

Successful Biopharmaceutical Firms in California: A Multiple Case Analysis of Leadership

Qualities and Practices

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Abstract

Medical and technological advancements have undeniably increased at accelerated rates within the last decade, calling into question how leadership has adjusted and is able to support this relatively sudden growth. A wide body of past and recent research has established that leadership is a major factor in innovation centered firms. Literature also suggests that transformational leadership has historically been an overarching trend high performing firms exhibit, while transformational leadership tends to dominate in stagnating firms. In an environment where most organizational structures are dependent on research-oriented innovations (drug development & production), which can take over a decade to finalize and reach the market, biopharmaceutical firms and most importantly leaders must learn to champion behaviors and practices that can overcome unexpected shifts and challenges. Despite these confirmatory findings, there has been a gap in research in how successful leadership traits actually apply to the unique nature of research and development and operations departments within biopharmaceutical firms, and how they translate in regards to specific behaviors and practices conducted by leaders. Through the use of surveying, the Multifactor Leadership Questionnaire (MLQ) and interview style questions, this study aims to address the lack of established knowledge about group leaders and their daily work environments and their individual actions towards associates in the context of successful biopharmaceutical firms.

Introduction

Biopharmaceutics is the subdivision within biotechnology in which living organisms and structures are used to create medicine for specific needs, improving not only the treatment of disease but the quality of living. The process firms undertake in order to produce these

life-changing drugs is a time and resource expensive task, involving years of research, testing and approvals. In 2018, more than five hundred Phase III clinical trials were ongoing for biotechnological products worldwide, indicating that a multi-decade surge in new biopharmaceutical approvals is “likely to continue and even accelerate, in the decade ahead” (Tufts Center for the Study of Drug Development). The biopharmaceutical industry is one of the most lucrative and impactful in the United States. Biopharmaceutical firms in the U.S. strive to deliver treatments and cures to meet demands for the latest medicines, vaccines and therapies. But the process from beginning to end is daunting, with only 14 percent of all drugs in clinical trials getting approval from the Food and Drug Administration (FDA).

Due to the nature of biopharmaceutical firms, the constraining and timely processes of early-stage research, testing, and development, all while maintaining adequate funding, allow only the most promising firms to commercialize and reach the market. The industry accounts for an estimate of all 13 percent drug expenditures in the United States. Firms with products in high demand that reach consumers are projected to have a significant impact on revenues and profits (Miller, 2007). In combination with appropriate demand and execution, a single successful drug is expected to produce upwards of \$1 billion in revenues for the owner (Chan, 2003). With a likely chance that the industry will experience more growth and saturation in the future, it is necessary to address how leaders within the industry make critical decisions, adapt to changes, lead a team, and align with corporate goals and values.

As a result of the lengthy process required to bring a drug to market, firms, leaders, and associates must constantly reinvent themselves. Different stages within a drug’s development require different means of managerial and technical capabilities. Even more important,

successfully transitioning and transferring scientific discovery to commercialization calls for additional emphasis on championing effective leadership qualities, rather than other areas of operation in the workplace (Langer, 2008). Leaders within each level of operation must be able to build teams that are able to withstand volatility, change, and competition, all while satisfying employees. Because firms are so specialized, traditional systems of organization are often redefined and diverse practices of personalized management are likely to be implemented. Although research has indicated which leadership style is most effective in innovative environments, there has been relatively little research pertaining to the biopharmaceutical industry specifically, in spite of the comparatively explosive yet consistent 12 percent annual growth (Rader & Langer., 2018).

Literature Review

Transformational, Transactional Leadership in Practice

Leadership roles in biopharmaceutical firms play a major role in influencing the workplace environment and degree of innovation, while the culture of the firm can also affect the development of leadership. Well documented in past and recent research on leadership applications, transformational leadership is most likely to be seen in highly innovative and driven environments (Bass & Avolio 1993; Berson & Linton 2005; Walkdman & Atwater 1994). In Bass and Avolio's studies in transformational leadership, transformational leaders are characterized by four factors: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration.

