

Building ideas, teams and companies to impact human health

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25th Jan 2023

I would like to tell you a story.....

The Infectious Disease Unit, Immunocore Ltd (2018)



In the beginning....2016



AN IDEA



SOME FINANCIAL SUPPORT



NO PEOPLE

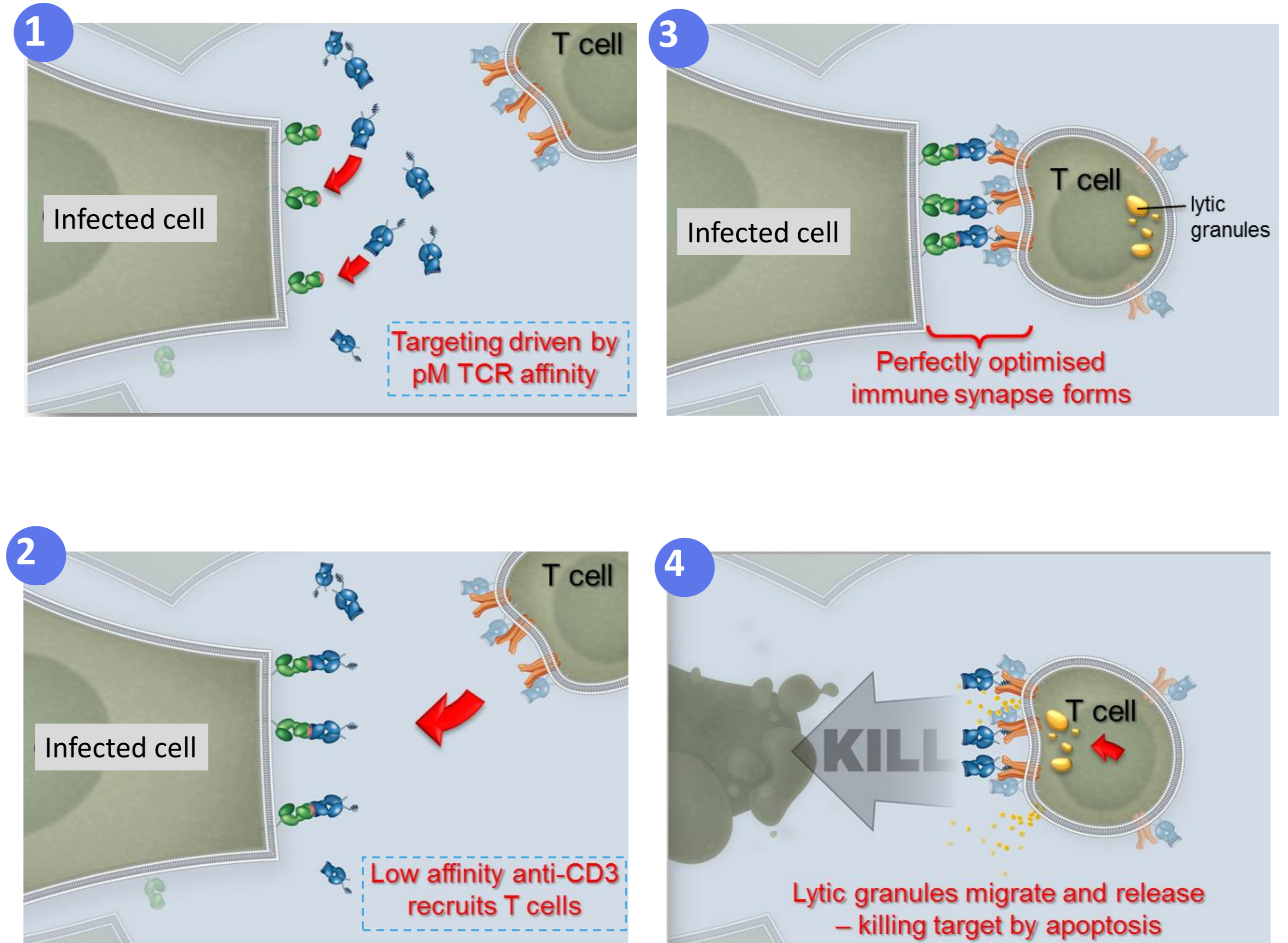
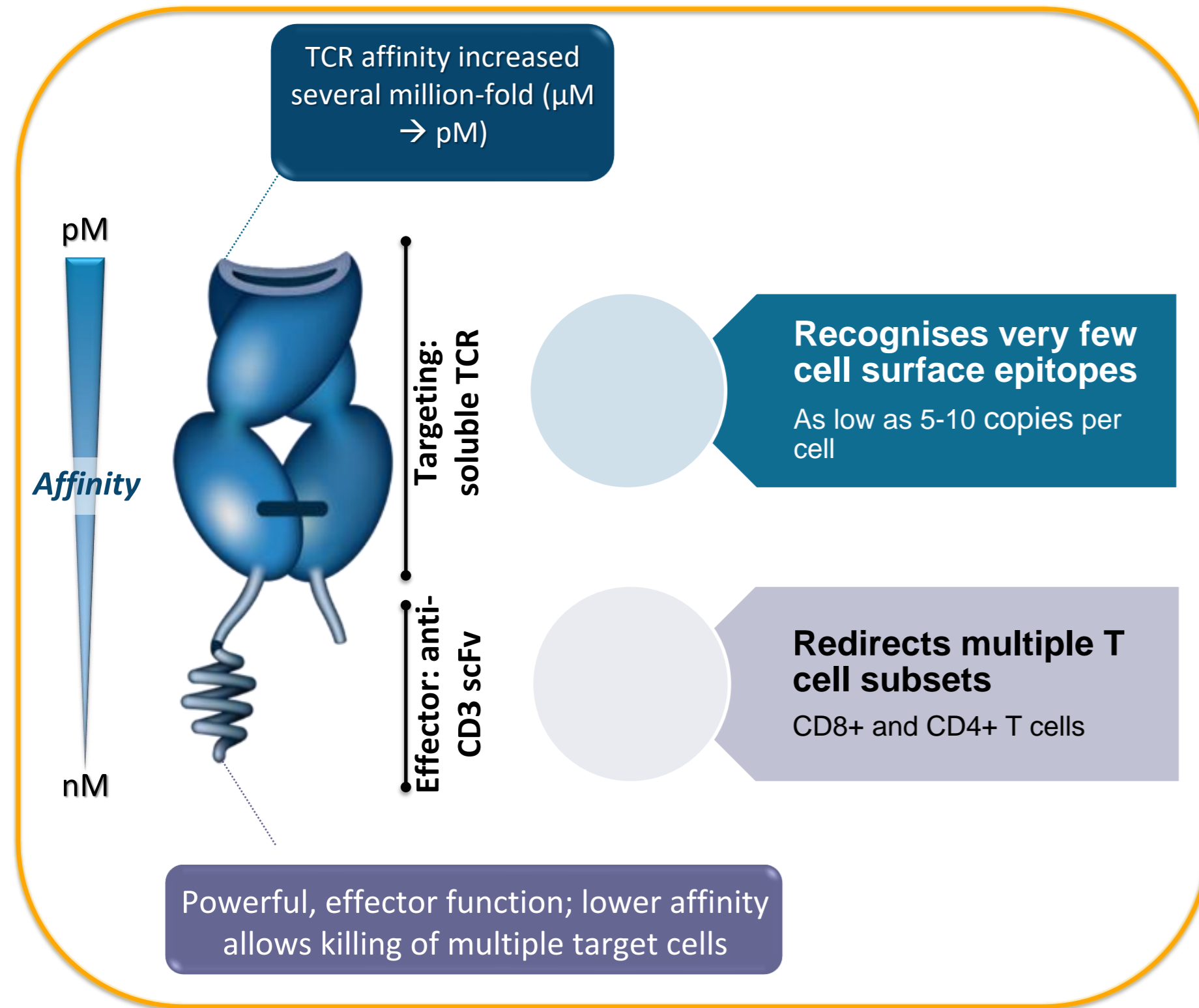


