

# **Plenary Session 3: Learning and Development in the Current Economic Downturn**

Moderator: Susan Baxter, California State University

# Staying agile in turbulent times

*(edited list based on Sull, HBR, Feb 2009)*

- Stay in the flow of **information**
- Sustain a sense of urgency
- Recruit entrepreneurial staff
- Invest in promising opportunities
- Wait for the right opportunities
- Insulate against market shifts with intangible resources like **expertise**



The California State University

PROGRAM FOR EDUCATION AND RESEARCH IN BIOTECHNOLOGY (CSUPERB)

# Why invest in learning, mentoring and professional development in a down economy?

- Product development must go on
- Innovation can't stop entirely – especially innovation to improve efficiencies or reposition company
- Talent development helps address labor shortages, skills gaps, and productivity loss due to stress and layoffs
- Succession planning should continue to develop leaders for the future



# Large company vs. small company perspectives

- Large companies typically develop leaders over a decade or so; start-ups typically depend on recruiting from the outside to fill expertise gaps
- Large companies have corporate responsibility goals not typically considered by start-ups
- Small companies may benefit from external collaborations to augment expertise; large companies may be more likely to find expertise in house

# CSU Biotechnology Center

- Assess and co-ordinate the ongoing educational needs and workforce delivery systems of biotech companies
- Bridge the gap between current educational offerings and the skill set needed by biotech companies
- Develop innovative internship opportunities to help biotech companies respond to turbulent market conditions

# Industry - academic partnerships: “knitting together strengths” to build the innovative community in Los Angeles

- **Outside perspective to stay agile:** You can learn more about what you don’t know from them than from people just like you
- **Understanding the training pipeline and needs:** Recruit from a “diverse pool of applicants who are highly talented and have the potential to be general managers”
- **“Place Bets” to drive and sustain innovation:** Alliances can bring together the best science and technology thought leaders and researchers
- **Collaborative projects:** Complex teams can work together effectively if the right conditions are in place (the win-win situation)
- **Community involvement:** You can develop many leadership skills by working with an outside organization and – at the same time - contribute to the evolution of a creative class of life science innovators in Los Angeles!

# Session #3

- **Doug Perry** – overview of learning programs and solutions to talent management
- **Greg Dewey & David Dyer** – present models for industry-academic collaboration to develop future general managers for the life sciences
- **Rogelio Rodriguez** – introduce online means to develop in-house talent
- **Kent Smith & Gary Fujii** – how to provide real-world business experiences for academic scientists while still getting work done