Inspirational motivation measures the degree to which leaders provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel

their work is significant. In Langer's studies, more than half of the publications reviewed indicated a central component in a leader's arsenal of skills is to "create and articulate a guiding set of principles" (2008). In doing so, associates are able to obtain the confidence and surety that they are able to contribute to the local vision, as well as support the overall firm vision. Embodying the set of expressed missions, starting at interpersonal relationships between leaders and associates, is an individual process that eventually translates to mirroring the firm's overarching values.

The course of action where influence occurs is most dependent on the leadership's ability to communicate visions and values, and the response to those articulations by associates. Idealized influence indicates whether leaders hold their associates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model. In a study conducted by the California Management Review on eight recently publicly held biotechnology firms in the U.S., data from interviews showed when "discussion is maximized and hierarchy is minimized..., information flows easily and decision making gets accelerated and improved" (Judge et al., 1997). Especially in smaller start-up firms, minor delays can pose detrimental to the overall timeline and other indirect factors reliant on research and development (R&D) efficiency.

Intellectual stimulation shows the degree to which one encourages others to be creative in looking at old problems in new ways, creates an environment that is tolerant of seemingly extreme positions, and nurtures people to question their own values and beliefs of those of the organization. Particularly in R&D, intellectual stimulation is a vital component leaders must

possess in order to address and find solutions to perpetual and inevitable roadblocks in each stage clinical trials and even beyond.

Individualized consideration indicates the degree to which leaders show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group. Executed in its pure form, transformational leadership improves the drive, morale and performance of associates through a variety of systems. These include aligning their sense of identity and self to the firm's vision and identity, leading as a person of inspiration that people are able to rely on and learn from, stimulating team members to take on greater and more difficult tasks, and taking ownership. Furthermore, understanding the individual strengths and weaknesses of each member, so the leader can align them with tasks that optimize their performance. Transformational leaders make adjustments to their environments by first understanding it and then "realigning the organization's culture with a new vision and a revision of its shared assumptions, values, and norms" (Bass 1993).

In contrast to transformational, transactional leadership describes a style of leading where leaders express a certain concept, expecting the process to be completed in a specific manner. Alongside conveying the message, the repercussions of doing right and wrong are also established from the leader. This style of leading is described and measured by three factors: contingent reward, management-by-exception, and laissez-faire leadership. Contingent reward shows the degree to which leaders tell others what to do in order to be rewarded, emphasize what they expect from them, and recognize their accomplishments. This attention towards team members not only approves of their past work, and provides an incentive for future work. In direct relation, management-by-exception assesses whether they tell others the job requirements,

are content with the standard performance, and are a believer in the mantra “if it ain’t broke, don’t fix it.” Finally, laissez-faire measures whether you require little of others, are content to let things ride, and let others do their own thing. Through this system, transactional leaders are able to keep followers motivated, but only for the short-term.

The Nature of Biopharmaceutical Firms and the Innovation Process

The next section provides context behind research and development environments where the studied leaders are working to gain a better understanding of what processes the leadership traits mentioned in this study are acting upon and affecting. Before a drug can safely reach patients, firms must prove that it is reasonably safe in other conditions. Scientists often use animals to learn more about health problems that affect both humans and animals and to assure the safety of new medical treatments. After clearing the health implications of animal application, the project advances to clinical studies, where an institutional review board (IRB) reviews and approves the data. Phase I clinical trials is when testing is introduced to humans. “These studies are designed to determine the metabolic and pharmacologic actions of the drug in humans, the side effects associated with increasing doses, and, if possible, to gain early evidence on effectiveness” (USFDA, 2007). In Phase II, the effectiveness of the treatment towards the target condition is evaluated more accurately. In this relatively shorter period of time, short-term side-effects of the drug are also examined. Lastly, Phase III incorporates evidence from Phase II and longer-term data to conclude an overall benefit-risk relationship of the drug.

Although this study primarily focuses on the ideal leadership styles practiced in biopharmaceutical firms, it is necessary to understand the overarching process within innovation oriented organizations where R&D is the primary source of value generation. The increasing rate

at which biopharmaceuticals have evolved and advanced through the last decade has been thoroughly established by previous research. Nonetheless, the process where innovation occurs within firms has traditionally remained the same. For instance, research by Barnowe (1975) and Berson and Linton (2005) explain an interpersonal relationship between scientists and leaders where innovation occurs. Scientists absorb scientific and technological information (STI) to form an idea, convert them to tangible forms such as products or systems, and then transport them to other units of the firm (Elkins & Keller 2003).