AN INTENTION TO BE "DELIBERATE" ABOUT WORKING ON THE ORGANISATION

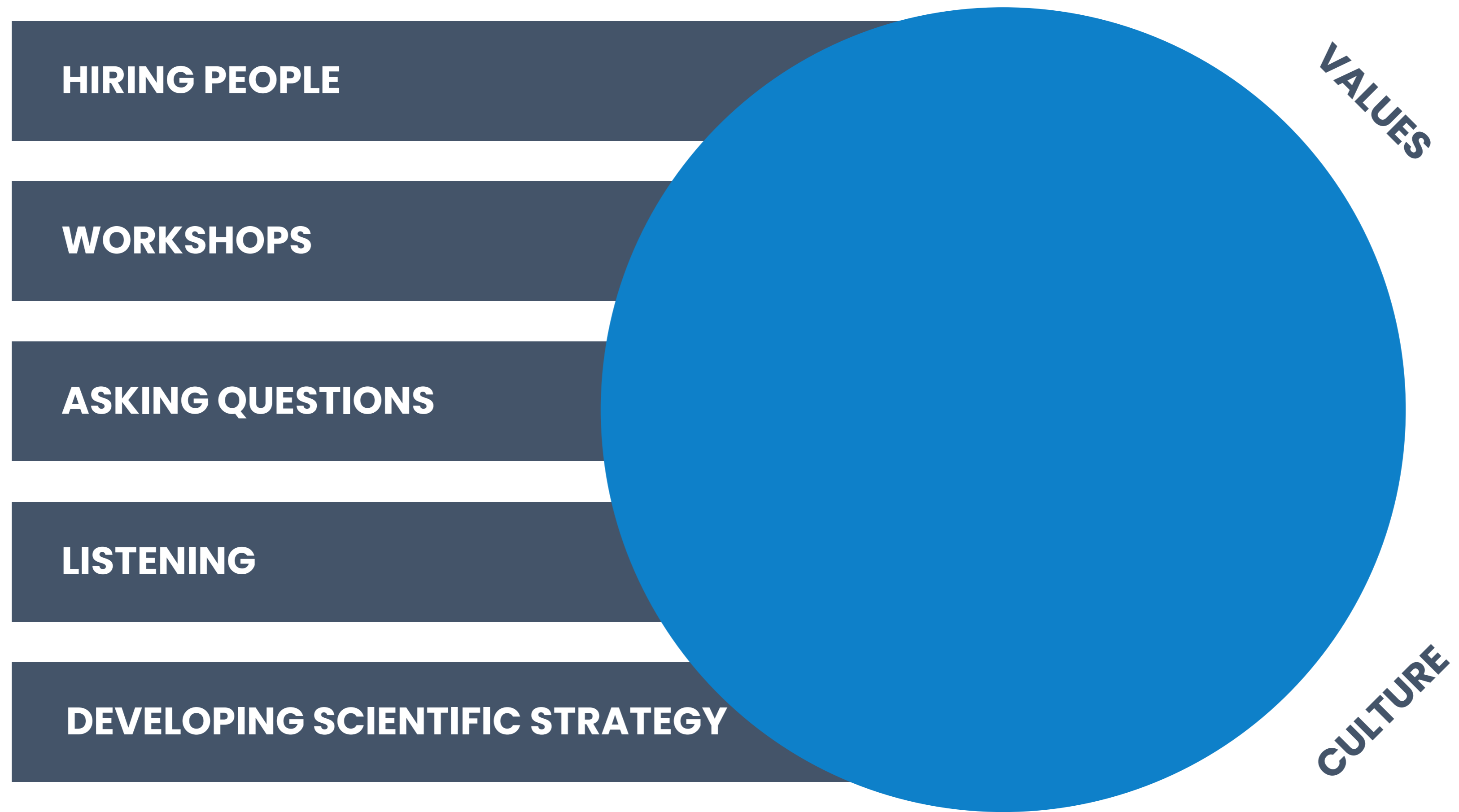


AN IDEA: DEPLOYING "IMMTAV" PLATFORM TO INFECTIOUS DISEASES

ImmTAc/B/V

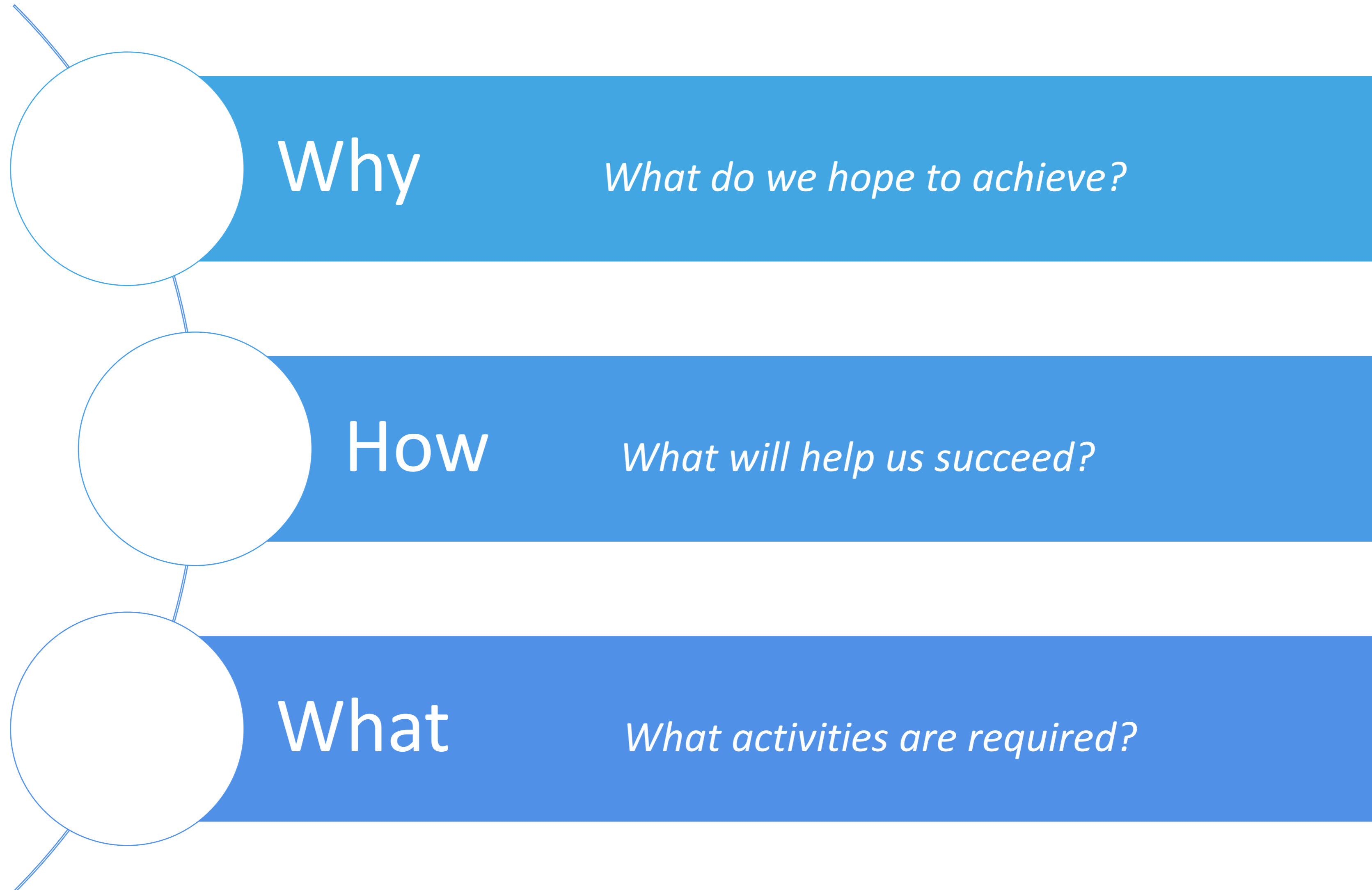


Then, it began.....





AN INTENTION TO BE “DELIBERATE” ABOUT WORKING ON THE ORGANISATION



Challenging ourselves – why may it not succeed?

