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Audio conference: Building Bridges: A Practical Guide for Leading Global Pharma & Biotech Teams

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Evan Pollock: Hello, everyone. On behalf of ForeignExchange Translations I would like to welcome you to today's program, Building Bridges: A Practical Guide to Leading Global Pharma & Biotech Teams. My name is Evan Pollock. I am ForeignExchange's audio conference producer and will also serve as your moderator for today's program.

Today's audio conference will be 60 minutes in length. There will be a 45-minute presentation followed by a 15-minute question and answer session. This audio conference is being recorded and will be available for purchase on our website at www.fxconferences.com.

You should have received instructions for downloading a presentation to accompany this program. If you did not, please contact our customer service office at 303-926-7177 extension 130.

Many of you listening to this call have joined us in the past, but some of you are with us for the first time today. I would like to point out two items for you to keep in mind.

One, we want you to get the most out of today's audio conference and we are committed to your satisfaction. The email you received with the dial-in instructions also included directions for accessing an online evaluation form. Please take a few minutes after the conference to fill out and submit that form. Whether we met, exceeded or fell short of your expectations, we'd like to know.

Two, if you experience any technical difficulty during the call, such as distortion on the line or trouble hearing the speaker, please press star 0 on your telephone keypad. An operator will come on the line and help solve your problem. Everyone's phone is currently in listen-only

mode, so if you summon an operator by hitting star 0, you will not interrupt the speaker and no one will hear you asking for help.

Now I would like to introduce your speaker for today, Lynda McDermott. Lynda McDermott is the president of EquiPro International Ltd., a New York City-based international management consulting firm which specializes in the strategic development of organizations and their employees. Her experience involves over 30 years of live management and internal and external consulting.

Over the last 20 years her firm has provided consulting services in strategic planning, leadership, team development and executive coaching performance management, 360-degree assessment, business development, change management and organization effectiveness in a wide variety of industries.

Lynda is a frequent speaker and is co-author of the best selling book, *World Class Team*, and author of the best selling book titled, *Caught in the Middle: How to Survive and Thrive in Today's Management Squeeze*.

Without further delay I will now turn it over to your speaker, Lynda McDermott.

Lynda McDermott: Good morning, everybody. At least it's good morning here in New York City. I'm not sure who all is on the line and where you're located, so it could be good afternoon or good evening.

I should tell you in advance that I'm used to doing in-face seminars where people just interrupt all the time and ask questions. But in this format what I'd like you to do is, as I'm going over my slides and my presentation, as Evan said, please jot down your questions and we'll have plenty of time at the end to get them answered.

The name of this presentation is *Building Bridges: A Practical Guide for Leading Global Pharma & Biotech Teams*. I want to emphasize the word "practical" because what I've done for this presentation is really loaded you up with slides -- many of which I will cover in detail, but some of which I will just note them -- with the tools that I

actually use in launching and developing world class and global teams. So you're getting my intellectual property, which I'm glad to share, because these tools have been really, really helpful.

I've worked with global teams in over 25 countries, from Montreal to Mexico City, from Seoul, Korea to Sydney, Australia, sometimes New Jersey and sometimes New York as well. And I love this work. It is really fascinating to deal with people from different cultures and different functions. And I think the complexity is what I've always enjoyed about it.

And at the same time, as I move to Slide 2, I want to share with you an exercise that we do whenever we launch a global team. It's a very simple exercise. I divide the group into halves, and I say, "You over on this side of the room, I want you to think about a dream team experience, an experience working on a team of any time, but particularly global or regional, that was a wonderful experience for you. And on the other side of the room I want you to think of a terrible experience that you've had working on a team -- global, regional or any other type of a team." They put their ideas down on a flipchart of what contributed to this either dream team or nightmare team.

The thing that I have found fascinating over the years is that if I put up those flipcharts of dream teams on one side and nightmare teams on the other, whether I'm in Mexico or Thailand or China or Korea or France, the flipcharts remain the same. I would not be able to tell which flipchart came from which part of the world.

So the point of that is to say that although global teams are highly complex and you're dealing with people who have different cultures and different languages and different time zones, what I have found is that people are people and the experiences that people want working on these global teams are more or less universal, with of course the changes that come as a result of different cultures and different company cultures as well. So again, complex. But I like to keep it simple and that's what you'll be seeing today.