Specific to the research and development phase, other important factors must also be discussed in order to understand why certain leadership practices are most suitable for the working environment. Unlike other areas of the firm and traditional businesses, market-sensitive measures such as profitability and return on investment can not be used to describe progress within R&D. It can take years to evaluate the feasibility and mapping of the STI, in addition to the physical development of the drug through preclinical and clinical trials. This process encompasses the research and development phase and can take 10 to 15 years to complete. Despite research and development being a driving factor in the progression of the entire drug development process, other areas of development are also necessary and crucial to the success of the firm, although these areas are not focused on in the scope of this paper.

Methods

Qualitative Data

This paper defines successful biopharmaceutical firms under three categories: surviving, operating, and innovating. Because the firms selected by their nature hold all of these factors, all firms used in this study are determined successful. Firms were also only selected if three or more

leaders responded to the survey.

With surveying, a larger sample of participants could be reached, while ensuring enough room for exception i.e. non-respondents. Knowing high-level leaders in the biopharmaceutical industry would often be occupied with work, surveys would be the most efficient method in order to minimize the completion time, collect the largest sample, while leaving room for anticipated non-respondents. Working with an industry professional with major operational/supply chain roles in numerous firms, surveys were distributed to co-workers holding leadership positions. Survey participants were selected based on the responsibility of the individual. Although lower-level associates can contribute to leadership developments within the firm, participants of this study consist only of employees that are classified as group leaders.

Likert scale questions were also chosen to be included in the survey. After an interview with the mentioned consultant, it was articulated that interview style questions would yield the most unique and sought after data. Interview style questions were used to measure more nuanced factors such as demographic information, leadership histories and personalities, and objectives in the future.

Quantitative Data

This study focused on the number of investments in dollars each firm received into account. Using public information available in press releases via company websites, investment data was then summed and compared across firms. However, due to the accomplished and veteran nature of Firm A, there was no feasible way to compare it to the startup natures of Firms B and C.

Although only one measurement of growth, employee growth can indicate expansion within departments, showing that innovation and progress are occurring, despite the absence of fiscal gain. To calculate percentage of employee change within firms, participants provided how many employees were in their department when they were first employed, and how many employees were currently in their department. Percentages were then averaged based on which firm participants belonged to.

Leadership qualities were collected and measured using the Multifactor Leadership Questionnaire (MLQ). The MLQ consists of 21 questions measuring the spectrum of leadership styles, transformational and transactional, as shown in Appendix D. Within each style, different degrees were measured using seven separate factors including idealized or charismatic influence, inspirational motivation, intellectual stimulation, and individualized consideration, management by exception scale, and avoidant/laissez-faire leadership. All questions comprised of answers from “Frequently, if not always,” to “Not at all,” which were then translated and evaluated on a 0-5 point scale. These points were then summed during data analysis and categorically compared and interpreted.

Results and Discussion

Firm Descriptions

Firstly, identified as Firm A, this firm has been in operation for the last three decades and is the most accomplished, veteran firm out of the three used in the study. Covering a wide span of medical areas, Firm A creates medicines for bone health, cardiovascular, hematology/oncology, inflammation, and neuroscience, and continue “to work knowing that with every decision made, [they] have the ability to make significant differences in the lives of those

impacted by serious illnesses.” Currently, they have 22 products in Phase I clinical trials, three in Phase II clinical trials, and seven products in Phase III clinical trials spanning the five areas of research. Along with the demonstrated historical path of pioneering innovation, undeniable talent, experience and skills required to bring their drugs from concept to the market, Firm A has repeatedly shown that the methods and techniques they have and are currently practicing, are efficient and meaningful towards the firm, employees, and the market.

