



Club Founder
Dr. Mahmoud Bahgat



International Sales Management Club
ISMC

Situational Leadership & Feedback

Saturday 20th July 2024
10pm KSA Egy - 11pm UAE



Co-Founder & Host:
Dr. Ahmed Abdelwahab



Dr. Fareed Abdelwahab
franchise Lead Oncology
MSD_KSA





Farid Abdelwahab

Associate Director, Oncology Franchise Lead at MSD KSA.

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Professional Summary

Highly motivated, responsible, and adaptable with excellent presentation and communication skills. Over more than 15 years experience in healthcare & pharmaceutical industry. I have been working in the Multinational Pharmaceutical companies in many areas and across different geographies. My skills drive for results, academic learning and leadership capacity obtained from the diversified roles in different therapeutic areas with different levels of responsibility and high levels of accountability.

Work Experience



Jan 2024- Till now

Company MSD GCC

Associate Director, Oncology
Franchise Lead at MSD KSA.



Oct 2017-Aug 2019

Company MSD GCC

Senior Oncology PS



Sep 2019-Dec 2023

Company MSD GCC

Oncology Sales Manager



Jun 2012-Sep 2017

Company BMS

Senior Hematology PS



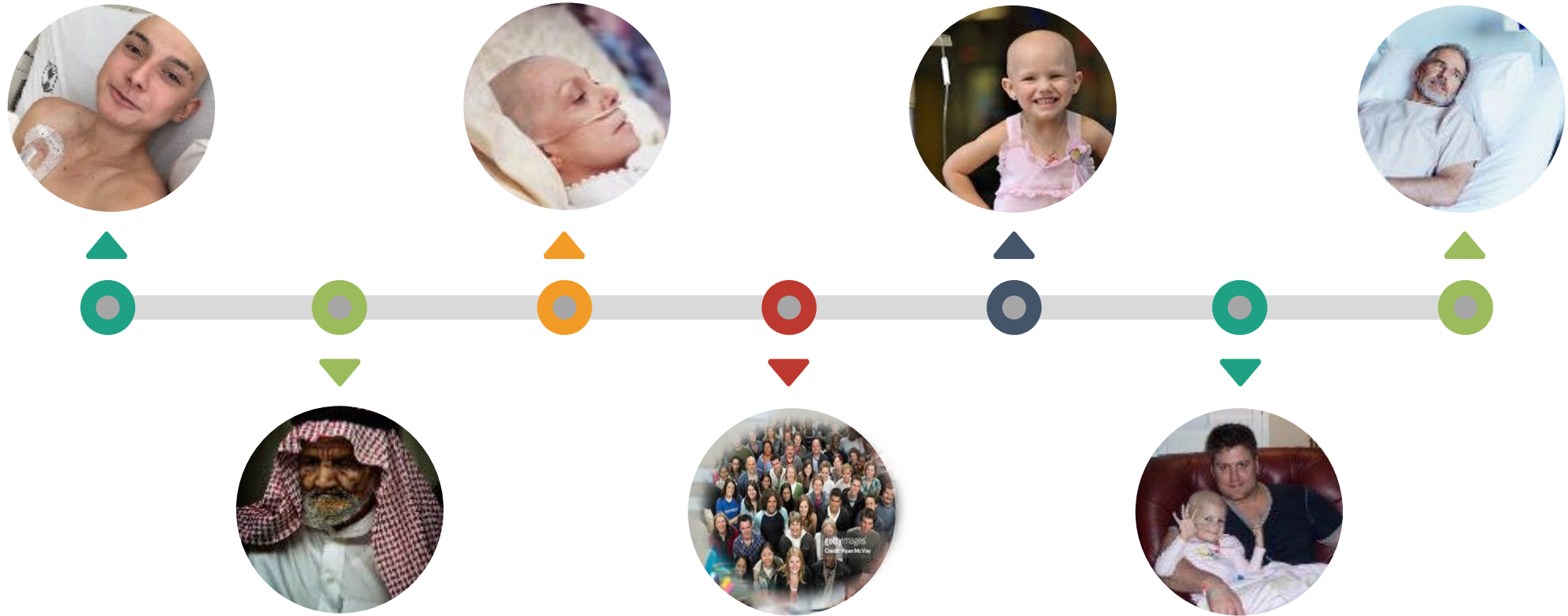
Jun 2010- May 2012

Company SAJA SA

CVS Med Rep



Who we are working for.



Sales Manager Responsibilities

Winning isn't everything; *it's the only thing.*



1- Sales Management

- *Achieving the forecasted figures.*
- *Monitoring the patient's' recruitment and market share in the indications*
- *KA Partnership*



2- filling the gap

- Identify the GAP and working on fix it and bridge it the soonest.



