

A TOOLBOX FOR LEADERS

WHAT IS A LEADER? IS IT A GENERAL MOTIVATING HIS TROOPS BEFORE BATTLE, A CEO INSPIRING HER STAFF WITH A STIRRING SPEECH? FOR ASTELLAS EMPLOYEES WHO ATTENDED A LEADERSHIP DEVELOPMENT PROGRAMME AT THE WORLD-RENOWNED MANAGEMENT SCHOOL, INSEAD, THE WORD EVOKES A DIFFERENT IMAGE.



“Many of us entered the programme thinking that leadership was practiced by inspirational people in the mould of a president, but we had that myth thoroughly debunked,” says Patricia Kelly, General Manager Astellas Ireland. “Real leadership happens every day in small teams; it’s not just about making speeches, it’s also about the seemingly small things. How we interact with people; how we deal with underlying emotions and beliefs; and how we learn from these interactions. As a scientific company, Astellas often solves problems using rational approaches, but expressing how we really feel about issues is also important. We need to use the heart as well as the head.”

“Developing leadership is a crucial driver for future success,” says Mark Goodlake, APEL Senior Director Reward. “Leadership is important for any company but at Astellas, it is doubly so. The company will change a great deal as we grow and enter the top grouping of pharmaceutical companies, and develop our global category leadership by 2015. The outside world is also changing, creating more challenges and obstacles to bringing new drugs to the market. We are looking to develop the leadership skills we need to survive and prosper right now as well as the leadership skills

“It is our duty to help our leaders grow, to give them the tools and support they need to tackle these challenges.”

Mark Goodlake, Senior Director Reward, APEL

we will need to differentiate ourselves from the competition in the future. It is our duty to help our leaders grow, to give them the tools and support they need to tackle these challenges.” Ken Jones, Chief Operating Officer of APEL, endorsed the programme selection and said “the course really opens your eyes to opportunities for positive cultural change and strengthening working relationships.”

The company chose INSEAD because it was able to tailor the programme to Astellas’ environment and the Company’s STAR Principles – success-driven, team-oriented, adaptable and respectful. “INSEAD offers something different from other management schools; it creates a programme that fits the company culture and strikes a balance between the needs of the company and those of the individuals,” says Mark.

Leading the team of faculty and coaches who deliver the programme is INSEAD Professor Gianpiero Petriglieri. “Companies today recognise that developing their people is not a ‘nice to have;” he says, “it is a strategic imperative. They also increasingly realise that leadership is not the preserve of a few senior executives – it is exercised at all levels, whether or not leadership is in someone’s job title.”

Experience lies at the heart of Gianpiero’s innovative approach. “Most business schools talk about return on investment; we also talk about return on experience. We create a space where attendees can reflect on and get the most value out of the experience they have built up during their personal and professional lives. ▶

► The programme is personalised to participants' unique development trajectories. Their experience and agendas set the course for the learning journey."

Another myth the INSEAD course sets straight is that leaders are born rather than made. "Many people believe that leadership is a genetic condition and you either have it or you don't," says Gianpiero. "I don't believe it. Practice and followers, not genes, bestow leadership. You can have a musical ear but that does not mean you will become a concert pianist. For that you need to practise your technique, and be able to give unique expression to the score. Leadership is similar; you need skills, and you need to articulate and embody a message that resonates with others, a story of possibility. Otherwise no one will follow."

Becoming a leader is about embracing a mindset of personal responsibility, says Gianpiero. "If you go through life asking how events have produced outcomes, then you are a great analyst. If you go through life asking what it is that you are doing that has brought about a situation, then you are a leader," he says. "Leadership relies on the ability to learn, to stay curious even in times of uncertainty and anxiety. Good leaders are those who are still asking questions when everyone else has stopped, when others are defensive, or denying problems, or looking for reassurance and quick fixes to make the uncertainty go away."

"The excellent feedback from the programme confirms that Astellas employees have an incredible thirst for self-improvement, knowledge and increasing their leadership competence", says Mark Goodlake. "It is also testimony of their commitment to build a leadership culture in Astellas. INSEAD taught us that the key to leadership development is experience and, through our personal development plans, we can all think about improving as leaders. We can all aim to identify the seemingly small but very powerful development activities, like active listening, collaborating and reflecting, that really reap dividends. The starting point for leaders is self awareness – knowing your own style, your own strengths and weaknesses, and working with that raw material to improve and to support others improvement, to build on our own strengths and style." ■



En 2009 et en 2010, de nombreux cadres supérieurs d'Astellas se sont rendus à l'école de commerce INSEAD située près de Paris pour y suivre un programme sur les fonctions d'encadrement (programme Leadership) adapté à la culture d'Astellas et à leurs besoins spécifiques.