So the objectives that we have today -- I'm on Slide 3 -- are to look at what do you do to launch these global teams, what are some ideas for developing these teams, and what are some ideas for how you should lead these teams? More specifically, what I hope you get out of this today is to really understand the benefits and challenges of working on these global pharma and biotech teams.

Let me parenthetically say a couple of weeks ago I was in Chicago doing a similar program for the HBA, the Healthcare Businesswomen's Association. And most of the people in the audience, who were all women, were actually working on global teams and leading global teams. So I don't know in this audience whether or not you're already working on global teams or you're anticipating working on global teams. But there will be something here I think, for both types of audiences.

I think that based on my work and our work with global teams, I think we've come up with some best practices. And so you'll be able to evaluate your team's effectiveness against those. Again, I want to share some tools with you for how to launch a successful global team, assess your global team leadership skills and learn how to build bridges over the wide range of diversity that these teams represent.

I'm on Slide 5 now. Much of the work that we've done has been captured in this book called *World Class Teams* that was written after I was doing a major whirlwind tour, going around the globe launching various global and regional teams. That's where we got a lot of our learning. And so this book captures in depth a lot of what I'm going to cover today.

Let's start off with a definition. I'm on Slide 6. For me, this is a pretty simple definition that says, "What is a team?" When two or more people are brought together and commit and hold themselves mutually accountable for a significant organizational purpose. Of course, if you're really going to be a team and succeed as a team, then each individual team member needs to align their own personal agendas or subordinate their personal agendas to that of the team.

A team is different for me than a working group. A working group of people is a group of people who just have to report to somebody administratively but aren't mutually accountable for delivering any kind of a result, whereas a high-performance team, which is what we're aiming for with these global teams, they really need to commit to a certain set of deliverables. I'll talk more about that a little bit later when we look at goal setting.

But it's important to differentiate when you're setting up these teams, are we just a loose group of people who will come together periodically to just share information -- what I call FYI -- for your information group? Or do we really need to be a high performing team? The premise of this presentation is for groups of people that really need to be a high performing team.

Before my book came out - I'm joking - this was the best book on the market -- *The Wisdom of Teams*. You can't see me smiling but I am. I like this model. I use this model with permission from the authors because I think it really does show the difference of how you need to work on team effectiveness if you really need to be a team.

What this slide shows -- I'm on Slide 8 -- is that if you're operating as a working group and need to be a team, by definition, the impact that you have on an organization's performance is limited because you're operating in silos, whereas if you need to be upper right-hand corner, a high performing team, what that says is that you're going to have to spend time on team effectiveness.

So the teams that I work with, the contract that I always engage in with a team that really wants to be a high performing team is that we come together for a launch. But that should not be the first and only time that we come together to work on the team's effectiveness.

So for example, I'm working with a group of people right now. They are a Latin American team and Africa-Middle East team. And we brought these teams to New York from those two regions in November and January. We had two different waves. We launched about ten different product teams.

By the way, I should have said in the introduction that these teams that I work with are not just commercial teams. I've worked with clinical teams and research development teams and so forth. These teams though, that I'm talking about in Latin American and Africa-Middle East, are product launch teams. So the products are already on the market.

The agreement that we have with the client is that not only did we bring them together November and January, but we had the team leaders all together back in New York in June. Then I was just in Cairo and Mexico City doing a team effectiveness session with each of these teams, so that if you really want to be a high performing team, what we've learned is that despite technology and despite cutbacks and travel budgets, it really matters when these teams are brought together face to face.

I need to differentiate, as I'm working on their slide, just to differentiate between a real team and a high performing team, I think it's an important distinction that the authors made, which is a real team can get good results for the organization but a high performing team, according to their definition, is a team that also cares about what its team members want to accomplish.

So for example, a story that relates to that, I was working with a European product team. And the team leader, after presenting his slides, said to me that he wanted to adjust the agenda the next day to make sure that he heard from each of his team members what they wanted to get out of joining this European product team. It was a situation where the team members were going to continue to work 50% of the time in their countries and then work on the European product team another 50%. He wanted to make sure that their agendas and their career goals got met in that process as well.

