The goal of the Adapt or Die meetings is to expose pharmaceutical leaders to proven leadership traits from their peers as well as members from the United States Military. Astute leaders can learn from history in both sectors, military and civilian, and analyze who did what, when and why. This analysis provides a rich ‘playbook’ that improves the quality of today’s biopharmaceutical industry leaders. An industry that provides so much good to humanity, however it gets called out for outlying practices from just a few rogue players. Just as the US Military has seen a full pivot in American sentiment from the Vietnam era, the biopharmaceutical industry is well positioned to do the same, for they provide many lifesaving treatments to humanity. AIDS is no longer a death sentence, but a manageable condition. If you heard the word ‘Cancer’ from your doctor just a decade ago, you would assume the worst and yet today, many forms of cancer are treatable, allowing for a meaningful quality of life.

Early October 2018, the Zensights Adapt or Die Senior Leadership group came together in the small town of Bayeux, France on the outskirts of the Normandy beaches. This meeting represented the 11th gathering of senior pharmaceutical executives and retired military leadership. The group was led by Lt. General (Ret.) Rick Lynch and his colleagues, from left to right Command Master Sargent Neil Ciatola, Lt. General Rick Lynch, Major General Barrye Price, and Colonel Jeff Early. They shared firsthand how Battle Tested Principles played out on the beaches of Normandy in June of 1944 and how those lessons learned can be applied today.
Adapt or Die

Meeting Summary | October 2018, Normandy, France

BATTLE TESTED PRINCIPLES FOR LEADERS

ZENSIGHTS TEAM

Sharon Clarke, Doug Clarke

Kasie Jansen, Bob Jansen, Lou Sanquini

Noel Henry, Daniel Henry

Will Passano, Al Reicheg

Matt Brown, Bob Jansen
Adapt or Die

Meeting Summary | October 2018, Normandy, France

BATTLE TESTED PRINCIPLES FOR LEADERS

PHARMA LEADERS

Scott Tarriff

Michael Sakimura

Reed McClung

Charles Wescott

Sunil Budhrani, Van Crocker

Mike Injaychock

Daniel O’Connor

John Kimmet

Sunil Budhrani, Rick Hess

Mike McCarthy

Zensights®
These meetings, facilitated by Zensights, provides a platform to reflect and learn from previous events in history, like the Allied Invasion in Normandy, France on June 6, 1944, known as D-Day. General Lynch's Nine Principles of Leadership are then applied to this historical backdrop. This meeting summary will provide a guide on how each and every one of us can learn from the past to be better leaders at work and at home too. After all, your business traits are often based on your formative years and humanity tends to stick to ‘tried & true’ behaviors. While today's decisions may not have life or death consequences as they did in 1944, being able to navigate your current circumstances and make good decisions is a trait of an effective leader.

Our morning started with an overview from our military team leader by LTG (Ret.) Rick Lynch on what was required to successfully invade Europe. Ever since Tom Brokaw wrote the book, “The Greatest Generation” in 1998 and popular movies were produced like “Saving Private Ryan,” and “Band of Brothers,” our society has become more aware of what those young men did on those turbulent beaches on what has become known as the “Longest Day.” It was just a matter of time before the Allies would invade Europe, but the question of “where and when” were the variables. Great lengths went into the overall plan and the deception to keep the enemy guessing. Imagine preparing for what was the largest invasion force in modern history and keeping the element of surprise, that was a herculean effort. Not to mention the English Channel experienced some of the worst weather in decades the day of the intended departure, originally scheduled for June 5, another reason it was amazing that the Allies were successful.
PRINCIPLE ONE: OPPORTUNITIES NOT OBSTACLES

Brigadier General Theodore Roosevelt Jr., on Utah Beach, said to his troops when they landed over a mile off of their intended landing zone, "We'll start the war from here!" And they did! He is the son of the famous president with the same name. General Ted Roosevelt Jr. provided sage leadership and motivation to his troops under extreme conditions. He did not let his need of aid from a walking-cane stop him from leading his troops out onto the beach with his holstered 45 caliber pistol. He was not the typical soldier. Ironic and sad that he survived the Longest Day, only to die of a heart attack a month later at the age of 56.

