



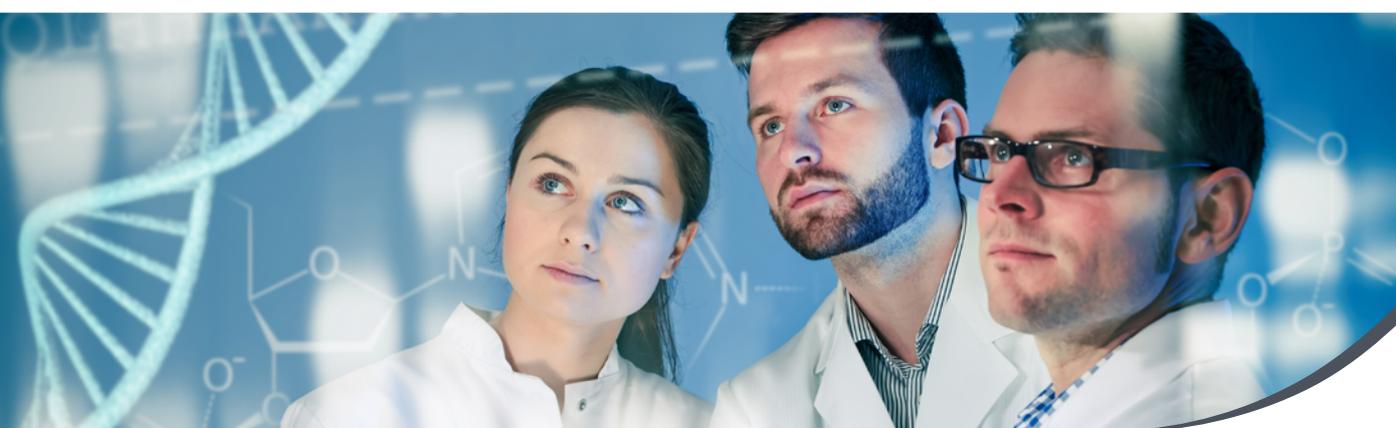
**EXECUTIVE TRENDS**  
HEALTHCARE & LIFE SCIENCES

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# WELCOME TO THE WORLD-WIDE OFFICE

## Embracing the new normal in the Healthcare and Life Science sector



**Dr. Louise Duerr | Switzerland**

It's impossible to talk about this year without mentioning the "C" word. Each sector has faced collective and unique challenges. As I look through the lens of the Healthcare and Life Science sector for 2021 - I see an acceleration, rather than alteration of all we envisaged.

### LOCATION, LOCATION, LOCATION?

The HLS sector has long embraced leaders and team members of multiple nationalities. Candidates – especially those from EMEA – have been able to choose where they work based on their career goals and lifestyle preferences.

Let's take Switzerland as an example. My country is home to major market leaders in the HLS sector; the local workforce, despite being highly qualified, is simply not sufficient in quantity to cover the needs of all the multinationals within the Swiss borders. The upshot has been the growth of a sustainable international community, as expats from around the globe make Swiss cities their home. It's a win-win situation for the industry and inhabitants, as the country – and the sector – become more dynamic and diverse.

### CONFRONTING COVID-INDUCED CHALLENGES

With travel heavily restricted and quarantine in place in many European countries, the HLS sector is rapidly revising and revamping its recruitment and communication strategies.

At a virtual HLS congress I recently attended, Human Resource managers addressed these challenges head on. A key takeaway was that whilst incoming new team members can always pick up systems, information and projects, a main factor for joining a new company is the culture and immediate team – in fact, these are key reasons candidates choose a company. So, how do we replicate this when we're socially and professionally distanced? This may remain the biggest challenge in maintaining employee engagement for new and existing employees.



Here in Switzerland, many employees are going back to the office, even if some HLS firms are keeping office work to a minimum and avoiding external visitors. Nothing is certain, and evaluation is ongoing. Meetings must be prescheduled, and spontaneous interactions have disappeared. The litmus in all this... is how companies have set themselves up to respond.

### **ACTION VS. REACTION**

A silver lining to this surreal situation has been the proactivity of HLS companies in promoting employee wellbeing. People are clearly feeling stressed and at times non-aligned with their governments' reactions. The workplace has become a place where people feel cared for, as savvy HLS firms place focus and priority on their people, rather than on their problems.