Moving on then to Slide 9, what is the definition of a global team? Well again, working off that definition of a team, it's a group of people who interact across global boundaries on interdependent tasks guided by a common purpose and usually are committed and accountable for high performance results, who don't perhaps report to the same boss, work in the same function, work in the same location or

country, may not even work in the same company -- that has to do with alliance teams -- may not work in the same time zone, and may not even speak the same first language.

So you can see that every time you add a “cross” -- cross-functional, cross-cultural, cross-company -- you’re adding a layer of complexity.

What are the trends? Again, I’m not going to read the slides. You have it available to you. But the biggest trends I have seen that have affected and increased the number of global teams is really technology. Technology has enabled us to kind of erase the boundaries that were held on us by geography and allowed us to bring experts from all over the globe to work on a product or work on a project. I think that’s the great thing that’s happened is that we’re now not limited in terms of our functional expertise to geography. There’s some real benefit, I think.

What I’m finding with my clients is that again, they’re not bound by the expertise. But also the benefit is that they can get efficiency benefits by, for example, forming a regional product team that puts together the product platform and the brand campaign, and then can farm it out to the country to then localize it. So there’s some cost effectiveness and cost efficiency. But also I think it’s getting really, really smart people on the global and regional team who then can look at the local markets and develop a regional or global plan that can be adapted.

I’m on to Slide 12 now. I think one of the critical things when you start up global teams is to ask yourself, what kind of structure do we want? These are just some elements of structure. Are these teams going to be permanent teams or temporary teams? Project teams tend to be more temporary, whereas brand teams and research teams tend to be a little bit more permanent.

Are they going to be located or virtual? All of the global teams I work with, some people are collocated but the team as a whole is virtual. Many of the global teams, they are matrixed so that you may report into the team leader when you sit on the team. But you’re also matrixed to your functional boss back in a department or a country.

Even though I had self-managed or leader led, quite frankly, I've not worked with any self-managed teams since probably the early '90s. I think it was a concept that came and went. Most of the teams I work with have designated leaders.

This other concept, core or core and extended, is one that I find frequently. Most of the teams that we work with have seven to eight, maybe ten core members, and then they have other extended members where other functions are brought in. The regional teams that I was talking about that I'm working with on core, medical and marketing are core on this team. And then legal and public relations and human resources are brought in. Market analytics is core.

So again, form - for me, form follows function. So how you're structured really depends on what the charter is of your particular global team. We'll look at charter in just a minute.

So again, Slide 13 summarizes what's the size, what's the composition, what are the time requirements, are you going to have core or core and extended members, who is going to be the team leader. Those are questions.

This next slide, Slide 14, kind of in a graphic way shows what can become pretty complex. This is a slide for a global publications planning team that I worked with. So you can see in the middle are the internal members of the team for medical affairs, biostat, commercial, legal, clinical and regulatory. And then we have external members of the team. So for example, agencies and investigators and key opinion leaders and the medical writers and so forth. So they were also members of this global publications planning team. Again, this just graphically shows how complex this can get.

When we're working with teams, we use a very simple model that you see on Slide 15 that says, "Okay, is this a new team or an established team?" If it's a new team, then the first intervention that we use is what we call a Team Launch. If it's an established team, then we usually do some form of team assessment. And in both cases this leads to some form of team development.

The model that we've developed that helps guide our work is the model that you see in Slide 16. The slides that follow, 17 and 18, define these elements. I am going to stay on Slide 16 because I don't need the written word. I know these elements by heart. So I'm going to stay on Slide 16 but the definitions for you who have the slides are back on 17 and 18.

So when we start launching a team, the first thing we want to do after the team is set up is to establish the team's charter and boundaries, which basically is the team's job description. The charter is its mission. Again, I'll go over that a little bit in a few minutes. The boundaries are really the job responsibilities of that particular team.

Then what we do is we help a team set up goals. Again, I'm going to cover maybe some tools that we use to do that. We definitely then want to look at who is going to play what role on the team and what competencies are needed. If there is any competency gap, how are we going to fill those? We look at what are the team processes? How are we going to work together? As I said, all of the teams I work with have a designated leader. But I firmly believe that these teams are successful only if they operate on the value of shared leadership.

Then finally, who are the key stakeholders of this team who aren't sitting on the team but who need to be understood and managed? So for example, if you've got a global team with members from different countries and different functions, clearly the stakeholders would be, for example, the country managers. It would also be the vice presidents or senior vice presidents of the functions that are being represented.

