COURSE BROCHURE

FALL 2023

# Leadership *for* Drug Development Teams

October 17, 19, 24 & 26

12 - 4 pm EST

Online Synchronous

Visit: csdd.tufts.edu | csdd@tufts.edu | 617-636-2170

# Leadership for Drug Development Teams

## FALL 2023

## COURSE OVERVIEW:

Tufts CSDD's Leadership for Drug Development Teams course is a four-day highly-interactive online course for industry professionals new to positions of leadership that provides industry-specific instruction on building leadership skills, improving cross-functional performance, and enhancing R&D productivity.

Our program connects scientists transitioning into leadership roles, individuals new to team management, and senior executives overseeing multiple teams, providing them with the opportunity to network and utilize real-world scenarios from various R&D leaders. This helps participants develop versatile skills for effectively leading diverse teams and fostering successful collaboration.

## COURSE DATES & INSTRUCTION METHOD:

- October 17, 19, 24 & 26 | 12 - 4 pm EST
- Online Synchronous (Zoom)
- Course materials will be hosted in Canvas

## LEARNING OBJECTIVES: WHAT WILL YOU GAIN?

- Apply Decision-Making Models and New Planning Tools to Accelerate Drug Development
- Effectively Prepare for Conduct and Achieve Positive Senior Management Review Meetings
- Implement Effective Communication Frameworks to Create Innovative High-Performing Teams
- Integrate Functional Strategies and Issue Resolution Tools to Improve Productivity Across the Portfolio
- Motivate Team Members to Achieve Personal and Team Goals
- Optimize Outsourcing and Productivity of Remote or Distributed Teams
- Successfully Lead Multifunctional and Multi-Organizational Teams

## WHY CHOOSE TUFTS CSDD?

Now in it's 21st year, this unique course draws on the real experience of front-line profesionals across the spectrum of R&D–from drug discovery and pre-clinical research to clinical development, regulatory affairs, CMC, and marketing. Our curriculum is continuously updated to address the rapidly changing challenges of life science R&D.

**COURSE SCHEDULE:**

# AGENDA: DAY 1

**12:00 - 12:45** Introductions & Current challenges facing your drug development teams

In this opening session, we will review current and potential team challenges reported by class participants, which will provide a framework for our focus during the course. We will examone approaches for addressing these challenges, which we'll practice throughout the four-day program.

**12:45 - 1:45** Leadership implications for navigating todays "VUCA" environment, one that is growing increasingly Volatile, Uncertain, Complex, and Ambiguous

The context for Chris's talk will be the "VUCA" world we must all now navigate across industries. Chris will unpack some of the leadership implications of VUCA, including the need for manager-leaders to improve their core leadership skills considerably; to become better decision--makers; and to cultivate practices to keep them self-aware and on-track amidst chaotic environments

**1:45 - 2** *BREAK*

**2:00 - 2:45** Back to Basics: Turning the Myth of Empowered Teams into a Reality

Forming a team from a cross-functional group of representatives requires organizational structure, communication, tools, and training. This module will explore what it takes for members and leaders to create an empowered team.

**2:45 - 3:45** "Don't stand so close to me" - Enhancing Productivity and Performance of Remote or Distributed Teams

Increased reliance on remote drug development teams makes the task of achieiving and maintaining high performance and productivity even more challenging. We will examine solutions and strategies for getting the most out of remote teams including creating and maintaining high levels of engagement, improving communications, sustaining motivation, establishing and measuring performance, and conducting more productive team meeting in a distributed environment.

**3:45 - 3: 55** Summary, Q&A, and Action Planning

# AGENDA: DAY 2

**12:00 - 12:10** Introductions & Review of Action Plans

**12:10 - 1:30** "You talking to me?": Decision-making and communication models for teams and Management

Communication styles can vary significantly, often frustrating and impeding team performance. Participants will explore different communication and decision-making models to help create high performance teams.

**1:30 - 1:45** *BREAK*

# AGENDA: DAY 2, continued

**1:45 - 2:45** **"What we have here is a failure to communicate": Putting communication skills into action**

Through discussion and role-playing, participants will sharpen new communication skills to improve team performance and address current team issues. Participants will create plans to helop guide teams in their own organizations.