3-People Development

- **Coaching and Guiding the team.**
- **Working on the team's development by exploring the strengths and developments area.**
- **Increase the readiness of the team in order to catch the opportunities in the future.**



4- Commercial projects planning & Execution



- Ongoing Quarterly AVA.
- SA meeting, Local & international events
- Future Plans.

5- Supply Management



- ❑ Managing the supply in alignment with the supply team, marketing and market access teams

6- Orchestrate the alignment



- Making sure of the harmonization between different functions and the sales team to support the business by driving the cross functions in a collaborative way.



Situational Leadership



Traditional leadership models that rely on a one-size-fits-all approach are no longer sufficient in addressing the diverse needs and challenges of our teams and organizations. This is where situational leadership comes into play.

Being a leader is how to cope with the different styles and personalities that you have.

Don't judge People but judge their behaviors (Avoid personalizing the issues)

You are not anymore responsible for doing the job, Your current responsibilities are to coach, mentor, guide and support your team to make them the best versions of themselves.



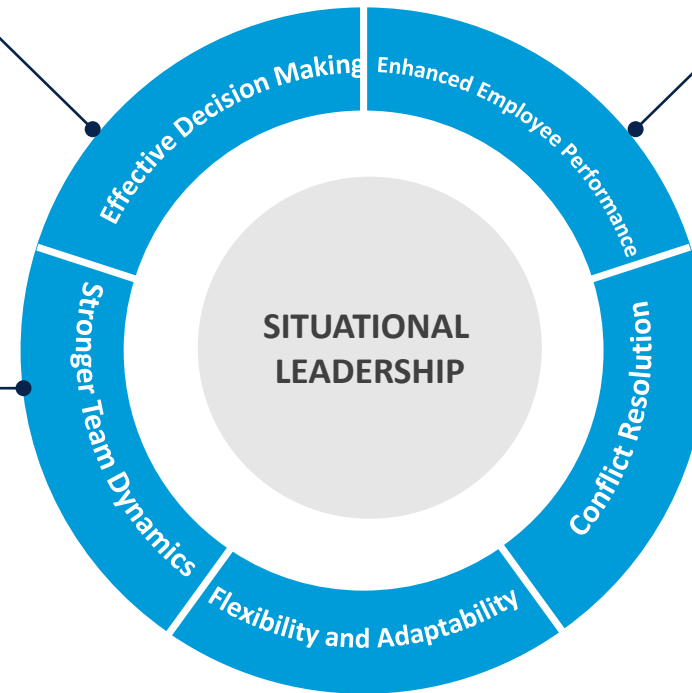
Situational Leadership Importance

Organizational Agility

enables organizations to be more agile and responsive

Situational leadership encourages leaders to consider the specific situation and the abilities of their team members when making decisions. This approach allows for more informed and effective decision-making, resulting in better outcomes for the organization.

open communication and trust between leaders and team members. This fosters stronger relationships and collaboration within the team, leading to improved team dynamics and overall performance.



Situational leadership helps leaders understand the development level and needs of their team members. By providing the appropriate level of guidance and support, leaders can optimize employee performance and productivity.

Situational leadership provides leaders with strategies to manage conflicts within their teams. By understanding the dynamics of different situations, leaders can address conflicts in a timely and appropriate manner, minimizing disruptions and maintaining a positive work environment.

equips leaders with the ability to adapt their leadership style based on the needs of the situation and the individuals involved. This flexibility enables leaders to respond effectively to changing circumstances and challenges.



PERSONAL PROFILE

Do What's Necessary Discipline

- ☐ Thinker
- ☐ Organized
- ☐ Strategic
- ☐ Analytical
- ☐ Structured

- Agree on Strategies
- Agree on next steps

❖ What?
Describe the behaviours using Facts & what happened? Be clear.

THINKING

Serious

Formal

Task Focus

Take **ACTION** COURAGE

- ☐ Assertive
- ☐ Direct
- ☐ Result Oriented
- ☐ Decisive
- ☐ Focused

- Explain Your Position
- Discuss Alternatives
- Make Decisions

❖ Now What?
What should be done now?

INTROVERTED

Listening

Slower Pace

Need Proof

EXTRAVERTED

Talking

Fast Pace

Visionary

Accomplishments

BE RELIABLE Commitment

- ☐ Warm
- ☐ Relaxed
- ☐ Loyal
- ☐ Friendly
- ☐ Consultative

- Listen
- Understand
- Ask Questions
- Uncover Opp. & Challenges

❖ So What?
Why is this important & what is the impact on team & organization?