So what we do when we look at stakeholders is, who are the key people who can influence the success of this team and who gets the results of this team? Then how are we going to manage the borders that we have with them, which is really the interface between the team and the stakeholders?

So I'm going to jump ahead to repeat 16, which is flagged 19, and talk a little bit. Then I'll move on to Slide 20, which is, what do you do

when you launch one of these global teams? What are some of the processes that you should use?

By the way, quite frankly I have not launched any global or regional team without it being face to face. I'm waiting because of technology. I'm waiting for that first opportunity to do a launch via videoconference. But so far my clients have all agreed that at least for the launch, to bring people face to face.

So what do we do minimally? I've got asked that question in Chicago. Minimally, if you're going to do a launch, if you have a limited amount of time, I would say the things that you really need to do are really text focused, which is make sure that people are clear on the charter on what the goals are for the team. Then I'll show you in a minute what an accountability matrix looks like.

So what's a charter? A charter, in French, is *raison d'être*. Why do we exist? The key point that I make when we're setting up a team's charter is that no other organizational unit in this company should have your charter. It really needs to be unique. I call the charter and boundaries together - laughingly refer to it as "the sandbox you're playing in." The way to avoid, or at least lessen sandbox skirmishes with other functions, departments, units in an organization, is to be real clear on what your charter is, against what other charters might be for other units in the organization. So it's not a simple exercise. It generally takes about an hour and a half to do.

Here's some examples of a charter, starting on Slide 23. This was a global project team that was going to go to a country and help them look at their portfolio decision-making process. This actually is the charter of the regional teams I was talking about, the Latin American and Africa-Middle East teams. They really had two parts to their charter. They're supposed to deliver strategic product platforms, grand plans and core campaign. But they're also in place to facilitate the sharing of marketing and sales best practices across the region. So they have two major reasons why they exist.

Slide 25 is a tool. I developed this one day -- I think I was in Brussels -- and people were working on their charter and they were having

trouble with some verbs because I kept saying that verbs are really important because they differentiate your unit from somebody else's.

So I just developed this hierarchy of charter and boundary verbs. And as you can see from the top, it goes from really hard accountability verbs down to the bottom, which is much more soft advisory, consult, suggest verbs. You can have a team that's been formed just to provide input or consult or you can have a team that is designed to ensure something. So this is just a tool.

I talked about also once the charter's formed, then it's important that these global teams do goal setting. When I first started working the pharma industry, I would walk into the companies and the goal setting process was what I would call a Bottom-Up process whereby each function would say what they were going to accomplish that year. And then it would roll up and that would become the team's goal setting process.

Again, I was new to the industry. But naively, I said, "This makes no sense to me. If it's a team, it seems to me that the team should set its goals and then what each individual team member does will cascade from that particular team goal." So I developed this team goal setting process that I use with lots of different companies and functions and global teams. It starts with the team setting a striving goal, then setting no more than ten. I think ten is even too many goals for the year.

Let me show you on Slide 27, these are just some examples of some goals. Twenty-eight is another example. Again, I'm not going to read these to you. But then what we do once the goals are set, then we do what's called Develop a Team Accountability Matrix. What this is is a process to make sure that you're building mutual accountability for achieving the team's goals across the team because one of the things that we found with global teams is it's very easy - when somebody's located in Spain and somebody else is in New Jersey and somebody else is Australia, it's really easy to lose focus on the team's goals, particularly if you serve on a number of different teams and have country responsibilities as well.

So we think this process is a great team building process and also it's a great team accountability process. Basically, what you do is for each of your priority goals - again, ten is not a magic number. It's alliteration team top ten. Also it's a reminder to not have more than ten goals. And usually less is better. But assign a goal lead to each of the team's goals and then key support.

Visually, on Slide 31 you see a particular team with their driving goals. You don't see the actual team top. There are only four in this case and we don't have the actual goals in front of us. But you can see how you spread the wealth, so to speak, so that each member, or you try to have each member, be at least a lead or support on each and every goal. It's a really powerful process that I think works really well.

Now going back to the model, I think it's important also to make sure that you set up operating agreements. That's the part of the model that we call team process.

