

# THE FOUNDER'S MENTALITY

## A VISION TO EXPLORE



Growth is hard to achieve and sustain. As a leader, you must work hard to create a vision and build a mission that will live up to its full potential. Most executives manage their companies as if the solution to their problems only came from the external environment: market awareness, strategy formulation and client attraction.

Studies have shown that when companies fail to achieve their targets, 90% of the time, the causes are internal, not external.

Loosing focus from the front line, loss of accountability, heavy processes and bureaucracy are among the problems that most companies face when going through different stages of growth. Far more, those crises are often predictable and growth opportunities can be lost when not addressed properly and effectively.

Based on "The Founder's Mentality" book by Zook and Allen, key elements need to be worked on to manage choke points, so speed, focus and client connections can be restored.

This white paper is an insight into "The Founder's Mentality" principles and is meant for all leaders of this organization to reflect on their own behaviours regarding an insurgent clear mission and purpose, an unambiguous owner mindset and a relentless obsession with the front line.

We hope that your introspection will bring you closer to understanding these innovative principles of success.

### **Innovaderm's bold mission**

***Have a significant impact on health and quality of life by supporting the advancement of medical knowledge and the development of new therapies.***

### **Key levers**

1. In partnership with sponsors, offer valuable expertise and capabilities to develop new, more effective and safer treatments.
2. Lead impact-based research initiatives, independent from financial outcomes.
3. Fund activities of the Montreal Dermatology Institute, whose mission is to advance knowledge of skin biology and pathology in order to help prevent, diagnose and treat skin diseases.





## PASSION FOR SUCCESS - BEFORE WE GET STARTED

*"I refuse to accept the fact that I am mature or that the business is mature.  
As soon as you accept that, you begin to die." - The Founder's Mentality*

Passion for success is something you want to see amongst all leaders of an organization. Energy and enthusiasm are contagious and leads to great initiatives.

**How does your passion for success translates in your day-to-day work?**

---

---

**How would you describe your openness towards innovation?**

- ☐ I am very comfortable with innovation and feel very open to change.
- ☐ I am comfortable with innovation but feel cautious about making changes.
- ☐ I am not comfortable with innovation unless I am convinced that changes are necessary or inevitable.

**How would you describe your leadership style?**

---

---

**Do you feel a sense of ownership towards the company?**

---

---

**Do you feel connected to Innovaderm's mission? Explain why.**

---

---



### Do you feel empowered to innovate?

---

---

### Let's take a look at yourself...

What are you good at doing? \_\_\_\_\_  
Ex: Helping others

What do you think is your greatest asset with people? \_\_\_\_\_  
Ex: Making them aware of their potential

When you are at your best, how do you feel? \_\_\_\_\_  
Ex: Extreme gratitude

Who are your role models? \_\_\_\_\_  
Ex: Barack Obama, Oprah, Dalai Lama

What do you expect from close friends? \_\_\_\_\_  
Ex: Truth, honesty, transparency

What is your talent at work? \_\_\_\_\_  
Ex: Influencing others

What are your best qualities? \_\_\_\_\_  
Ex: Generous, loving, sensitive to others

### Now let's make a paragraph out of your answers...

\_\_\_\_\_ 's mission is helping others to seize their full potential by having them pass their own limitative barriers. His/her contribution to his/her work environment can be seen through his/her implication et support that he/she brings around him/her. At his/her best, he/she will feel infinite gratitude. His/her role models are Barack Obama and Oprah. From his/her close friends, he/she will expect honesty, truth, and transparency. He/she thinks that his/her greatest talent is handling communications with others. He/she can positively influence people in difficult times. His/her best qualities are generosity and kindness to others.





# PASSION FOR SUCCESS - INNOVATIVE PRINCIPLES

## **“The Founder’s Mentality” principles are based on 3 main orientations:**

- INSURGENCY: Awareness of what makes you great and different.
- OWNER’S MINDSET: Powerful sense of responsibility and action.
- FRONT-LINE OBSESSION: Client orientation.

To make a cultural shift towards integrating these principles, Innovaderm has decided to go on a cultural mission to transform its leadership philosophy. To jumpstart this initiative, which you are part of, understanding how your behaviours are game changers is capital. As mentioned in the introduction, **loosing focus, energy or hiding behind heavy bureaucracy** is a company killer.

We are consequently welcoming you in this culture shift as a first step into reinventing Innovaderm’s future through being part of this process as a group.