TECHNICAL

SCIENTIFIC

REGULATORY

CLINICAL

RESOURCES

BUSINESS MODEL

COMPETITION

INFRASTRUCTURE

OTHERS?

Building on the idea

**DEVELOPING STRATEGIES TO OVERCOME
TECHNICAL CHALLENGES**

DETERMINING TARGETS & INDICATIONS

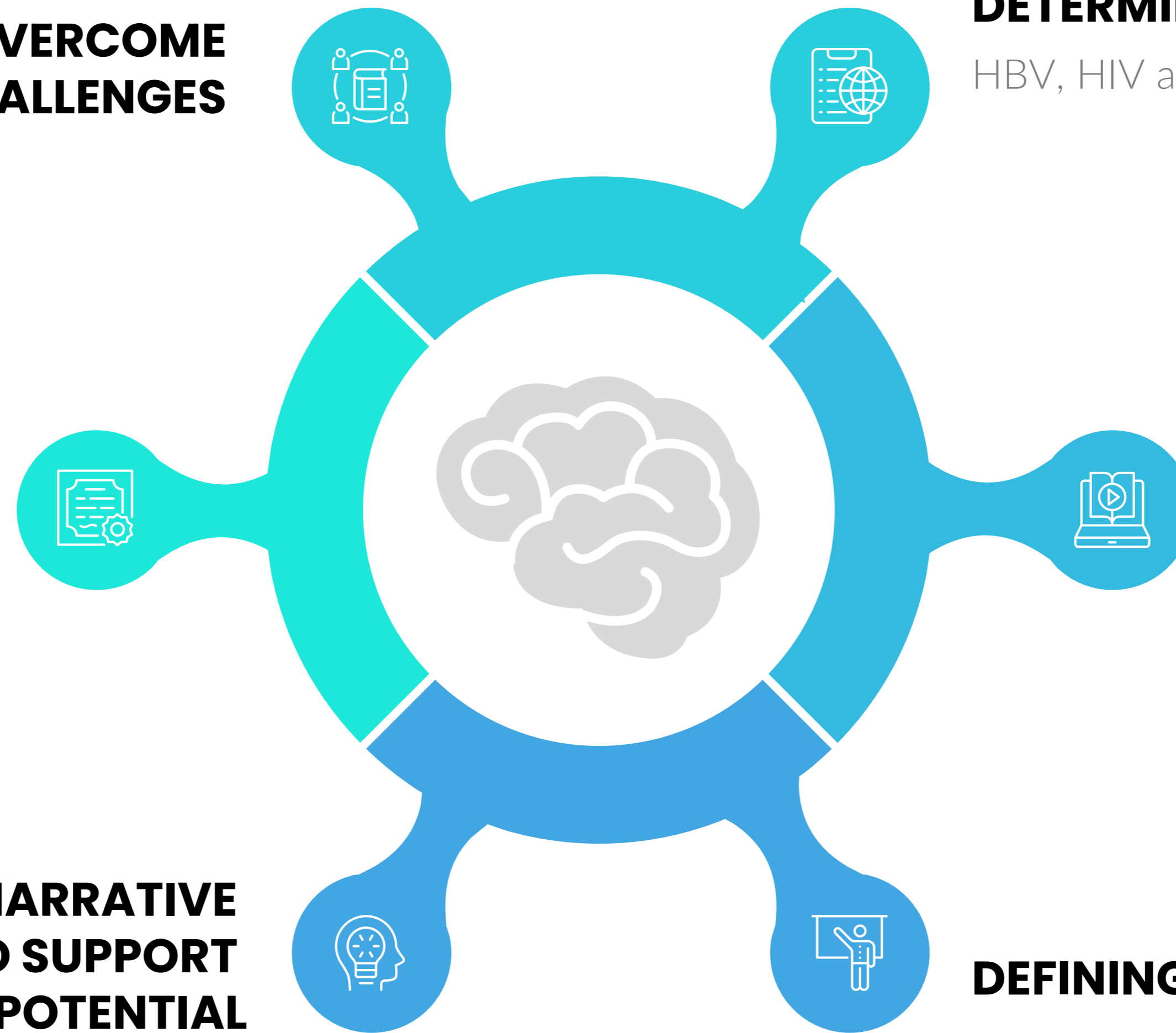
HBV, HIV and TB

**UNDERSTANDING
PATIENT DEMOGRAPHIC**

EVALUATING MARKET POTENTIAL

**CREATING A NARRATIVE
TO SUPPORT
INVESTMENT POTENTIAL**

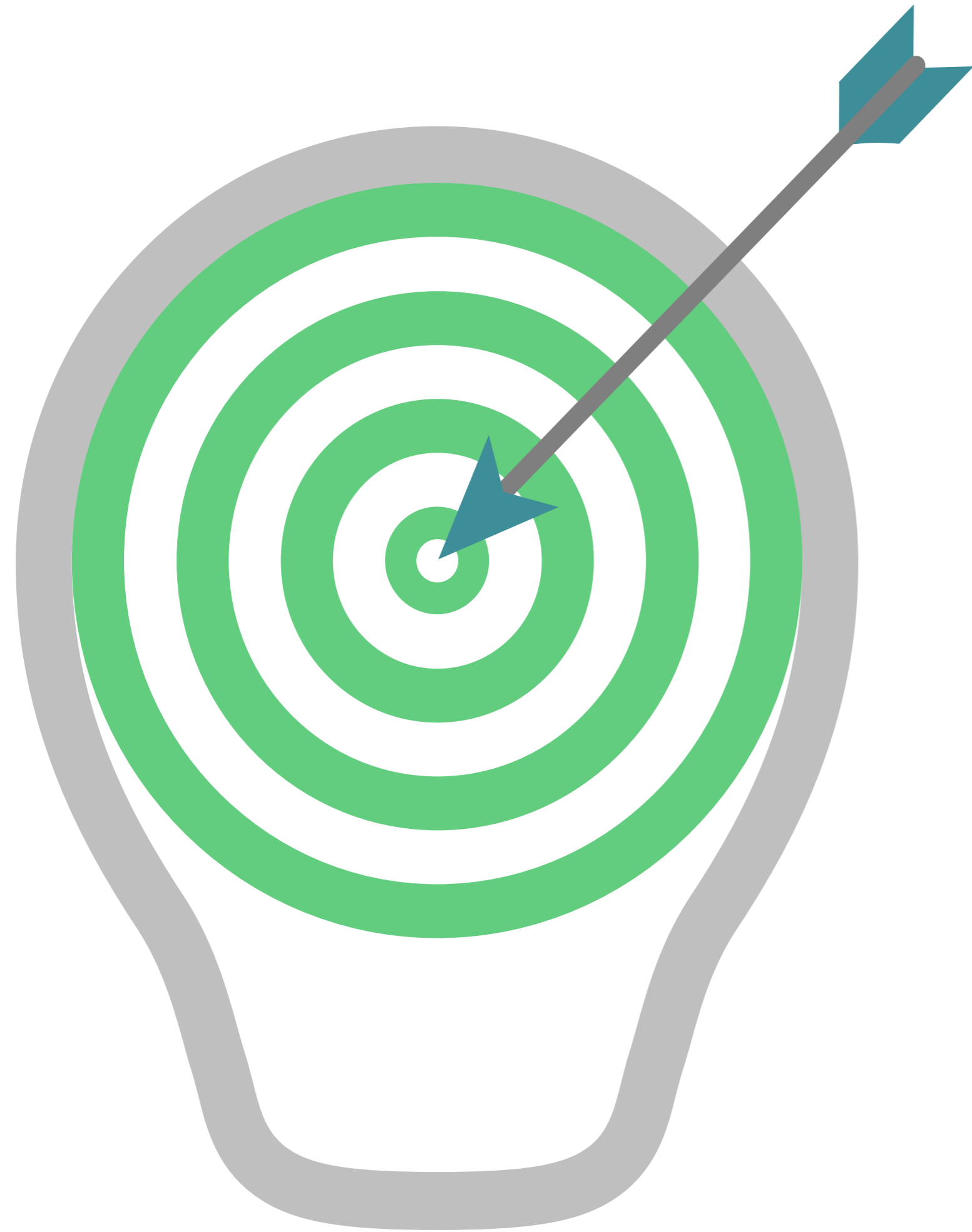
DEFINING GAPS IN EXPERTISE



Developing strategies for key challenges



Building the evidence base for an idea



Define the data that really matters, and **FOCUS** on generating that as fast as possible

Creating enabling collaborations



Professor Mala Maini (Clinician)

Access to HBV in vitro infection model and advisory role.



Singapore Institute
for Clinical Sciences

Dr Antonio Bertoletti (Clinician)

Advisory Role and collaboration forming.

**Imperial College
London**

Dr Marcus Dorner

Access to 3D Hepatocyte HBV infection models.



People – the single most important element

What does it take to be a high performance team?



“The whole is greater than the sum of its parts”

What does it take to be a high performance team?

Psychological safety: Psychological safety refers to an individual's perception of the consequences of taking an interpersonal risk. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

Meaning: Finding a sense of purpose in either the work itself or the output is important for team effectiveness. The meaning of work is personal and can vary: financial security, supporting family, helping the team succeed, or self-expression for each individual, for example.

Dependability: On dependable teams, members reliably complete quality work on time (vs the opposite - shirking responsibilities).

Structure and clarity: An individual's understanding of job expectations, the process for fulfilling these expectations,

Impact: The results of one's work, the subjective judgement that your work is making a difference, is important for teams. Seeing that one's work is contributing to the organization's goals can help reveal impact.

