

Leadership Lessons

The Beatles – A Leadership Example

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Connecting a World of
Pharmaceutical Knowledge

Introduction / Outline

How this concept came about?

- Lehigh BS ChE
 - Music Minor
- University of Strathclyde
 - MSc Pharmaceutical Quality & Good Manufacturing Practice
 - Quality Leadership class



- Applicability
- Practicality – Steve Jobs
- The Leaders
- 4 General Categories
- 17 Leadership Attributes
 - Definition
 - Examples from The Beatles
 - An Application



Leadership – Applicability

- Leadership isn't limited to a designated role
- Applicable to everything you do:
 - How you manage your time and performance
 - Projects
 - Teams
 - Organizations
- A “Perfect Storm” of complicated circumstances



Steve Jobs' Quote



2003 CBS-TV "60 Minutes"

www.cbsnews.com/8301-504803_162-20116402-10391709.html



Steve Jobs' Quote

- **“My model of business is the Beatles.** You know, they were four very talented guys who kept each others' kind of negative tendencies in check. They balanced each other and the sum was greater than...the total was greater than the sum of the parts. And that's how I see business. You know, great things in business are never done by one person. They're done by...they're done by a team of people. And we've got that here at Pixar. And we've got that at Apple as well. And so, that's what lets me do this.”
- “Well, you know, what the Beatles...when they were together, they did truly brilliant, innovative work. And when they split up, they did good work, but it was never the same. And I see business that way too. **It's really always a team.**”



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Who Were The Leaders?

- John Lennon
 - Determination, perseverance, impulsive, risk taking
- Brian Epstein
 - Marketing, credibility, conviction, manager
- Paul McCartney
 - Workaholic, perfectionist, general musical skill
- George Martin
 - Disciplined, orderliness, openness, fairness
- The Beatles' Democratic (Veto) Process



General Leadership Categories

- Team Development (Attributes #1-5)
- Customer Focus (Attributes #6-8)
- Work Execution (Attributes #9-10)
- Mindsets & Attitudes (Attributes #11-12)



#1 – Build a Great Team

- A leader will understand the skills needed for the team, and build and develop a great team with complementary skills.
- Leadership requires humility, and understanding the team's and one's own limitations.
- Recruit the missing elements needed for success.
- Building a great team is the key to ongoing success.



#1 – Build a Great Team

Examples from The Beatles

- Paul
- George
- Ringo
- Hurricane Smith
- Geoff Emerick
- Alan Civil, David Mason
- Eric Clapton



Application

- Determine what skills are needed for your project or organization.
- Who impresses you?
- Hire slowly, fire quickly
- Get the (temporary) expert help as needed

#2 – Create a Vision

- A leader sets direction for the team.
- The leader must create a vision of excellence and the leader must portray a sense of confidence that the vision will be achieved.
- A leader must create the vision, though this doesn't have to be done in isolation, and may even be better if done with the team.



#2 – Create a Vision

Examples from The Beatles

- “To the toppermost of the poppermost”
- Pressing on despite obstacles and set-backs

Application

- Vision
- Mission statement
- Communicated
- Indoctrinated
- Reinforced



#3 – Allow Constructive Criticism

- Enable a team environment where there is the freedom to challenge and critique, all while maintaining loyalty to the team and respect for all the team members.
- Such an environment will serve to *keep each others' negative tendencies in check* (as stated by Steve Jobs).



#3 – Allow Constructive Criticism

Examples from The Beatles

- The Democracy
- The 4-Headed Monster
- *Ob-li-di, Ob-la-da*

Application

- “Blame free” culture
- Lessons learned
- Team building
- Ground rules for critiques
- Recognize & appreciate honest feedback



#4 – Involve Everyone

- The leader must make certain everyone is involved and contributing.
- Team members who aren't involved may become distracted, lose enthusiasm or grow to be a source of discontent.



#4 – Involve Everyone

Examples from The Beatles

- *Everybody sing*
- Few solo efforts

Application

- Monitor workloads and involvement
- Consider cross-training to involve everyone and share the workload
- Keep everyone apprised of progress and when they'll be needed
- Over-communicate



#5 – Enable Teamwork & Hard Work

- Success almost always requires an investment of extensive hard work through teamwork, for a period of time, during which the team learns how to work together.
- The leader must lead by example, working hard and facilitating/encouraging the team to work hard when the opportunities arise.



#5 – Enable Teamwork & Hard Work

Examples from The Beatles

- Hamburg
 - Expertise develops after “10,000 hours”
- The Ed Sullivan show
- *Got To Get You Into My Life*
- *Strawberry Fields Forever*



Application

- Lead by example
- Opportunity is often dictated by availability
- Appreciate good efforts
- Set expectations for effort & quality of work; liberally reward good effort with flexibility

General Leadership Categories

- Team Development (Attributes #1-5)
- **Customer Focus (Attributes #6-8)**
- Work Execution (Attributes #9-10)
- Mindsets & Attitudes (Attributes #11-12)



#6 – Make a Value-Added Product

- Customers usually dictate what is value-added
 - Understand the need in the market
- Leaders must understand who the customers are and what they value, in order to give and optimize value.