Mark Goodlake, Directeur principal des primes d'APEL, considère que la capacité d'encadrement est indispensable à la croissance d'Astellas qui commence à faire partie des plus grandes sociétés pharmaceutiques et qui atteindra une position dominante au niveau mondial d'ici 2015. Ken Jones, Directeur de l'exploitation d'APEL, estime que le cours fait ressortir « les occasions d'évoluer culturellement de manière constructive et de consolider les relations de travail ».

Le Professeur Gianpiero Petriglieri de l'INSEAD décrit le perfectionnement des cadres comme « un impératif stratégique... Il repose sur la capacité à apprendre, à rester curieux même en périodes d'incertitude et de stress. L'exercice de l'autorité n'est pas l'apanage de quelques cadres supérieurs : il est utile à tous les niveaux. »



In 2009 und 2010 besuchten zahlreiche leitende Manager von Astellas die INSEAD Business School bei Paris und nahmen an einem auf die Firmenkultur von Astellas und auf ihre persönlichen Anforderungen zugeschnittenen Führungsprogramm teil.

Mark Goodlake, Senior Director Reward von APEL, sieht Führung als unabdingbar für das Wachstum von Astellas an, da das Unternehmen nun im Ranking der Pharmaunternehmen ganz oben angekommen ist und bis 2015 in seiner Kategorie global führend sein wird. Ken Jones, Chief Operating Officer von APEL ist der Meinung, dass der Kurs „Möglichkeiten für positive kulturelle Veränderung und die Stärkung funktionierender Beziehungen“ deutlich macht.

Professor Gianpiero Petriglieri von INSEAD beschreibt die Entwicklung von Managern als „einen strategischen Imperativ... Er hängt ab von der Fähigkeit zu lernen und neugierig zu bleiben, auch in Zeiten von Unsicherheit und Angst. Führung ist nicht einigen wenigen leitenden Mitarbeitern vorbehalten – sie findet auf allen Ebenen statt.“



En 2009 y 2010, muchos de los directores de mayor rango de Astellas acudieron a la escuela de negocios INSEAD, cerca de París, para asistir a un programa de liderazgo adaptado a la cultura y a las necesidades específicas de Astellas.

Mark Goodlake, Director Jefe de Gratificaciones de APEL, ve el liderazgo como algo esencial para el crecimiento de Astellas en su ascenso hasta el nivel superior de las compañías farmacéuticas y la consecución del liderazgo mundial en la categoría en 2015. En opinión de Ken Jones, Director de Operaciones de APEL, el curso destaca las «oportunidades para un cambio cultural positivo y el fortalecimiento de las relaciones laborales».

El profesor Gianpiero Petriglieri, de INSEAD, describe la evolución de los directivos como «un imperativo estratégico... Se basa en la capacidad de aprender, de mantener la curiosidad incluso en tiempos de incertidumbre y ansiedad. El liderazgo no es exclusivo de unos pocos ejecutivos de rango superior, sino que se ejerce a todos los niveles».



В 2009-2010 годах многие ведущие менеджеры Astellas завершили программу по лидерству в бизнес-школе INSEAD под Парижем, которая была разработана в соответствии с культурой ведения бизнеса в Astellas и индивидуальными потребностями участников.

Марк Гудлейк, старший директор по вознаграждениям APEL, рассматривает лидерские навыки как основополагающий фактор роста Astellas, находящейся в числе ведущих фармацевтических компаний и стремящейся к достижению лидерства на глобальном уровне к 2015 году. Кен Джоунс, главный операционный директор APEL считает, что данная программа подчеркивает «возможности положительных перемен

на уровне культурной этики и укрепления рабочих отношений между сотрудниками».

Профессор Джанпьеро Петригlierи, преподаватель школы INSEAD, описывает развитие менеджеров как «стратегическую необходимость... успех которой зависит от способности постигать новое, и быть любознательным даже в трудные времена неизвестности и беспокойства. Лидерство – это не приоритет нескольких старших исполнительных лиц, а постоянное развитие на всех уровнях управления».