

POST EVENT

Adapt or Die

Battle Tested Principles of Leaders



May 9 & 10, 2018, Gettysburg, PA

MEETING SUMMARY

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Battle Tested Principles of Leaders

The Zensights Adapt or Die senior leadership series took a new twist by expanding the conference setting from just a meeting venue to include a guided tour of the famous Civil War Battlefield at Gettysburg, PA. Leadership manifests itself in many ways and seeing the actual location of so much human carnage illustrated the results of some good decisions and conversely, poor decisions that were made during that epic three-day battle.

The Civil War represents the bloodiest conflict in our Nation's history, which makes sense, given that all casualties were American. Truly a brother against brother conflict. Since the Revolutionary War in the late 18th Century, to the current conflicts in Afghanistan, our country has sacrificed over 1.2mm lives in support of our freedom and half, 620,000 of the casualties came from the Civil War alone. Gettysburg represented ~ 50,000 casualties in just three days, so clearly a heavy human toll and the costliest of all Civil War battles.

This meeting recap is not to be a history lesson, but more of a backdrop on how important leadership style and effectiveness plays such a critical part of running a pharmaceutical company or a division in Afghanistan. The illustrious panel consisted of both senior US Military officers as well as senior pharmaceutical business executives.



Even 155 years later, today's soldiers come to visit this hallowed ground.

This granite monument located at the summit of Little Round Top, commemorates the 91st Pennsylvania Regiment commanded by Lt Col. Joseph Sinex and recognizes the 258 men who successfully defended this critical embankment.



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Goal of the Adapt or Die senior leadership meetings

Bob Jansen, Zensights CEO met General Rick Lynch over a decade ago at a senior leadership retreat. As many have attended these types of conferences before, one typically loses touch with your fellow attendees. But not with Rick and Bob as they formed a bond that has grown stronger each year. They have joined forces to help support the US Military and the Pharmaceutical Industry, a passion of both men. Since then, Zensights has hosted 10 Adapt or Die Senior Leadership meetings with the sole goal of helping to elevate the good work accomplished by both institutions. The US Military has seen a tremendous positive change over the past several decades and the pharmaceutical industry's reputation continues to be overshadowed by the actions of a few rogue investors / decision makers. In our own way, these meetings illustrate that strong, adaptive leaders, with a solid moral compass, can make a difference, one company at a time.

Learning from history and from actual events on the battlefield, both past and present, illustrates the dynamics of those leaders who accomplished their goals, whether it be a military objective or running a modern business in today's regulated pharmaceutical industry.



Bob shares his passion for both the US Military (his father was a B52 pilot during the Vietnam War) and the pharmaceutical industry and why Zensights hosts these dynamic Adapt or Die senior leadership meetings each year.



Major General (Retired) Barrye Price explaining the battle movement from the commanding vista on Little Big Top which clearly shows the strategic advantage this location holds.

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Past and present US Military leadership communicating their personal experiences under combat and leadership under pressure remains the same, both in 1863 and in modern times.

Panel one (left to right)

Major General (Retired) Joe Fil,
Major General John Charlton, Lt. General (Retired) Rick Lynch,
Major General (Retired) Barrye Price, Brigadier General Michael Tarsa

Panel One

Modern Decision Making - US Military style

This illustrious panel consisted of current and active senior military leaders, who all saw combat during their tour of duty in the various Iraq invasions. The stories were compelling and riveting as we heard their first-hand stories of what modern warfare means today.

Hearing from Major General (Retired) Joe Fil, we got a better understanding on what a senior military leader does and how his 'day job' is not at all like what the average US worker goes through. General Fil rose to the level of Division Commander, with 3 tours in Iraq while on active duty. The need for Accountability is paramount, because literally people's lives are at stake. The hardest part of his job was leading the young men

and women into harm's way. During The Surge, General Fil experienced 133 soldiers who made the ultimate sacrifice. This type of experience requires that you have to fortitude to have a steady manner when danger and uncertainty is all around you.

General Fil relied on the following attributes to maintain his composure while on active duty in both Desert Storm and Desert Shield.



Major General (Retired) Joe Fil explains how he kept his sharpness during Desert storm, knowing that lives depended on his effective judgement.

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- **Sleep**
- **Fitness**
- **Faith**

He also stressed the need for Accountability, at all levels. Are you a leader that can accept as well as give truly honest feedback? Often rank or seniority will cloud honest, upstream information flow and there are consequences to this.



