



VAXCYTE

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## Introduction to Leading @ Vaxcyte




## Session Outline:

- 1 The role of leaders at Vaxcyte
- 2 Our Leadership Development Program
- 3 Program expectations and benefits
- 4 What's next

## Our Objectives:

- Understand the importance of effective leadership
- Provide you with key skills and capabilities to ensure your effectiveness as a leader
- Provide an engaging program that enables you to identify and leverage your strengths, while also identifying and enhancing your developmental areas

My Notes: 

# Our Mission & Values

We are on a global mission to engineer high-fidelity vaccines that protect humankind from the consequences of bacterial diseases.

At Vaxcyte, **what** we do is every bit as important as **how** we do it. Our work together is guided by four enduring core values that inform how we show up, treat each other, approach our work, and set standards for the outcomes we deliver. As a team, we commit to:

## Aim High



We embody our collectively audacious goal to courageously make the most complex biologics ever attempted to protect humankind.

## Lead with Heart



Everyone leads at Vaxcyte with a kindness-first, inclusive approach to collaboration and vigorous debate that advances our business objectives.

## Rethink Convention




We bring creative and intellectual diversity to every facet of the work we do in order to innovate and re-innovate the way vaccines are delivered.

## Model Excellence



The magnitude of our challenge requires our shared commitment to demonstrating integrity, accountability, equity, and clarity across communications and decision making.

My Notes: 



# A Leader...

My Notes:



Creates an inspiring vision of the future



Motivates and inspires people to engage with that vision



Manages delivery of the vision



Builds and coaches the team, so that they are more effective in achieving the vision



# Why Employees Leave an Organization



My Notes:

A bad manager

A bad work environment

No development or  
foreseeable career  
progression

Low compensation or  
benefits

Witness maltreatment of  
others











Low belief in the company's  
vision or mission



# Top 10 Qualities of Effective Leaders

Research shows that the top qualities of effective leaders are ...

My Notes:

	Vision	
	Inspiration	
	Strategic and Critical Thinking	
	Interpersonal Communication	
	Authenticity and Self-Awareness	
	Open-Mindedness and Creativity	
	Flexibility	
	Reliability	
	Patience and Tenacity	
	Continuous Improvement	



# Top Qualities of Effective Leaders

## 1. Vision

Perhaps the greatest quality any leader can have is vision - the ability to see the big picture of where the organization or team they are working within is headed, what they're capable of, and what it will take to get there.

## 2. Inspiration

Equally as important as having a vision, is the ability to convey that vision to others, and get them excited about it. This means maintaining a positive yet realistic presence within the organization; helping team members stay motivated and engaged and remember what it is that they are working for.

## 3. Strategic & Critical Thinking

A good leader will be able to think critically about the organization or team they work within, and develop a clear understanding of their strengths, weaknesses, opportunities, and threats (and how they as an individual can work to support or overcome these). They'll be able to course-correct when necessary and be able to assess the work they do to determine how it fits into the overall organizational strategy and goals.

## 4. Interpersonal Communication

Good leaders must be able to interact with other people in a way that feels genuine. This does not mean you have to be an extrovert or a people-person to be a leader - there are many excellent leaders who self-identify as introverts. Rather, it means being able to demonstrate empathy, engaging in active listening, and building meaningful working relationships with those around you, whether they are a peer or a direct report.

## 5. Authenticity & Self-Awareness

One of the key ways to become a great leader is to be self-aware enough to understand your strengths and your flaws, and to build an authentic leadership style that's true to who you are and how you do your best work. You want to be the best possible leader you can be, not to try to fit into a mold set by someone else. Try to embrace the things that make you who you are, and that will naturally translate into you developing an authentic leadership style.

## 6. Open-Mindedness & Creativity

Being a good leader means being open to new ideas, possibilities, and perspectives, and understanding that there's no "right" way to do things. Leadership involves the knowledge that success comes with a willingness to change how things are done and to bring in fresh eyes to inspire new ideas, in addition to trying to think outside the box as much as possible. Leaders must be able to listen, observe, and be willing to change course when necessary.

## 7. Flexibility

Leadership also means being adaptable and nimble when the situation calls for it. Nothing ever goes according to plan - whether you encounter minor roadblocks or large obstacles, you will need to be prepared to stop, reassess, and determine a new course of action. Good leaders will embrace the ever-changing nature of business and meet challenges with a flexible attitude - and be able inspire that same willingness to adapt in those around them.