Again, I won't read the slide but Slide 33 and 34 and I believe 35, have examples of operating agreements that teams develop for how are they going to work together. I'm on 35 right now. I think the second bullet is a very interesting and helpful one in that they designate different local team members to coordinate each of their meetings. So it's not left just up to the team leader or any particular team member to always have to be the one coordinating it. Just an example of some operating agreements that one global team I worked with used.

Now when I ask global teams, when we do a team effectiveness session after they've been launched, and I ask them, "So which of these elements did you not spend enough time on in hindsight," the element of stakeholder management is clearly one that practically always gets identified because what happens when a team is getting started and forming is that they do spend a lot of energy on their own processes and their own goals, and how they're going to work together and so forth. It's easy. It's natural for them, particularly in the start-up phase, to forget about those stakeholders. The things that tend to kind of kick them in the rear end and get them into trouble are the lack of stakeholder management.

What I encourage teams to do at least is to map out who the stakeholders are, what kind of role they're going to have. Are they going to be decision makers? Are they going to be influencers? Are they going to be coaches for the team, or could they be a championship for innovation? That's what the pioneer is.

Now on Slide 37, what that shows is just a little worksheet that you can use to map out who is the stakeholder, what's their role, what do they need from the team, what are some issues that we may have with them, how are we going to manage them, who is going to be the board manager. The global team leader should not have sole responsibility for managing the borders with each of the stakeholders. So I think minimally, particularly if it's a situation where the global team members are matrixed to the team, everybody's got another boss. That's a key stakeholder minimally. So those are kind of some tools that we use when launching teams.

Let's move on to look at team development. These global teams, if you sit on them you know, have a lot of challenges. We talked about different cultures and languages and norms, differences in their actions, time zones. There's different stakeholders that demand different things -- the technology issue, misaligned goals. Again, I'm not going to read all of this. I think project management is an issue.

I also think that when team members are not collocated there can be disagreements, conflicts that are not so obvious as if you were walking past each other in the hall every day. That can become a problem. Then again, lack of clarity of charter and roles and responsibilities and so forth. My feeling is these teams are so fragile, particularly in the startup phase, that it's very important that you spend some time on team development.

Slide 42 shows a very simple assessment that you can use. I encourage team leaders to use this at the end of a telecom meeting or face to face, to just say, "How are we doing? What's working well? What do we need to change?" It can be done very simply and does not take that much time and can be like a little temporary health check that a team leader can use.

On the other hand, you can do a more formal team effectiveness or health check assessment. That's what we did with these Latin American, Africa-Middle East teams, is we developed a 60-question survey that covered each of these areas that you see on Slide 43. And we asked three or four questions under each and then some open-ended questions. What are the team strengths? What are some areas for improvement? I delivered those results in Mexico City and Cairo and had them in a one-day workshop so that we were looking at their results and then setting up action plans for how they were going to improve their effectiveness over the next year.

I just think this is so critical. We were lucky in that we were able to deliver these results face to face. Even if you can't, it's important early on in the life of these global teams that you do some form of assessment. I should say I pulled it out just before the phone call. The area across the teams that they felt needed to be worked the most, was they needed to balance their local versus regional time allocation accountability and responsibility. Having one foot in their country and one foot in the regional team was causing a major time management issue for them.

That's something that we're going to be working on with them this year. You also have the opportunity to get your team leaders some 360 feedback, maybe do some team member 360 feedback and to also go out and ask stakeholders and/or customers for feedback.

Slide 45 is that slide I showed you before. And it's just to reinforce that if you're really going to become a high performing global team, you've got to spend time at it. You've got to work at it.

Then Slide 46 is a reminder that if your team is dysfunctional in any way, it's probably time to go back to the basics.

Slide 47 shows some of the modules that we've been asked to help with over the year. All of our team development work, after the launch is done, is based on some form of assessment. I believe that every team's development needs to be customized. These are some of the modules that we've used and developed -- a module on team

communications; sometimes team role clarification needs to be cleaned up; team decision making is one that gets asked for frequently; conflict management; and last year I was asked to design a program on team emotional intelligence. So we now have a team emotional intelligence survey and some training materials for the team.

I added Slide 48. We won't have time to really go over this in depth. I have worked with global teams in the pharma and biotech space that are also alliance teams which, again, adds another cross. So now we've got cross-cultural, cross-functional, and now we have cross-country when you add the alliance team aspect to it.