In recruitment, there's an element of courage involved on both sides: candidates are often digitally onboarded and meet their colleagues, weeks – or even months – later. Companies want to look candidates in the eye and processes have naturally been slowed down. This makes flexibility and the ability to find mutual workarounds, essential.

### **“A” IS FOR ADAPTATION**

In the HLS sector, digital dexterity was a prerequisite long before the pandemic. Companies and professionals were already gravitating to working remotely. Ultimately, we are still tribal. We love to congregate in physical or digital realms. Companies that maintain their culture and spirit will thrive. Success now depends on our efficiency to maintain and measure employee engagement whether we're 100%, 50%, or 10% in the office.

If you'd like to chat about the future of remote work in the HLS sector, please feel free to contact me. I'd be delighted to share insights.



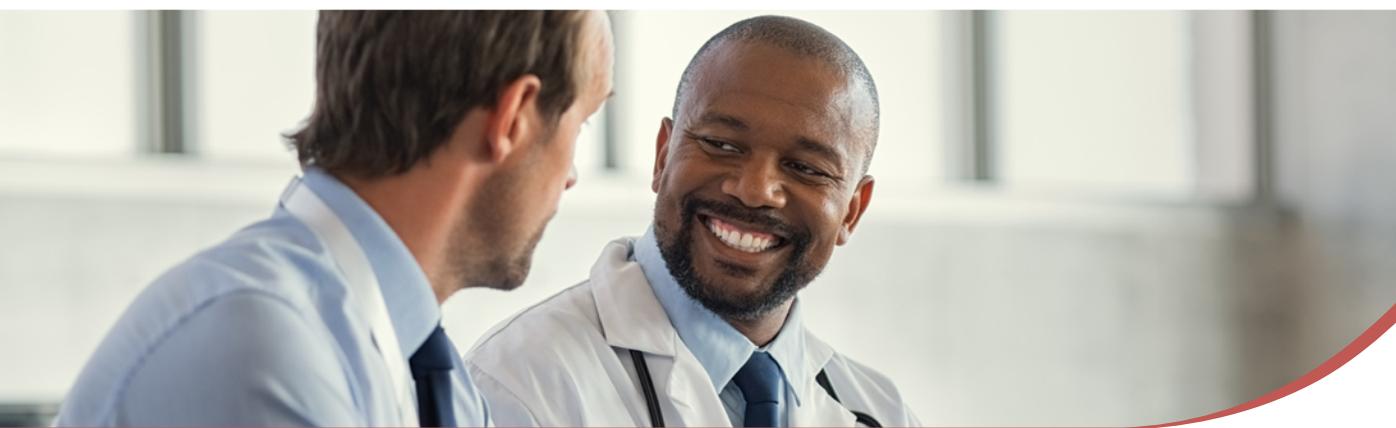
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# A IS FOR ADAPTATION

## How HLS leaders in Latin-America are navigating the new normal



Juliana Acosta | Mexico

It's little surprise that the Health and Life Science sector has seen rapid evolution throughout the COVID-19 pandemic. As I look back, I see much of the digital and human transformation we saw on the horizon has come home to roost, and it looks like it's here to stay.

### NEXT STOP: LEADERSHIP WITH PURPOSE

Here in Latin-America, HLS companies have had to rapidly ramp up digital leadership and develop teams with skills in agile processes. The impact has been most acute in the commercial areas, as sales processes have had to adapt, and invest in developing channels that allow doctors and sales representatives to provide continuity of business and reassurance to patients and customers.

Demand has grown for talent in the sector during the pandemic. Human resources teams have had to quickly promote self-service, adapting their processes and adopting digital models to recruit and onboard new hires.

Digital processes are also driving business leaders towards company cultures based on empathy and connection with teams towards a purpose. Shrewd companies in the sector are beginning to value talent for its development potential rather than for its technical abilities.

Latin America is beginning to attract talent from other sectors to the industry, which brings a breath of fresh innovation to the traditional health sector model. Upskilling and re-skilling is also in full swing, as HLS firms are pushed to perform rapid diagnoses and monitoring of the equipment and the competencies that will help them stay competitive and credible.

