



# Chief Executive Officer

Bio-economy Skills Profile



Building skills for Canada's bio-economy

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## About BioTalent Canada

### Helping Canada's Bio-economy thrive globally

Canada is a world leader in biotechnology—the application of living organisms to industrial, agricultural, medical and other processes and products. To maintain and build on this leadership, the sector needs highly trained, job-ready people.

By acting as a national hub and central resource for employers, job-seekers, students, educators and government agencies, BioTalent Canada helps make this happen.

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Building skills for Canada's bio-economy

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## About the BioTalent Canada bio-economy skills profiles

Biotechnology's fusion of science and business creates unique requirements for occupations in the sector. Executives and managers must have technical expertise; technical staff often need entrepreneurial skill sets. Occupational descriptions from other sources don't always fit the bio-economy context. That's why, in partnership with industry stakeholders, BioTalent Canada has developed skills profiles specific to the bio-economy including this description of the role of Chief Executive Officer.

## Occupational Definition

**Chief Executive Officers** (CEO's) in biotechnology companies provide leadership, develop networks of contacts and effective management teams, articulate and champion a vision for the company, and pursue the vision cooperatively with the company Board of Directors and staff. CEOs develop and implement strategic objectives that support the company's mission and in consideration of serving their stakeholders. CEOs define strategic priorities and seek to align key performance indicators to the strategic priorities of the company. They use their scientific, business and regulatory knowledge to plan, organize, oversee, and assess company operations in relation to the strategic objectives. CEOs work for Canadian bio-economy companies of different sizes (e.g., small, medium, large) and in various bio-economy areas, such as:

- Agriculture
- Aquaculture
- Bioenergy
- Bioinformatics
- Bioproducts
- Biosciences
- Environment
- Food Processing
- Forestry
- Genomics
- Human Health
- Industrial
- Life Sciences
- Medical Devices
- Natural Resources
- Nanotechnology
- Nutraceuticals
- Pharmaceuticals

## ***Components of the skills profile***

Every BioTalent Canada skills profile presents the areas of competence, tasks and sub-tasks associated with a specific occupation.

**Area of competence (AC):** This describes a major function or responsibility associated with the profession, trade or position.

**Task:** This is a specific, observable unit of work with definite start and end points. Tasks can be broken down into two or more steps and are generally performed in a limited period of time. Tasks and ACs are identified in behavioural terms, beginning with a verb that describes the applied behaviour.

**Subtask:** This is a distinct, observable activity that comprises the steps involved in a task.

**Important Action/Performance Standard:** This provides a criterion for assessing competence and may be used as a performance indicator.

## ***Focus on competencies***

The BioTalent Canada skills profiles are built around *areas of competence* because competencies are flexible, inclusive and linked directly to performance: they are the traits or qualities a professional must have to succeed in a given role within a given organization, and can be used for recruiting, professional development, curriculum planning and many other purposes.

## ***How to use the profiles***

The complete contents of this or any BioTalent Canada skills profile are unlikely to be used for any one position. Because they are comprehensive, they include every area of competence, task and subtask that *could* be required for a specific occupation. In reality, the definition of a given job will encompass a narrower subset of the profile. Hiring organizations must choose the elements of the profiles that are relevant to their businesses—and tailor those elements as necessary to more precisely describe their particular job requirements.

The profiles can be put to many uses:

- **Employers** can use them to develop job descriptions, performance evaluations, professional development, succession planning, team building, target skills needed, and recruitment plans.
- **Job seekers** can use them to tailor their resumes, prepare for interviews, see job descriptions and identify additional professional development needs.
- **Educators** can build industry-oriented curricula from the profiles to produce job-ready graduates.
- **Students** can enhance their understanding of employers' expectations and choose the right educational programs to equip themselves with the skills for success.

### **Scenario**

The following illustrates how an employer might use the BioTalent Canada skills profiles to identify professional development priorities for his or her team.

#### *Step 1*

The employer would review the ACs for each occupation and identify which apply to the related positions within his or her company, omitting those that are not relevant.

#### *Step 2*

Under the selected ACs, the employer then notes which of the associated tasks, subtasks and important actions are relevant to that specific position within his or her business.

#### *Step 3*

Now with a complete, tailored profile, the employer can assess employee performance. Needs areas are easily identified and defined—to a significant depth of detail.

#### *Step 4*

Based on the needs analysis, the employer can either develop or seek out professional development programs that address employee needs areas.

## **Situational Analysis**

Chief Executive Officers (CEOs) in the biotechnology sector act as representatives for their companies and are required to interact, on a national and international platform, with a variety of individuals and professionals, including researchers and academics, scientists, government officials, industry leaders, media personnel and politicians.

Interviewees reported spending over 70-80% of their time travelling on work-related business, whether it is commuting between offices located in different countries, or meeting with current (or potential) stakeholders and investors. The nature of the job can be stressful due in part to the competitive, time-sensitive and regulatory-driven nature of the biotechnology industry.

The majority of CEOs within biotechnology corporations have years of experience in the biotechnology industry, often progressing from a research, scientific or project development background to senior management. They use their extensive experience and knowledge of the industry to successfully lead and represent their companies.

They are constantly faced with critical issues and concerns, including gaining regulatory approvals, mitigating financial constraints, and recruiting and retaining skilled professionals. CEOs must also be willing to take responsibility for their decisions and courses of action.