I said earlier that I love my work. I do. I really do. When I started the global team work I was really excited to be going around the world doing this work. But when I got my first opportunity to work with an alliance team, I really - well, it was a wonderful experience. I had a great first experience at it because my first alliance team wasn't a cross-cultural. One alliance team was located in Massachusetts and the other one in California, although somebody did say that between the East Coast and the West Coast there were a lot of cultural differences. I would not characterize that as a global team. It was a wonderful way for me to get my feet wet, working with alliances.

I'm working with an alliance now that one company is in Massachusetts and California, and the other company is located in Brussels and the UK. They formed a global development team. The team is not a marketed product yet. They're just in phase 2. So that is really a complex team.

I just added Slide 48 in here to just say these are some of the elements of complexity that need to get addressed when you're working with alliance teams that are global alliance teams.

Finally, I want to take a moment to look at leading these global teams and what it takes to be successful. First of all, I think that to just be on a global team demands potentially an additional set of competencies that you don't necessarily need when you're located in just a local team. You always need team members to have functional expertise. I think technology savvy is even more critical when you're on a global

team because that's how you're getting your work done. Project management is important but again, you have the issues of the remote aspects that makes these competencies very challenging.

Relationship building and trust building are difficult when you've got remote teams that don't come together very often face to face. All of your interactions are either with technology, emails, whatever, and/or telephone calls and videoconferences. And it's really hard to build trust.

I think that another element is that in some of these global team members there could be a feeling of isolation because their team members are located all over the world. While they have colleagues sitting next to them in an office or a cubicle or whatever, they can feel remote and distanced from their other global team members. I think it's important that you have really good self-motivation people on your team who have a lot of discipline. Of course, then it becomes the problem of how do you manage meetings and how do you give performance reviews over the telephone, and that sort of thing. Those are all issues.

In terms of tips for effective leadership of global teams, I think you can divide that -- I'm on Slide 52 -- between what it takes to manage paths effectively and what it takes to manage relationships effectively. I think that these global teams need much more formal structures and processes, like calendared meetings and things like that so that you can manage the task process. Having a good project management system works really well.

Again, I think that -- Slide 53 -- the team leader needs to be really technically savvy. But don't overdo the bells and whistles because not everybody is in the same place personally, nor are their locations necessarily in the same place technologically. So it's almost like you have to work with the least common denominator.

In terms of relationships, I think that being a global team leader is probably one of the most complicated jobs there is. Somebody said it's like being an orchestra leader and your orchestra of members are all over the globe. And you can't see them, unlike the Philharmonic

where he's got everybody in front of him or she's got everybody in front of her.

But it's being like an orchestra leader, as I said, when you have far-flung orchestra members. I think it's very important that you select these global team leaders very carefully and get 360 feedback for them. Get team effectiveness assessment feedback for them so that you can really develop them, because it's a great job. I always say to groups of global team leaders that if you do this well, your career will be in good shape because it's a small population that can really be effective.

I'm on Slide 55 now. And I just want to note something about that top bullet, about being patient. I'm thinking about a woman who's a client of mine who had a new Japanese team member that just was not getting on board as quickly as she wanted him to be. She knew he played golf and she plays golf. So what she did was she just picked up the phone and said, "Get your clubs ready. Get us a tee time. I'm coming to Japan to play golf with you."

She really didn't have the time to do that, she told me. But she just said - and I was coaching her. She said, "You know what? I think this is going to be the best thing to do to get this guy on board," because he was really going to be a critical team member. So that's what she did and things have been great ever since she did that.

Slide 56 is the Chinese symbol for danger and opportunity. Slide 57 is a picture of Janus, the god. Both are a reminder that these teams are really complex, that you need to look inside and outside at the same time, and they present a lot of complexity but a lot of opportunities as well.

Then my final Slides, 58, 59 and 60, really just summarize some of the things that we've been talking about today. I think that with these global teams it's really important for the team leader and the team members to use whatever technology or processes to make sure that you are building relationships because that's, I think, the most difficult part of these global teams that needs to be managed. Thank goodness

we've got things like Facebook now and that type of thing that can be adapted and used to help build these relationships.

Let me end my presentation just by saying there's some resources on Slide 61. In addition to our book, we've developed several eBooks that are available on our Web store. Then I put my client list and my bio at the back of the presentation.