#6 – Make a Value-Added Product

Examples from

The Beatles

- No filler album songs
- Almost every song uniquely approached
- Sgt. Pepper packaging

Application

- Determine all of your customers (internal & external).
- Determine what customers value?
- Peter Drucker



#7 – Use Risk-Based Decision-Making

- The leader must make the team aware of risks to the customer, risk-based decision making and prioritization, and the law of diminishing returns.



#7 – Use Risk-Based Decision-Making

Examples from The Beatles

- They often sought recording perfection, but...
- *From Me to You*
- *I'll Get You*
- *Good Day Sunshine*
- *Sgt. Pepper (reprise)*



Application

- Understand the industry's main risks:
 - Patient safety
 - Drug product quality
 - Public perception
- Risk management does not merely mean it is okay to take risks

#8 – Excel Where the Scrutiny is Greatest

- A leader understands that some aspects of the product routinely receive greater scrutiny by the customer, and communicates this knowledge to the team.
- A leader makes certain that the aspects that are more scrutinized are excellent, without sacrificing the quality for the product as a whole.



#8 – Excel Where the Scrutiny is Greatest

Examples from The Beatles

- Unique beginnings & Great Endings
- *A Hard Day's Night*
- *I Feel Fine*
- *She Loves You*

Application

- Reports
 - Executive Summary
 - Conclusions
- Grab the reader's attention
- Concise
- Unambiguous



General Leadership Categories

- Team Development (Attributes #1-5)
- Customer Focus (Attributes #6-8)
- **Work Execution (Attributes #9-10)**
- Mindsets & Attitudes (Attributes #11-12)



#9 –Optimize Processes

- A key to optimal productivity for an organization or a team is the creation of an efficient, repeatable process.
- Whatever the main product, the leader should focus efforts to optimize the processes that generate that product. Often, when efficiencies are gained, stress is reduced and a more innovative and productive environment is created.



#9 – Optimize Processes

Examples from The Beatles

- Song-writing approach
 - Come with an idea
 - Scheduled
 - Consistency
 - Friendly competition

Application

- Thoroughly understand the process
- Reduce complexity
- Optimize
 - Repeatability
 - Automation



#10 – Strive for Continuous Improvement

- A leader must be willing to constantly improve, and must understand that without a drive to develop, what is current may become antiquated and what is 'cutting edge' may become dull.



#10 – Strive for Continuous Improvement

Examples from The Beatles

- Didn't want to simply repeat what they had before
- Harmonica, Piano, Sitar, Bongos
- *Oh Darling!*

Application

- Constantly ask: "How can I / we improve?"
- Invest in training & education
 - Allow time for training
- Use metrics
 - You can't manage what you don't measure!



General Leadership Categories

- Team Development (Attributes #1-5)
- Customer Focus (Attributes #6-8)
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- **Mindsets & Attitudes (Attributes #11-12)**



#11 – Keep Your Commitments

- A leader must keep commitments to the team. Though circumstances may require resetting timelines and expectations, the regular failure to keep commitments shows a potential lack of concern for the team or even a lack of integrity.
- The leader who does not keep commitments may be considered untrustworthy by her or his followers.



#11 – Keep Your Commitments

Examples from The Beatles

- Even after great success, they kept their touring commitments

Application

- Planning projects
- Tracking action items
- Budget time
 - Emergencies
 - Recovery time
- Delegate



#12 – Be Generous & Humble

- A leader should be generous. Give without strings attached.
- A leader must have enough humility to allow others to take the lead at times.
- Relinquishing leadership, at times, should be a sharing or a delegation of authority and not an abdication of responsibility.



#12 – Be Generous & Humble

Examples from The Beatles

Hit songs given to:

- Rolling Stones
- Peter & Gordon
- The Beatles' *Democracy*

Application

- Encourage & support others to do their best
- Give others your time & opportunities
- Be willing to delegate
- Beware of craving reward & notoriety



General Leadership Categories

- **Team Development**
- **Customer Focus**
- **Work Execution**
- **Mindsets & Attitudes**



Leadership Attributes

1. **Build a Great Team**
2. **Create a Vision**
3. **Allow Constructive Criticism**
4. **Involve Everyone**
5. **Enable Teamwork & Hard Work**
6. **Make a Value-Added Product**
7. **Use Risk-Based Decision-Making**
8. **Excel Where the Scrutiny is Greatest**
9. **Optimize Processes**
10. **Strive for Continuous Improvement**
11. **Keep Your Commitments**
12. **Be Generous & Humble**



Questions?

Thank You!

