Learning & Leadership Development Conference

Sanofi

Christine Vaccola

Head, Global Leadership Development and Transversal Skills Curricula

Gabriella Salvatore

Head of Solution Design and Innovation

Poll: What are you managing?

1. Culture change?

2. New leadership?

3. Shifting market demands?

4. Virtualization of work?

5. All of the above

Who is Sanofi?

More than 100,000 employees[1] representing 145 nationalities

Three core Global Business Units: Specialty Care, Vaccines, and General Medicines. Consumer Healthcare will become a standalone business unit.

Sanofi is about Empowering Life

Set up of current context

- New CEO

- Culture evolution: Diagnostics and Sr leader involvement

- Impact on how we define key behaviors

- Supporting leaders to develop themselves and teams

- Evolution of the skills necessary to lead

- Pandemic amplifies important leadership skills and attributes

Our cultural journey builds on our legacy and momentum

We have huge strengths in our culture

When asked about *"the best thing in our culture"*, participants mostly answered...

1. The people, teams, the expertise

2. Solidarity, care, respect, belonging

3. People's commitment, dedication

4. Motivation to be patient-focused

SANOFI

The movement we are creating

From:

To:

Play not to lose

Control is the best way to get results

Being busy matters

Better safe than sorry

Play to win

Collaboration

Prioritization

Stretch out of comfort zone

DID YOU KNOW?

120 MM will need to be retrained over the next 3 years as a result of artificial intelligence and automation. The focus is soft skills.

IBM Skills Gap Survey 2019

It takes **10** times longer to retrain you today than it did 6 years ago.

IBM Skills Gap Survey 2019

The top 3 attributes for leaders in **2030** are innovation, adaptiveness to change and collaboration across the business.

Grant Thornton IBR Q4 2018

New Demands on Leaders Today

Internal and External Forces Affecting Leaders

Increased Scrutiny of Decision Making

Competing Priorities

Heightened Focus on Diversity & Inclusion

Digitalization

Virtual Workforce

Social Media

Expectation to Address Contentious Issues

Gen Z Entering Workforce

Radical Transparency

Shifting Skill Needs

Economic Volatility

Changing Employee Expectations

Source: Gartner (2019)

Top Changes to Leaders' Roles in Last Three Years

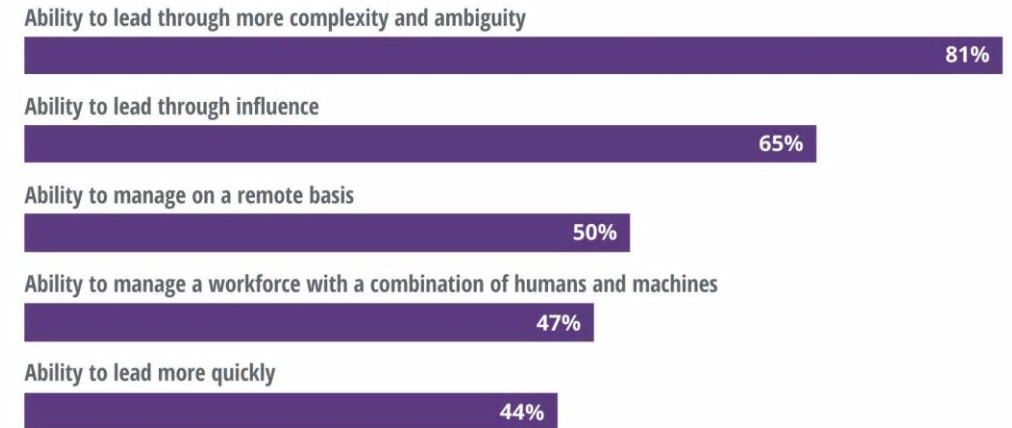| Rank	Changes
1	Greater number of job responsibilities
2	Expectation to have a greater number of skills
3	Expectation to have a greater depth of knowledge about specific areas

n = 2,819 leaders
Source: 2019 Gartner Leader Effectiveness Survey for Leaders

FIGURE 1

Many respondents believe that organizations have new leadership needs

What do you believe are the unique requirements for 21st-century leaders? Select all that apply.

