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A Practical Guide

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3 - Leadership and you

Michael O'Neill ... Emily Sun

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Abstract.

This chapter discusses leadership styles and how they can contribute to the success or failure of a biotech company. In a science-based endeavour it is common to focus on the rational areas of activity, and concentrate on data, plans and deadlines. The human factors around people and their feelings, hopes and aspirations can be given a secondary place or even ignored altogether. This is a mistake. People do not leave their emotions, their values and their beliefs at the door when they enter the workplace. It is part of a leader's job to take these matters into account and to work with them to build an effective organisation. The leaders are the people who set the tone, the standards of behaviour within organisations. Leadership is the key determinant of the culture within an organisation. A leader will need to examine, understand and where necessary articulate the values that drive and sustain them as individuals and in their role within any organisation. A large proportion of the value of biotechnology companies resides in the skills, knowledge and expertise of the people who work in that company. The people

who make up the company are therefore a very valuable, sometimes irreplaceable resource who must be managed accordingly. But while it is easy to say that "Our people are our asset", too often too little regard is paid to how this statement is reflected in the day-to-day functioning of the company. This chapter takes a look at a few key themes in leadership and how they apply in biotechnology companies. We look at some case studies of different leadership styles and focus on how communication within an organisation can work to help or to hinder its successful functioning. Leadership within an organisation requires a range of skills. We look at coaching and mentoring as key elements in a leader's skill set using the Situational Leadership model. We finish with some comments on the importance of delegating and some suggestions for how to achieve it.

Keywords

personal style; management style; situational leadership; communication; values; principals; attracting talent; training; coaching; modelling behaviours; delegation

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