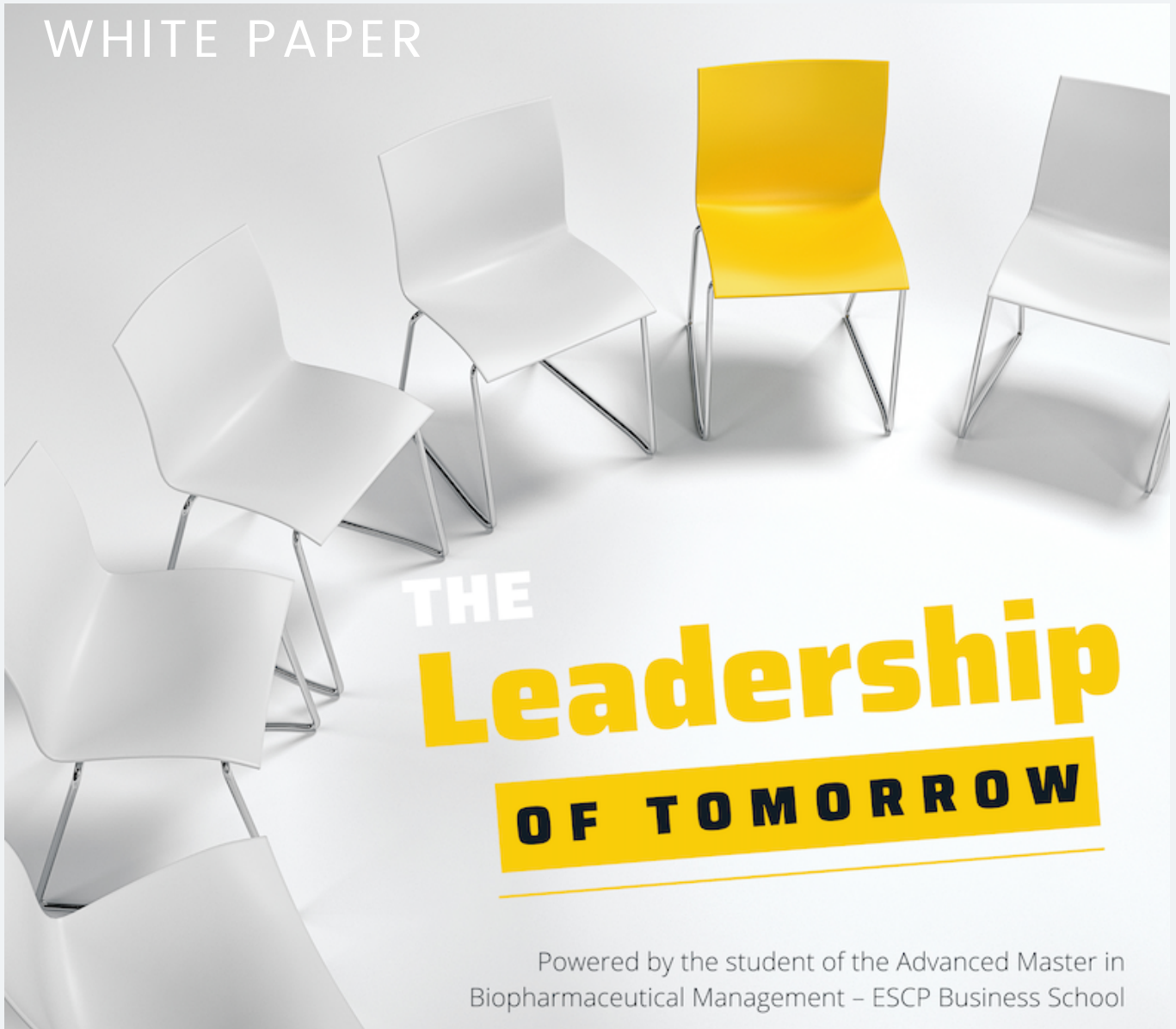


HEALTHCARE LEADERSHIP OF THE 21ST CENTURY

SEPTEMBER, 2022

WHITE PAPER



THE
Leadership
OF TOMORROW

Powered by the student of the Advanced Master in
Biopharmaceutical Management – ESCP Business School

INTRODUCTION

In management, **leadership** is characterized by the **influence that an individual called a leader has on a group**. In a group, the leader holds the command, takes the initiatives, and leads the other members of the group by his ability to **federate** and **mobilise** around **collective action**.