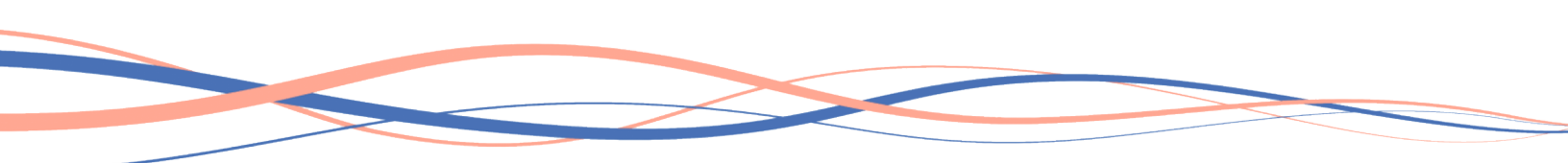
Have fun going through these pages, as the questions that will be asked, are for your own introspection. Remember that **all leaders are a key** to making cultural changes.

## **What we will expect from you:**

- Open mindedness.
- Getting people in action.
- Stimulating ideas.
- Challenging status quo.
- Reuniting and mobilizing troops in our mission.

To help us achieve a cultural shift towards “The Founder’s Mentality” principles, Innovaderm has decided to embark on this new journey by redefining our organizational values.

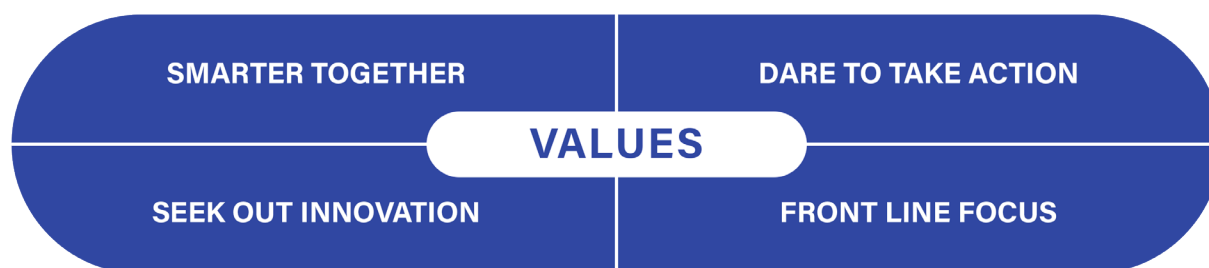
If you want to learn more about The Founder’s Mentality book please see this video:  
<https://www.youtube.com/watch?v=FT9Br4FTzIE>



## WHAT ARE ORGANIZATIONAL VALUES ?

Put simply, organizational values are the guiding principles that provide an organization with purpose and direction. They help companies orient behaviours internally and externally.

## INNOVADERM'S VALUES



### Behaviors related to each values

#### Smarter together

We promote cross-functional teamwork. We listen, pay attention and understand others. We are aware of the impact of our actions and act appropriately. We create a safe space that promotes accountability, collaboration and inclusion.

- Break down barriers and silos to promote open communication
- Work together toward our shared success, not personal gain
- Have the humility to ask for help
- Respect, support and adhere to group decisions
- Support one another to do our best work



## **Dare to take action**

We are empowered to take action. We are hungry to deliver the best solutions in the shortest timeframe. We manage our responsibilities and tasks with direct individual accountability.

- Translate ideas into action
- Respond quickly to arising opportunities and challenges
- Be quick to take on personal responsibility and risk to do the right thing
- Deliver rapidly without compromising quality
- Focus on the right priorities


## **Seek out innovation**

We are creative and solution-oriented. We actively look for solutions and implement them to add value in everything we do.

- Actively seek opportunities for improvement
- Explore and implement new ideas
- Support the best ideas no matter who brings them forward
- Generate new ideas and opportunities
- Keep abreast of industry best practices and suggest novel approaches
- Be at the forefront of the latest technologies, services & developments, and leverage them for innovation

## **Front line focus**

We work relentlessly for quality and client satisfaction on our 3 front lines: sponsors, research sites and research subjects. Whether or not we interact with the immediate front-line, we recognize that the sum of our contributions, no matter how big or small, is essential to our shared success.

- Gain and maintain an understanding of what is important for sponsors, research sites and research subjects
  - Focus on safety and data quality at research sites
  - Act as a partner in helping sponsors achieve their mission
  - Respectfully challenge requests when needed to better satisfy our clients' true needs
  - Build trust over time by delivering on promises
  - Express interest in challenges and opportunities shared by sponsors and research sites
  - Demonstrate expertise and superior service by being proactive
- 

## Understanding “Smarter together”

Collaboration in the workplace involves a group of people sharing their ideas and skills in order to achieve a common goal. Working collaboratively, instead of individually, helps improve productivity and gives employees a sense of purpose in the organization. It also becomes easier to brainstorm ideas to solve an existing problem or deliver the required work on time.