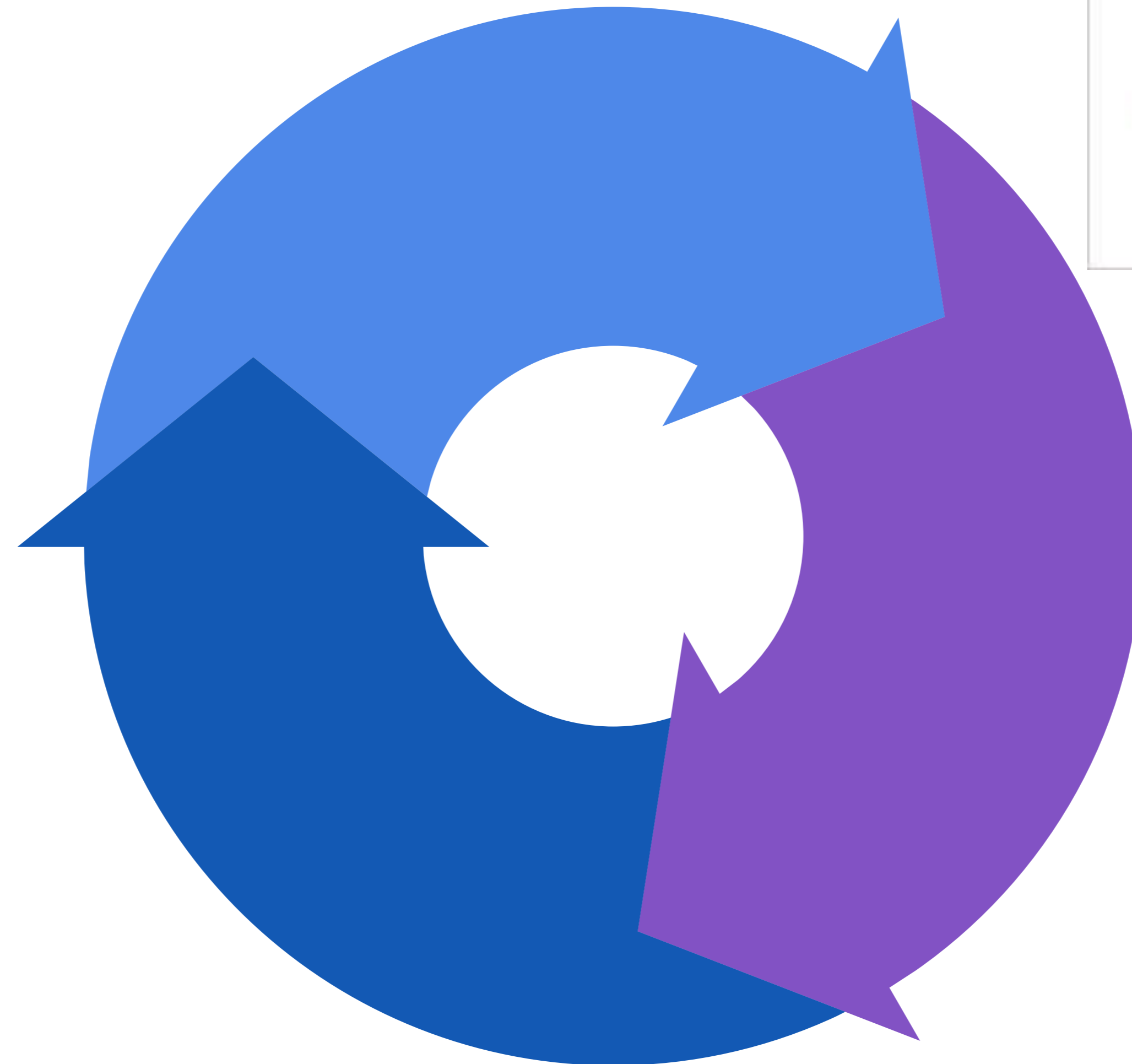
Next stage organisations

PURPOSE

Why the organization or team exists

WHOLENESS

No masks; being oneself completely