Firm B is a clinical-stage biopharmaceutical company and has been in operation for one year. The publicly held firm is working on a novel way of manufacturing CAR-T cancer cell therapy treatments. Although a young company, Firm B was founded by an industry veteran from another highly successful start-up company, while the management team consists of leaders from several prominent biotech companies. With this historically successful team, the firm was able to purchase a product asset and get it into clinical trials within one year. Their pipeline consists of four products in Phase I, and one product in Phase II, and three products in pre-clinical trials. Firm B’s corporate culture is described as collaborative and intense. Identified in their press releases, a \$120 million private financing was completed, which consisted primarily of first-time investors in Firm B.

Firm C has been in operation for approximately 3.5 years and is a publicly traded company. Firm C has three products in various clinical stages in the areas of inflammation and immunology, with one of these products close to entering Phase 3 trials. Moreover, they have two more products in their pipeline, one in Phase I and one in Phase II. Similar to Firm B, Firm C was started by industry leaders and is staffed by professionals hired from several very successful companies. Firm C’s corporate culture is casual yet science-driven. Confidence from

investors towards the firm's endeavors have resulted in a total of \$114 million dollars over three separate rounds of financing.

Quantitative Results and Discussion from Survey

Based on data received from 20 participants which consisted of directors, senior managers, and vice presidents that responded to the survey, nine participants were currently employed at Firm A, six were currently employed at Firm B, and four were currently employed at Firm C. Indicated by past demographic research on biopharmaceutical firms, Pelz and Andrews (1966), Smith (1966), and Shaw (1967) have concluded that the educational level and length of service of individuals do have a positive effect on production outputs. As a result, questions were implemented in the survey in order to address participants' background information.

Table 1. Overall Biopharmaceutical Firm Data

Firm (Transformational leadership score):	A (8.37)	B (8.66)	C (9)
Firm age (months):	468	12	42
Average length of employment (months):	126.44	8.43	27
Employee Change (%):	-15.73	228.87	292.71
Funding over lifetime (millions):	N/A	120	114
Has had formal leadership training (%):	88.89	100	50.00

Eight of nine of the participants from Firm A stated that they did have some type of leadership training which was obtained by their previous or current employer, while one of nine also had some type of leadership training, but from a college or university. Of the four respondents from Firm B, two of them also indicated they had received some type of leadership training, one respondent from college or university and one from their previous or current employer. In Firm C, all five leaders indicated that they had received formal leadership training, three provided by previous or current employers, and two provided private companies. Jointly, 88.89 percent of participants from Firm A had leadership training, 50 percent of participants from Firm B had leadership training, and 100 percent of participants from Firm C had leadership training. Measuring the effectiveness and applicability of this training towards all leaders, participants were further asked: *How useful/applicable was the training you received for day to day interactions with your team?* 17.65 percent of all participants responded “Frequently, if not always,” 29.41 percent responded “Fairly often,” 47.06 percent responded “Sometimes,” and 5.88 percent responded, “Once in a while.” Additionally, individuals from Firm A have been employed at the firm for an average of 126.44 months, individuals from Firm B have been employed at the firm for an average of 40.25 months, and individuals from Firm C have been employed at the firm for an average of 8.43 months.

Employee change is affected by a multitude of factors within a firm, and can be attributed to many reasons. Especially in startup biopharmaceutical firms such as Firms B and C, positive employee growth is inevitable, due to the transition from the inception of the firm to reality. By totaling the average reported change in employees by leaders, Firms B, and C experienced a relative 228.87 percent and 292 percent growth in employees. Contrary to this, Firm A

experienced a decrease in employee growth, with a reported -15.73 percent change. Interestingly, the reason was later justified in an interview response that Firm A's departments have "been dramatically downsized over the past years due in part to its high productivity." When progress occurs, capital can be taken away from jobs, causing negative employee growth. Efficiency is conclusively achieved if a lesser amount of people are able to innovate at the same or even increased rates than with more employees.