So I've gone through this pretty quickly. I hope you have some questions and I'm going to open it up for that.

Evan Pollock: Thank you very much, Lynda. Members of the audience, we would now like to take your questions. If you would like to ask a question, simply press star 1 and an operator will queue you when it is your turn. Again, that's star 1 and the operator will be with you.

As moderator I would like to take the liberty of asking the first question. Lynda, with technology getting increasingly better, do global teams really need to meet face to face?

Lynda McDermott: Well Evan, I think I covered that but let me reiterate that again. I just can't emphasize enough how important it is minimally to pull people together face to face for two days. It can be done in two days so that you have an opportunity to break bread and do something social. I think it's really important that you bring these global teams face to face.

I asked the audience in Chicago how many - just for a range of answers to this - how often are they meeting with their global teams. The minimum I heard was once a quarter. I actually heard from one woman. I don't remember what company she was with but her global team comes together once a month.

These regional teams that I'm working with in Latin America and Africa-Middle East, they have come together in this last year, including the launch, three times plus this final meeting we had where they rolled out their core campaign. So they're meeting about once a quarter. I think the more you can do it, the more productive.

I have to tell you that these teams - this team effectiveness survey that we did, on a scale of 1 to 10 across the teams, African-Middle East, the average score was 7.82 on a scale of 1 to 10 in terms of overall effectiveness. I have not seen that high of a score for a global team in its first year. I would submit it's because they've met several times face to face.

Evan Pollock: Thanks very much. Again members of the audience, simply press star 1 and the operator will queue you when it is your turn. (Michelle), do we have anyone in the queue at this time?

Operator: Yes. We'll go first to (Mike) in Cambridge.

Evan Pollock: Go right ahead, (Mike).

(Mike): Yes. It's really two questions. One is, maybe you can comment on the idea of having us do reporting. And how is that managed globally by having individuals report into the team leader as well as into their functional department? And how are things like performance reviews and salary adjustments handled in those situations? So that's one.

And then the other is the concept of having individuals not only working on one team but they may be on multiple teams. And how do you get individuals to commit to your team when they also have commitments to other teams, and doing that effectively?

Lynda McDermott: Thank you. Let me take the first one. Actually, that team effectiveness survey I mentioned that we just did, the time management issue was one issue, which I think speaks to your second question.

The other thing they said that needed to be worked on this year, meaning 2009, is that they have a global performance management system. But not 100% of the people who are serving on the global team have integrated their global team objectives with their other objectives to their functional boss. So they know - everybody knows that this is definitely something that needs to be worked on this year.

My answer to you is I think the goal setting process that I showed you earlier is a way of getting clarity around who's responsible for what. But in order to put accountability and put teeth into it, I really believe those objectives need to be part of that individual's overall objectives, whether or not they work just on one team or multiple teams.

This next year as well - this year we got the team some feedback. Next year we've got to work on the performance management feedback system because there isn't anything - there's nothing in place to legitimize the global team leader giving feedback back to the functional boss. I mean, they could pick up the phone and do it but they need to be legitimized to do that. That's something that we need to be putting into place with these teams that I'm working with now because that's what we've put into place before.

So did I answer that question, the first question at least?

(Mike): So it sounds like that's being put in place. We're sort of facing some of those same challenges in what we're doing here in terms of moving a committee, a functional type structure, into a more team responsibility structure where the team leader has input into and does those reviews and objectives, and balancing that with the functional structure. Or it's something that is kind of evolving. I just wanted to know if you had any thoughts and guidance on how to implement that.

Lynda McDermott: I think minimally what you can do, what I've helped teams with, is to get the objectives at least rolled up, as I said before.

Then also, if the organization has any kind of a competency model, minimally let the team leader evaluate the competencies so that the team leader is giving feedback to the functional boss on two levels. One is what the person has accomplished against their objectives and how they've been doing it. How are they performing as a team member? I would do that.

The other thing I think you asked me if I recall, was what happens when people work on multiple teams. In pharma, for me that's more the norm than not, is that they work on multiple teams. Frankly, that accountability matrix worksheet that I showed you, that's a great -- not

the worksheet itself. But the process by which the team establishes leads and support for its goals is a wonderful way of accommodating and accounting for that.