Leaders also have unique ways to build collective and viral intelligence in their teams. Great leadership requires a fine mix of all kinds of skills to create the conditions for engagement, happiness, performance, and empathy tops the list of what leaders must get right. Leaders also help their team perform at their best according to the skills of each member and help them evolve in the right way.

In the **21st century**, management and leadership have evolved in a context of economic, social and technological crisis in all sectors of activity. Leadership is no longer only vertical and hierarchical but has become **collaborative** and **based on the personal qualities and interpersonal relationships** between the leader and his team.



As students of ESCP Business School in the Master of Biopharmaceutical Management in Paris, we wanted to discover what it is like to be a leader and how leadership is performed in **healthcare companies**. We were eager to know **what makes a person a good leader**, their inspiring missions and visions to lead a company in the healthcare sector.

During the course of Dr. Naji Gehchan on Leadership in Healthcare we set up meetings with three leaders in the healthcare sector : **Dries Hens** (CEO of Lynxcare), **Jean-Jacques Bienaimé** (CEO of Biomarin Pharmaceuticals), and **Olivier Nataf** (President of AstraZeneca France). These discussions were recorded in the form of **podcasts** and are available on **SpreadLoveio.com**.

In this white paper, we summarize the interviews and highlight topics such as leadership, management styles, failures and mistakes encountered while building their careers, and tips to reach success.

ENTREPRENEURIAL LENS

We had the pleasure to chat with **Dries Hens** on the 28th of February 2021, a young successful entrepreneur who wanted to do more in healthcare and have an even bigger impact than being a medical doctor in his clinic.

He knew he did not want to go towards clinical practice, but still wanted to remain in the field. His sole goal is to continuously improve patient outcomes by making the most of all the unexploited data and with previously unavailable insights. Passionate about new business models where technology supports healthcare providers to deliver safer and more efficient healthcare, his vision stimulated him to **create his own start-up** in 2015, **LynxCare Clinical Informatic**. Dries is currently Co-Founder, Chief Business & Medical officer. Lynxcare serves as the all-in-one data platform for healthcare organisations looking to take control of their data and transforms medical data into insights for hospitals, physicians and patients.

As per Dries, *"Hospital system is on an edge: today we have a lot of relevant data, almost everything is picked up but the next challenge is: what are we going to do with it?"*. Lynxcare provides an **AI-powered clinical data platform**, enabling hospitals to collect data efficiently and process it to sort it out and analyze it. The primary objective is improving quality of care, the secondary one is helping scientific research.

As a company leader, Dries mentioned his keys for success:

1

FOCUS

The developed idea must start simple, straightforward, and easy to present for a potential client. Feeling like you can make your solution do anything is normal, but you should not lose your focus on your product by trying to overgrow it too soon.

2

FLEXIBILITY

Your team must grow alongside your company. When we asked Dries about his first hiring experience, he mentioned that the first hired person still works for Lynxcare, and that each hire is crucial in a start-up.

3

CASH

Money is obviously essential and a kickstarter. Yet, you must be very diligent in your budget management and focus on what is truly relevant.

4

DETERMINATION

When starting a company, the company's goal must never be 'to be rich', but 'to succeed'. You will not become a billionaire in months, nor will you have any chance without real motivation, dedication and trust.

BIOTECH LENS

We also had the honor to meet and exchange with **one of the most inspiring leaders in the biotech world**: **Jean-Jacques Bienaimé**.

Jean-Jacques joined **BioMarin** in 2005 as CEO. Under his leadership, the market capitalization of BioMarin, a company specialised in rare diseases and that has genetics at its core, went from around \$450 million in 2005 to approximately \$14 billion in 2021.

Driven by a **powerful desire to help people** on a large scale by combining a career of life sciences, pharmaceuticals and biotech, the main goal of M. Bienaimé was to **have a positive impact on people's life**: *"With one approval of transformational medicine we can dramatically change thousands of peoples lives, this is extremely rewarding"*.

To describe his **leadership style**, M. Bienaimé would use two words:

1

CARING

Caring for the people you work with and the people you work for. In the healthcare industry, you must care for your patients up to a point where your patients' stories become your stories. You must be involved in a business you are passionate about.

2

TRUST

Trusting your people: knowing they want to do good, be successful. Trust the leadership of your company and its purpose. Having a purpose is fundamental for life.

M. Bienaimé suggests that **you can learn more from your mistakes** than from your success. *"Success is the succession of failures"*. Making mistakes is the perfect way to learn and grow, but mistakes can be made only if you learn from them.