This often intense and high-pressure occupation favours incumbents who are organized, disciplined, reliable, and dedicated and who can manage stressful and time-sensitive situations. In the highly competitive biotechnology industry. CEOs must be passionate, optimistic and encouraging.

CEOs within the biotechnology industry typically have significant experience (often 10+ years) in their companies' areas of specialization, inclusive of experience as executives/senior managers. In relation to their strong biotechnological foundational knowledge and skills, CEOs of biotechnology companies often possess university degrees (B.Sc., M.Sc., or PhD) within the scientific or medical fields, often supplemented by education and professional development related to business and administration and commerce, such as MBA degrees. The educational background required of a CEO within the biotechnology industry is dependent upon the size and specialization of the companies' that they are leading. Having a blend of scientific and business knowledge is critical to leading a successful enterprise. Biotechnological knowledge relative to the work being completed by their companies, coupled with well-honed business skills and knowledge are an essential combination for senior level management personnel, particularly CEOs of biotechnology corporations. In order to entice potential shareholders, investors and sponsors, CEOs must have the ability to persuasively and confidently speak to the strengths of their products and research, an ability that is rooted in a solid understanding of the technical operations of their companies.

There is an increasing emphasis on the adherence to regulations as being a trend that will continue into the future. In addition to regulatory issues, CEOs also projected that sourcing and securing financing for research and development will become increasingly challenging in the future.

Also relating to the emerging world economy, the CEOs interviewed spoke to the global nature of the biotechnology industry in Canada, with a number of companies acquiring international subsidiaries to compete on a global market. With international contacts, CEOs will require improved leadership and management skills, in addition to cultural sensitivity and tolerance, as the trend toward global partnering increases.

### Essential Skills

Select the most important Essential Skill(s) for this Profile:				
<input type="checkbox"/>	Reading Text	<input checked="" type="checkbox"/>	Thinking Skills – Problem Solving	Working With Others
<input type="checkbox"/>	Document Use	<input type="checkbox"/>	Thinking Skills – Decision Making	Computer Use
<input type="checkbox"/>	Writing	<input checked="" type="checkbox"/>	Thinking Skills – Critical Thinking	Continuous Learning
<input type="checkbox"/>	Numeracy	<input type="checkbox"/>	Thinking Skills – Job Task Planning & Organizing	
<input checked="" type="checkbox"/>	Oral Communication	<input type="checkbox"/>	Thinking Skills – Significant Use of Memory	
<input type="checkbox"/>		<input type="checkbox"/>	Thinking Skills – Finding Information	

CEOs of biotechnology corporations work in an evolving and technology-driven industry that requires them to continually update their skills and knowledge to keep abreast of industry changes and technological and scientific advancements. They take responsibility for their continuous learning initiatives by identifying learning opportunities, such as conferences and professional development seminars related to their companies’ areas of specialization, of which they participate and attend. In addition to formal training, CEOs also learn informally by communicating with researchers and scientists, reading industry-specific journals and literature, and conducting Internet searches for relevant materials.

CEOs of biotechnology corporations must be optimistic, persuasive, engaged and passionate about their work. They must be driven and committed to the work being completed by their companies and employees and be encouraging, honest, and decisive.

In the future, CEOs of biotechnology corporations will require well-honed critical thinking skills to comply with increasingly stringent regulations. In addition, CEOs will require improved leadership and management skills as the trend toward acquiring global partners intensifies and the workforce continues to diversify. As funding becomes increasingly difficult to acquire, CEOs will need to rely even more heavily on their oral communication skills to persuade potential investors, shareholders, and sponsors to invest in their companies.

### **Language Benchmarks**

Chief Executive Officers must be able to perform the full range of tasks and will need an upward language benchmark level of 12. The majority of the criteria used in the Canadian Language Benchmarks were found to be between the levels of 8 – 12.

## Competency Profile

A Chief Executive Officer must be able to:

### A. Lead and mentor

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Articulate and promote vision	1.1 Think outside of the box	
	1.2 Identify possibilities and opportunities	
	1.3 Look at the big picture	
	1.4 Identify, evaluate and manage strategic risks	
2. Seek and take the lead	2.1 Remove barriers to progress	
	2.2 Take leadership in meetings to keep them on track	
	2.3 Be proactive	
	2.4 Assume role of primary spokesperson	
	2.5 Ensure resources are available	
	2.6 Interface with governors	
3. Demonstrate commitment	3.1 Be engaged in the process	For example: <ul style="list-style-type: none"> <li>• Be in the moment</li> <li>• Communicate commitment and intentions with clarity</li> <li>• Confirm understanding</li> <li>• Be cautious and aware of perceived commitments</li> </ul>
	3.2 Be passionate	
	3.3 Be positive	
	3.4 Demonstrate initiative	For example: <ul style="list-style-type: none"> <li>• Be prepared</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
		<ul style="list-style-type: none"> <li>Follow through</li> <li>Be the first to arrive at meetings</li> </ul>
	3.5 Be accountable	
	3.6 Support individuals and teams	
4. Take responsibility	4.1 Confront problems	
	4.2 Accept criticism	
	4.3 Make revisions, as necessary	
5. Establish organizational values	5.1 Set an example	For example, follow corporate vision and mission
	5.2 Promote fairness	
	5.3 Promote and demonstrate ethical behaviour and integrity	
	5.4 Be consistent	
	5.5 Show and promote mutual respect	
	5.6 Show financial accountability	
	5.7 Be transparent	
6. Think critically and act objectively	6.1 Ask insightful questions	
	6.2 Rely on past experience	
	6.3 Be a good listener	
	6.4 Use good judgement	For example, in prioritizing tasks of greatest importance to the advancement of the company/science
	6.5 Consider the big picture	
7. Set and maintain standards	7.1 Set an example	Follow company policies and procedures
	7.2 Practice corporate culture	For example, set and embody a tactical vision for the company
	7.3 Establish and exemplify values	
	7.4 Get the buy in of the employees	
8. Set priorities	8.1 Be fully informed	
	8.2 Keep goals and company objectives in mind	
	8.3 Use strategies and tools to help set	For example, quarterly priority management