**2:45 - 3:45** **"We're going to need a bigger boat!": Advanced project planning strategies to manage unexpected challenges**

No drug development project runs without problems. Effective project managers must anticipate and manage through these challenges. We will examine applying different alternative planning approaches and tools to address noval challenges and accerleated development strategies.

**3:45 - 3: 55** **Summary, Q&A, and Action Planning**

# AGENDA: DAY 3

**12:00 - 12:10** **Introductions & Review of Action Plans**

**12:10 - 2:30** **"You want me to approve what?!": Achieving positive senior management reviews**

Projects typically need senior management support and funding. Wew ill consider best practices for preparing for, conducting, and achieving successful team meeting, functional evaluations, and senior management reviews. Particiants will role play through different case studies and scenarios.

**2:30 - 2:45** *BREAK*

**2:45 - 3:45** **Interactive Presentation: The Certain Uncertainty of Drug Development: Navigating a Changing Landscape**

Ken will review current research on trends and practices affecting drug development costs, timelines, and success factors. He will also consider the importance of leadership skills in meeting industry's productivity challenges and discuss emerging trends impacting productivity and accessability.

**3:45 - 3: 55** **Summary, Q&A, and Action Planning**

# AGENDA: DAY 4

**12:00 - 12:10** **Introductions & Review of Action Plans**

**12:10 - 1:30** **"I think this is the beginning of a beautiful relationship": Maximizing the performance of cross-organizational teams**

It's tough enough to manage a team from your own organization, but teams that include members from different organizations, with different goals, organizational cultures and incentives, can be particularly chalenging. We will consider strategies for maximizing the performance of hybrid teams comprised of members from different organizations and business models.

# AGENDA: DAY 4, continued

**1:30 - 2:30** **Inclusive leadership in drug development: Managing across differences to improve team effectivenss**

In this interactive session participants will learn the basic frameworks for effectively managing diverse teams in drug development. The module will cover relevant concepts and topics from organizational behavior, psychology, and drug development to equp participants with the basic foundation on how to navigate and manage team dynamics across a diverse workforce.

**2:30 - 2:45** *BREAK*

**2:45 - 3:30** **Benchmarking the adoption of innovations accelerating and improving drug development performance**

Ken wil share the latest research from the Center on how innovations are adopted and integrated into drug development practices. He will discuss the source of drug recent operational innovations as well as the factors that effect their dissemination, inclusion, and impact on drug development productivity.

**3:40 - 3:45** **Returning to work with an action plan for success**

Using lessons learned in the course, participants will create an action plan for going forward. The action plan will provide a blueprint for honing leadership skills and improving team performance.

**3:45 - 4:00** **Summary, Course Assessment, & Closing Remarks**

# HEAR FROM PREVIOUS PARTICIPANTS

"I really appreciate that it was drug-development focused. The examples were so close to our real lives that it made them easy to implement. The course was perfectly suited to my professional development goals: to develop the skills I need for integrated work in a matrix organization"

*Clinical Research Physician, AstraZeneca*

"I found this course to be a great basic training for experts looking to expand their leadership skils for clinical development programs in pharmaceutical and biotech companies. The content is relevant to core leaders with several years of experience in leading clinical programs in the industry, who want to maximize productivity in leading cross-functional subteams or core program leader teams in pharmaceuticals where program teams and line functions form a complex matrix structure."

*Global Program Leader, Takeda Oncology*

"I was able to immediately make improvements after taking this course...Once others started seeing the way I interacted, I noticed that they mirrored the behavior. It's made a different in the team."

*Program Manager, Sanofi*

# MEET THE INSTRUCTORS

## Robert Franco, PhD

COURSE FACILITATOR

**President, Coe Point Associated LLC; Senior Fellow, Tufts CSDD**

With over 24 years of consulting experience, Dr. Franco led PwC's Pharmaceutical R&D practice where he specialized in improving pharmaceutical drug development, technology transfer, clinical trial operations, and manufacturing. Dr. Franco has worked with the senior management of several large pharmaceutical and biotechnology companies, NGOs, and multinational organizations to implement complex change management initiatives to improve growth, reduce costs, and remediate quality and regulatory issues. Dr. Franco has eight management consulting articles, 13 technical publications, and three patents to his name and has served on several international technical review and regulatory standards committees. He has a Doctor of Philosophy and Master of Science in biochemistry from the University of Rochester.