Ability to lead through more complexity and ambiguity — **81%**

Ability to lead through influence — **65%**

Ability to manage on a remote basis — **50%**

Ability to manage a workforce with a combination of humans and machines — **47%**

Ability to lead more quickly — **44%**

Note: Only respondents who believed that 21st-century leaders faced new and unique requirements answered this question.
Source: Deloitte Global Human Capital Trends survey, 2019.

Deloitte Insights | deloitte.com/insights

THE LAUNCH OF SANOFI UNIVERSITY

To better respond to a more complex and less predictable business environment, the overall talent mindset in organizations must shift from effectiveness to value creation.

The considerations that need to be met are:

One common denominator acts as a driving force.

1 Are we Adapting quick enough (or: 'being agile')

2 And are we being attractive to the best talent

Learning

Aligned with business strategies & priorities

Sustained by clearly defined competency frameworks

Thoughtful proficiency assessment

Through comprehensive Gap Analysis

SANOFI UNIVERSITY
Inspire your learning

R&D, Digital & Data, People Development, Medical and more coming soon…

▪ Employees find learning solutions in Sanofi University to improve proficiency and acquire new competencies

▪Sanofi University prioritizes new learning solutions based on business priorities and existing competency gaps

▪Employees learn and develop from others and on the job, through feedback and coaching opportunities

Embedding influence

Sanofi's business needs

- Global operations in more than 70 countries

- Interdependency between global and country-based teams

- Leverage limited resources and spend for maximum results

According to a multi-year organizational effectiveness study…

84%	of us need to influence unreasonable counterparts within our companies.
56%	say we sometimes – and 28% say we often – deal with people we consider unreasonable, often solely focused on their own objectives.
25%	report that the most common approach to influence in their company is either manipulation or coercion

Influencing "Unreasonable People": How to Break the Cycle of Dismissal. *Vantage Partners*. 2020.

A common definition of influence — and its shortcomings

Getting others to agree with me and/or do what I want them to do.

The problem for organizational effectiveness

When people think of, and approach, influence with this mindset, they:

- ✓ Fail to consider the broader context of how to balance their goals and priorities with those from other functions/business units

- ✓ Are not open to learning from one another

- ✓ Are unlikely to develop new creative solutions together

What do we mean by "influence"?

The ability to resolve conflicts, solve problems, reach joint decisions, and get results with or through others

The exercise of this ability — without requiring the use of coercion or formal, direct authority