## 8. Responsibility & Dependability

One of the most important qualities a leader can have is a sense of responsibility and dependability. This means displaying those traits in your individual work, but also demonstrating them in your interactions with others. Your team members need to know that they can depend on you to take on your fair share of work and follow through, support them through tough times, and help them meet both shared and individual goals.

## 9. Patience & Tenacity

A good leader knows how to take the long view, whether it's of a strategy, a situation, or a goal. Being able to take on any bumps in the road and persist without getting frustrated or defeated is key - from small projects to corporate vision - patience is a trait that is essential to strong leadership.

## 10. Continuous Improvement

True leaders know that perfection is a myth - there is always room for improvement on all levels, from the personal to the team to the overall organization. They'll always be willing to help team members find ways to develop new skills or improve upon a weakness, be able to identify and implement strategies for helping the organization as a whole grow, and, perhaps most importantly, be able to look inward and identify the areas they would like to work on - and then act on them.



# The Thing about Leadership is ...

Leadership is something we're constantly working on ...

My Notes:



Leadership is a journey,  
not a destination.

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Effective leaders are  
curious, open to learning  
new things, or doing things  
differently.

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The best leaders  
understand that they are  
constantly evolving their  
leadership skills.

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Effective leaders don't  
pretend to know  
everything. They are okay  
with being wrong and  
making mistakes.

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In this sense, effective  
leaders model humility,  
vulnerability, continuous  
learning, and personal  
growth for their teams to  
follow.

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# Notes

My Notes: 

# Leading @ Vaxcyte

- ▶ Programmatic / Session Learning in Green
- ▶ Executive Coaching occurs monthly over 6 – 7 months, including periodic updates with your manager
- ▶ We will also have a shared site for additional curated resources and peer advice / feedback and coaching



## Leading Self

- Enneagram Self-Assessment
- Understanding and Leveraging Enneagram
- Executive Coaching



## Leading Others

- Being a Leader
- Developing Others
- Conversational Intelligence
- Executive Coaching



## Leading the Organization

- Creating Strategic Vision & Aligning Others
- Managing through Change
- Executive Coaching

My Notes: 

# Leadership Development Program Timeline

## Sample Monthly Learning Journey:

### 15-minute Pre-work



- Light pre-work to introduce participants to workshop content

### Facilitated Workshop



- 2.5-hour virtual workshop focused on teaching applicable models and techniques
- Designed using small group activities and discussions

### 45-minute Post-work



- 45-minute activity focused on applying skills
- Activities designed to reinforce workshop learnings
- Opportunity to connect with cohort peer and discuss application of topic

### 1:1 Coaching Session



- 1-hour, one-on-one session with executive coach
- Uses Enneagram assessment results and workshop content to drive skill application on the job

My Notes: 


# Leading @ Vaxcyte Details

Our more detailed program overview is as follows:

Activity	Purpose	Timing
Enneagram Self-Assessment	Understand your strengths, developmental areas, and interests, while also learning about others' styles and preferences	April – May 2024
Coach Selection / First Coaching Session	Pick the coach whom you feel is the best fit for your development, and meet to agree how you'll work with your coach	April – May 2024
Program Introduction	Understand the importance of effective leadership at Vaxcyte, our expectations of leaders, and what you can expect and gain from this program	May 2, 2024
Learning Session – Understanding and Leveraging Enneagram	Understand how Enneagram works, how you interpret your results, and how you leverage your learning to enhance results and relationships at work	May 23, 2024
Coaching alignment with your manager	Meet with your manager and coach to agree on shared objectives for your development through this program and 1:1 coaching	April – May 2024
Second Coaching Session	Continue to build your capabilities with assistance and insights from your coach	June 2024
Learning Session – Being a Leader	Learn foundational principles and practices for being the most effective leader you can be, including key actions you can take immediately	June 20, 2024
Third Coaching Session	Continue to build your capabilities with assistance and insights from your coach	July 2024
Learning Session – Creating Strategic Vision & Aligning Others	Learn how to build and communicate an elevating and compelling vision that inspires and aligns others	August 1, 2024
Fourth Coaching Session	Continue to build your capabilities with assistance and insights from your coach	August 2024
Learning Session – Developing Others	Learn key techniques and best practices for developing your team and individual team members	September 12, 2024
Coaching Check-in with your manager	Meet with your manager and coach to review your progress and discuss next steps	September 2024
Fifth Coaching Session	Continue to build your capabilities with assistance and insights from your coach	September 2024
Learning Session – Managing through Change	Learn how to assimilate change in a positive and productive manner, while guiding your team members to successfully assimilate and adopt change	October 10, 2024
Sixth Coaching Session	Continue to build your capabilities with assistance and insights from your coach	October 2024
Learning Session – Conversational Intelligence	Learn how to leverage neuroscience and other techniques to optimize your communications with others	November 7, 2024
Seventh Coaching Session	Continue to build your capabilities with assistance and insights from your coach	November 2024
Program Conclusion	Come back together with your program facilitators and fellow participants to review key learnings and next steps as the conclusion to Leading @ Vaxcyte	November 2024
Coaching Conclusion with your manager	Meet with your manager and coach to review your overall learning and progress and discuss next steps, including how to maintain your capabilities, while also continually evolving and advancing your leadership effectiveness	November – December 2024