## Brenda Stephens, MC

**Fellow, Tufts CSDD; Certified Instructor in MBTI and TK**

Brenda has over 25 years of experience helping individuals, teams, and companies improve communications, build teams and manage conflict. She has taught leadership courses to pharmaceutical executives for over 5 years and specializes in applying the Myers-Briggs Type Indicator (MBTI) and the Thomas-Kilmann conflict mode Instrument (TKI) to enhance team leadership and performance. Brenda has worked with individuals and small groups as well as large organizations to help them improve interpersonal communications and growth. Brenda holds a Master of Counseling degree and is a certified instructor in MBTI and TKI.

## Christopher Albani, MBA

**Senior Executive Advisor, PwC Strategy - Japan Healthcare**

Chris is a senior executive in the pharma life sciences sector for PwC Japan. He served as a partner at Strategy &, a part of PwC Japan consulting practice, until June 2022. He has served as a leader in the global pharmaceutical healthcare practice for the last 14 years and is currently the cross-line-of-services leader (covering consulting, deals, audit, and tax) for the healthcare industry in Japan. Chris was a partner since 2001 and has over 30 years of experience working in and with various pharma, medical device & equipment, and healthcare companies. This includes significant work around the world, particularly in the U.S. and Asia. In fact, Chris lived in Japan for more than 15 years where he served as the GM for one of PwC s management consulting businesses from 2006 to 2012. Chris's client experience spans the full value chain in the pharma and medical devices segments—from suppliers to producers to providers, industry associations, Global Health players, and vendors. Chris has led a wide variety of consulting projects as well as more than two dozen industry surveys. He has specialized in product development and R&D throughout his career. Before joining PwC, Chris worked in industry and academia in medical imaging.

# MEET THE INSTRUCTORS

## Christine Carberry, MS

### Consultant, Carberry Consulting

Christine is a Certified Strategic Alliance Professional (CSAP). She holds an M.S. in innovation and technology management from Boston University, Graduate Certificates in Management and Biotechnology Strategy from Harvard University, and a B.S. in biochemistry from the University of New Hampshire. Currently, Christine provides consulting services to biopharmaceutical companies looking to grow and create value through partnerships. During her time in the biopharmaceutical industry, she was the Chief Operating Officer at Keryx Biopharmaceuticals, Senior Vice President of Operations at Forum Pharmaceuticals, and Vice President of Program & Alliance Management at Biogen. She also holds several volunteer leadership roles supporting the University of New Hampshire, Great Bay Community College, and Dana Farber Cancer Institute.

## Jennifer Kim, PhD

### Research Assistant Professor, Tufts CSDD

Dr. Kim is a Research Assistant Professor at the Tufts Center for the Study of Drug Development, Tufts University School of Medicine. Her research and consulting focus on work and health equity, examining how diversity, equity and inclusion dynamics impact individual, group, and organizational outcomes, such as patient satisfaction, engagement, as well as team and organizational output and productivity. She has several years of experience working in leadership development, providing coaching and facilitating workshops for leaders. Her research has been published in science, business, management journals, including *Nature Biotechnology, Canadian Medical Association Journal Open, Therapeutic Innovation and Regulatory Science, Harvard Business Review, Journal of Management Studies, Journal of Business Ethics,* and *Organizational Behavior and Human Decision Processes*. She received her BA from Wellesley College and a PhD in Social-Organizations Psychology from Columbia University. In her free time, she enjoys camping, hiking, and scuba diving.

## Kenneth Getz, MBA

### Executive Director and Professor, Tufts CSDD; Founder and Board Chair, CISCRP

Ken Getz is the Executive Director of the Tufts Center for the Study of Drug Development and a Research Professor at the Tufts University School of Medicine. He is an internationally recognized expert on pharmaceutical R&D management and execution, protocol design, contract service provider and investigative site management, eClinical technology and data usage, and patient engagement. A well-known speaker at conferences, symposia, universities, investor meetings, and corporations, Ken has published extensively in peer-review journals, books, and in the trade press. He holds several board appointments in the private and public sectors. He received his MBA from the J.L. Kellogg Graduate School of Management at Northwestern University and his bachelor's degree from Brandeis University. Ken is also the chairman of CISCRP — a nonprofit organization that he founded to educate and raise public and patient awareness of the clinical research enterprise — and the founder of CenterWatch, a leading publisher in the clinical trials industry and one of several businesses that he has sold.