“How are you doing when things go differently than planned? Do you focus on the opportunity or the obstacle? Like the old cliché, Plans are nothing, but Planning is everything.”

“There is no security in this life. There is only opportunity.”  
-Gen. Douglas MacArthur
PRINCIPLE TWO: CELEBRATE DIVERSITY

Everybody on the beaches of Normandy had an important role. It didn't matter whether they were American, Canadian, British - Army, Navy, infantry, engineers, or photographers – it didn't matter race or religion. They all had a role and they knew how important they were to the operation - and to their brothers – no matter color, origin, religion, race.

“Do you have the same environment in your company? Does everyone realize how important they are to accomplishing the mission? In today’s military and business world, gender and race should no longer be hurdles as everyone has the opportunity to advanced.”
**PRINCIPLE THREE: DECIDE WHEN TO DECIDE**

General Eisenhower had to make a monumental decision regarding the timing of the D-Day invasion. He took the time to carefully consider all options:
- Weather – tides – wind – cloud cover overcast or clear – moon
- Secrecy – enemy assumed Pas da Calias would be the primary invasion location
- Logistics – 7,000 ships, 160,000 troops and 14,674 aviation sorties
- Diverse Opinions – Naval, Aviation & Ground Forces
- Pressure from Superiors – FDR & Churchill

He weighed everyone’s opinion. At the final hour...he decided as it was ultimately his decision alone to make and then said, “OK, we’ll go.”

“A good plan violently executed now is far better than a perfect plan executed next week.” - George S. Patton

“Do you do something similar when you have to make important decisions? Do you solicit input? Do you listen when folks provide you input? What kind of input do you factor in when making important decisions?”
Colonel Taylor landed on Omaha beach with the first wave. He led his unit from the front. He told his folks "There are two types of people on this beach, those that are dead and those that are going to die. Let's get the hell off this beach"...and they did.

"When times get tough in your organization, where are you? Are you out front? ....or are you in your office sending emails?"
Adapt or Die

Meeting Summary | October 2018, Normandy, France

PRINCIPLE FIVE: LOOK DOWN, NOT UP

“How do you manage up and down your line? Do you spend so much time trying to please your bosses (or your Board of Directors) that you forget to take care of your team? Or do you commit your energies down your line to support and empower your team?”

Lieutenant Colonel Rudder led the rangers up Point du Hoc. It’s amazing how they did that. Lt. Colonel Rudder was told many times not to go in with the first wave, but he knew his soldiers needed him there. He ignored what his bosses told him to do and did what he thought was the right thing to do. He took action that lead to mission accomplishment.

Colonel Jeff Early points to where Lt Colonel Rudder scaled the side of the cliff on Omaha Beach, Normandy France, in order to take Point du Hoc. Marine Corp Officer (Ret) Mike McCarthy holds the umbrella for the Colonel.
General Cota (West Point Grad, 1917) on Omaha beach landed with the first wave. The 51-year-old – one of the highest ranking and possibly the oldest person on the beach that day, personally used a Bangalore torpedo (explosives to clear land mines and barbed wire) to breach a barbed wire obstacle. Folks were telling them they should give up and abandon the beach. He got the Rangers moving by saying "Rangers, Lead the Way." He refused to quit and got the troops focused on mission accomplishment even though it was nearly impossible.

THIS IS HOW YOU TAKE A HOUSE

Excerpt from New England Historical Society

The next day the Allies tried to broaden the beachhead, fanning out in vulnerable spots. The Germans continued their fierce defense. Many fired on the Allies from behind stone walls and from within stone barns and farmhouses.

Cota came upon a group of infantry pinned down by some Germans in a farmhouse. Historian Stephen Ambrose in "Citizen Soldiers: The U. S. Army from the Normandy Beaches to the Bulge to the Surrender of Germany" recounts what happened.