Figure 2. Comparison of Transformational Factors by Firm

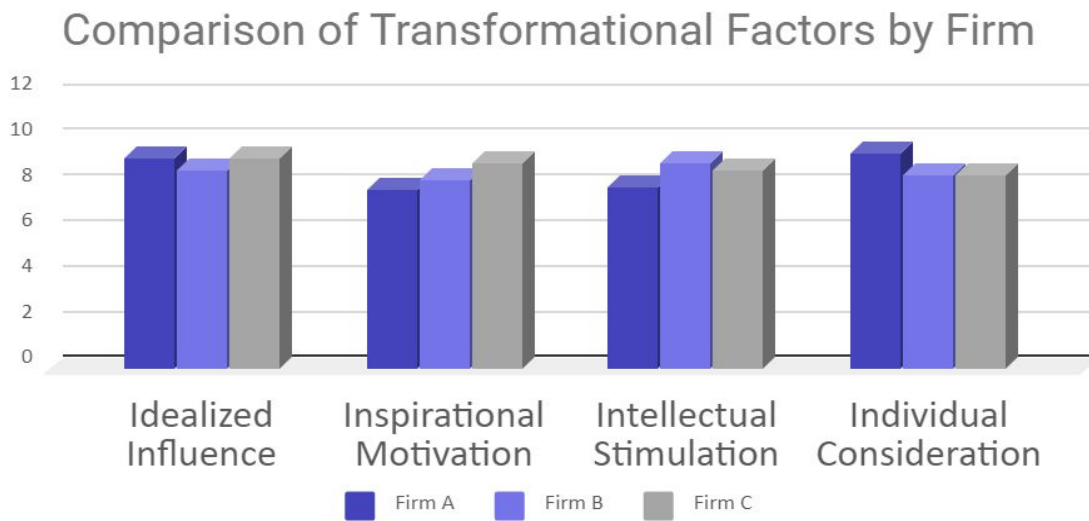


Figure 3. Comparison of Transactional Factors by Firm

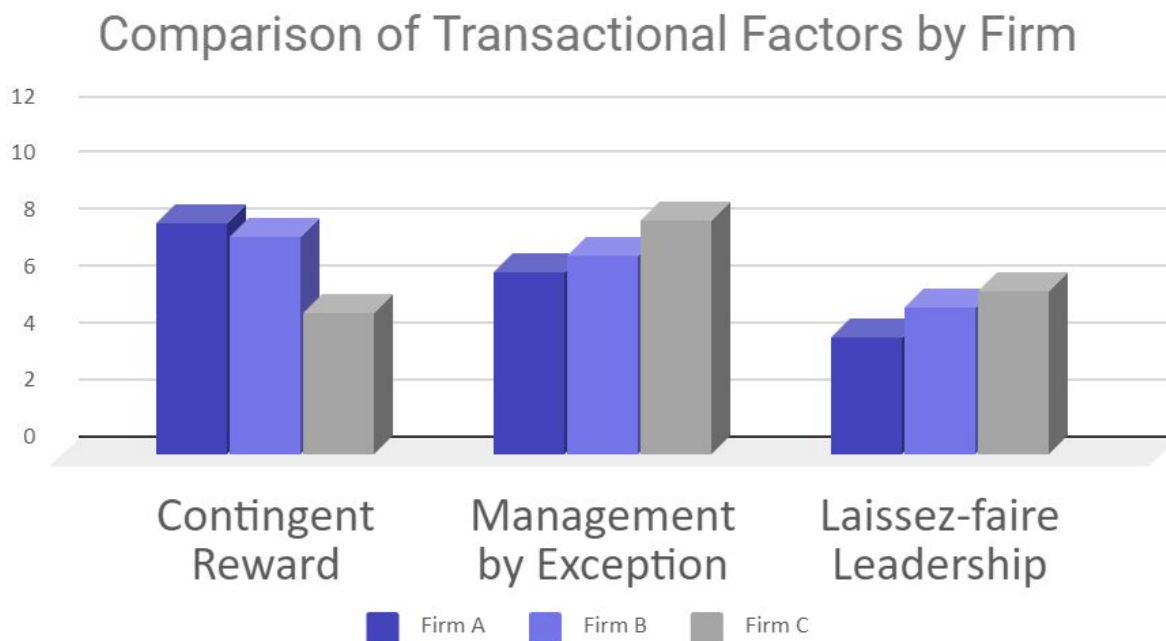
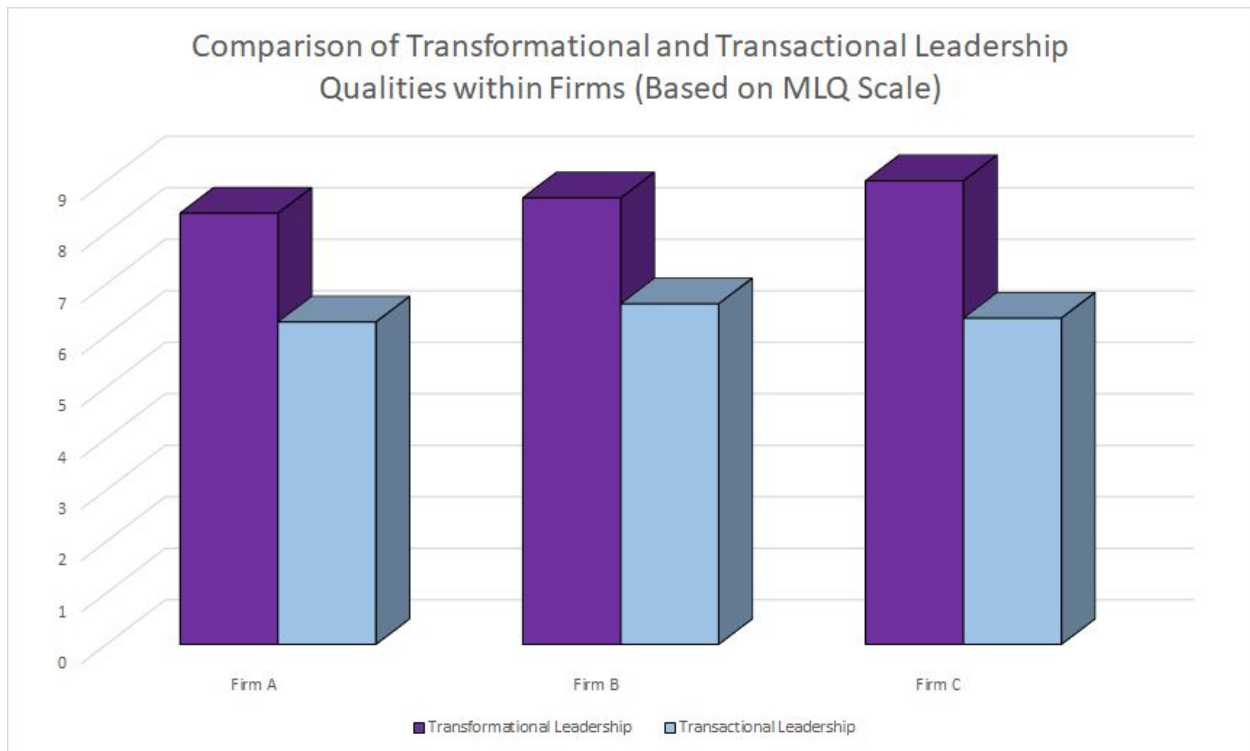


Figure 4. Comparison of Transformational and Transactional Factors by Firm (Totalled)



Data from the MLQ Questionnaire ultimately confirmed our hypothesis. To universally compare transformational and transactional values across firms, the four factors of transformational leadership and the three factors of transactional leadership. Individual transformational factors were compared by firm, as visualized in Figure 2., and individual transactional factors were also compared by firm, visualized in Figure 3. By comparing the seven individual factors by firms, minute differences between firms could be identified.

However, these individual comparisons did not present a significant distinction between transformational and transactional values, thus Figure 4. visualizes the overall totaled and averaged scores of participants within each firm. Firm A had the lowest transformational value at 8.37, Firm B had a value at 8.67, and Firm C had the highest value at 9. Transactional values,

however, were significantly lower across all three firms. Firm A also had the lowest transactional value at 6.26, Firm B had the highest value at 6.61, and Firm C had a value of 6.33. All firms unanimously exhibited higher transformational values, detailing that transformational actions are preferred in biopharmaceutical context.