In his words, leadership is *"to **make the right decisions** but also to convince others of those decisions. Ultimately to achieve greater things"*. He adds *"leadership only works if you **have respect** for the people you are trying to lead"*.

Spreading Love in Organizations has a special meaning for M. Bienaimé. BioMarin makes sure employees are being taken care of during difficulties: *"You need a lot of love to continue to motivate your employees, knowing that we care for them"*.

"Employees are the oxygen of the company".

M. Bienaimé likes to give people the benefit of the doubt, with caring and trust as the keystones of a great leader: *"You don't leave your sufferings at the door when you come to work. It's important that people feel cared for at work. People may forget what you said, what you did for them, but **they will never forget how you made them feel**"*.

BIG PHARMA LENS

The term "Big Pharma" refers to all the largest pharmaceutical companies in the world. It is often misused by the media or conspiracy theories to denounce pharmaceutical lobbying. **"Big Pharma" has sometimes a negative reputation** in the general public, and their leadership is perceived as being profit-oriented to the detriment of public health.

However, the pharmaceutical industry has a fundamental, central and crucial role in the innovation, research and development of new therapies on the market. Recently, the COVID crisis has demonstrated the importance of pharmaceutical companies, especially with the development of innovative vaccines.

As part of our collaboration with Spreadloveio, we had the privilege of meeting with the **President of AstraZeneca France, Olivier Nataf**, to decrypt his vision of leadership in healthcare within a Big Pharma.

Olivier has a scientific background that he completed with a Specialized Master in Biopharmaceutical Management at ESCP Business School. He **started** his career at AstraZeneca as a **trainee** in 2001 and then **successfully climbed the ladder** to his current position: Country President.

According to Olivier Nataf, **a leader must be "well rounded"** so he can understand his entire environment regardless of his geographical location or the therapeutic areas or the positions involved. In a pharmaceutical industry, it is important to keep in mind that everything we do is done for the patient. This is the vision shared by Olivier Nataf, *"anything that is good for the patient is necessarily good for the company"*.

For Olivier, **leadership is defined along 4 dimensions:**

1

TRUST

Do what you say and say what you do. Without trust, there is no performance.

2

LEARN AND PERFORM

Continue to learn and progress while being result-oriented to have an impact.

3

ASK QUESTIONS

When you ask the right questions, nothing is impossible. *"They did not know it was impossible, so they did it"*.

4

PEOPLE COME FIRST

It is essential to know how to develop and challenge the level of requirements while continuing to support and listen to people, a leader must remain approachable for his team.

CONCLUSION

"We have such an important responsibility as leaders of today to plant the seeds for the leaders of tomorrow" - Naji Gehchan

Whether you work for a big company or a startup, your role as a leader should be the same: to **inspire people** and **drive them** in your direction of **success**. You might stumble along the way, but mistakes are to be done for learning.

One's seeking success without asking questions is doomed to failure. But if you **focus on learning** to improve your ideas from your mistakes, success is just a step away from you.

If you seek to be a good leader, remember to **care** for the people you are working for, and **trust** the people you are working with.

As Nelson Mandela once said: *"I never lose. I either win or learn"*.

Great leaders know how to make the best of their experience.

While some leaders only seek fame and money, some others seek a greater purpose: **kind innovation** for the greater good.

Dries Hens with *Lynxcare*, **Jean-Jacques Bienaimé** with *BioMarin* and **Olivier Nataf** with *AstraZeneca* share this vision for their company.

They may have different leadership styles, but they envision their **workplace** as a **trusting, caring, loving** and **focused area** where every collaborator can express, be themselves, and thrive.

The meeting of three different great leaders and **SpreadLoveio** podcasts, by gathering leaders all around the world from different nationalities and with different visions of leaderships, **inspire us** and **help us** to project ourselves into the future.

Some of us may already have met "bad" leaders in our journeys and were concerned about the next step : the first job.

Thanks to these interventions and advices, we feel more prepared to face various leadership roles and styles. What we should retain is that **in every leadership there is something to learn from**. It will help us evolve in the right way, get the best from it and become a great leader when our time comes.

About SpreadLoveio.com

SpreadLove in Organizations is a movement that started with a podcast where you can listen to the journeys of global leaders and how they Spread Love in Organizations for people to feel safe to thrive and imagine a better world.

SpreadLoveio.com is now ranked top 10% globally with thousands of downloads per episode. The startup is cofounded by Naji Gehchan and Zena Sfeir, funded by MIT Sandbox, and partner of the MSM of ESCP Business School.

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