Major General John Charlton articulated how chaotic war is and how effective leaders adapt as needed.

Major General John Charlton spoke about his firsthand experience on why you need to have alternatives, as plans usually change. Your competition or the enemy isn't following your plan, so dexterity is a prudent course of action. During Operation Iraqi Freedom, General Charlton saw how the battlefield changed

rapidly when 10 days into the action, they had to literally change direction without proper maps or intelligence. As soon as they stopped to reconnoiter their situation, they came under constant enemy artillery fire. Talk about a test of leadership – can't stop, not sure where you are going, but you move on. Don't over analyze this situation (Paralysis by Analysis) as there are times you have to act decisively, as General Charlton experienced during the Iraq conflict.

Mission Command – as a leader, one needs to make sure the team (troops) understand What needs to be done and Why the task is being accomplished. When you share the larger picture,



"Brothers in Arms" **Lt. General (Retired) Rick Lynch** and **Major General (Retired) Barrye Price** share stories on how their lives have been intertwined both professionally and personally over the past several decades.

you engage your team so they have the understanding of what the ultimate objective is. This is critical when things change and you have to quickly decide when the original plans change, regardless of why. The best way to manage this dynamic is to practice, practice, practice and review case studies to instill rapid fire decision making.

Major General (Retired) Barrye Price and **Lt. General (Retired) Rick Lynch** have a very close relationship, which is evident by their mutual admiration for one another. In addition to his two combat deployments, General Price spent

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significant time at the White House and two tours in the Pentagon. Many of the issues the military has been dealing with and we read about in the newspapers, had General Price actively working on solutions.

Topics included:

- Expanded roles of women in the service
- Sexual harassment, hazing and bullying – living in fear of being outed
- "Don't Ask – Don't Tell" – living in fear of being outed
- Retirement benefits
- Suicide has been and continues to be a major challenge for the Army Leadership

General Price found that many of the established Army leadership were looking back and not forward. The Army, just like the corporate world has systemic issues that require strong and dynamic leadership. Just as battlefield challenges requires the best decisive making skills, the stress and incidence of suicide also requires strong leadership, that may go against the grain of the establishment.

Brigadier General Michael Tarsa has experienced multiple assignments during his military career, including being assigned to the British Army in the role of deputy commander of a British Division, being the first American general to serve in this capacity in the British Army. General Tarsa was previously the deputy commander of the 4th Infantry Division and Fort Carson, CO.



Brigadier General Tarsa, a West Point graduate, explains how hard work and diligence can have a positive impact on the outcome – nothing happens by chance!

Brigadier General Tarsa spent over 15 continuous months in Iraq as demonstration of his military commitment. With a series of jobs, Tarsa has learned to Survive & Thrive in the modern military setting.

His guiding principles include:

- Confidence – burn the midnight oil and be over prepared
- Patience – need to inspire and motivate those who look up to you
- Balance – determine what is important to you and establish a proper work / life balance

Skills that Brigadier General Tarsa espouses are:

- The ability to read the situations accurately
- Strong communication skills
- Nothing happens by accident
- You create your own momentum
- Ownership & Leadership will generate a superior outcome

You don't have to be the smartest person in the room, but you have to be "Real"!

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Panel One – Q & A

Joe Fil – what to do when things aren't working? Be engaged. Look down – not up. By this, spend your energy with those you influence and not promoting yourself to those who are superior to you. This applies to both the civilian setting as well as the military. Haven't we all seen in our careers a few individuals that only had time for those above them and typically treated their subordinates terribly. What should you do if you make a mistake? Admit it, Fix it & Move on!

John Charlton – don't give lengthy instructions, but rather provide clear and simple goals. State the purpose of those goals and state the objectives and why the goals are important. Don't get caught up in the details. Don't stifle your younger talent.

Rick Lynch – do the right thing! Look in the mirror to make sure you are grounded. Trust your faith. As a senior leader, you must have a personal 'Red Line' – a line you will not cross under any circumstance. Sometimes you have to 'Shut Up & Suck Up.' Some people don't like change, but if you don't change, you can become irrelevant. Just think about what the retail market is going through right now given how the web provides so many choices, right at your fingertips.

Barry Price – don't do anything stupid! Sounds simple, but a very good reference to keep in mind. The more you grow, the clearer your vision and decision-making skills become. Build a 'Wow' factor with your team and you can accomplish amazing things. People want to be part of a winning team.



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Panel Two

Pharmaceutical Leaders – Lessons Learned



A seasoned group of pharma leaders sharing their lessons learned over their illustrious careers.