Qualitative Results and Discussion from Survey

Leadership Styles

One of the main objectives of this study was to discover the unique workplace environment biopharmaceutical firms possess, and how these factors play a role in leaders' and employees' daily work. Although there were many more responses from each firm, only a select few that would be the best representative of each firm were used in order to ensure timeliness. To gain a better understanding of leaders' leadership practices, participants were asked the question: *Since the time you first began your current position at your company, how have your leadership styles/strategies differed from the previous management's?*

Responses:

1. "Previous management focused primarily on individual results where I find my leadership goals to be more oriented toward staff personal leadership (team results through individual motivation)." (Firm A)
2. "I felt I owned the responsibility for my staff's development. I push them as much as possible. Now I let my staff hold the responsibility of their growth, and match the best opportunity for them." (Firm A)
3. "Slightly different, mine is more focused on the career development of my staff and to enhance the visibility of their contributions to the company." (Firm A)

4. “Larger emphasis on employee retention/happiness...” (Firm A)
5. As a result of the poorly phrased question and relative age of Firm B, all participants responded with answers similar to: “There was no previous management -- company was just incorporated.” (Firm B)
6. “...I've always been casual, laid back, and flexible in my dealings with my colleagues. I value personal relationships and use those relationships to achieve desired performance.” (Firm C)
7. “Being a small company, the focus is more on practicality, experience and delivery.” (Firm C)
8. “More collaborative and decisive. The team is very focused on the end result. We move quickly and thoughtfully.” (Firm C)

One of the overarching trends observed when asked this question about leadership was the attention paid towards associates within firms. Not only were many behaviors related to transformational leadership identified, but with special emphasis on individual consideration. Our data shows that leaders within firms exhibiting such attention and effort towards employees, encouraging “a dynamic environment, and emphasizing initiative and maintaining loose methods of control,” create the ideal environment for an innovating group (Barczak & Wilemon 1989). In regards to Firm C, our hypothesis of a more “casual, laid back, and flexible” workplace environment was also supported. In a study conducted by the California Management Review on eight recently publicly held biotechnology firms in the U.S., interview data indicated when describing the most common and indispensable element of the workplace, the “family feeling” of

a community was a result of frequent socialization in and out of work and ultimately strengthened their “sense of trust and caring” (Judge 1997).

Specific Behaviors and Tendencies

Although individual leadership styles were addressed previously, the aim of this study intends to gain a deeper, more clear understanding of specific day to day interactions between associates. Rather than settling on a broad overview of leadership trends and terminologies, leaders were asked the question: *What do you as an individual to make your team the most productive?*

Responses:

1. “Listen to what they think and concern, meanwhile provide opportunities to train them either internally or externally. Point out the issues directly instead of hiding and just recording in their HR documents.” (Firm A)
2. “Work hard and build strong team, be clear with company's development strategy. Self-development to meet the dynamic environment.” (Firm A)
3. “have 1:1 meetings to listen to concerns and set expectations” (Firm A)
4. “Support them. I'm here to provide guidance, ensure consistency of process as appropriate and to be encouraging in their goals and personal development.” (Firm B)
5. “Be prepared when leading discussions requiring team decision; For my staff: provide clear training, coach and encourage, show respect and appreciation for individual and team support.” (Firm B)
6. “Lead by example and be objective, practical and empathetic.” (Firm C)

7. "...I value personal relationships with open lines of communication. We set high standards, expect involvement/engagement from our partners, and try our best to have some fun in the process." (Firm C)
8. "communication and empowerment." (Firm C)
9. "Empower them to make decisions." (Firm C)

Team interaction and communication is a heavily underscored topic in the majority of the literature reviewed. In successful transformational efforts, "executives use all existing communication channels to broadcast a vision" (Kotter, 2007; Barnowe 1975; Lang 2008). They encourage systematic systems of transparency such as team meetings and turn mundane discussions exciting. Our data strengthen this fact, with 68 percent of leaders stating that weekly organizational meetings between teams do occur, and 78 percent of leaders expressing that they are effective. Within a firm, the existing systems of organization require a continuous flow of communication for technological and logistical information. Responses recorded via survey questions support the importance of communication, and ultimately establish a connection back to idealized influence within transformational leadership.

Proof of Work and Growth

While the quantitative data reported from all firms did indicate significant progress in regards to firm growth, there are many additional factors that are not quantifiable, especially in a biopharmaceutical context. This gap in information was addressed with the question:

How have you and your team specifically, contributed to the growth/scalability of your business since the time you first took your position?