FEELING

Open Minded

Relaxed

Relationship Focus

Keep Improving Growth

- ☐ Outgoing
- ☐ Positive
- ☐ Optimistic
- ☐ Spontaneous
- ☐ Innovative

- Build Rapport
- Generate Ideas
- Positive Dialogue

❖ Means What?
What does this behavior mean to you?



Real Example

My Own Experience

FOCUS (Multitasking)

Stay focused on the task at hand and not wander from topic to topic..

High Energy & Growth mindset

Motivate others with my high energy and optimism..

Avoid Unconscious Bias

Try too hard to ensure that all my staff likes and respects him.

D&I and Encouraging others

Seek the opinion of more reserved and introverted people..

Time Management

Evaluate his capacity to start new projects before taking them on..

Fast Pace

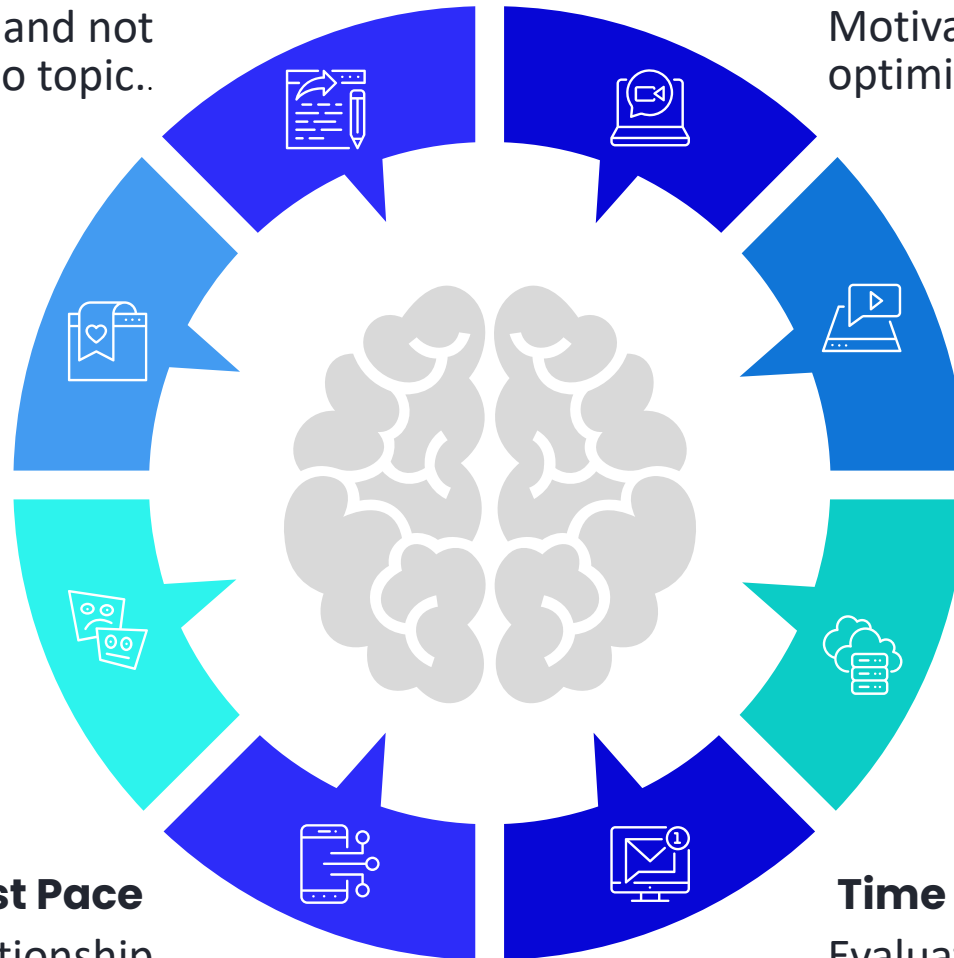
Develop a very close relationship with team members..

Result Oriented

Be impatient with people who are less experienced..

Directive approach

Be aware that my direct and assertive approach can intimidate others at times..



Commonly Used Leadership Styles:



Laissez-Faire Leadership

a hands-off approach, where the leader provides minimal guidance or direction to the team.

- Team members are given autonomy and freedom to make decisions and complete tasks as they see fit.
- This style can be effective when working with experienced and self-motivated individuals, but it may result in a lack of direction and accountability if not properly managed.

Autocratic Leadership

- The leader sets clear expectations, makes decisions independently, and expects strict adherence to their directives.
- This style is effective in situations that require quick decision-making or when working with inexperienced team members, but it can stifle creativity and motivation.