For example, if the team is setting goals and functionally, it makes sense for Mary to be the lead on this goal because it's a biotech goal or whatever. But Mary says, "Time out, guys. I'm not only on this team. I've got this team and this team. And this is where we are in their goals and their development cycle. And I just can't take that on as the lead. I'm happy to support. Could somebody else do the lead?" That's been a wonderful thing that we've seen that helps people accommodate to that.

The other thing is that you've got to constantly be giving the team leader feedback. If you sign on for a goal and then something else happens on the other teams that you're on that demands your time, you've got to engage all the team leaders in looking at, well, what's in the best interest for the company as a whole.

Evan Pollock: (Mike), does that answer your question?

(Mike): Yes. Thank you.

Evan Pollock: Thank you very much. (Michelle), do we have anyone else in the queue at this time?

Operator: No, sir.

Evan Pollock: One more time, folks. Press star 1, please and an operator will queue you when it is your turn.

Lynda, I do have another question, if I may ask. What are the critical factors - I know you've touched on the global alliance teams. What are the critical factors leading to global alliance team success?

Lynda McDermott: Well I think you start off with - actually, I had a slide earlier. I think it's very, very important that you do the chartering and the goals in the roles process.

I think what happens with these alliance teams – again, another form of complexity – is that simply that if you’ve got a partner that’s never been in an alliance, the charter and the goals and the roles are what’s going to drive the work that needs to get done. I have found that the biggest breakdown in trust on alliance teams is because I thought you were going to do something and you didn’t deliver. Therefore it’s really impacting the trust issue. So if you can at least up front get clarity on the charter and the goals and the roles, I think it goes a long way.

I also think it’s really important that you do frequent health checks with these alliance teams because you’ve got that added complexity of another company. By definition, there’s a geographic issue. Even if they’re down the road, there’s a few graphic issues because you’re not collocated. Things can happen.

What I have found in alliances is that - what did somebody say the other day in a session I was running? The stakeholders in alliances start to meddle. The stakeholders that aren’t on the alliance team can really start to meddle. All stakeholders can meddle. But on alliance teams there seems to be more meddling that goes on around the stakeholders that aren’t on the team. I think stakeholder management is also something that’s really critical.

Evan Pollock: Thank you, Lynda. Again folks, star 1 to ask a question. (Michelle), do we have anyone in the queue at this time?

Operator: No, Mr. Pollock.

Evan Pollock: Thanks very much. Lynda, another question for you. What are the characteristics of the most effective global team leaders?

Lynda McDermott: Well I don’t want to reiterate the slides that I had. But if I think about the competency that is most critical, I would have to say that I think that the strategic competency is most critical for global team leaders because leading a global team, they’ve got a number of functions reporting in to them -- probably only one of which they have a lot of experience.

So if you have a global team that's got medical and marketing and that sort of thing, and you've just come out of marketing, that's going to be your primary frame of reference. You've got to stay kind of above the cross-functional fray, if you will, and keep a strategic perspective on the cross-functionals, on the market.

I also think that I talked about the patience factor. So for the competency it's strategic. The characteristics I think that uniquely define the steps for these global team leaders is the ability to balance the empathy and respect that your global team members want and deserve, with all their language differences and cultural differences and demands going on, particularly if it's a matrix team, that you really have to balance that though with a strong sense of accountability and keeping your team members on task, keeping them meeting their milestones and their deliverables.

So I think it's an art to be able to balance both the patience and the empathy with a strong project management and accountability focus. Not everybody is capable of doing that, so it's a great job if you can do it.

Evan Pollock: Thank you very much. Again folks, star 1 to ask a question. I'll check one last time. (Michelle), do we have anyone in the queue?

Operator: No, sir.

Evan Pollock: Then we will wrap up for today. I'd like to thank Lynda McDermott. And I'd also like to close with some additional information.

First, a reminder. In the email we sent out containing the dial-in instructions, we also included directions for accessing an online evaluation form. Please take a few minutes after the conference to fill out and submit that form. Your feedback is key is guiding our continuous improvement process so that we can bring you the highest quality audio conferences possible. Thank you in advance for your feedback.

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request one. On behalf of ForeignExchange Translations and FXConferences, I would like to thank our speaker today, Lynda McDermott, and also thank you the conference attendees for your participation.

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END