

Agenda

Tufts CSDD Leadership for Drug Development Teams

TUESDAY, JULY 12, 2011

Registration and Continental Breakfast 7:30 AM

Program Begins 8:30 AM

- 1. Introduction** Merle Kummer, MBA, Principal, Kummer Consulting
 - *Presentation and discussion:* Try out new leadership practices that build collaboration across organizational boundaries.
- 2. Foundations of Cross-Functional Leadership** Robert W. Putnam, Ed.D., Partner and Co-Founder, Action Design
 - *Interactive presentation:* Understand the conversational building blocks of effective cross-functional leadership.
- 3. A New Leadership Model for Pharmaceutical Teams** Merle Kummer
 - *Case presentation and discussion:* Redefine your responsibility as a leader from managing action to building knowledge for decisions.
- 4. Create More Productive Conversations** Robert W. Putnam
 - *Skill practice using actual cross-functional vignettes:* Recognize clashing perspectives and move difficult conversations forward.

Lunch

- 5. Establish Decision-Making Rights** Merle Kummer
 - *Interactive case workshop:* Enable your team to resolve uncertainty over who has authority for critical project decisions.
- 6. Bridge Boundaries in Cross-Functional Teams** Robert W. Putnam
 - *Hands-on application of new tools to more complex challenges:* Improve team performance by working through differences in culture, organizational structure, and conversational routines.
- 7. The Current Environment of Pharmaceutical Innovation** Kenneth I Kaitin, Ph.D., Director, Tufts Center for the Study of Drug Development
 - *Presentation and Q&A:* Understand the importance of leadership skill in meeting the industry's productivity challenge.

Networking Reception – Concludes 7:30 PM

WEDNESDAY, JULY 13, 2011

Continental Breakfast 8:00 AM

Program Begins 8:30 AM

- 8. Organizational Cycles** Merle Kummer
 - *Case exercise:* Address the root causes of departmental silos.
 - 9. Put Leadership Skills into Action** Robert W. Putnam
 - *Practice using new tools in real-time settings:* Lead productive conversations in cross-functional teams about critical issues of substance.
- #### Lunch
- 10. Improve Performance - Case Teams**
 - *Intensive casework in small teams:* Practice more effective leadership for real team problems.
 - 11. Action Planning**
 - *Map out ongoing skill development:* Commit to building the leadership practices that will be most powerful for you.

Adjourn 5:00 PM

Registration: http://csdd.tufts.edu/courses/description/leadership_course

For more information, please contact Merle Kummer 617-489-9964, mkummer@kummerconsulting.com