Employees with different ideas, perspectives, and expertise can work together to find innovative solutions, which in turn allows organizations to solve problems in a faster and more efficient manner.

The benefits of “Smarter together” are great:

- It promotes problem-solving.
- It allows employees to learn from each other.
- It enhances productivity.
- It unlocks potential for change.
- It upgrades wellness and mobilization.
- It creates a positive work environment.

### How do you create a “Smarter together” environment in your workplace?

---

---

---

### What could you improve?

---

---

---

### How do you feel Innovaderm is performing when it comes to promoting this value in the work culture?

Not performing well										Performing very well	
1	2	3	4	5	6	7	8	9	10		





## Understanding “Dare to take action”

*“In companies with high Founder’s Mentality, the heroes are the people who act.”  
- The Founder’s Mentality*

Dare to take action is about understanding that you should never get stuck in bureaucracy, especially if a client is waiting. Bureaucracy and too-lengthy processes can diminish awareness and will to act fast. Even worse, allow employees to hide behind excuses.

Conflict is addressed and must be quickly resolved since it is an excuse for inaction.

**In your day-to-day at the office (circle your answer) :**

Do you think that key decisions are taken quickly in your organization?	Often	Sometimes	Never
Are people in your team quick to take on personal responsibility?	Often	Sometimes	Never
Are you and your team ready to risk doing the right thing?	Often	Sometimes	Never

**How do you feel Innovaderm is performing when it comes to promoting this value in the work culture?**

Not performing well

Performing very well

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----



## Understanding "Seek out innovation"

***"We are entrepreneurs. Entrepreneurs take results personally."  
- The Founder's mentality***

Innovation creates differentiation and passion in a world where the forces of entropy and institutionalization push for the opposite. Getting too comfortable is a trap that will make you forget that innovation and action is the way to go to get things moving for the company's clients.

Competitiveness comes from sticking to what the company is great at and focusing resources ruthlessly on those few spiky capabilities. Innovation is shown through a creative and solution-oriented mindset. Generating new ideas is what keeps the company growing by being at the forefront of the latest technologies, services, and development. Best practices and ideas should always be supported no matter who brings them forward.

**In your day-to-day at the office (circle your answer):**

How often do you seek opportunities for improvement?	Often	Sometimes	Never
How often do you embrace turbulences as an opportunity to grow?	Often	Sometimes	Never
Are you creative and solution-oriented when it comes to challenges?	Often	Sometimes	Never
How often do you stimulate new ideas when it comes to best practices?	Often	Sometimes	Never

**How do you feel Innovaderm is performing when it comes to promoting this value in the work culture?**

Not performing well

Performing very well

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----





# Understanding “Front line focus”

*“Value creation is all about speed, efficiency and focus.”  
- The Founder’s Mentality*

Frontline focus is about understanding that working for quality and client’s satisfaction is crucial. Innovaderm’s focus is directed on 3 front lines: sponsors, research sites and research subjects. Relentless work allows shared success no matter how big or small your contribution is.

Being diligent about details will change the overall client experience. That focus will keep you mindful of what you are there to do: make a difference to achieve our mission.

Keeping in mind all those details keep you focused and always on the edge.

How sharp are you with the frontline?

**Describe, in your words, the company’s mission:**

**How would you describe Innovaderm’s clients?**

**How do you feel Innovaderm is performing when it comes to promoting this value in the work culture?**

Not performing well					Performing very well				
1	2	3	4	5	6	7	8	9	10



**Do you take decisions as if this was your own company ?**

---



---



---

**In your day-to-day at the office (circle your answer) :**

How often do you question yourself about what is important for...			
...sponsors?	Often	Sometimes	Never
...research sites?	Often	Sometimes	Never
...research subjects?	Often	Sometimes	Never
Do you feel concerned by safety and data quality at research sites?	Often	Sometimes	Never
How often do you act as a partner in helping sponsors achieve their mission?	Often	Sometimes	Never
How often do you show interest in challenges and opportunities shared by sponsors and research sites?	Often	Sometimes	Never

Remember that an organization is ahead of the game in preventing failures if its front-line employees love the details of the business and feel empowered to solve problems on the spot. Organizations that work that way become self-correcting organizations. They learn and change together.