### STRIKING A BALANCE

Various major pharmaceutical firms in the region have already adopted permanent hybrid schemes that let employees work between the office and home, on order to reduce risks and overheads, and enhance well-being and balance.

The adoption of artificial intelligence has accelerated in the sector – especially for the attraction and recruitment of candidates. This “de-humanization” has a surprisingly inclusive side: it certainly offers greater efficiency in the processes but it also boosts diversity and inclusion.



## SKILLS ARE THE NEW CURRENCY

If we can be certain of one thing it's that we can be certain of nothing. As I look forward to 2021, my recommendation for companies is to hire talent based on candidates' potential and skills, rather than zooming in on their experience in a role.

There is no way to entirely predict how roles will change over time and HLS companies need leaders who have the ability to embrace different challenges over time and accompany the organizational transformation process.

The most outstanding skills that companies and candidates need go beyond the resumé. Learning agility, empathic leadership, decision-making, resilience, and diversity and inclusion are core competencies that will help HLS leaders survive and thrive in a time where health and wellbeing are the ultimate global goal.

I hope you have enjoyed reading this article. If you would like to talk about HLS in Latin-America, please get in touch with me.



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# REMOTE WORKING AND AUTOMATION

## The future of manufacturing and recruitment in leadership



### Bill Greenwell | UK **THE FUTURE FOR MANUFACTURING LIES IN REMOTE WORKING AND AUTOMATION**

Our 2020 executive trend, 'Mobile Leadership is Going Local', highlighted that the number of expat and globally-mobile employees was set to surpass one million by 2021, according to a Finaccord study. In such a fast-changing market, and as business complexity, speed, and global coverage grows, so too does the need for leaders with the right skills and capabilities to drive business performance.

In some business functions, however, the ability to work remotely is limited and this is especially true for those in manufacturing. In light of the Covid-19 global crisis, there has been a significant shift in attitude towards the idea of mobile or remote leadership.

In most cases across the UK, if remote working has been possible, people have been quick to adopt it. But how is this likely to evolve in the future, and could it see the rise of mobile leadership in manufacturing?

### **REMOTE WORKING AND GLOBAL LEADERS: KEY SKILLS FOR EXECUTIVES**

In the UK, demand for executive talent, both local and global has shown a decline. While a more virtual way of working can support leaders who are operating globally, the focus for businesses hiring has been on finding the right person for the job, regardless of their location.

But what does 'right' look like? Business leaders are pondering how to maintain operational readiness, in the event of a future lockdown. Industry 4.0 is upon us and some businesses are embracing new technological investment; in particular, the digitisation of manufacturing processes. Harnessing the effectiveness of this technology will be key, alongside strong leadership.

Whilst there are and will continue to be exceptions, industrials have tended to favour executives with STEM skills (science, technology, engineering, and mathematics). The demand for these skills is likely to remain



strong and has been consistent for those individuals with high-functioning learning styles, who are able to adapt quickly to changing events in an unpredictable world.

Businesses need to consider how they evolve their operations leadership and harness connected technologies to remain competitive. Similarly, executives need intellectual acuity and to be able to embrace new technology and handle whatever curveball new technology throws at them.

### **A TRUE PARTNER IN RECRUITMENT: INCREASED DILIGENCE AND ASSESSMENTS**

When hiring in the current climate, providing a comprehensive brief to your search partner is imperative. As face-to-face contact is limited, paying careful attention to candidate 'due diligence' is key.

Practicing diligence through increased testing and assessments, regular conversations with candidates, focusing on background and experience, whilst supporting individuals through their notice period, and providing aftercare in onboarding, are now fundamentals to a successful executive search.

Executive search firms need to provide holistic solutions – and businesses need to rely on these resources much more.

If you would like to discuss this topic further, or find out more about current market trends, please do not hesitate to get in touch.



