



LEADERSHIP PERSPECTIVES

PREPARING THE NEXT GENERATION OF CHIEF MEDICAL OFFICERS

Installment #8 of a multi-part series



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In the Perspectives series, MAPS Americas Region President, **John Pracyk, MD, PhD, MBA** speaks with leaders from Johnson & Johnson, where John is Integrated Leader, Medical Affairs, Preclinical and Clinical Research at DePuy Synthes Spine (a J&J company). Rather than publishing each interview separately, John has chosen to organize these interviews by topic, distilling the opinions of J&J thought leaders to demonstrate consensus or offer distinct viewpoints on issues of importance for the practice of Medical Affairs.

This article explores preparing our next generation of Chief Medical Officers (CMOs) to accept their evolving place alongside senior leaders in R&D and Commercial. Specifically, there tends to be two coexisting models of advancement within Medical Affairs, namely through promotion or through recruitment. In the model of promotion, a career development program builds knowledge across many Therapeutic Areas (TAs) through formal rotations or by adding supplemental TAs once an initial area has been mastered. Eventually, a CMO may be promoted to the role after curating a repertoire of varied management experiences. Alternately, organizations may recruit HCPs, researchers or other healthcare and bioscience leaders that are well known to the business unit into their senior leadership roles. Following, Medical Affairs leaders from Johnson & Johnson offer their opinions of best practices to prepare our next generation of Chief Medical Officers.

Question: How do we prepare our next generation of Chief Medical Officers?





Jennifer Davidson, DO

Vice President, Medical Affairs, Cardiovascular, Metabolism, & Retina, Janssen, J&J

- Medical Affairs' next generation CMO's must think differently in today's world by providing the space and encouraging innovation; namely, "How can we do things differently to bring better value to patients?"
- One approach is to incorporate Medical Affairs earlier into the evidence generation process, so there is more of a reciprocal dynamic with Clinical Development.
- I believe in providing a genuine opportunity for the Medical Affairs platform leader to be on the same page as an R&D and Commercial leader is how we can more effectively prepare our next generation of Chief Medical Officers. They will function more effortlessly across the business cycle.





Paul Burton, MD, PhD

Vice President, Chief Global Medical Affairs Officer, Janssen, J&J

- Chief Medical Officer development is like anything in medicine or surgery, it's all about apprenticeship.
- For example, to design effective clinical studies, you must have participated in running them at some point along the way. The same is true for insight generation, advisory board selection, as well as evidence generation and dissemination.
- No different than clinical residency or fellowship training, you need a curriculum and syllabus built from the knowledge of previous CMOs.
- I think we must take hold of what Medical Affairs is at its core and teach people how to do it effectively. If you want to identify talent, then you need to deploy a personal development program for Medical Affairs to attract and cultivate your high potentials and high performers. If done properly, you will be able to bring in some amazing people.
- In addition to personal development let's not forget career development and be more intentional about promoting our talent. Exceptional leaders do not occur by happenstance.





Husseini Manji, MD, FRCPC

Global Head, Science for Minds, J&J

- In preparing our next generation of CMO's you must do things correctly and try not to cut corners; hopefully, you will get there with careful discipline and attention.
- It all begins with having the subject matter expertise at the beginning and then being methodical to perform all aspects of the job in as rigorous a way as possible so that any given step sequentially builds upon that foundation of knowledge.
- Once you have proven yourself in a single area, it opens the doors of collaboration to partner with others that will want to help expand your expertise and leadership skills.
- Not surprisingly, this is a team sport and to be successful you must navigate your way through a lot of different avenues; often, that requires you to be able to put your own desires on the backburner, for the greater good of the other stakeholders.
- CMO type of leadership requires being wholly interactive, with HCP's, KOL's, as well as insurance and health systems. As we have learned with COVID-19, those stakeholders now include government authorities, academia, and even other Pharmaceutical industry competitors.
- Fundamentally, becoming a leader across multiple therapeutic areas is one of those things that comes back to establishing your credibility, opening doors, and bridging gaps to grow yourself professionally.





Rajesh Rajpal, MD

VP, Chief Medical Officer, Global Head of Clinical & Medical Affairs, Vision, J&J

■ The most important asset is possessing the leadership mindset. If you want to be a Chief Medical Officer you're going to be performing on a larger stage, contributing with greater scale, and you need to inherently be comfortable with yourself in these situations.

■ I'm using the term CMO in the traditional sense, but it's become more of an "end to end" leader of all things Medical and Clinical.





Tony Hong, MBA

VP, Integrated Leader, Preclinical & Clinical Research and Medical Affairs, Cardiovascular & Specialty Solutions, J&J

▣ I think the need for career development is for all Medical Affairs individuals and not just those aspiring to be Chief Medical Officers. If you are earnest and sincere of wanting to develop everyone, then the dividend will be truly exceptional teams of people.

▣ For those new to Medical Affairs, initially your focus should be a “mile deep”, to truly master the subject matter. However, as the career development aperture opens the frame shift must be to a “mile wide” because that breadth of knowledge and mastery of multiple therapeutic areas (perhaps even across sectors) is ultimately what is required of the job.





Richard Nettles, MD

VP, US Medical Affairs, Virology, Janssen, J&J

■ I think it's critically important to have diverse experiences as early in your career.

■ Taking roles that grow you as much as an individual contributor as well as people leader are crucial. The quickest way to mature and fill out your leadership competencies is to migrate to areas where you don't have much comfort nor expertise. That feeling of inexperience will create an uncomfortableness that will grow you as a leader, unlike you could have ever imagined.

■ You also need to value the importance of diversity and inclusion.

■ Making sure that you're much more than a scientific base leader but a strong, credo based, people-based leader is an important skill that we all need to continuously develop throughout our careers.

■ Mistakenly, we assume that great leaders are born with these skills. However, what I've found is that they're not; and, perhaps more importantly, you can develop and cultivate these leadership skills. You need to work hard on these skills to be a great leader, but it is worth it in the end.

■ Finally, any CMO needs to have some skill as a speaker and be able to inspire others. Communication is key trait of all great leaders, regardless of discipline.





Mark Wildgust, PhD

VP, Global Medical Affairs, Oncology, Janssen, J&J

Any leader like a CMO needs to continue to innovate in terms of what we do and what we know. A leader once said that we need to be relentlessly dissatisfied with the status quo.

Understanding what people want, understanding how to create, communicate, and deliver it, are just a few of those things a CMO needs to get right, every time.