# MEET THE INSTRUCTORS

## Kenneth Kaitin, PhD

### Professor of Medicine, TUSM; Senior Fellow, Tufts CSDD

Kenneth Kaitin is a Professor and Senior Fellow at Tufts Center for the Study of Drug Development at Tufts University School of Medicine. He previously served as the group's Director for 23 years. He is also an Advisory Professor at Shanghai Medical College at Fudan University, and he serves on the faculties of the European Center for Pharmaceutical Medicine at the University of Basel, and the American Course on Drug Development and Regulatory Science at the University of California, San Francisco. Dr. Kaitin is recognized internationally for his contributions to the fields of drug development policy and science. He consults, speaks, and writes on global trends in pharmaceutical development and regulation, and he has provided public testimony before the U.S. Congress. A former President of the Drug Information Association, Dr. Kaitin recently served as Editor-in-Chief of Expert Review of Clinical Pharmacology, and as a consultant to the U.S. Department of Defense on bioterror countermeasures. In 2011, he received the Dr. Louis M. Sherwood Award, granted by the Academy of Pharmaceutical Physicians and Investigators, in 2020 he was named Global Fellow in Medicines Development by the International Federation of Pharmaceutical Physicians, and in 2021 he received the Distinguished Achievement Award from the Sino-American Pharmaceutical Professionals Association (SAPA). Dr. Kaitin is a director on the boards of Curis, Inc. (NASDAQ: CRIS), Bio-Tree Systems, Inc., and QCDx LLC. He earned his BS from Cornell University and his MS and Ph.D. in pharmacology from the University of Rochester.

## Chris Lowney, MA

### Chair of the Board of CommonSpirit Health; Author

Chris Lowney chairs the board of CommonSpirit Health, America's largest not-for-profit healthcare system with 140 hospitals and more than 150,000 employees. He has authored six books, including the bestselling *Heroic Leadership*, which has been translated into eleven languages and was named to the recommended reading list of the Commandant of the United States Marine Corps. His latest work, *Make Today Matter: 10 Habits for a Better Life (and World)*, won an Independent Press Award. Chris regularly contributes to Forbes.com on leadership and leadership strategy. He previously served as a Managing Director of J.P. Morgan on three continents. Chris holds a B.A and an M.A. from Fordham University. He holds nine honorary Doctoral degrees (but says that he doesn't have the chops to earn one the real way). He was raised in Queens, New York, hates the Yankees, and roots for the Mets without feeling shame.

# PRICING, REGISTRATION & ADDITIONAL INFORMATION

## PRICING & REGISTRATION

### Tuition

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| Early Bird (ends September 1) | **$1350 USD** |
| Regular Registration | **$1495 USD** |
| Tufts CSDD Sponsors | **$1250 USD** |
| Academic/Gov't*/Non-profit | **$1250 USD** |

**Includes Military and Veterans*

*Discounted group rates are available for groups of 3 or more. For more information, please contact Sarah.Wrobel@tufts.edu*

### Registration

Register online at csdd.tufts.edu/leadership, or contact us by email: csdd@tufts.edu.

### Cancellation Policy

Full tuition will be refunded (minus a non-refundable $250 USD registration fee) for cancellations received before October 9, 2023. After October 9, 2023, participants will be eligible for a fifty percent refund. No refunds wil be issued for cancellations received after October 16, 2023. If the course is postponed due to events beyond the control of Tufts CSDD, tuition will be applied to the rescheduled events. Tufts CSDD reserves the righ to alter the venue if necessary and is not responsible for any airfaire, hotel, or other costs incurred by registrants if the course is cancelled or postponed.

## ABOUT THE CENTER

The Tufts Center for the Study of Drug Development (Tufts CSDD) is an independent, academic, non-profit research center at the Tufts University School of Mediicine in Boston, Massachusetts. Our mission is to provide data-driven analysis and strategic insight to help drug developers, regulators, and policymakers improve the efficiency and productivity of pharmaceutical R&D.


### Tufts Center for the Study of Drug Development

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