



# Introduction to Leadership Development Leading @ Vaxcyte



Guide



# Program Agenda & Learning Objectives

The following are our agenda and learning objectives for this kick-off session for Leading @ Vaxcyte.



## Our Program Agenda

- The role of leaders
- Our Leadership Development Program
- Program expectations and benefits
- What's next



## Our Learning 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

**What** we do is every bit as important as **how** we do it.



## 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.



## 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.



## 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

Light blue rectangular area for taking notes.



Motivates and inspires people to engage with that vision

Light blue rectangular area for taking notes.



Manages delivery of the vision

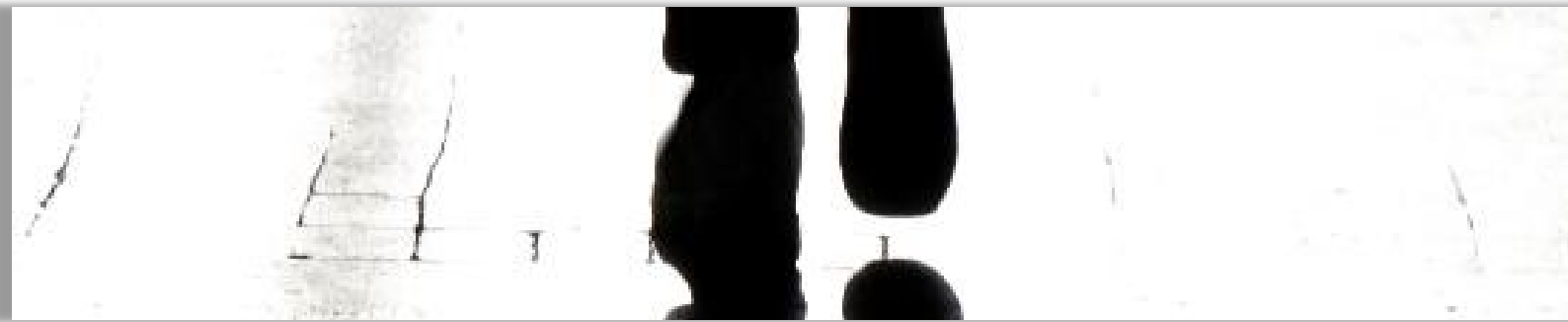
Light blue rectangular area for taking notes.



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

Light blue rectangular area for taking notes.

# 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:

	1. Vision	
	2. Inspiration	
	3. Strategic and Critical Thinking	
	4. Interpersonal Communication	
	5. Authenticity and Self-Awareness	
	6. Open-Mindedness and Creativity	
	7. Flexibility	
	8. Reliability	
	9. Patience and Tenacity	
	10. Continuous Improvement	

# Top 10 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 can 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 to 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 person 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.



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



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



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



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



# Notes

My Notes: 

A large, empty light blue rectangular area intended for taking notes.

# Leading Program

- 👉 Programmatic / Session Learning in **orange**
- 👉 Executive Coaching occurs monthly over 6 - 7 months, including periodic updates with your manager
- 👉 We also have a shared [site](#) for additional curated resources and peer advice / feedback and coaching



