

**EMBL Conference:
Lifelong Learning in the Biomedical Sciences
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MEETING ABSTRACT

A4.2

**The GRL Pipeline: an experiential learning architecture to
accelerate the development of global leaders**

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The Life Sciences Industry is dealing with increasing economic pressure, faster to market requirements and more complex execution due to e.g. the importance of emerging markets. The complex drug development process is managed by large global teams who collaborate effectively to allow timely access to markets and patients. To successfully lead these global virtual teams, it is essential to have the right people with the right skills, available to take on a new project at the right time. However, in many companies it is still common today to promote the best scientist to leadership roles based on their technical achievements. With "The GRL Pipeline" Program, we established a new way of accelerating our regional leaders development into Global Leadership roles. The focus of the program is on non-technical skills and behaviors, in particular on leadership and interpersonal skills; the approach is based on scientific rigor and on experiential learning. After 3 years of experience with the program, we consider it one of the key success factors for the leadership pipeline we were able to establish. The session will share the story behind the program, and it will provide you with the rational (why invest in leadership development in our industry?), the how (what were key ingredients for the program?) and what we learnt so far (what made it successful?).

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