MCE



The Future Pharma Leader

PHARMA & BIOTECH

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Grow into the leader who takes your organization forward through disruption, complexity and change.



Why This Programme Matters to You

The pressures rarely come one at a time. Patent cliffs eroding revenue, portfolios shifting to specialty and precision medicine, payers and HTA bodies gating access, pricing under public scrutiny, AI arriving fast, and reorganization never far away. Any one of these would be a full agenda. You're leading through all of them at once.

And you're doing it with people — across science and commercial, across global and local — while patient safety, compliance and scientific integrity stay non-negotiable no matter how much pressure you're under to move faster.

This programme is space to step back and sharpen how you lead through exactly that: the agility to stay clear under pressure, the credibility to lead across very different teams, and the steadiness to keep people with you through constant change. You leave with tools you can use on Monday.

Competences

- Strategic agility
- Driving transformation
- Cross-functional influence
- Global–affiliate leadership
- Inspiring teams

Who Is It For

You lead a team, function or business in a pharmaceutical or biotech organization, and you're accountable for taking it through constant change. You already lead with authority — now you want the agility, judgement and reach to lead at the next level.

Senior Managers & Directors

Learn, Practise and Use

- **Cut** through the forces hitting your business — patent cliffs, access pressure, precision medicine, AI — to a clear leadership agenda.
- **Drive** change and adopt new technology decisively, without crossing the safety, compliance and integrity lines you can't move.
- **Earn** credibility across scientific and commercial teams and get them building the same thing.
- **Lead** and align across the global–affiliate gap.
- **Keep** your best people motivated and performing through reorganization and cost pressure.
- **Make** confident calls when the data is incomplete and the downside is real.
- **Pull** the wider functions you depend on — medical, market access, regulatory — in the same direction.
- **Leave** with a personal leadership plan and a peer network facing the same challenges.

Practical Information

Duration

3 days

Business Impact

Develops leaders who can hold performance while guiding the organization through disruption — sharpening decision-making, cross-functional execution, and the leadership bench pharma's next decade depends on.

Click here for dates, locations and full programme outline

Programme Modules

1

The Forces Reshaping Your Business — and the Shifts You Must Lead

The pressures are real and simultaneous: patent cliffs, portfolios moving to specialty and precision medicine, payers gating access, AI arriving fast, reorganization never far away. You cut through them to a clear view of what's actually moving your business — and leave with the two or three shifts only you can lead.

2

Leading Change at Speed — Inside Pharma's Guardrails

You're pushed to move faster and transform, including with digital and AI, but patient safety, compliance and scientific integrity can't be traded for pace. You work on driving change decisively inside those constraints — making clear calls, cutting what doesn't matter, and knowing which lines never move.

3

Leading Across Science and Commercial

You lead people who don't speak the same language: scientists and clinicians who trust evidence and rigour, commercial teams who move on markets and speed. You work on bridging the two — earning credibility with both, translating between them, and getting them building the same thing instead of pulling apart.

4

Leading in the Global–Affiliate Matrix

Global strategy meets local reality, and you're accountable across the gap. You strengthen how you align headquarters and affiliates, and how you pull the wider functions you depend on — medical, market access, regulatory, commercial — in the same direction without owning them.

5

Keeping Teams Engaged Through Constant Change

Restructuring, cost pressure and shifting priorities wear people down, and your best scientific and commercial talent has options. You work on keeping teams motivated, engaged and performing through sustained change — and leading with a steadiness people stay for.

6

Your Future-Ready Leadership Plan

You pull it together into a concrete plan: the shifts you'll lead, the capabilities you'll build, the habits that keep you ahead. You leave ready to lead differently on day one.



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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