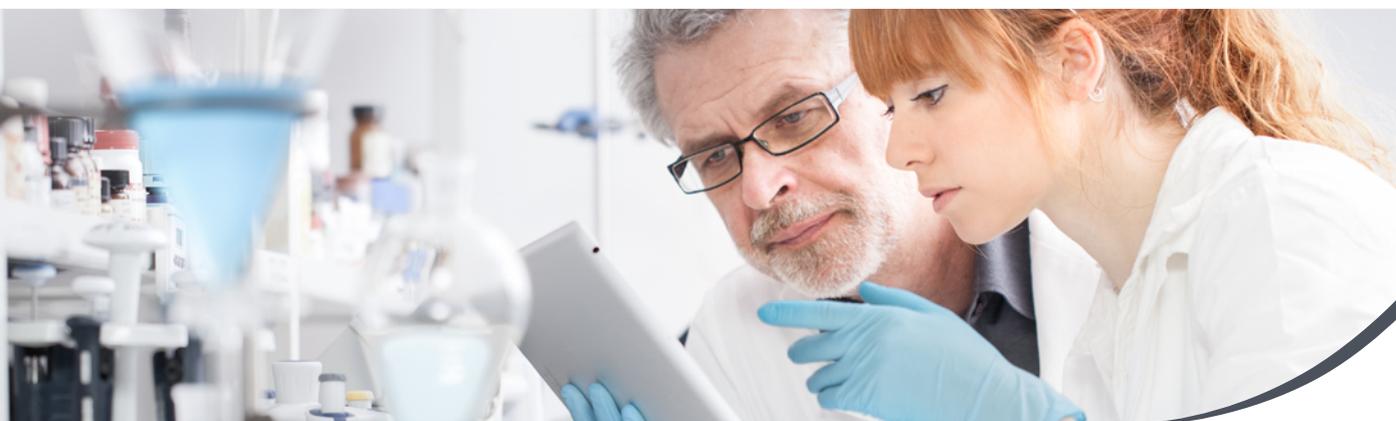
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# LEADERSHIP WITHOUT BORDERS

Meet the new Health and Life Sciences executives



Pierre-Yves Grangier | France

**F**ew of us will ever forget this year. As I re-read the Remote Leadership trend from our Eight Executive Trends for 2020, and ring the changes I've seen in the Health and Life Sciences sector, it's clear that much of what was foreseen at the beginning of the year has come to pass... and more.

In many ways, the HLS sector has always been in a league of its own when it comes to international hiring. Ours is a dynamic sector, and one in which our clients lean towards a diverse workforce, and recruit internationally, organizing by country cluster. It's also a sector in which leaders are accustomed to relocating in order to pursue the most rewarding career opportunities.

## SUPPLY AND DEMAND

If we take a glance at Europe, Belgium and Switzerland are thriving hubs for the pharmaceutical industry, and companies often look beyond their own borders to recruit the volume of well-experienced executives they need.

In these two countries, it is common to recruit internationally, so you will find strong expat communities in the Headquarters of International Groups there.

In France and in Germany, we are seeing an increase in interest for international profiles to fill Pharmaceutical roles. This brings in fresh perspectives, especially in executive roles.

## A RENEWED SENSE OF PURPOSE

Like every other sector, HLS has experienced a major recalibration due to the COVID-19 pandemic. Health and Life Science companies have had to adapt to an ever-changing reality. They're finding themselves at the heart of prevention and treatment and under the



world's microscope as we work towards a COVID-free future. With this comes an enormous sense of purpose and a pressure to constantly evolve and adapt.

While pharma professionals are accustomed to working and recruiting digitally, there are still major changes to navigate. Recruitment has become a much longer process. It's not uncommon in our industry for leadership candidates to have 7 or 8 interviews, and in the final stages, regardless of location, a face-to-face meeting traditionally sealed the deal. Now, candidates and companies are having to find ways to express themselves digitally rather than make that all important final handshake.

### **"YOU'RE NOT ALONE"**

In a time of great uncertainty, pharma has a vital role to play in putting minds at rest. This starts within a company. Leaders are being challenged – like never before – to communicate supportively and sincerely with their teams. It is also a crucial time to reassure clients. Hospitals and healthcare providers are stretched beyond belief and it's up to business leaders to show clients that despite the imposed distance, they are not alone. Creating proximity transcends masks and screens, and create a sense of community. We must never forget our closeness, while we fight the virus that has brought with it a reality few of us could have imagined.

I hope you've enjoyed reading this article. If you'd like to talk about hiring trends in HLS, don't hesitate to drop me a line.



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