SELF-MANAGEMENT

Distributed leadership

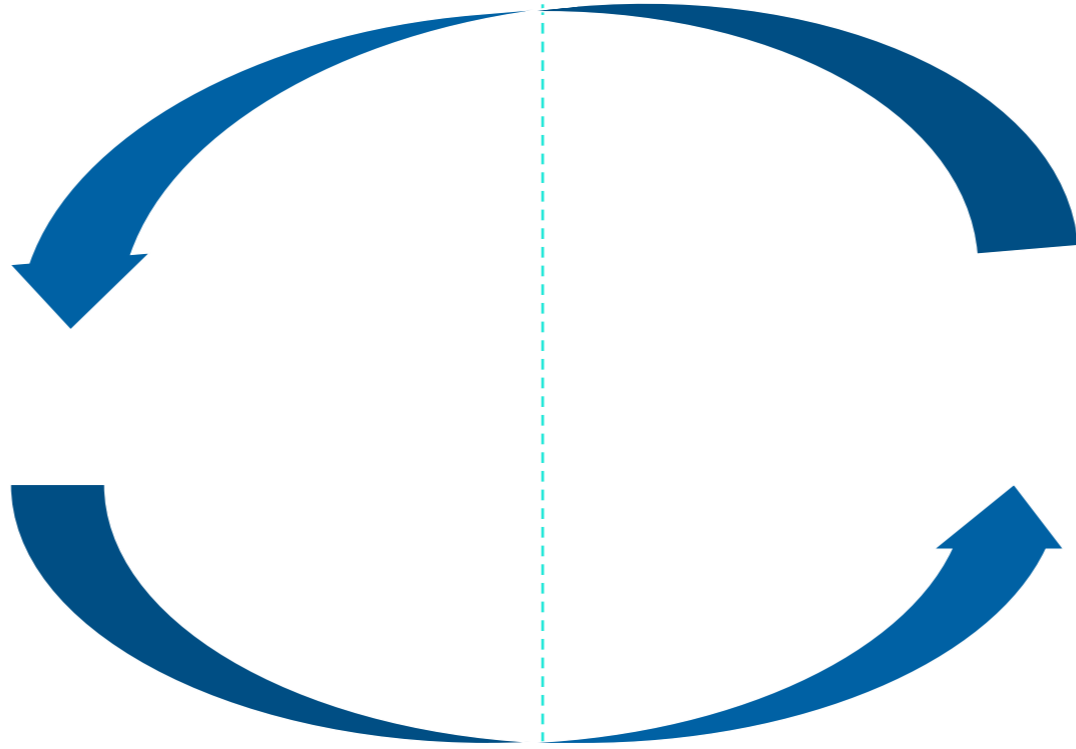
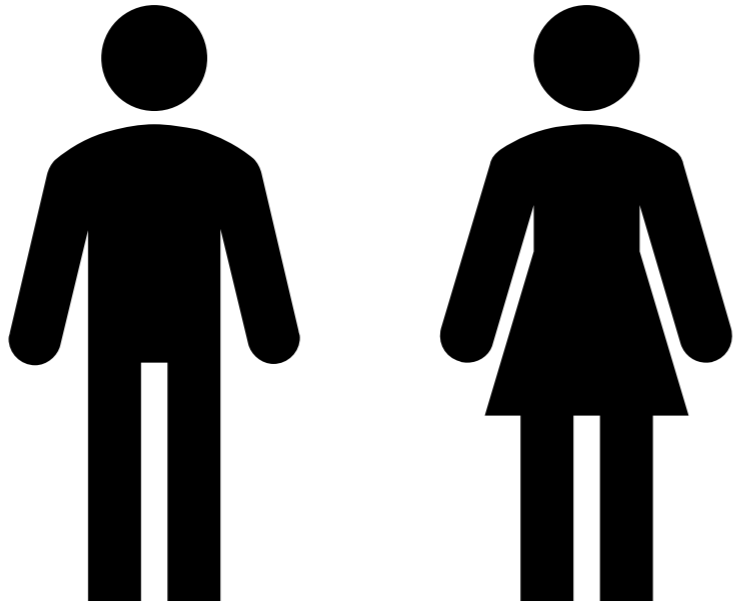
ImmunoCore Academy

