



__ FIVE _ OFFICE __
LOGOS OF SCIENCE

Leadership
Entrepreneurship

Inés Engel



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President and CEO, Five Office Ltd

Inés Engel ist die Gründerin der Five Office Ltd. Five Office Ltd ist ein Service Provider auf dem Gebiet "Clinical Research, Regulatory, Health Marketing and Communication". Ohne Investment 1978 gestartet, kann Five Office Ltd heute Spitzenresultate in allen Sparten vorweisen. Das Unternehmen verfügt über ausgezeichnete Reserven und ein eigenes Geschäftshaus.

Inés Engel hat Chemie an der ETH Zürich und der Université de Genève studiert und erfolgreich abgeschlossen. Ihre erste Pharma-Marketing-Erfahrungen konnte sie bei einem amerikanischen Pharma-Unternehmen, der Squibb AG in Zürich, sammeln. Anschliessend arbeitete sie bei Ciba-Geigy in Lima (Peru), in der Produktion und Analytik.

Inés Engel absolvierte zudem das Young Managers Program (YMP) am INSEAD in Fontainebleau. Ihr berufliches Engagement steht im Einklang mit dem Privat- und Familienleben. Sie ist verheiratet und hat vier Kinder, die ihr Ausgleich, Anregung und Ansporn bieten.



Fingerprint of Five Office Ltd



- Five Office Ltd is an independent Swiss-based Health Service Provider
- 30 years of experience
- Strong international presence
- Affiliate in Eastern-Europe
- Family owned
- Over 300 references: Big Pharma, Biotech and Medical Community
- Worldwide over 800 External Experts (Medical Doctors, Pharmacists, Biologists)



Five Office Ltd – Departments

- Clinical Research (Phase I-IV)
- Regulatory Affairs
- Health Marketing
- Medical Communication and Translation



Leadership skills



17 success factors found in literature

- Define the right aims
- Set up action plans
- Effective communication
- Flat organization
- Communication skills
- Being trustful
- Being responsible
- Being a team player
- Readiness for learning

After Glasner / Malik, 2005



Leadership skills

- Positive thinking
- Orientation on opportunities
- Define guiding principles
- Being a role model
- Intrinsic motivation
- Self-perception
- Self-regulation
- Empathy

After Glasner / Malik, 2005



Leadership



Traits to be found important for Leadership

- Intelligence
- Ability to adapt to changes in situations
- Effectiveness
- Achievement orientation
- Verbal skills
- Creativity
- Self confidence
- Emotional stability
- Internal locus of control
- Need of affiliation
- Dominance

After Cronshaw / Lord / de Vader / Alliger / Simonton / Yukl, 1984 -2002
Charles Stangor, Social Groups in Action and Interaction, Psychology Press, New York, 2004



Leadership my way



Cycle A

- Give space for own experience
- Allow for mistakes
- Give responsibility
- Give chances for change



Leadership my way



Cycle B

- Give structure
- Put processes in place
- Train and control
- Foster routine

Go back to Cycle A



How to encourage Leadership



What we offer in our company

- External and in-house trainings
- No prejudices and barriers
- Small teams
- Juniors trained by seniors
- Wide range of responsibilities



Entrepreneurship I



Start-up phase

- Creating an advantage
- Persisting in its development

As an example: Tetra Pak founder Dr. Ruben Rausing believed in his idea back in the 1950s although the packs always leaked.
- Making the advantage obvious to potential buyers



Entrepreneurship II



Life-cycle phase

- Set up organization and processes
- Listen to clients and constantly improve product
- Aim at long-term survival



Entrepreneurship III



Renewal phase

- Searching for entirely new opportunities
- Addressing the same target
- Re-initiate a start-up phase in addition to “regular business”



Born to be a Leader?



Can any Individual be taught how to become a leader?

NO

Because not all of them would want to be a leader



Born to be a Leader?

Can any Individual learn how to become a leader?

YES



How?

- Look at the whole picture
- Find good solutions
- Take over responsibility
- Get coached in difficult situations

My personal Learning in Leadership

- INSEAD
- Reading books
- Being coached all over the years



Leadership Gender

Where do women fit in?

They do not fit in



Leadership Gender

Where do men fit in?

They do not fit in



Leadership Gender



- Leadership is the joy of achievement
- Leadership is also a burden in work load
- Leaders have to be shock-proof

Possibly this is not a role to fit in

- neither as a man
- nor as a women

But to grow in

- as a man
- and as a women



If you happen to be a woman



How would you think to lead? Would you say

- I am just the same as a man
- My leadership is actional (focus at things to do)
- My leadership is translational (focus on aims to reach)
- I foster diversity in my teams (gender, culture, back-ground)
- You have gender specific skills (If you think this is the case, read Alice Eagly)

How ever you do it – it must be your way.

As an Entrepreneur I have been very lucky:
I went right to the top of my company.



Can Leadership be shared?



There are examples of shared power

- Mother and father share leadership
- 7 Bundesräte in Switzerland
- **Two Roman Consuls** (Elected for each year by the Senate. In times of crisis substituted for 6 months by a dictator. E.g. Cincinnatus in 458)
- **Roman Triumvirates** (Rule of three men, e.g. Pompeius, Caesar, Crassus, 59 B.C.)
- **Giovanni Trapattoni and Lothar Matthäus** (Aera Trapathäus: shared Leadership for one year of success for RB Salzburg, May 06 to June 07)



Can Leadership be shared?



In Business

- Responsibility has to be well defined
- Coordination and communication enhanced
- Speed kept
- What can be done to offer the client an advantage instead of a disadvantage in cases of job-sharing?

It is hard work and extra management time is requested. The benefits predominate.



As a summary: my favorite words

- Dare
- Share
- Care

Words that bring us together

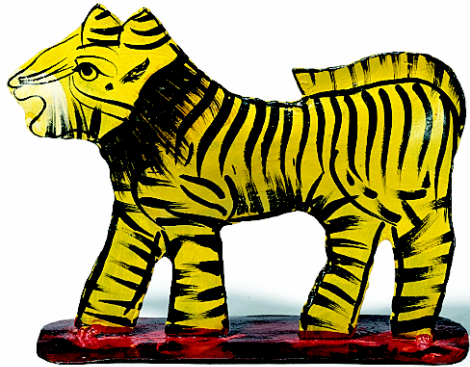


Entrepreneurs, Leaders and Employees – they all may



- DARE to realize their ideas – listening, adapting, learning.
- SHARE with others – they will not make it on their own. As a consequence their life satisfaction will be enhanced.
- CARE for the people and CARE for the company as well as for the client's interest, for the regulations, the environment and for ethics.





**Thank you
for your attention.**

**Do you have any
question or comment?**

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