Panel two (left to right) **Scotty Bowman, Mark Devlin, Bob Jansen, Don Sawyer, Jeff Frazier**

Switching from the accomplished military leaders, the next panel illustrated ‘lessons learned’ by these senior leaders. A common thread was that great leaders are often good people too. They live their lives in a way that sets an example and are role models for business colleagues and family members. Sometimes the Good Guys do finish first!

Bob Jansen – Zensights CEO started off sharing his time at Wolters Kluwer where he managed an 18-month sale process. Talk about hard to keep the team focused, when every day created more uncertainty and the possibility of job loss was very real. A true testament to Bob and his team was keeping the employees focused and servicing the clients. He did this by being upfront, transparent and would ‘Walk the Walk’ around the office to touch base with everyone. As we have learned

before, people want to know that their leaders truly care about them and will do what they can to make sure they are treated fairly.

Communicate the same way you would like to be treated. Strong leaders set the tone and build the excitement so their team will follow them anywhere. This camaraderie is critical during challenging times. In the business world, your best employees have the most options and more likely to leave or be hired away during a pending M&A period, especially if it lasts for 18 months!

Jeff Frazier – with a 30-year career in human resources, and most recently EVP at the Medicines Company, Jeff has seen more than most managers. It is not just his own direct reports he would have impact on, but all company HR activities would

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Jeff Frazier

require Jeff's engagement. A good thing for all employees, because it is evident that Jeff is real, and will treat people the way he would like to be treated. The hardest decision Jeff ever had to make was to take away someone's

employment. Employment turnover is an ongoing event in the corporate world and it not only impacts those who lose their employment, but also those who remain at the firm. Uncertainty and nervousness about future reorganization are factors that reduces a worker's effectiveness. The same can be said for the military setting.

“Don't be shy about articulating what is expected.”

– Jeff Frazier

When Jeff was at the Medicines Company, the company experienced accelerated growth and eventually sold three divisions of the company during his tenure. The CEO was visible and openly communicated with the entire staff, those staying and those leaving with NewCo. Jeff shared another example of a high profile, senior leader who was suddenly terminated. While the legal department did not want to even speak about the event, there were ethics consequences that triggered the termination. Being clear about the company's

standards and consequences of violating those standards, helps everyone understand why certain decisions are made. Don't be shy about what is expected.



Don Sawyer

Don Sawyer – Senior Vice President, Bayer Pharmaceuticals shared his story about joining Bayer approximately four years ago as an outsider. You can imagine the second guessing that accompanied him when

he came through the front door. You don't get a second chance on a first impression! Don had to gain the trust of the team and this had to be earned by examples and strong leadership. Obvious to all who know Don, as he was able to successfully navigate these new challenges.

As it has been said before, leadership is a contact sport. Be humble, check your ego at the door and take a deep look in the mirror every day to make sure you are conveying a truthful representation of yourself and what you stand for. Once you have established a good organization, be sure to properly message to all stakeholders. Don articulated that culture is what happens when a leader is not in the room, so as a leader you do have input on what people say.

Mark Devlin – Senior Vice President, Allergan. Mark shared how he had a nice and steady, senior

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Mark Devlin

role at Forrest Labs in New York City for several decades. The company was doing well and very stable until activist investors, Carl Icahn / Bill Ackerman focused in on Forrest Labs, with numerous ownership

changes taking place at a rapid pace, as a result. Mergers and acquisitions can have tremendous anxiety issues on the staff, for those leaving and those still employed, as everything you knew is now turned upside down. You still have to message and manage the impact of tumultuous ownership changes. Employees and customers tend to flee to safer settings. If you stay the course and make real progress, this goes a long way to temper the employee anxiety and customer unrest. In a crisis situation, clear communications with all stakeholders is paramount to overcoming the challenge.



Scotty Bowman

Scotty Bowman – Group Vice President, Shire Pharmaceuticals shared several characteristics you may not have known about. First, he keeps a personal journal and often re-reads it for guidance and second, his family is

his grounding and primary source of learned, life

lessons. To share these personal details exemplifies how humble this accomplished business leader truly is. Shire has and continues to be subject to M&A activity. During these changing times, Scotty has learned to stay humble, be self-aware and demonstrate engaged leadership. Talk with your co-workers as they have feelings and families too, so a short conversation from a leader may help that individual manage the uncertainty when the company is in the process of being sold. Scotty has taken great pleasure when people who report to him win company and industry awards recognizing their contributions. “Be a student,” as one is never too old to learn. Tap into others within your organization who you can learn from as Scotty did with John Neeley, a well-regarded Managed Access executive.