A symbol of our commitment to creating a *healthy* high performing organisation, where everyone can grow

Supporting personal growth

Supporting how we operate together

- Coaching**
1:1 program of coaching
- Feedback**
Tailored 360 feedback
- Values and beliefs**
Workshop on personal values and limiting beliefs



- Skills based**
Active listening
Managing conflict
Decision making
Problem solving
Running virtual meetings
Project management
.....

A foundation of continuous feedback

Working ON the organisation not only IN the organisation

Sense and respond

High-velocity decision making

Limiting beliefs

Unconditional Positive Regard (UPR)

Feedback

Self-awareness

Active Listening

Deliberately Developmental Organisation

Questioning

Fail fast

Vulnerability

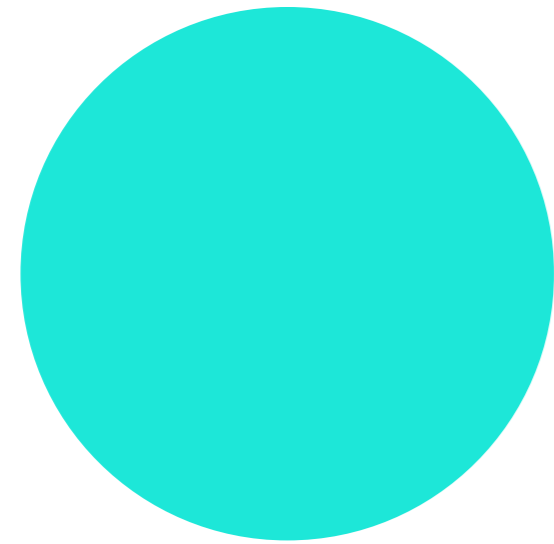
Psychological Safety

Good enough is good enough

Positive assumptions of success

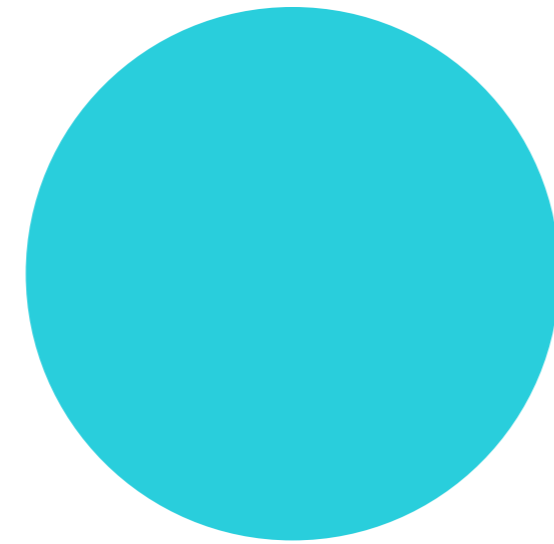
Agility

The outcome



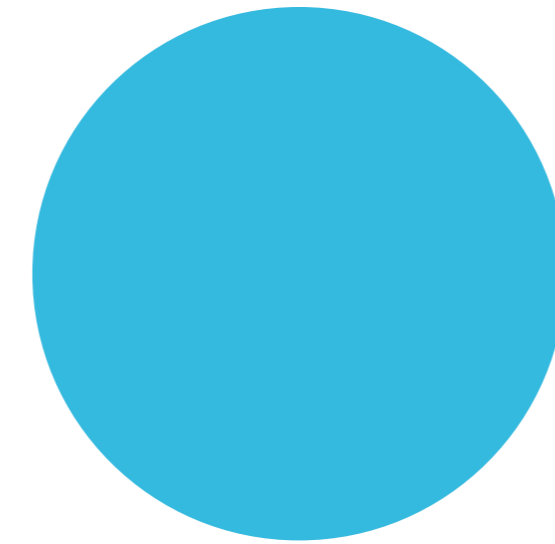
PIPELINE

HBV, HIV and TB pipeline making rapid progress. 6+ months shaved off timeline of standard company project



