



Resilient Leadership: Perspectives from our Healthcare & Life Sciences Practice

As the grip of COVID-19 continues to impact us globally, Boyden is tapping into the deep knowledge base of our collective partners to bring sound insights and prescriptive learnings to the forefront. By illustrating the qualities of resilient leadership, Boyden experts reflect on the issues to bring actionable knowledge to help leaders manage through the pandemic and be better positioned as the world recovers.

In this issue of Resilient Leadership, Boyden shares the unique perspective of Eric Aubert M.D., Managing Partner, Boyden France and Vikash Salig M.D., Partner, U.S.

In conversation with Boyden's Healthcare and Life Sciences Practice Group leaders, Kerstin Roubin and Adrian von Dewall, Eric and Vikash explore the pressures of the pandemic and impart key takeaways for leaders on the front lines.

Pressure from a crisis situation on this scale can take a toll on mental health. What can leaders do to ensure they also remain in a healthy mindset?

Salig: There are several I subscribe to and would highly recommend:

- **Chunking.** There are several hundred peer-reviewed papers on the benefits of Chunking. Break down seemingly insurmountable challenges into "bite-sized chunks", which helps the cognitive brain "come online" to deal better with the large challenge.
- **Meditation.** Over 300 peer-reviewed papers on Mindfulness Meditation, Transcendental Meditation and other forms of Meditation, which have been shown to improve cognition, reduce anxiety and stress, and develop new neuronal circuits and pathways – called "Neuroplasticity"
- Remember the **Serenity Prayer.** "Grant me the serenity to accept the things I cannot change, courage to change the things I can, and wisdom to know the difference"

Leaders have to focus on what is within their sphere of control and focus on that.

Aubert: I would further add that physical activity and distractions such as yoga and sports, as well as relaxation exercises, will help maintain self-esteem. Also, ensuring that communication lines are kept open is critical. Finally, some decision-making responsibilities should be shared. Solutions and actions made as a team will help ensure feelings of guilt or remorse do not develop.

There's no doubt that successful leaders in the medical profession must be able to thrive under pressure. When looking at the profile of a healthcare network or hospital CEO, what qualities are most sought after?

Aubert: I would stress four core qualities:

- **To care:** Taking care of the team and protecting it. As an example, lobbying and negotiating the best working conditions, etc.
- **To organize:** optimize the patient flow and process of treatment
- **To decide:** in period of crisis, decisions are sometimes difficult to make and should ultimately be made by the leader;
- **To communicate:** internally and externally, by being transparent and pedagogical; exude confidence and hope but always by telling the truth.

Salig: I support and agree with Eric's points. I would also add Intelligence and the philosophy of 'Servant Leadership':

- **Intelligence** has 4 measurable components that we can assess and analyse
 - IQ: Leaders only need an average number
 - EQ: Emotional Intelligence has been found to be more important than IQ for leadership
 - CQ: Cultural Intelligence has been found to be an important component of intelligence as we continue to operate in a globalized world
 - DQ: Decency Intelligence is a new metric developed by Harvard, which highlights the need for leaders today to make decisions in moral and ethical ways
- Leaders who can manage crises, are comfortable with complexity, and who are "**Servant Leaders**", meaning those who subscribe to the 'Servant Leadership' philosophy. A Servant Leader shares power, puts the needs of the employees first and helps people develop and perform as highly as possible (from "Servant Leadership: Its Origin, Development, And Application in Organizations" by Sendjaya; Sen: Sarros; James C.)

" Leadership is not about being in charge. Leadership is about taking care of those in your charge. "

Simon Sinek

" Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less. "

Marie Curie

Many leadership lessons will be learned in the post-crisis era. What do you feel will be one of those top lessons?

Aubert: Cooperation and Solidarity. Cooperation as in sharing or teaming between parties who typically don't work cohesively and close together — the private and public sector, management and employees (i.e. doctors and nurses), even the health industry and health authorities. And while EU countries have shown some individual behaviors, there is also the lesson of solidarity. I believe this crisis will help EU countries to work together on some shared objectives.

Salig: We live in an interconnected world and we need greater levels of inter-dependency especially with respect to global medical pandemics/illnesses. We also need great resources channeled to public health and stronger policy to help us cope better with such pandemics, which have become a global norm. And finally, we need to rethink how we run our businesses to the best extent possible during crises and lockdown.

Healthcare & Life Sciences Practice

We work with the medical community to transform the lives of patients through the best scientific, management and leadership talent worldwide.

Meet members of Boyden's Healthcare & Life Sciences Practice:



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