Cota asked the captain in command why his men weren’t trying to take the house. "Sir, the Germans are in there, shooting at us," the captain said.
"Well, I'll tell you what, captain," said Cota, unbuckling two grenades from his jacket. "You and your men start shooting at them. I'll take a squad of men and you and your men watch carefully. I'll show you how to take a house with Germans in it.

Cota led his squad around a hedge to get as close as possible to the house. Suddenly, he gave a whoop and raced forward, the squad following, yelling like wild men. As they tossed grenades into the windows, Cota and another man kicked in the front door, tossed a couple of grenades inside, waited for the explosions, then dashed into the house. The surviving Germans inside were streaming out the back door, running for their lives.

Cota returned to the captain. "You've seen how to take a house," said the general, still out of breath. "Do you understand? Do you know how to do it now?"
"Yes, sir."
"Well, I won't be around to do it for you again," Cota said. "I can't do it for everybody."

“How are you doing with that? Do you set high goals for your organization and lead your team to mission accomplished? Do you provide the adequate resources to make it happen? Remember that “vision without resources is hallucination.”
Lt. General Lynch described that his father-in-law, SSG James Cockerham landed on Normandy Beach, where he was wounded. Throughout the war, he always made time for family. He wrote letters home at least once per week.

Mrs. Sarah Lynch reflects on Omaha Beach where her father was seriously wounded, fighting for our liberty. Sarah and Rick have made their family a priority...they more often than not travel and work together.

The Western Union telegraph received by Mrs. Sarah Lynch’s grandparents.

“How are you doing with that? Are you always making time for family? Are you showing your Family that you truly care by your actions?”

“You can love your job, but your job will not love you back. -”
Many of the soldiers on the beaches of Normandy had a Mentor-Mentee relationship. The two airborne division commanders (Generals Taylor (West Point Grad 1922) and Ridgeway (West Point Grad 1917, and 49 years old on D-day) had that relationship. Eisenhower had that relationship with many of his subordinates. So many of the first-to-land troops lost their commanders within a matter of minutes. This forced privates and junior ranked soldiers to assume leadership roles immediately and it was life or death to get those men off the beach as soon as possible.

FACT: General Maxwell Taylor created the first draft of West Point's first official Honor Code.

For an Amazing Read on the Power of Mentorship, Treat Yourself to this Article by Clicking: MENTOR TO THE STARS: THE MAN BEHIND EISENHOWER AND PATTON

“Do you have mentors that you can reach out to? Do you take the time to mentor people? So very important.”
PRINCIPLE NINE: HAVE FUN

That was difficult to do on Normandy...but it could be done. Soldiers made it a point to relax, play cards, write letters home as the situation permitted. Remember these young men signed up for the duration of the war and did not rotate out after 6 – 12 months, which is now more common place. They wanted to get the job done and go home!

“Is there more to your life than just work? Certainly hope so. Work – life balance is paramount to leading a happy life. Do you know anyone who asked for a P&L on their deathbed? No, it is their family and friends that people want by their side.”
There are many, many more lessons learned that apply to what we do today, but just wanted to give you something to think about. As you look in the mirror every morning, are you a better leader and a better human being from having journeyed to this powerful moment in time, those many years ago? We never stop learning and this visit to the Normandy beaches is truly moving and should stay with you forever.

As actor Tom Hanks said in the movie, “Saving Private Ryan,” “Earn This.” (based on the true story of the Niland brothers - Edward, Preston, Robert & Frederick, from Tonawanda, NY)

Never again will mankind muster such a destructive force in the pursuit of ending tyranny. May we all take solace knowing our 9,387 American soldiers laid to rest on the bluff overlooking Normandy made a difference, and so as a country, we ‘Earned This.’

“In your everyday life, ask yourself what you are doing to ‘Earn This.’”

-Lt. General Rick Lynch