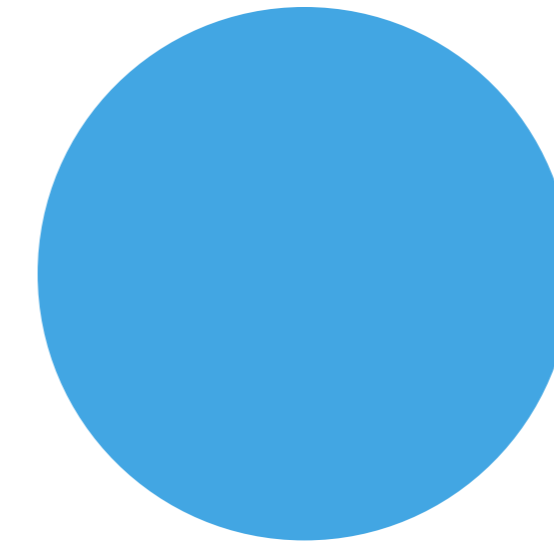
PEOPLE

47 people covering research through to business development. Engaged and growing as individuals and a collective group



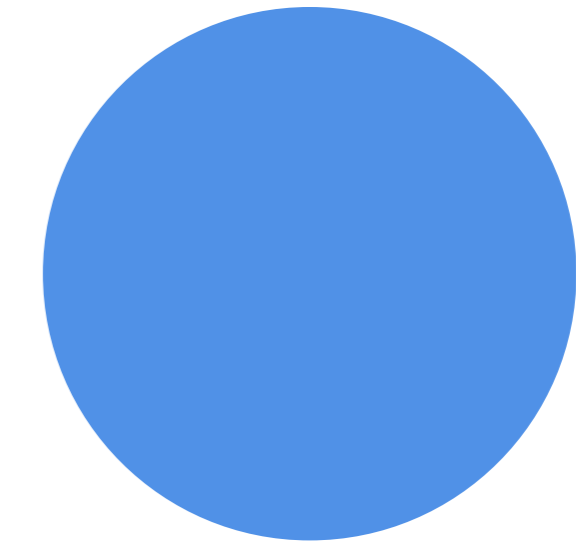
CULTURE

Deliberately developmental organization. A strong purpose, self-managed, psychological safety, vulnerability and trust



INVESTMENT

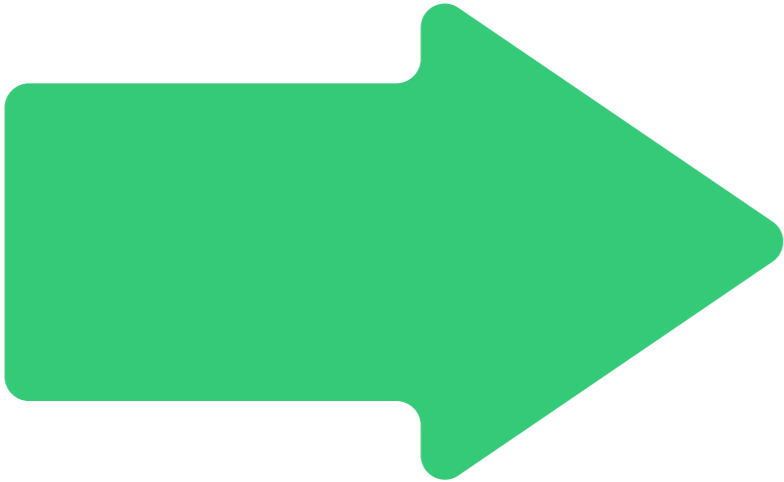
Up to \$40M from the Gates Foundation



IMPACT

On people within ID and future patients. HBV moving to CTA

Summary



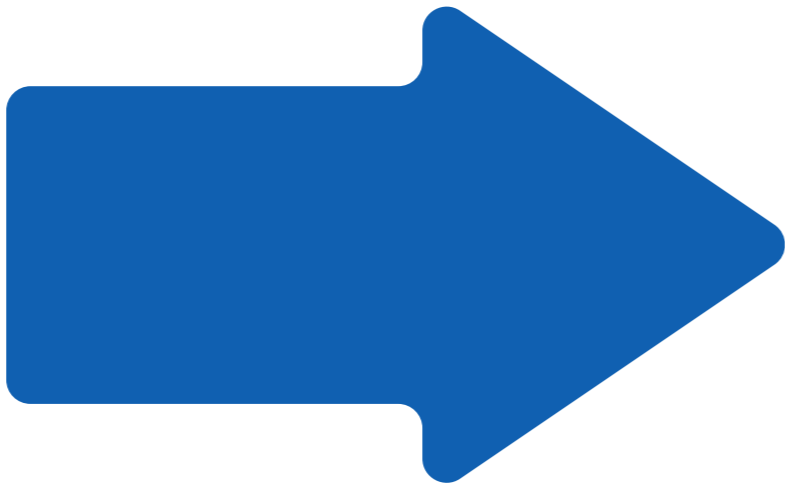
IDEA

Identify key challenges and develop strategies to address these or mitigate the risks.
Define the data that really matters, and, focus on generating this as fast as possible.



PEOPLE

The most important element.



COMPANY

Define the purpose.
Work ON the organization not only IN the organization
Be deliberate about personal and collective growth
Create a HEALTHY high-performing culture

Thank you for your attention