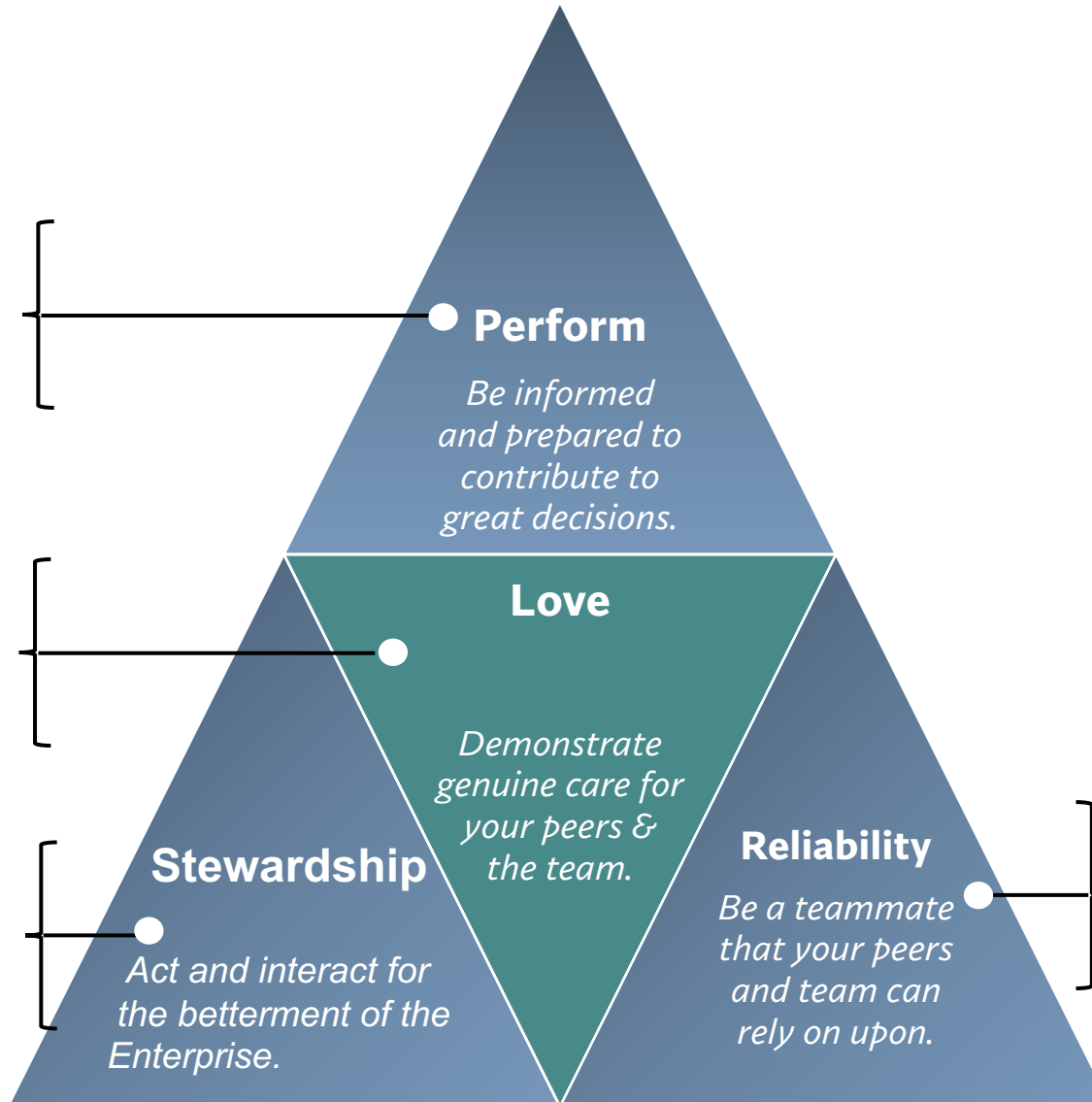
A CONNECTED COLLECTIVE - WHAT WOULD IT TAKE?



GENERATE SPACE TO INTERROGATE INFORMATION RELATED TO TEAM MEETINGS AND BE WELL PREPARED TO CONTRIBUTE TO DEBATES AND DECISIONS.

ACTIVELY SHARE YOUR TIME AND EXPERIENCE WITH YOUR PEERS & THE TEAM. WATCH OUT FOR YOUR PEERS & BE THERE TO CHALLENGE AND SUPPORT WHEN NEEDED.

BE PROACTIVE & CONSTRUCTIVE WHEN DEBATING CRUCIAL TOPICS RELATED TO ENTERPRISE PERFORMANCE AND INTEGRITY.



BE TRUE TO THE COMMITMENTS YOU MAKE, FOLLOW THROUGH AND BE ACCOUNTABLE FOR YOUR ACTIONS AND OUTCOMES.

“TO WIN WHILE HONORING OUR VALUES AND RESPONSIBILITIES MAKES ANYTHING POSSIBLE”

*Thank
you!*



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