Responses

1. “My team and I had a few successful submissions to FDA with drug approval.”
(Firm A)
2. “Our department has been dramatically downsized over the past years due in part to its high productivity.” (Firm A)
3. “Expansion of outsourcing/team based in India. Strategic decision to terminate research project with convincing data.” (Firm A)
4. “We've established the foundational processes by which to run our area of responsibility, and established forward-looking plans to be ready for future goals/objectives.” (Firm B)
5. “I've added human resources and have begun to plan for the implementation of system resources.” (Firm B)
6. “Very small organization so each task and deliverable is critical to the company success and growth.” (Firm C)
7. “Ability to produce a safe, effective product for clinical supply has been key to the success of the company. For small businesses, a delay in supply can sink the company.” (Firm C)
8. “We've readied the relevant contract manufacturing partners for commercialization of the product. This required investments in process development, technical understanding, infrastructure, etc.” (Firm C)

Even though quantitative funding data and other measurements produced valuable interpretations of firm growth, no qualitative data highlights the unseen progress behind the

numbers. Real movement within projects take time, and “renewal efforts risk losing momentum if there are no short-term goals to meet and celebrate” (Kotter, 2007). These responses ultimately tie back the importance of transactional factors, such as creating incentives in return for productivity. This claim is supported by additional survey data, with respondents identifying that “long-term incentives (stocks/RSUs) at EVERY level” (Firm A), and “great total benefits (equity, bonus, healthcare, daily lunch)” (Firm C) are provided. Creating short-term success is highly distant from hoping for short-term success. Leaders who encourage constructing foundational improvements aid the team in recognizing that long term breakthroughs take long periods of time, relieving pressure towards the team. Commitments to these relatively shorter length tasks create healthier and more robust growth in the future.

Limitations

Although valuable conclusions were derived from the data, it is important to acknowledge the limiting factors of this project so the accuracy of the conclusions can be contextualized. Firstly, this paper only identifies three firms, and further only includes 19 total participants. This is an incredibly small sample size to conclude any significant results pertaining to the biopharmaceutical industry as a whole, and the results concluded must be recognized as such. Along with this, different numbers of participants from each firm directly affect the accuracy of findings from each firm. Just as importantly, the different maturity level of Firm A prevents it from being quantitatively compared to Firms B and C but does not dismiss the significance of any of the participants’ interview responses. Despite these limitations, our hypothesis was confirmed and specific evidence ultimately provided a deeper understanding of leadership within the biopharmaceutical industry.

Conclusion and Future Directions

Leaders within successful firms demonstrate higher levels of transformational tendencies as opposed to transactional. Despite this, leaders still exhibit a balance between the two, showing that although transformational behaviors are favored and provide more value for the research-driven context of biopharmaceutical firms, transactional behaviors cannot be dismissed as they are still necessary for the workplace and help improve interpersonal relationships. However, it is clear that transformational leadership compliments a more lenient, constructive and communal workplace environment, as identified by leaders. With the future in mind, methodologies similar to this study could be used on larger sample sizes, to draw more significant and substantial claims.

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Appendix D: Multifactor Leadership Questionnaire (MLQ) (0-4)

1. I make others feel good to be around me.
2. I express with a few simple words what we could and should do.
3. I enable others to think about old problems in new ways.
4. I help others develop themselves.
5. I tell others what to do if they want to be rewarded for their work.
6. I am satisfied when others meet agreed-upon standards.
7. I am content to let others continue working in the same ways always.
8. Others have complete faith in me.
9. I provide appealing images about what we can do.
10. I provide others with new ways of looking at puzzling things.
11. I let others know how I think they are doing.
12. I provide recognition/rewards when others reach their goals.
13. As long as things are working, I do not try to change anything.
14. Whatever others want to do is OK with me.
15. Others are proud to be associated with me.
16. I help others find meaning in their work.
17. I get others to rethink ideas that they had never questioned before.
18. I give personal attention to others who seem rejected.
19. I call attention to what others can get for what they accomplish.
20. I tell others the standards they have to know to carry out their work.
21. I ask no more of others than what is absolutely essential.