



Meeting Summary

Adapt or Die

Accountability

Meeting Series | June 22 - June 23, 2022 | West Point, NY

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The Adapt or Die meeting series reconvened at the Historic Thayer Hotel in West Point, NY to discuss Accountability.

Zensights and their invited BioPharma Executive guests held a leadership meeting at The West Point Military Academy on June 22nd and 23rd. The topic for the meeting, which is a continuation of the Adapt or Die meeting series led by retired 3-Star Lieutenant General Rick Lynch, was Accountability. The Adapt or Die invitation-only meetings are held to consider, learn, and discuss principles of Military leadership that can be shared and applied to the pharmaceutical industry. The overarching goal of the events is to improve the perception and performance of the BioPharma industry through the application of essential leadership guidelines and principles.

“When we fail to set boundaries and hold people accountable, we feel used and mistreated. This is why we sometimes attack who they are, which is far more hurtful than addressing a behavior or a choice.” – Brené Brown



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West Point Tour

The beautiful campus on the Hudson River was toured by the meeting attendees. The private tour guide provided interesting and sobering historical reminders of the honorable and loyal soldiers who have graduated from the academy.



Lt. General (Ret.) Rick Lynch addressing the group



Peter and Scotty Bowman standing in front of the grave of their revolution-era ancestor, Winfield Scott

Adapt or Die

Meeting Series | June 22 - June 23, 2022 | West Point, NY

West Point Tour



Everyone paused for a group photo at a beautiful scenic overlook above the Hudson River.



The group learns about the Great Chain and Trophy Point from LTG Lynch and the tour guide. The monument is made of 13 links from the great chain that was stretched across the Hudson River from West Point to Constitution Island in April, 1778. On either side are cannons from the Revolution.

Adapt or Die

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Wine Tasting and Dinner

The group enjoyed wine tasting and dinner, followed by a keynote presentation from Colonel Nicholas H. Gist



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Keynote Speaker

Day one ended with a keynote presentation provided by Colonel Nicholas H. Gist, US Army. Colonel Gist is currently serving as the Head, Department of Physical Education, U.S. Military Academy.

Colonel Gist highlighted how the academy creates both individual and team accountability for performance. He recapped how this means accountability to maintain physical fitness as a part of West Point training. He touched on how it is the team's responsibility to ensure that each member is able to meet the expectations. If you hold Cadets accountable to a go/no-go or pass/fail metrics (like the obstacle course physical fitness test), you need to set clear expectations and hold people to the standard that is set.



In response to the question about West Point providing resources for success, Nick replied:

“While the academy does provide all the basics, one of the lessons that Cadets must learn is where to allocate scarce resources (time) to achieve the best overall outcome. This may mean accepting lower grades for a paper to achieve success across their responsibilities. A difficult, but important lesson.”



Adapt or Die

Meeting Series | June 22 - June 23, 2022 | West Point, NY

Panel One: Accountability from a Military Perspective



Day two of the meeting started with a panel of highly regarded leaders across both the military and commercial sector. The panel brought forth their leadership experience and advice on Accountability. The examples and anecdotes suggested important advice and considerations for leading both military and pharmaceutical teams.



Moderator: Lieutenant General (Ret.) Rick Lynch

Author

Key Takeaways:

- Definition of Accountability: willingness to accept responsibility for one's actions
- It is important to define what people are responsible for; if not clearly defined, you can't hold people responsible
- Tell people how they are doing, don't simply wait for the annual review. This needs to be routine/regular
 - Provide positives followed by areas for improvement
 - Ask for feedback about yourself as well!



Panelist: Lieutenant General (Ret.) Ed Cardon

CEO & Founding Partner, Touchstone Futures

Key Takeaways:

- Aligning authority, responsibility, and accountability
- Can delegate authority – cannot delegate accountability; one person must have ultimate accountability
- Who is “They”? “They” won’t allow.... “They” won’t do..... Ask and find out who is “they” “they” can be an excuse
- Succession Plan: Leaders are accountable for this! You can't take risk with talent
- Brutal Honesty: Often good to begin with “this is going to be a tough conversation, but it's needed” - Sets expectations and frames up the conversation
- Emphasized that communication is a critical component of accountability

Adapt or Die

Meeting Series | June 22 - June 23, 2022 | West Point, NY

Panel One: Accountability from a Military Perspective



Panelist: Juan Carlos Rück

Vice President at H-E-B and former West Point D1 Athlete

Key Takeaways:

- A culture of personal accountability thrives in an environment of organizational accountability
 - “Walk the talk”
 - Decisions in line with core mission and what the organization holds itself accountable to/for
- Role of empowerment in accountable organizations
 - If empowered, leaders will be more accountable for actions and outcomes
- After-Action review
 - Objective, non-emotional, no finger-pointing
 - Talk openly about problems/issues and get better as an organization



Panelist: Major General (Ret.) James “Mike” Milano

Leadership Consultant

Key Takeaways:

- Culture
 - What is culture? Group phenomenon, pervasive, enduring, implicit
 - Based on values
- Willingness to receive and act on feedback
 - Should be frequent
 - Seek it
 - Identify your blind spots; we all have them!
- Partnership – specific and accountable
 - If we share a goal with others, likelihood of success increases significantly
 - Favoritism undermines this!
 - Choose the right accountability partner
 - Someone you trust and who will be honest with you



Adapt or Die

Meeting Series | June 22 - June 23, 2022 | West Point, NY

Panel Two: Accountability from a Pharmaceutical Perspective



The second panel was led by **Bob Jansen, CEO of Zensights**. This panel discussed candid and real experiences of accountability lessons, failures, successes, and frameworks. They brought home stories of real-life experiences, insights, and learnings within the pharmaceutical industry.



Moderator: Bob Jansen
CEO, Zensights

Key Takeaways:

- Be accountable to yourself and your family
- Be accountable to your values
- If the culture of an organization is not what you want, go elsewhere



Panelist: Dale Jones

Former CEO and current Senior Advisor,
Diversified Search Group

Key Takeaways:

- The world is looking at short-term results
- In matrix organizations, who is ultimately accountable?
 - Success has many accountable; failure has none
- Self-accountability is most critical
- Model accountability to others – lead by example

Adapt or Die

Meeting Series | June 22 - June 23, 2022 | West Point, NY

Panel Two: Accountability from a Pharmaceutical Perspective



Panelist: Perry Sternberg

President and CEO, Corium Inc.

Key Takeaways:

- Corium Values all tie to accountability
 - Celebrate individuals
 - Successful together
 - Welcome opportunities
 - Pride in ownership
- Examples of Q and A with staff
 - Q: What are you responsible and accountable for? A: I'm responsible for you!
 - A problem I've seen – hiring too fast; build slowly and think about the people who are impacted by your hiring decisions
 - Q: Give me an example of personal accountability and when it went wrong. A: Acquired Baxalta for \$40B; integrated a company bigger than Shire and there were major issues
- Alignment is critical to accountability



Panelist: Alex Santini

SVP, Market Access, Nektar Therapeutics

Key Takeaways:

- Similarities between industry and military:
 - Leadership, mission, teams, strategic plans and tactical plans, strive for outcomes, utilize data and metrics
- Accountability, empowerment, and outcomes are critical
- Example of rapid launch situation and team commitment
 - Who would be accountable if they failed vs succeeded?
 - It took a village
 - There was cross-functional accountability
 - Created and monitored metrics
 - Aligned on “We” not “I”
 - Identified “the who”
 - Imagine the possible!
 - The leader must be accountable



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Until Next Time