KEY INSIGHTS
relating to influencing others

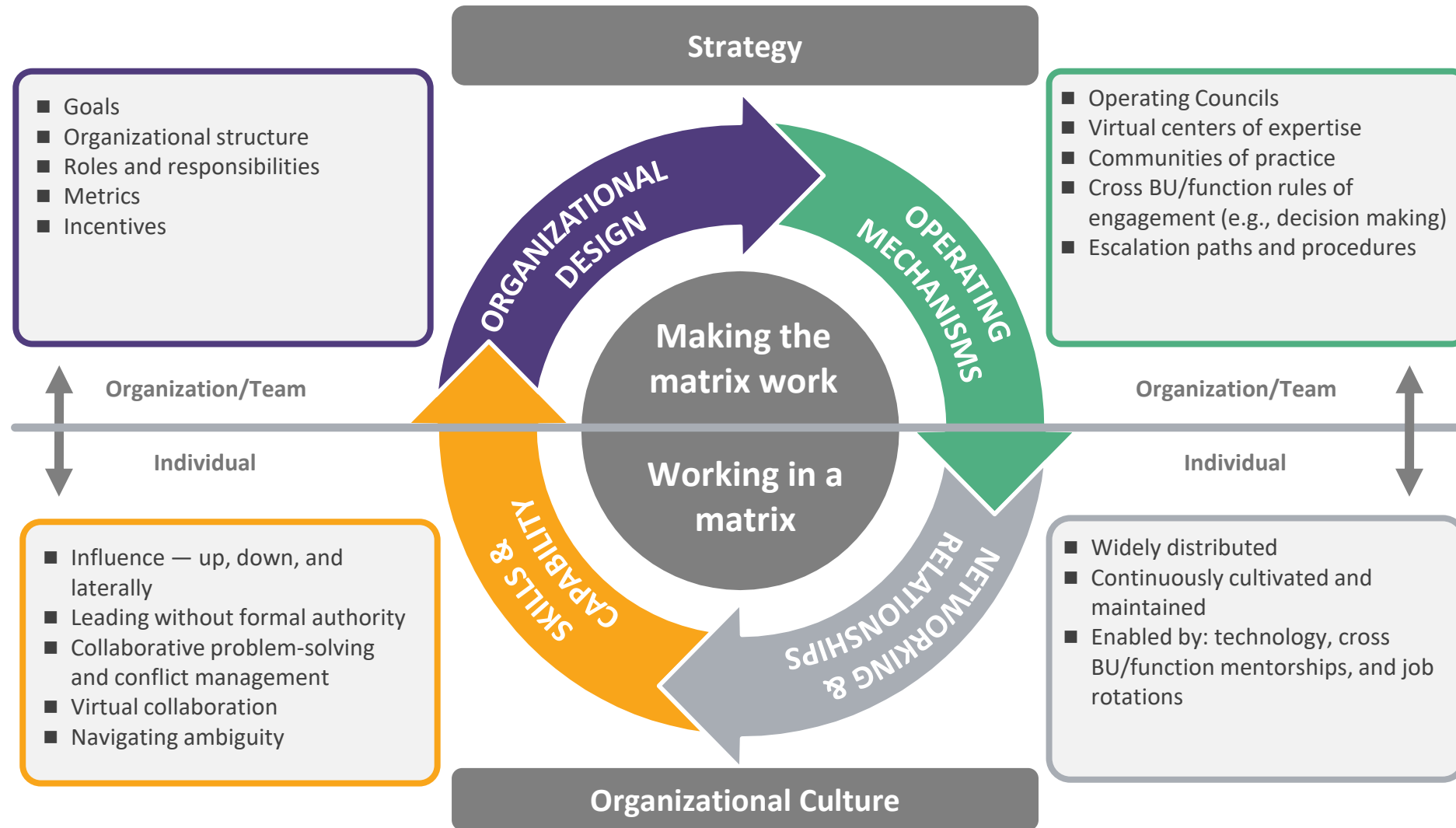✓ You can't change someone's mind unless you know where their mind is

✓ People do those things that they believe are in their best interests, regardless of whether you think it is a good idea or not

✓ When faced with a "no," there is nothing more disempowering than assuming they are stupid, crazy, or evil

Matrix management framework

Strategy

ORGANIZATIONAL DESIGN
- Goals
- Organizational structure
- Roles and responsibilities
- Metrics
- Incentives

OPERATING MECHANISMS
- Operating Councils
- Virtual centers of expertise
- Communities of practice
- Cross BU/function rules of engagement (e.g., decision making)
- Escalation paths and procedures

Making the matrix work

Working in a matrix

SKILLS & CAPABILITY
- Influence — up, down, and laterally
- Leading without formal authority
- Collaborative problem-solving and conflict management
- Virtual collaboration
- Navigating ambiguity

NETWORKING & RELATIONSHIPS
- Widely distributed
- Continuously cultivated and maintained
- Enabled by: technology, cross BU/function mentorships, and job rotations

Organization/Team

Individual

Organizational Culture

* Trademark of General Electric Company
Jointly created by GE and Vantage Partners. Copyright © General Electric Company. Reproduced with Permission.

Key Take Aways

- Executive leadership buy in is important

- Understand the context you are operating in

- Building agility to respond to changing environment: virtualization, embed Play to Win

- Influence is not coercion

Questions?

www.vantagepartners.com