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	priorities	
	8.4 Act urgently	
	8.5 Consider available resources	
	8.6 Communicate priorities	
	8.7 Delegate prioritized tasks to appropriate personnel	
	8.8 Prioritize activities in accordance with the strategic plan	
	8.9 Be vigilant of critical deadlines	
9. Establish a sense of urgency and act accordingly	9.1 Set reasonable goals for product/processes	
	9.2 Make sure you and others believe in the importance of the product/processes	
	9.3 Communicate the reason for needing to do something	
	9.4 Demonstrate benefits/consequences	
	9.5 Ensure buy-in	
10. Create a positive corporate culture	10.1 Demonstrate an involvement and interest in the staff, their contributions and feedback	
	10.2 Create opportunity for involvement (formally or informally)	
	10.3 Treat employees with respect	
	10.4 Ensure supports are in place	
	10.5 Foster openness	Be aware of employee dialogue about the organization and respond and engage accordingly
	10.6 Develop policies to benefit employees	
	10.7 Promote corporate community involvement	
	10.8 Get the best out of everyone	For example, focus on qualities instead of defects

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	involved	CEOs should promote congruence and alignment throughout the organization
	10.9 Be consistent	
	10.10 Communicate expectations	
	10.11 Choose projects that reflect/embody corporate philosophy	
11. Mentor others	11.1 Set an example	
	11.2 Encourage personal development	
	11.3 Communicate opportunities for personal growth	
	11.4 Facilitate growth	
	11.5 Offer positive reinforcement and recognition	
	11.6 Be available	For example, hold regular meetings, hold one-to-one meetings, etc.
	11.7 Be proactive in mentorship	
	11.8 Provide guidance and support	
	11.9 Provide contacts and open networks	
	11.10 Communicate objectives	
	11.11 Be flexible in management approach	
12. Solve problems	12.1 Identify the problem(s)	
	12.2 Seek resolution	
	12.3 Involve the appropriate resources	
	12.4 Be focused	
	12.5 Consider options for resolution	
13. Make decisions	13.1 Be fully informed	
	13.2 Be decisive in difficult situations	For example, identify sensitivities surrounding decisions to be taken
	13.3 Identify and employ different	For example, be flexible and adapt approaches

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	decision-making techniques, as appropriate	
	13.4 Take responsibility	For example, be able to explain decisions
	13.5 Consider repercussions	For example, scenario planning
	13.6 Develop contingency plans	
	13.7 Involve others, as needed	
	13.8 Make “Go”/ “No-Go” decisions	
14. Adhere to principles of confidentiality	14.1 Be clear as to the boundaries of confidentiality	
	14.2 Communicate expectations	
	14.3 Communicate consequences for breaches of confidentiality	
	14.4 Ensure confidentiality of business and personal information	Follow company policies and procedures
15. Promote and manage change	15.1 Establish reason for change	
	15.2 Be adaptable	
	15.3 Face challenges	For example: <ul style="list-style-type: none"> <li>• Think the unthinkable</li> <li>• Create a new reality</li> <li>• Do not wait for disaster before rethinking</li> </ul>
	15.4 Take responsibility	
	15.5 Promote cooperative (non-defensive) behaviour	
	15.6 Communicate reason and nature of change effectively	
	15.7 Seek buy in for change	
	15.8 Facilitate implementation	
	15.9 Plan and anticipate the future	
16. Promote trust and honesty	16.1 Set the standard	For example, lead by example
	16.2 Do not accept dishonesty	
	16.3 Build trust throughout the	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	organization	
17. Demonstrate ambition, as required	17.1 Set “stretch” goals	For example: <ul style="list-style-type: none"> <li>• Establish personal and corporate goals</li> <li>• Set SMART goals/objective (Specific, Measurable, Attainable, Realistic, Timely)</li> </ul>
18. Display interpersonal skills	18.1 Communicate well	
	18.2 Show respect	
	18.3 Show empathy and sensitivity	For example: <ul style="list-style-type: none"> <li>• Demonstrate and cultivate emotional intelligence in the team</li> <li>• Treat others as they want to be treated</li> </ul>
	18.4 Be interested	
19. Seek help when needed	19.1 Identify own strengths and weaknesses	
	19.2 Delegate, when necessary	
	19.3 Identify strengths in others	

A Chief Executive Officer must be able to:

**B. Develop personal competencies**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Commit to professional, personal and team development	1.1 Identify opportunities for learning and development	For example, attend conferences, take courses
	1.2 Make time for personal professional development	
	1.3 Develop new skills	
	1.4 Keep up with communication tools	For example, update computer knowledge
	1.5 Bring learning back to organization and teams	For example, bridge gaps with managers
2. Assess personal performance	2.1 Ask for and accept feedback	For example, seek 360° feedback
	2.2 Learn from mistakes	
	2.3 Assess own personal strengths and weaknesses in alignment with corporate needs	
	2.4 Know own limitations	
	2.5 Set personal goals	
	2.6 Act on constructive criticism	
3. Live corporate culture	3.1 Demonstrate an involvement and interest in the staff, their contributions and feedback	
	3.2 Create opportunity for involvement	
	3.3 Treat employees with respect	
	3.4 Ensure supports are in place	
	3.5 Foster openness	
	3.6 Develop policies to benefit employees	
	3.7 Demonstrate social responsibility	For example, promote corporate community involvement

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	3.8 Seek the best for everyone involved	
	3.9 Be consistent	
	3.10 Communicate expectations	
	3.11 Choose projects that reflect/embody corporate philosophy	
4. Demonstrate persistence	4.1 Do not give up	
	4.2 Be persistent, but not stubborn	
	4.3 Know when to quit	
	4.4 Know when to change directions	
	4.5 Trust your instincts	For example, 'gut feel'
5. Manage multiple tasks	5.1 Prioritize tasks	
	5.2 Manage tasks with competing priorities	
	5.3 Divide time appropriately	
	5.4 Identify resources to assist in completing tasks	For example, use supportive technology
	5.5 Delegate, when possible	
	5.6 Demonstrate mental flexibility	For example, in approaching new tasks and challenges: <ul style="list-style-type: none"> <li>• Do quick study</li> <li>• Determine importance</li> <li>• Solve problems</li> </ul>
6. Demonstrate creativity, passion and innovative approach	6.1 Think outside of the box	
	6.2 Identify and act on opportunities	
	6.3 Identify and evaluate possibilities	
	6.4 Consider unmet needs	
	6.5 Seek advancements	
	6.6 Reward creativity and innovation	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	6.7 Begin with the end in mind <sup>1</sup>	Demonstrate creative and innovative approach while remaining along the critical path
	6.8 Remain focused on objectives	
	6.9 Communicate a passion and enthusiasm for the product/company	For example: <ul style="list-style-type: none"> <li>• Develop ability to simply explain the value proposition of the company</li> <li>• Communicate enthusiasm for product with diverse audiences</li> <li>• ‘Hook’ audience with key descriptors for product and company</li> </ul>
7. Seek mentors and advisors	7.1 Determine own limitations and seek improvement	
	7.2 Be open to feedback	
8. Keep physically and mentally healthy	8.1 Seek and participate in physical activity	
	8.2 Maintain balanced diet	
	8.3 Establish work/life balance	
	8.4 Engage in activities outside of work	
9. Travel nationally and internationally for business	9.1 Have a valid passport	
	9.2 Travel efficiently	
	9.3 Promote company’s interests and acquire knowledge	
10. Keep abreast of current industry and public affairs	10.1 Read or watch appropriate and informative materials	For example, keep abreast of national and international news related to biotechnology/bio-economy

<sup>1</sup> Taken from Stephen Covey, *The 7 Habits of Highly Effective People*, New York, New York: Free Press, 1989, 2004. Summary available online at: <http://www.stephencovey.com/7habits/7habits-habit2.php>

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	10.2 Attend and actively engage at industry conferences	
	10.3 Attend and actively engage at current sector/industry association events	For example, formal and informal associations
	10.4 Network	
	10.5 Share information within company	
11. Exhibit sensitivity to cultural and social diversity	11.1 Be aware of demographics	
	11.2 Be respectful of differences	
	11.3 Treat everyone fairly	
	11.4 Accommodate special needs	

A Chief Executive Officer must be able to:

**C. Advocate and communicate**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Develop support from board and senior staff	1.1 Articulate expectations	
	1.2 Ask for and provide feedback	
	1.3 Build consensus	
	1.4 Provide regular updates of information	
	1.5 Allocate resources appropriately	
2. Articulate corporate vision and mission	2.1 Live the vision and mission	For example, embody through action
	2.2 Reward performance that is aligned with the vision and mission	
3. Advocate on behalf of corporate interests	3.1 Articulate corporate interests to audience	For example, advocate to: <ul style="list-style-type: none"> <li>• Government regulators</li> <li>• Financial institutions</li> <li>• Investors</li> </ul>
	3.2 Identify resources for addressing needs	
	3.3 Craft message to ensure consistency	
	3.4 Advocate/lobby on behalf of corporate interests	
4. Communicate effectively	4.1 Listen	
	4.2 Use multimedia communication tools	For example, use: <ul style="list-style-type: none"> <li>• Websites</li> <li>• PowerPoint software</li> </ul>
	4.3 Network	For example: <ul style="list-style-type: none"> <li>• Walk the four corners</li> <li>• Use town hall meetings</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	4.3 Make presentations	
	4.4 Make speeches	
	4.5 Adapt and deliver appropriate message for internal and external audiences	Identify internal and external audiences, for example: <ul style="list-style-type: none"> <li>• Board members</li> <li>• Staff</li> <li>• Investors</li> <li>• Partners</li> <li>• the Media</li> </ul>
	4.6 Make complex technical information meaningful and simple	
	4.7 Speak/write clearly	
	4.8 Communicate needs and interests to unresponsive and challenging people	Communicate with, for example: <ul style="list-style-type: none"> <li>• Regulatory bodies who are not responsive</li> <li>• Investors with requirements and expectations that are disparate from the company</li> <li>• Competing scientific, academic and business priorities</li> <li>• Academic institutions with different perspectives on intellectual property</li> </ul>
5. Represent corporation to media	5.1 Determine media needs	Follow company regulations
	5.2 Speak clearly	
	5.3 Represent company's interests	
	5.4 Deliver message appropriately	
	5.5 Manage public disclosure	
	5.6 Monitor coverage and consider correcting misinformation	
6. Relate to public concerns	6.1 Know your public	
	6.2 Be aware of concerns	
	6.3 Take a corporate position	
	6.4 Communicate position	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
7. Interact with politicians and bureaucrats	7.1 Communicate effectively	
	7.2 Know your needs	
	7.3 Understand the bottom line in negotiations	For example, identify: <ul style="list-style-type: none"> <li>• Programs</li> <li>• The limits and constraints of programs</li> <li>• How programs can be layered</li> </ul>
	7.4 Recognize and meet political requirements	For example: <ul style="list-style-type: none"> <li>• Publicity and promotion of government activities</li> <li>• Script message</li> <li>• Set up photos (such as ribbon cutting, etc.)</li> </ul>
	7.5 Recognize the position and constraints of those in government	
	7.6 Register as lobbyist, when required	Follow provincial and/or federal regulations regarding lobbying
	7.7 Target appropriately	
8. Champion on behalf of customer	8.1 Establish relationship with customers early on	
	8.2 Be aware and develop a strategy towards consumer advocacy groups	
	8.3 Address issues	
	8.4 Ensure safety of products	
	8.5 Educate customers	
	8.6 Respond appropriately to problems or concerns	
	8.7 Conduct post-market surveillance	
9. Negotiate	9.1 Determine issues and party interests	
	9.2 Establish real goals and interests beforehand	For example: <ul style="list-style-type: none"> <li>• Be prepared for negotiations</li> <li>• Negotiate in terms of interests instead of</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
		<ul style="list-style-type: none"> <li>position</li> <li>• Represent company's interests</li> </ul>
	9.3 Understand your role or that of your delegate	
	9.4 Determine urgency	
	9.5 Establish value proposition for all parties	
	9.6 Strategize release of information	
	9.7 Be ready to walk away or select another alternative	For example, use Best Alternative To a Negotiated Agreement (BATNA)
	9.8 Establish areas of agreement early	
	9.9 Focus on major issues	
	9.10 Establish personal comfort level with conflict	
	9.11 Complete negotiations and sign contracts, when applicable	
	9.12 Modify negotiation style, as fits the circumstances	
	9.13 Develop and improve negotiation skills in yourself and team	
10. Network	10.1 Establish groups and individuals with whom you need to network	For example, identify: <ul style="list-style-type: none"> <li>• Counterparts</li> <li>• Professional associations</li> </ul>
	10.2 Nurture your network	For example, develop networking skills
	10.3 Attend and engage at conferences	
	10.4 Demonstrate professionalism	
	10.5 Endeavour to expand networks	
11. Take leadership role in the community, as required	11.1 Identify relevant communities	For example, consider: <ul style="list-style-type: none"> <li>• Geographic area</li> <li>• Industry</li> <li>• Consumer advocate groups</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	11.2 Foster relationships with and take part in community activities	
	11.3 Sponsor professional events	
	11.4 Determine corporate ventures and initiatives	<p>For example:</p> <ul style="list-style-type: none"> <li>• Volunteering</li> <li>• Supporting teams</li> <li>• Supporting staff in ventures and initiatives</li> </ul> <p>Be mindful of potential ethical implications for activities and initiatives</p>

A Chief Executive Officer must be able to:

**D. Develop and promote the corporation**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Set corporate goals	1.1 Identify measurable goals that fit with vision	For example, set SMART goals (Specific, Measurable, Attainable, Realistic, Timely)
	1.2 Be clear and focussed	
	1.3 Communicate goals	
	1.4 Ensure employees understand how their role contributes to achieving corporate goals	
	1.5 Obtain consensus on objectives, where needed	
	1.6 Ensure objectives are actionable	
2. Deliver on commitments	2.1 Be accountable and assign accountability	
	2.2 Remove obstacles	
	2.3 Allocate resources	
	2.4 Evaluate successful achievement of commitments	
	2.5 Refine and revisit commitments, as required	
3. Explain products and services offered, as required	3.1 Communicate regularly with development teams	
	3.2 Educate yourself, as required	
	3.3 Describe products and services in a meaningful and clear manner	
4. Develop and support marketing plans	4.1 Research all aspects of competition, consumers and customers	For example, act as Chief Marketing Officer (CMO)
	4.2 Delegate, as appropriate	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	4.3 Educate yourself on the marketing and communications program	
	4.4 Keep abreast of changing markets and market trends	Stay abreast by, for example: <ul style="list-style-type: none"> <li>• Scanning for large technological leaps by reading scientific/technical literature and journals</li> <li>• Being familiar with doing Intellectual Property searches using Patent Office</li> </ul>
	4.5 Stay current with marketing technologies	For example: <ul style="list-style-type: none"> <li>• Websites</li> <li>• Blogs</li> <li>• Electronic magazines</li> <li>• PR Web</li> <li>• Aligning technologies to needs</li> </ul>
	4.6 Hire appropriate staff to deliver marketing and communication efforts	
	4.7 Monitor products entering the market	
	4.8 Monitor market share of competing technologies	
	4.9 Oversee brand management	
	4.10 Provide input into marketing activities	For example: <ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Set guidelines for marketing plan</li> <li>• Oversee that marketing plan is in line with corporate goals</li> <li>• Review and approve marketing plans</li> </ul>
	4.11 Evaluate success of marketing, sales and promotional plans	
6. Develop and encourage a culture of creativity and innovation	6.1 Keep abreast of industry/sector creativity and innovation	
	6.2 Acknowledge and reward creativity	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	and innovation	
	6.3 Promote creativity and innovation as part of corporate culture by fostering a supportive, nurturing environment for creativity and innovation	
	6.4 Foster a supportive, nurturing environment for creativity and innovation	
7. Create and manage business relationships	7.1 Strategically select partners through proper due diligence	
	7.2 Ensure reporting takes place according to agreement	
	7.3 Identify potential interested parties	
	7.4 Arrange meetings, present and follow up with potential partners	
	7.5 Ensure there is a good exit strategy	
	7.6 Negotiate and sign contracts	Inform board about the contracts before sign off, if applicable
	7.7 Identify expectations of partnership	
	7.8 Communicate regularly	
	7.9 Monitor progress and determine if a change of partnership is needed	

A Chief Executive Officer must be able to:

**E. Manage**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Apply accepted management principles and techniques	1.1 Align management and leadership style with the corporate culture and objectives	
	1.2 Ensure that management team uses accepted management principles and techniques	
	1.3 Hold regular meetings	
	1.4 Make sure the organizational procedures and structures are in place to achieve corporate goals	
	1.5 Ensure the execution of strategies and tactics	
	1.6 Establish the appropriate controls for evaluating performance	For example, ensure that management principles and techniques reinforce corporate goals and objectives
2. Enact and support corporate governance	2.1 Observe and follow security rules	Observe, for example: <ul style="list-style-type: none"> <li>• Confidentiality</li> <li>• Protocols for audits</li> <li>• Intellectual property</li> <li>• Regulations</li> </ul>
	2.2 Work within regulatory framework	
	2.3 Enable decision making by providing information	
	2.4 Orient governors to the organization	
	2.5 Facilitate nominations of directors for balance	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.6 Ensure accurate records are kept	For example: <ul style="list-style-type: none"> <li>• Research and development activities</li> <li>• Funding by project</li> <li>• National Research Council’s Industrial Research Assistance Program (NRC IRAP)</li> <li>• Scientific Research and Engineering Developments (SRED)</li> </ul>
	2.7 Ensure accurate accounting and financial documentation	For example, audits by Canadian Revenue Agency (CRA)
3. Comply with all applicable regulations and legislation	3.1 Know and understand applicable rules, regulations and legislation	Follow rules and regulations administered by regulatory bodies, such as: <ul style="list-style-type: none"> <li>• Health Canada</li> <li>• Canadian Standards Association (CSA)</li> <li>• Agriculture Canada</li> <li>• Food and Drug Administration</li> <li>• Securities Exchange Commissions</li> <li>• US Department of Agriculture</li> <li>• Environment</li> <li>• Labour</li> </ul>
4. Perform financial forecasting	4.1 Access necessary information for forecasting	For example: <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Expense</li> <li>• Corporate cash flows</li> <li>• Marketing</li> <li>• Funding/financing</li> </ul>
	4.2 Communicate expectations with regards to forecasting	
	4.3 Seek input from teams	
5. Plan and implement strategically	5.1 Chair meetings, as required	
	5.2 Facilitate team planning efforts	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	5.3 Work towards measurable objectives	
	5.4 Implement changes, as required	
	5.5 Assign appropriate human resources and facilitate the development of individuals and team(s)	
	5.6 Empower people	
	5.7 Promote accountability	
	5.8 Assign responsibility	
	5.9 Establish framework for monitoring plans	
6. Establish and manage timelines	6.1 Identify expectations and milestones and request updates accordingly	
	6.2 Seek and build consensus	
	6.3 Revisit and revise timelines, as required	
7. Delegate	7.1 Know strengths and weaknesses of team members	
	7.2 Set expectations	
	7.3 Give autonomy	
	7.4 Allow for personal growth opportunities	
	7.5 Communicate regularly	
8. Facilitate quality management and process improvement	8.1 Identify areas requiring improvement	
	8.2 Bring in resources, as necessary	
	8.3 Encourage and reward innovation	
	8.4 Encourage healthy conflict	For example, as described in <i>The Five Dysfunctions of a Team</i> <sup>2</sup>

<sup>2</sup> Patrick M. Lencioni, *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass: San Francisco, 2002.