Transformational Leadership

- Transformational leaders inspire and motivate their team members to achieve their full potential and exceed expectations.
- They set high standards, communicate a compelling vision, and foster a sense of purpose and passion within the team.
 - This style encourages innovation, growth, and personal development, but it requires strong communication and interpersonal skills.

Democratic Leadership

- Also known as participative leadership, this style involves involving team members in the decision-making process.
- The leader values input, ideas, and feedback from team members and considers them when making decisions.
 - This style fosters collaboration, creativity, and engagement

Transactional Leadership

- Transactional leaders focus on setting clear expectations and providing rewards or punishments based on performance.
- They establish clear goals, provide feedback, and use a rewards system to motivate team members.
- This style can be effective in maintaining order and achieving short-term goals, but it may not foster long-term engagement and innovation.



Situational Leadership Styles

Directing Behaviors.

Directing (S1)

- ▶ provides clear instructions and closely supervises the team members.
- ▶ It is most appropriate when team members are new or inexperienced and require a high level of direction

Coaching (S2)

- ▶ leader provides guidance, feedback, and support to help team members develop their skills and abilities.
- ▶ It is effective when team members have some experience but still require direction and support.

Supporting (S3)

- ▶ giving team members more autonomy and support while still being available for guidance.
- ▶ It is suitable when team members have gained experience and confidence, but still benefit from occasional guidance.

Delegating (S4)

- ▶ giving team members the freedom to make decisions and take responsibility for their work.
- ▶ It is appropriate when team members are experienced, highly skilled, and self-reliant.

Supporting Behaviors.



Situational Leadership Styles

Potential, Competence, Skills, etc.

High-Low (Supporting or Coaching)

- Increase Motivation.
- Develop Confidence.
- Understand the importance of change.
- Increase level of readiness.
- Improve self awareness.

High-High Self Reliant Achiever (Delegating)

- Maintain & Keep Motivation.
- Empowerment & Responsibility.
- More delegation & tasks.
- Develop new skills for next role.
- Put a plan to retain them.

Low-Low (Coaching Case per case)

- Success Ability & willingness.
- Improve behaviors & outcomes.

High-Low Enthusiastic Beginner (Directing)

- Clearly communicate expectations.
- Provide step-by-step guidance.
- Offer training and resources.
- Monitor progress closely.
- Be available for questions and support.
- Focus on building competence and confidence
- Provide regular performance evaluations

Willingness, Commitment, etc.



Five Factors of Potential



Strategic Thinking

Analyzes seemingly independent information to understand interdependencies, trends, issues and opportunities; able to synthesize complex information and translate into mid to long-range goals and plans.



Interpersonal Effectiveness

An authentic leader viewed as credible, trustworthy and empathetic; calm under pressure; approaches challenges with a positive attitude.



Learning Orientation

Effectively adjusts to new, changing and unpredictable situations; able to learn new things quickly and easily; solicits and responds effectively to feedback and coaching.



Drive & Commitment

Demonstrates motivation and commitment required to rise to and succeed in a more senior, critical position in the organization and to support any organizational success.



Versatility

Demonstrates an ability to work in a broad set of roles, in a variety of settings, and with a diverse set of people and/or functions.



Situational Leadership Styles

Potential, Skills, etc.

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Low-Low (Coaching Case per case)

- Success Ability & willingness.
- Improve behaviors & outcomes.
- **SELECTIVELY (Next Slide)**



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High-Low (Directing)

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Willingness, Commitment, etc.



CAUSE for LOW Performers



CAPACITY

Doesn't have the time to succeed



Attitude

Doesn't have the ability to succeed



Understanding

Doesn't have the business understanding to succeed



Stressors

External Factors impacting performance



Engagement

Internal Factors impacting performance





Providing Feedback

- ✓ Building Trust with your team members is the name of the game.
- ✓ Be Very Specific: Clearly state what you liked or did not like, include details about the specific issue and the impact of such a behavior.
- ✓ Again, DO NOT FORGET that we are addressing the behaviors and its impact to the business.
- ✓ TIME is very critical element in providing your feedback and you must assess the situation concisely before giving this feedback.
- ✓ Avoid the sandwich technique as it is not supporting the team development.
- ✓ Be constructive by offering suggestions and solution to support your team members.
- ✓ Be respectful by using polite and professional tone and word.
- ✓ Be honest: share your genuine feedback and this feedback should be addressed with situations, observations and personal experience.
- ✓ Use the appropriate channel provided by your company.
- ✓ You must avoid such words making the feedback irrelevant like feel, thought, might & etc.



THANK
YOU!



Thank
Thanks for watching and listening
I APPRECIATE
You

THANK
YOU!