General Comments from Panel One and Panel Two

Joe Fil – Leadership is leadership

Mike Tarsa – be the first to tell your own bad news

Don Sawyer – water cooler / grapevine chatter is very powerful. Get out in front of it ASAP. If you don't you will lose credibility

Mark Devlin – balance the message

Bob Jansen – trust and familiarity, makes it easier to be genuine when your team already trusts you

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Don Sawyer – the team will appreciate your candor

Bob Jansen – the military relies on shared experiences “Brotherhood mentality” and values “Army Strong”

Mark Devlin – people want to know what you stand for and do you have heart. Do you know your people on a personal level? Do you know their spouse and children’s names? Lead by example.

Jeff Frazier – set holistic personal and professional goals & objectives and openly discuss them with key people at work and at home

Bob Jansen – you can learn more from failure than success

Mark Devlin – people often wonder, “Does my manager have my back? Will he throw me a lifesaver or hang me in order to get ahead?”

Scotty Bowman – new a manager who openly said, “I am with you Win or Tie!” What is obviously missing is what happens if you lose? Clear that manager did not invest in his team.

Don Sawyer – consensus in the conference room and BS chatter in the hallways afterwards is not a healthy environment

Rick Lynch – in combat, everyone pays attention

Don Sawyer – in person is the best way to message to the team

Mark Devlin – live meetings are impactful.

Previous management had planted questions for Town Hall meetings. Very transparent and shallow. Current management is an open book and nothing scripted.

Bob Jansen – Face to face is the best way to communicate and telephone acceptable method of communicating.

Scotty Bowman – you need to take care of yourself during a stressful period

Jeff Frazier – in a crisis, use your support network

Bob Jansen – when you ask, “How are you doing?” You better be prepared to actively listen and be genuine

Rick Lynch – the more senior you are, the more you have to repeat yourself. In combat, effective Division Commanders often lead from the front. Shared experiences builds trust in a combat setting.

Dinner and Gettysburg Battle Commentary

Using the 1993 movie “Gettysburg” as the back drop to describe the battlefield tours for the next day, General Lynch described several scenes between the two opposing Civil War leaders, General George G. Meade and General Robert E. Lee as examples of effective and not so effective leadership. We tend to retain more visually vs.

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orally and this 4-hour movie (no the General did not make us watch the entire film!) provided a very real-world back drop to what we would see the next day.

This movie did provide lessons on the 9 Principles that General Lynch espouses in his daily life.

- Look down, not up: People don't care how much you know until they know how much you care
- Decide when to decide: Take the time to think
- Be an engaged leader: Love your subordinates like you love your own children
- Focus on opportunities, not obstacles
- Be demanding but not demeaning: Everyone must perform to their fullest potential
- Be a mentor: Be accessible, actively listen, and truly care
- Always celebrate diversity: Don't surround yourself with people like you!
- Achieve a work-life balance
- Have fun: If the boss ain't happy, ain't nobody happy!

Two scenes that stick out are when General Longstreet is trying to persuade General Lee to fall back and take up a defensive line. Three times this topic was discussed and three times General Lee holds his ground and orders Longstreet to carry out



View of the Codi Farm, which saw some of the heaviest fighting on the second day of the battle and was also at the center of General Pickett's Charge on the following day, July 3, 1863.

his orders on the 3rd day. This charge is now known as Pickett's Charge over a mile wide, the open field at Cemetery Ridge and was a total failure.

On the Union side, Colonel Joshua Chamberlain was tasked with retaining 120 members of the 20th Maine Regiment who had completed their assigned time and was threatening to leave the battlefield. Col. Chamberlain uses empathy and relies on the soldier's sense of pride and community to stay, as all came from the same geographic area in Maine. Col. Chamberlain was authorized to shoot any soldiers, who refuse to fight, but used his personal leadership skills to keep them engaged and was ultimately successful. His regiment was credited for holding off wave after wave of Confederate attacks on Little Big Top and ultimately led a fixed bayonet charge, as they had run out of ammunition. Despite the numerous, uphill Confederate charges, Col. Chamberlain held the so important position at Little Big Top.

