

KennedyFitch

LEADERSHIP DEVELOPMENT FOR SCIENTIFIC LEADERS

THE PEOPLE'S LAB

Built for companies that need their scientific leaders to influence beyond the function, build leadership below them and enable excellence at scale.

In partnership with:



Academy
Swiss Biotech
Association

THE LEADERSHIP SHIFT

Your expertise got you here.
What is asked of you now is broader.

The role is no longer only about knowing the science or delivering through your own work. It is also about making decisions through uncertainty, aligning people around direction and creating the conditions for others to succeed.

This programme is for leaders who want to step into that broader role in a way that feels practical, grounded and real.

"The number one thing our business leaders need to do is recognise that the things that have gotten them to the place they are — that they're very good at — will not get them to the next level."

- Senior Director, Learning & Development at a Global Healthcare Company,

8
months of applied leadership development
modular and with mix of in-person and virtual delivery

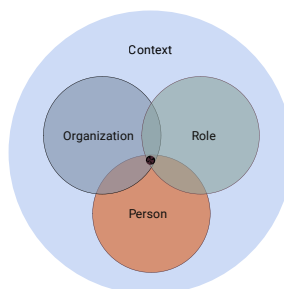
4
focused streams — join single modules or commit to all

5-8
scientific leaders per cohort at the same level

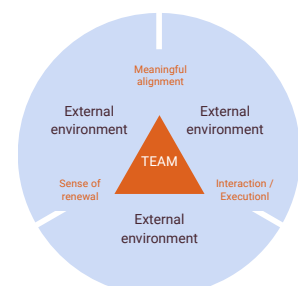
THE PRINCIPLE BEHIND THE DESIGN

Your perception of how your organisation works, who has influence, what is blocking progress, why decisions stall is a map, not the territory. Closing that gap is often the most valuable work a senior leader can do. We give you structured ways to surface it, test it and act on it.

Organizational Role Analysis



3 Dimensions of a Highly Effective Team



WHAT CHANGES WHEN YOUR SCOPE GROWS BEYOND YOUR SCIENCE?

The skills that made you an outstanding scientist - deep expertise, rigorous standards, a drive to solve problems yourself - are real assets. But they do not automatically translate into organisational leadership. The challenge is not starting from scratch. It is understanding what to add and what to let go of, at each stage of your company's growth. With the right conditions, that shift is workable.

01.

You are the authority in the room, until you're not.

In early-stage companies, scientific credibility is the leadership currency. But as your organisation grows - more functions, more stakeholders, more competing priorities - that stops being enough. Shaping decisions, aligning people across functions, leading without a mandate: these require a different kind of presence, and they become more urgent at every inflection point.

02.

Your team delivers. The wider organisation doesn't always follow.

At seed or Series A, proximity holds things together. As you scale, more functions, new commercial pressures, larger headcount, alignment becomes something you have to actively build. The people you need to move don't share your standards, your language or your frame of reference. That is not dysfunction. It is what growth looks like.

03.

People still bring you problems to solve.

You are fast, rigorous and usually right, so people keep coming to you for answers. In a small team, that is an asset. In a scaling organisation, it becomes a bottleneck. The shift is not about knowing less. It is about building an organisation that does not depend on you being right every time.

HOW WE WORK

BUILT FOR HOW SCIENTISTS ACTUALLY THINK, AT EVERY STAGE OF GROWTH

We do not start with generic leadership models. We start with your context.

This programme is built around the realities of scientific work - where expertise is deep, standards are high, and the work often unfolds under pressure, ambiguity, and interdependence. Each session is grounded in real leadership situations. Each stream gives you tools you can test in practice. Each return builds on what happened when you applied them.

THE SHIFTS WE WORK ON TOGETHER

Authority within your domain

■ **Influence across the system**

Leading your team

■ **Shaping the organisation**

Delivering excellence

■ **Enabling excellence at scale**

Being the expert

■ **Creating room for expertise**

Solving the problem

■ **Building capacity to solve**

These shifts do not all arrive at once. They become urgent at different moments as your organisation grows - from early-stage focus to late-stage complexity. The programme helps you meet them at the right time.

A LEADERSHIP JOURNEY

LEADERSHIP JOURNEY

This journey design can be adapted to maturity and context



ACTION LEARNING

Here are examples of action learning support included in this program

Peer Group Coaching: 1 facilitator | group of 4-5 participants | 3 hours, virtual

A facilitated space to unpack real leadership situations, get perspectives and convert insights into next actions.

Buddy Conversations: no facilitator | pairs of 2 | virtual or face-to-face

Structured check-ins to support focus, accountability and reflection between modules.

