MCE

READY-TO-RUN IN-COMPANY



Leading Successfully in Pharma & Biotech Matrix Organizations

PHARMA & BIOTECH

READY-TO-RUN

What is a **Ready-to-Run** programme?

MCE's Ready-to-Run programmes are standard MCE programmes delivered to one organization at a time. There are no public sessions or individual registrations.



01

Standard content

The programme is delivered as designed: the same seven modules for every group.

02

Your team only

Only participants from your organization are in the room.

03

You choose the logistics

Dates, group and format: on your site, at a venue or online.

How does Ready-to-Run compare with other MCE formats?

	Open programme	Ready-to-Run	Custom programme
WHO ATTENDS	Individuals from different organizations	Your team only	Your team only
CONTENT	Standard	Standard	Designed for you
DATES & LOCATION	Scheduled public sessions	You choose	You choose
A GOOD FIT WHEN	You are developing one or a few people	You have more than three people to train	You need content designed for your organization

More than three people to train?

If you plan to send several people to an open programme, a Ready-to-Run programme for your team is a practical option to compare.

Request a quote >

Leading Successfully in Pharma & Biotech Matrix Organizations

Lead with confidence across the matrix — through influence, not authority.



Why This Programme Matters to You

In a matrix pharma organization, you rarely control the people and resources you depend on. Results come through influence, and the environment is full of ambiguity, competing priorities and overlapping reporting lines.

It's a real leadership challenge: keeping momentum and alignment without formal authority, communicating strategy as shared purpose, and staying adaptable when the situation keeps shifting.

This programme builds how your leaders operate in that world — matrix leadership, influence without authority, and the adaptive behaviours that drive alignment and responsiveness while keeping compliance and rigour intact.

Competences

- Matrix leadership
- Leading through influence
- Strategic communication
- Navigating ambiguity
- Adaptive leadership

Who Is It For

You lead in a matrix, achieving results through people and functions outside your direct control. You want to lead with more confidence, alignment and momentum across those boundaries.

Experienced Managers

Senior Managers & Directors

Learn, Practise and Use

- **Lead** effectively across matrix structures and reporting lines.
- **Get** results through influence rather than authority.
- **Communicate** strategy as shared purpose.
- **Manage** the stakeholder ecosystem you depend on.
- **Navigate** ambiguity and complexity with confidence.
- **Balance** competing priorities without losing alignment.
- **Stay** adaptable while protecting compliance and rigour.
- **Clarify** decision rights and turn conflict into commitment.
- **Leave** with a plan to lead your matrix more effectively.

PRACTICAL INFORMATION

DURATION
3 days

BUSINESS IMPACT

Enables leaders to drive stronger alignment, improve responsiveness, and create greater organizational agility while maintaining compliance and operational excellence.

Click here for dates, locations and full programme outline

Programme Modules

1

The Reality of Matrix Leadership

Global teams, affiliates, medical, market access and regulatory all have a say in the same decisions. You look at how work really gets done in your matrix: where influence moves things forward, and where decisions get stuck.

2

Leading Through Influence

Many of the people you rely on don't report to you. You work on the kinds of influence that work without authority, such as credibility, a clear business case and give-and-take, and practise using them with colleagues who don't have to say yes.

3

Communicating Strategy as Shared Purpose

A global strategy can feel distant to an affiliate fighting for reimbursement. You practise explaining strategy in a way that each function and country sees as its own, so people act on it rather than simply agree with it.

4

Managing the Stakeholder Ecosystem

Your results depend on people inside and outside the organization: global and local leaders, medical, compliance, partners and sometimes payers. You map who really matters, what each of them needs, and where to spend your limited time.

5

Leading Through Ambiguity

Reorganizations, changing priorities and overlapping roles are part of matrix life. You build the habits that keep your team focused and moving when roles are unclear, without cutting corners on compliance.

6

Clear Decision Rights and Productive Conflict

In a matrix, slow decisions usually come from unclear ownership. You practise agreeing who decides what, escalating early, and turning conflict between functions, or between global and local teams, into decisions people commit to.

7

Your Matrix Leadership Plan

You apply what you have learned to a real situation, such as a launch, a cross-country project or a stalled decision. You leave with a clear plan: who to involve, what to clarify, and which conversations to have first.



Learn

the key business skills and knowledge you need for your management role today and tomorrow



Practice

the skills you learn and get feedback, recommendations and coaching



Use

what you learn and practise as soon as you get back to your office

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