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The Battlefield

The Adapt or Die generals, led by General Rick Lynch assembled the 'troops' the next morning outside of the historic Gettysburg Hotel as we boarded three buses to tour this hallowed ground. Each bus had knowledgeable Adapt or Die leaders who had painstakingly researched the dynamics of this three-day conflict, the bloodiest in our nation's history. Gettysburg represented the South's best chance to bring a negotiated peace with the North if the Confederacy could bring the bloodshed to Northern soil.

The rural town of Gettysburg was overrun by these two opposing forces that just happened to engage at this location. Over a three-day period from July 1 – 3 in 1863, the most destructive engagement commenced. Familiar locations have been engraved in our minds from Little Big Top, The Peach Orchard, Pickett's Charge, Devils Den, the Wheat Field and Cemetery Ridge are names we have known when studying the Civil War. While many of us have gone to the Battlefield on the typical 8th grade middle school trip, this story warrants another visit as an adult. Not going to attempt to recount the entire impact of the Battle of Gettysburg, but to emphasize how we can learn from events so long ago.

What comes to mind is how spread out the battle scene was. Just remember, no cell phones or radios or aviation spotter planes to inform the battle leaders on where the enemy was located.



Overlooking Cemetery Ridge, **Major General (Retired) Barrye Price** points out various highlights of the Confederate's last hope of victory with Pickett's Charge on July 3, 1863. When asked many years later about this failed attack, Pickett is reported to have said, "I've always thought the Yankees had something to do with it."

Soldiers on horseback were the primary source of information. As a twist in fate, JEB Stuart, General Lee's "eyes and ears" of his army showed up late for the battle as he had gone scavenging for food and supplies, as the armies tended to live off of the land to supplement their supplies.

When you walk the hills and fields today (much has been maintained in period time thanks to the tireless work of the Gettysburg Foundation), it is simply overwhelming to comprehend what took place 155 years ago. While the dynamics of the battle are the primary focus, can you imagine the aftermath? A hot, stifling July day, with hundred, if not thousands of dead, dying, screaming men and animals slowly expiring under the midday sun. The stench and flies must have been overwhelming.

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Major General (Retired) Barrye Price and Sergeant Major Donald Felt explaining the troop movements from the compelling vantage point of the crest of Little Round Top.

Imagine being a citizen in Gettysburg back in 1863 going about your daily farm chores. Then out of nowhere come the two most powerful, destructive forces known to man with the sole objective to eliminate their enemy. The 80 acre Spangler family farm became a field hospital out of necessity as they were thrown into the scene of this human carnage. Lives and limbs were saved, but many perished despite the gallant efforts of these everyday farmers.

As a fitting closure to our extremely powerful visit and discussions on effective leadership, D. B. Sweeney read President Abraham Lincoln's Gettysburg Address, which Lincoln delivered on November 23, 1863.

Four score and seven years ago our fathers brought forth on this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.

D. B. Sweeney, famed actor reading The Gettysburg Address as the footsteps of President Lincoln's Gettysburg Address Memorial in the Gettysburg National Cemetery. "Fourscore and seven years ago our fathers brought forth....."



Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But, in a larger sense, we can not dedicate - we can not consecrate - we can not hallow - this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us - that from these

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honored dead we take increased devotion to that cause for which they gave the last full measure of devotion – that we here highly resolve that these dead shall not have died in vain – that this nation, under God, shall have a new birth of freedom – and that government of the people, by the people, for the people, shall not perish from the earth.

President Abraham Lincoln

President Lincoln had been invited to give the closing remarks to dedicate the Soldier's National Cemetery for those Union soldiers killed at Gettysburg, he looked beyond the conflict to focus on role of an effective government by the people and for the people. Lincoln did not think his words had much of an impact after the two-hour speech given by a prominent politician, Edward Everett.

History tells us the rest of the story as Everett later wrote Lincoln a brief note that day asking for a copy of the speech and praised Lincoln by saying,

"Permit me also to express my great admiration of the thoughts expressed by you, with such eloquent simplicity & appropriateness, at the consecration of the cemetery. I should be glad, if I could flatter myself that I came as near to the central idea of the occasion, in two hours, as you did in two minutes."



Battle Tested Principles for Leaders

Normandy, France

The Zensights Adapt or Die Senior Leadership series continues this theme of developing adaptive military and pharmaceutical leadership, with strong moral fiber with our next meeting which will be held on the beaches of Normandy, France on October 5 – 9, 2018. These two great conflicts, Gettysburg on July 1, 1863 and Normandy on June 6, 1944 represent such amazing military accomplishment, but a heavy human toll. May we learn from our past and never forget those sacrifices made by our forefathers.