Inspiration Materials: no facilitator | individual, self-paced

Curated articles, videos, and expert inputs to offer fresh perspective and an outside-in view.

Individual 1:1 Executive Coaching

01. Leading Self

The leader you have become

How do my patterns and identity shape how I lead?

WHAT WE WORK ON

- How your scientific identity shapes your leadership
- The patterns you fall back on under pressure
- Self-awareness that gives you more choice
- A shared language with peers in the same transition

YOU LEAVE WITH

A personal leadership map of your patterns, defaults, and where the real work sits.

02. Leading Scientific Teams

From expert to team leader

How do I get the best from senior scientists without doing the work for them?

WHAT WE WORK ON

- Shifting from doing to enabling, without losing credibility
- Building ownership in senior scientific talent
- Feedback that lands with people who know as much as you
- A team culture where standards and trust hold together

YOU LEAVE WITH

A clear approach to leading expert teams, and one shift you make immediately.

03. Decision-Making + Difficult Conversations

The conversations that move things forward

How do I make sharp decisions and hold the conversations others avoid?

WHAT WE WORK ON

- Deciding when data is incomplete and opinions clash
- Moving stuck conversations forward
- Hard conversations without damaging the relationship
- Holding your position when pressure is high

YOU LEAVE WITH

A practical framework for decisions, and one difficult conversation you stop avoiding.

04. Leading in the System

Influence beyond your mandate

How do I build alignment across the organisation without formal authority?

WHAT WE WORK ON

- Influencing senior stakeholders with competing priorities
- Reading organisational dynamics without losing integrity
- Building coalitions across functions
- Leading change in systems you do not fully control

YOU LEAVE WITH

A stakeholder influence map and sharper patterns for system-level leadership.

05. Developing Others + Sustainable Leadership

Building depth without burning out

How do I build the leadership depth my organisation needs, while protecting what I need?

WHAT WE WORK ON

- Developing senior talent without forcing the wrong path
- Coaching as how you lead, not a separate activity
- Managing your energy at a senior level
- A leadership brand others can trust and follow

YOU LEAVE WITH

A talent development approach, and a leadership brand you can stand behind.

ONE COHORT. REAL WORK.

All streams are connected by structured action learning. Between sessions you apply what you are working on to live situations in your organisation – supported by peer coaching with leaders at the same level, buddy partnerships, and curated inputs. Built to work alongside a senior leadership role.

INVESTMENT

CHOOSE WHERE TO BEGIN

TRIAL PERIOD

Introduction Session

CHF 1,900*

excl. VAT · per participant

- Kick-off and Module 1
- 1hr individual Executive Coaching
- 1 Peer-group coaching session
- 1 Buddy conversation support
- Curated inspiration support

** Trial fee fully credited towards the full programme*

FULL JOURNEY · MEMBER RATE

Swiss Biotech Association

CHF 6,000

excl. VAT · per participant

- All five streams / 8 months
- In-person kick-off included
- All peer coaching sessions
- Buddy partnership throughout
- Full action learning support
- 3 hrs of individual executive coaching
- Swiss Biotech Association member rate



FULL JOURNEY · STANDARD

Standard Rate

CHF 7,500

excl. VAT · per participant

- All five streams / 8 months
- In-person kick-off included
- All peer coaching sessions
- Buddy partnership throughout
- Full action learning support
- 3 hrs of individual executive coaching

In-house cohorts for organisations developing a group of scientific leaders together are available on request

MEET YOUR KENNEDYFITCH SPECIALISTS

If you want to be notified when the next cohort opens, or explore an in-house programme for your organisation, reach out directly. We will talk through fit and timing

Email: annett.zippel@kennedyfitch.com / Tel: +41 (0)44-2626000



Annett Zippel

Annett is a global HR leader with 20+ years of experience, with a core focus on life sciences, biotech, and pharmaceuticals. She has built and scaled HR functions in both large corporations and high-growth startups, including leading the HR function for a biotech company through rapid expansion and a successful IPO. Her work consistently connects people strategy to evolving business goals and she also supports innovation in the field through HRTech investments.



Wouter van Hunnik

Wouter is a transformation leader and executive coach with a strong organizational development background. He combines conceptual depth with strong stakeholder management and is a certified Move a Mountain personal coach and a McKinsey-certified Team Effectiveness facilitator. His experience includes strategy consulting at Boer & Croon, 11+ years leading transformation work at Philips, and serving as Chief People Officer at LAVA Therapeutics, where he helped scale the organization while safeguarding culture.

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