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	8.5 Build trust	
	8.6 Follow up-to-date guidelines	
9. Manage risk	9.1 Identify, qualify and quantify risks	
	9.2 Identify the risk/benefit/cost proposition	
	9.3 Develop contingency/remedial plans to mitigate risk	
	9.4 Communicate risks	
	9.5 Seek legal advice/counsel, as appropriate	
10. Ask insightful questions		
11. Celebrate successes		For example, when meeting significant milestones

A Chief Executive Officer must be able to:

**F. Oversee financial performance**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Demonstrate financial acumen	1.1 Utilize information for decision making	For example, generate or review: <ul style="list-style-type: none"> <li>• Balance sheets</li> <li>• Profit and loss statements</li> <li>• Cash flow</li> <li>• Quarterly reports</li> </ul>
	1.2 Determine what financial information is needed to manage the business	For example, key performance indicators
2. Develop and present strategic plan for long-term financial goals	2.1 Present plan	For example, to board, to stakeholders
	2.2 Understand the 'big' financial picture	
3. Develop budgets	3.1 Identify resources	
	3.2 Prioritize project expenses	
	3.3 Establish timelines	
	3.4 Seek input and consensus	
	3.5 Review budgets	
	3.6 Present budget to the board	
	3.7 Sign-off final approval of budget	
4. Raise capital	4.1 Identify need and impact on shareholder dilution	
	4.2 Seek and research reliable sources and develop relationships	For example, CEOs must find and secure financial resources for their company initiatives
	4.3 Communicate on a continuous basis with actual or potential investors and stakeholders	For example, "don't drill a well when you are thirsty"
	4.4 Make presentations	
	4.5 Be innovative	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	4.6 Ensure business plan is “up to date”	
	4.7 Negotiate terms of the deal	
	4.8 Close the deal	
	4.9 Communicate the deal	
5. Demonstrate accountability to investors	5.1 Communicate regularly	
	5.2 Stick to terms of reporting	
	5.3 Maintain accurate records	
	5.4 Abide by applicable legislation	For example, follow Securities Legislation
	5.5 Ensure use of proceeds is adhered to	For example, hit milestones
6. Establish appropriate financial systems	6.1 Engage a good accountant/accounting firm	
	6.2 Maintain records of expenses	
	6.3 Establish regular reporting	Both internal and external reporting
	6.4 Develop accounting infrastructure	Include, for example: <ul style="list-style-type: none"> <li>• Accounts payable</li> <li>• Accounts receivable</li> <li>• Payroll</li> </ul>
7. Manage financial resources, as required	7.1 Stick to budget	
	7.2 Know cash flow and cash burn	
	7.3 Identify when additional resources are required	
	7.4 Ensure that priority projects are funded appropriately	
8. Focus on sustainability	8.1 Monitor company’s cash flow	
	8.2 Know the break-even point	
	8.3 Plan projects so as to ensure viability	For example, consider the technology/product pipeline
	8.4 Develop contingency plans	
9. Articulate financial performance, as required	9.1 Report regularly and as required	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	9.2 Adapt message to audience	For example, deliver message with appropriate language
	9.3 Interpret impact of financial performance	
10. Interpret financial statistical data, as required	10.1 Review financial performance	
	10.2 Identify trends	
	10.3 Recognize and respond to challenges	For example, cash flow limitations
	10.4 Report findings to key stakeholders	
11. Apply macroeconomic principles	11.1 Acquire and maintain general knowledge	
	11.2 Develop strategies to protect against and capitalize on positive, negative and unexpected trends	
	11.3 Explore opportunities to benefit corporate operations	For example, have a global view
12. Invest and monitor investments, as required	12.1 Manage risk	
	12.2 Invest judiciously in support of corporate goals	
	12.3 Review performance of investments and track results	
	12.4 Adjust portfolio, as required	

A Chief Executive Officer must be able to:

**G. Administer human resources**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Define skill sets for corporate performance	1.1 Identify what skill sets are required to meet corporate goals	
	1.2 Quantify and identify type of employees required, according to a GAP analysis	
	1.3 Consider hiring and outsourcing, if necessary	
	1.4 Include defined skill sets in job descriptions	
	1.5 Define Key Performance Indicators (KPIs) for company human resources	
	1.6 Develop a human resource strategy	
2. Recruit, develop and retain staff	2.1 Identify top performers and recruitment tactics	Compile talent file on, for example: <ul style="list-style-type: none"> <li>• How people may fit with the organization</li> <li>• What people offer the team</li> </ul>
	2.2 Employ available recruitment tools	
	2.3 Establish compensation/benefits packages	
	2.4 Foster positive work environment	
	2.5 Encourage continuous learning at all levels	
	2.6 Reward good performance	
	2.7 Develop a succession plan	
	2.8 Evaluate staff, as required	For example: <ul style="list-style-type: none"> <li>• Measure staff performance against job description and expected outcomes</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
		<ul style="list-style-type: none"> <li>• Provide feedback on performance</li> <li>• Foster opportunities for change, improvement or advancement</li> </ul>
3. Comply with workforce and employment standards	3.1 Develop and implement human resource policies and procedures	
	3.2 Apply employment standards	
	3.3 Promote fair and equal opportunity employment	
	3.4 Enforce adherence to established workplace standards	For example, follow: <ul style="list-style-type: none"> <li>• Workers' Compensation Board (WCB) Act</li> <li>• Workplace Hazardous Materials Information Systems (WHMIS)</li> </ul>
4. Organize human resources	4.1 Specify general organizational structure	Include reporting structure in specifications
	4.1 Build and develop teams to facilitate achievement of goals	For example, build strategic teams, diagonal slice assessment teams
	4.2 Foster integration of team objectives and communication of results	
	4.3 Monitor team functions/activities	
5. Decide on compensation/benefits	5.1 Reflect industry and local standards	Follow national and provincial laws regulating the workplace
	5.2 Consider market forces	
	5.3 Ensure flexibility in packages	
	5.4 Ensure sufficient resources are available to meet payroll obligations	
	5.5 Ensure fairness in compensation/benefits offered	Seek, for example: <ul style="list-style-type: none"> <li>• Pay to be commensurate yet competitive with industry</li> <li>• Institution of pay banding system</li> </ul>
6. Reward good performance	6.1 Offer bonuses, options or relevant incentives	For example, pay for performance