## Leading Self

- Your Leadership Journey & Plan
- Executive Coaching



## Leading Others

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

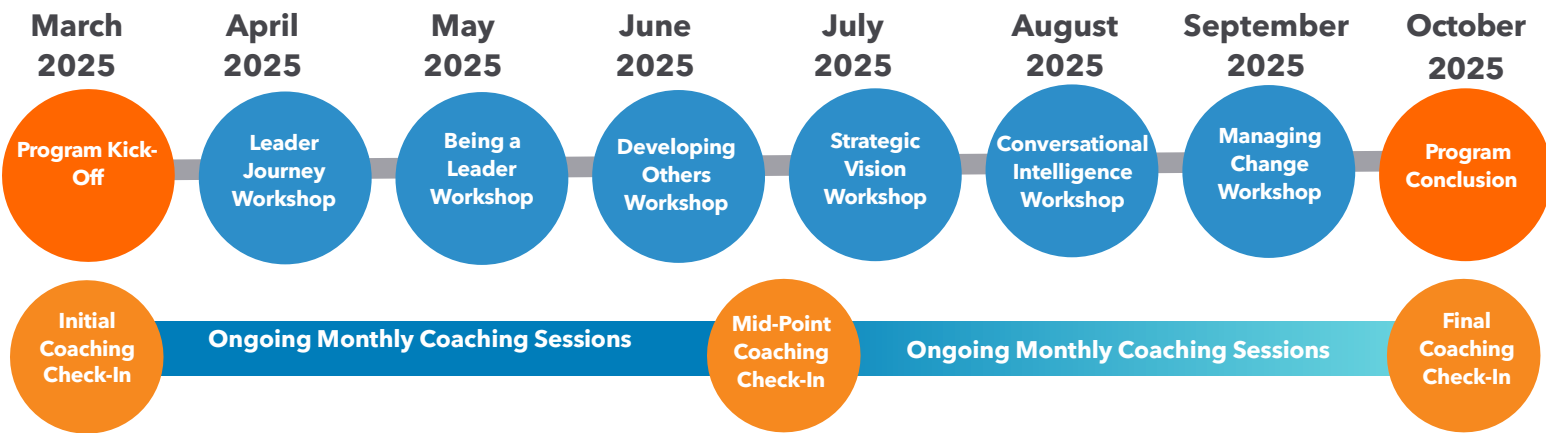


## Leading the Organization

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

My Notes: 

# Leadership Development Program Timeline



## Sample Monthly Learning Journey:



# Leadership Development Program Timeline

Our more detailed program overview is as follows:

Activity	Purpose	Timing
<b>Coach Selection / First Coaching Session</b>	Pick the coach whom you feel is the best fit for your development, and meet to agree how you'll work with your coach	February - March 2025
<b>Program Introduction</b>	Understand the importance of effective leadership at Vaxcyte, our expectations of leaders, and what you can expect and gain from this program	March 20, 2025
<b>Learning Session - Your Leadership Journey &amp; Plan</b>	Reflect on your leadership journey to date, what you've learned, and what you want to gain out of Leading @ Vaxcyte	April 10, 2025
<b>Coaching alignment with your manager</b>	Meet with your manager and coach to agree on shared objectives for your development through this program and 1:1 coaching	March - April 2025
<b>Second Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	April 2025
<b>Learning Session - Being a Leader</b>	Learn foundational principles and practices for being the most effective leader you can be, including key actions you can take immediately	May 8, 2025
<b>Third Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	May 2025
<b>Learning Session - Developing Others</b>	Learn key techniques and best practices for developing your team and individual team members	June 5, 2025
<b>Fourth Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	June 2025
<b>Learning Session - Creating Strategic Vision and Aligning your Team</b>	Learn how to build and communicate an elevating and compelling vision that inspires and aligns others	July 17, 2025
<b>Coaching Check-in with your manager</b>	Meet with your manager and coach to review your progress and discuss next steps	July 2025
<b>Fifth Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	July 2025
<b>Learning Session - Conversational Intelligence</b>	Learn how to leverage neuroscience and other techniques to optimize your communications with others	August 14, 2025
<b>Sixth Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	August 2025
<b>Learning Session - Managing through Change</b>	Learn how to assimilate change in a positive and productive manner, while guiding your team members to successfully assimilate and adopt change	September 18, 2025
<b>Seventh Coaching Session</b>	Continue to build your capabilities with assistance and insights from your coach	September 2025
<b>Program Conclusion</b>	Come back together with your program facilitators and fellow participants to review key learnings and next steps as the conclusion to Leading @ Vaxcyte	October 2025
<b>Coaching Conclusion with your manager</b>	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	September - October 2025



# Notes

My Notes:



Large light blue rectangular area for taking notes.

# Expectations for Leading

## 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

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 *Your Leadership Journey & Plan* session




Meet with your coach to discuss your learning and coaching objectives



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



# Final Notes

My Notes: 

A large, empty light blue rectangular area intended for taking notes.



# Introduction to Leadership Development

Leading @ Vaxcyte



Guide