# Our Leadership Program @ Vaxcyte

My Notes: 



# Expectations for Leading @ Vaxcyte

## What you can expect...

My Notes:

A mix of in-session learning topics paired with 1:1 executive coaching	
Insights into your strengths and developmental areas	
Insights into others' styles and preferences to enhance your results and relationships at work	
Well-researched learning content with pragmatic application	
An open, honest, transparent, and confidential dialog with your coach at all times	
Involvement from your manager to further strengthen your learning and the value you gain from Leading @ Vaxcyte	

## What we expect. You will ...

My Notes:

Commit to learning and enhancing your leadership capabilities	
Provide the time, care, and attention that is needed	
Be open to new or different ways of approaching leadership	
Look for ways to apply your learning directly to your role	
Support your fellow participants by sharing your knowledge and what you've learned	



# Benefits from Leading @ Vaxcyte

My Notes:



Gain specific insights into your strengths and developmental areas, while gaining insights into others' styles and preferences



Understand what Vaxcyte expects of every leader



Partake in general learning sessions while also having personalized learning with your coach



Learn practical tips, techniques, and best practices to advance and accelerate your effectiveness as a leader



Build relationships with fellow participants and gain peer support and knowledge along the way



# What's Next ...

My Notes:



Select your coach (if not already)



Attend *Understanding and Leveraging Enneagram* session (May 23, 2024)



Meet with your coach to discuss your learning objectives and discuss your Enneagram self-assessment results



Meet with your manager and coach to agree on learning objectives and roles and responsibilities during coaching

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## Learning Programs:

- ▶ Please watch-out for **pre-work and participant materials** approximately one week before each scheduled learning program
- ▶ If there is any pre-work, please be sure to **complete this** in advance of your scheduled session
- ▶ It is also recommended that you always **consider the upcoming learning topic** and what specifically you hope to gain in advancing your own particular strengths and developmental areas relevant to each learning topic. This will only make your learning experience that much more impactful
- ▶ After each session, please watch-out for **program evaluations and other steps** we are asking you to take after each learning topic
- ▶ After each session, please be sure to **check in with your peer partner** from Leading @ Vaxcyte, and **always involve your manager** in sharing what you learned and how you will be using this going forward
- ▶ For all programs, please ensure that you arrive on time, you dedicate your undivided attention to the session, and that you have your **video** on during the session
- ▶ For most programs, you will have many opportunities for sharing learning and learning from other participants through breakout sessions. Of course, we will always ask for each of you to **protect the confidentiality** of each other.




## Coaching:

- ▶ If you're new to coaching, you **may want to read an article such as [this](#)**, which will help you understand how to get the most out of executive coaching
- ▶ Agree with your coach at the start of your coaching engagement, the **full schedule for your monthly individual sessions, as well as the beginning, interim, and end of the program consultation with your manager** and your coach
- ▶ Complete your first session with your coach **before the second program in our series**, which will be an introduction to Enneagram and a better understanding of how you can leverage Enneagram for your continued development
- ▶ Ensure you have a **signed coaching agreement** between you and your coach, including your manager's input into this, within four weeks from your start of this program
- ▶ Please **refrain from rescheduling coaching sessions**. If have to reschedule, please try to give your coach 48 hours notice
- ▶ During each coaching session, including consultation sessions with your manager and your coach, **please continue** to give your undivided attention during the session so that you're able to gain the maximum from it
- ▶ Anything you discuss with your coach will be held in strict and complete **confidence**.



# Final Notes

My Notes: 



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