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	6.2 Offer positive reinforcement	
7. Manage staff terminations	7.1 Comply with employment agreements and governing legislation	
	7.2 Act with fairness, compassion and empathy	
	7.3 Be consistent in approach	
	7.4 Mitigate risks associated with dismissal	
	7.5 Conduct exit interviews, when possible	

A Chief Executive Officer must be able to:

**H. Advance bioscience activity**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Be intimately involved with progress in product development to ensure advancement in reaching research and development milestones	1.1 Channel energy and resources to ensure that scientific objectives are being met	For example: <ul style="list-style-type: none"> <li>• Seek resources, as required, such as financial resources and support from the board</li> <li>• Champion the project</li> <li>• Sell the project internally</li> <li>• Monitor objectives using tools such as Gantt Charts</li> </ul>
	1.2 Know the questions to ask so the direction of development is on the mark	
	1.3 Confer with officers to devise critical path	For example, communicate with: <ul style="list-style-type: none"> <li>• Scientific</li> <li>• Regulatory</li> <li>• Manufacturing</li> <li>• Quality assurance</li> <li>• Marketing officers</li> </ul>
	1.4 Set milestones and ensure project activities and plans are carried out on time	For example, when moving from pre-clinical to clinical stages
	1.5 Be ready to kill a project	For example, make “No go” decision, observe “Fail early, fail fast”, etc.
	1.6 Consider partnering opportunities	
	1.7 Ensure that contact is maintained with regulatory authorities	
	1.8 Use scientific data to make informed decisions	For example, assess project progress

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	1.9 Challenge parameters to ensure outcomes are met	For example: <ul style="list-style-type: none"> <li>• Play devil’s advocate</li> <li>• Ask insightful questions to subordinates</li> <li>• Suggest alternative courses of events, as necessary</li> </ul>
	1.10 Participate in/Oversee research and development methods/processes	For example: <ul style="list-style-type: none"> <li>• Adjust plans as needed</li> <li>• Ensure outcomes are met</li> </ul>
2. Identify technology opportunities, expected outcomes and deal values	2.1 Evaluate technological opportunities objectively	
	2.2 Conduct due diligence: <ol style="list-style-type: none"> <li>Determine whether the technology is within the scope of the company</li> <li>Assess the intellectual property of the technology</li> <li>Order and oversee a feasibility review</li> </ol>	Confer with experts to determine feasibility, for example: <ul style="list-style-type: none"> <li>• Scientific</li> <li>• Regulatory</li> <li>• Manufacturing</li> <li>• Quality assurance</li> <li>• Marketing officers</li> </ul>
	2.3 Seek internal and external advice	
	2.4 Prepare/review agreement	
	2.5 Assess value of it	For example, of royalties
	2.6 Determine amount to be paid up-front	
	2.7 Sign/close the deal	
3. Communicate advancement of scientific milestones to key stakeholders	3.1 Make sure the stakeholders understand the facts, milestones and objectives	
	3.2 Adjust communication to the audience	For example, audiences such as: <ul style="list-style-type: none"> <li>• Advisors</li> <li>• Patients</li> <li>• Advocates</li> <li>• Investors</li> <li>• Farmers</li> </ul>

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	3.3 Provide regular updates on the progress	For example, monthly, quarterly or as required
	3.4 Seek advice, information and expertise from the board and advisors	For example, tap into networks of experts
	3.5 Contact chair for discussion, when needed	
	3.6 Monitor trends relevant to audience	
4. Identify, obtain, protect and enhance intellectual property	4.1 Determine whether developments are able to be protected	Follow intellectual property/patent timelines, for example: <ul style="list-style-type: none"> <li>• Trade secrets</li> <li>• Copyrights</li> <li>• Patents</li> </ul>
	4.2 Ensure that all necessary steps are being taken regarding intellectual property	
5. Comply with industry standards	5.1 Oversee and ensure the development of Standard Operating Procedures	For example, follow: <ul style="list-style-type: none"> <li>• Good Laboratory Practices (GLP)</li> <li>• Good Manufacturing Practices (GMP)</li> <li>• Good Clinical Practices (GCP)</li> <li>• Standard Operating Procedures (SOPs)</li> <li>• Company Quality Assurance (QA) policies</li> </ul>

## Strong Board of Directors

The Board of Directors is composed of experts in the field of HR: CEO's, CFO's and CSO's from across Canada with extensive financial and industry experience representing companies and organizations in Canada's bio-economy. BioTalent Canada is not a membership organization and therefore relies on the guidance provided by its dedicated volunteer Board of Directors.

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