

# ICBE

IRISH CENTRE  
FOR BUSINESS  
EXCELLENCE

ICBE PRESENTS

## TRANSFORMING IRELAND'S GLOBAL AMBITION

### Managing Mindset in Global Environments

TUESDAY MARCH 29TH

9.30AM TO 11.30AM

# Influencing from Ireland



**Tony Keaveney**

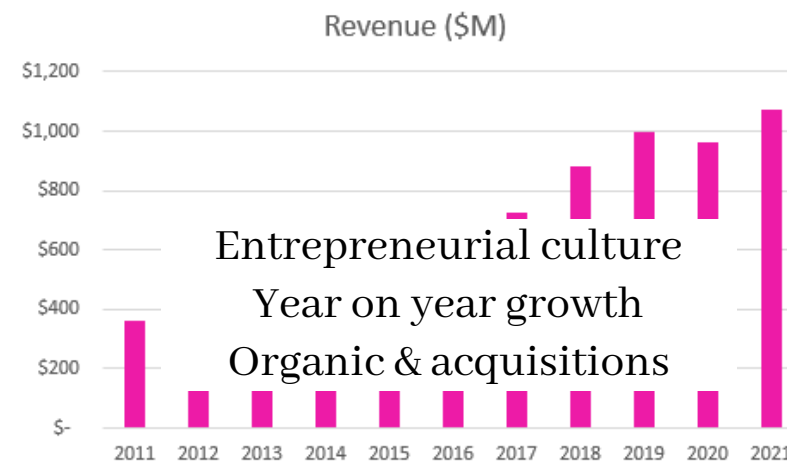
Executive VP, Regulatory Affairs

Merit Medical Systems

# A little about Merit Medical ...



~6500 Employees globally  
 10 Manufacturing sites  
 12 Distribution sites



7 business divisions  
 1300+ Products  
 All risk classifications

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# A little about Regulatory Affairs ...

- Understand & share global regulatory requirements
- Negotiate & maintain approvals with Authorities
- RA involved from design to manufacturing to sales!



- Regulatory complexity increasing globally
- Increasing enforcement
- Increasing regulatory costs



# International Regulatory Affairs in Merit



2011

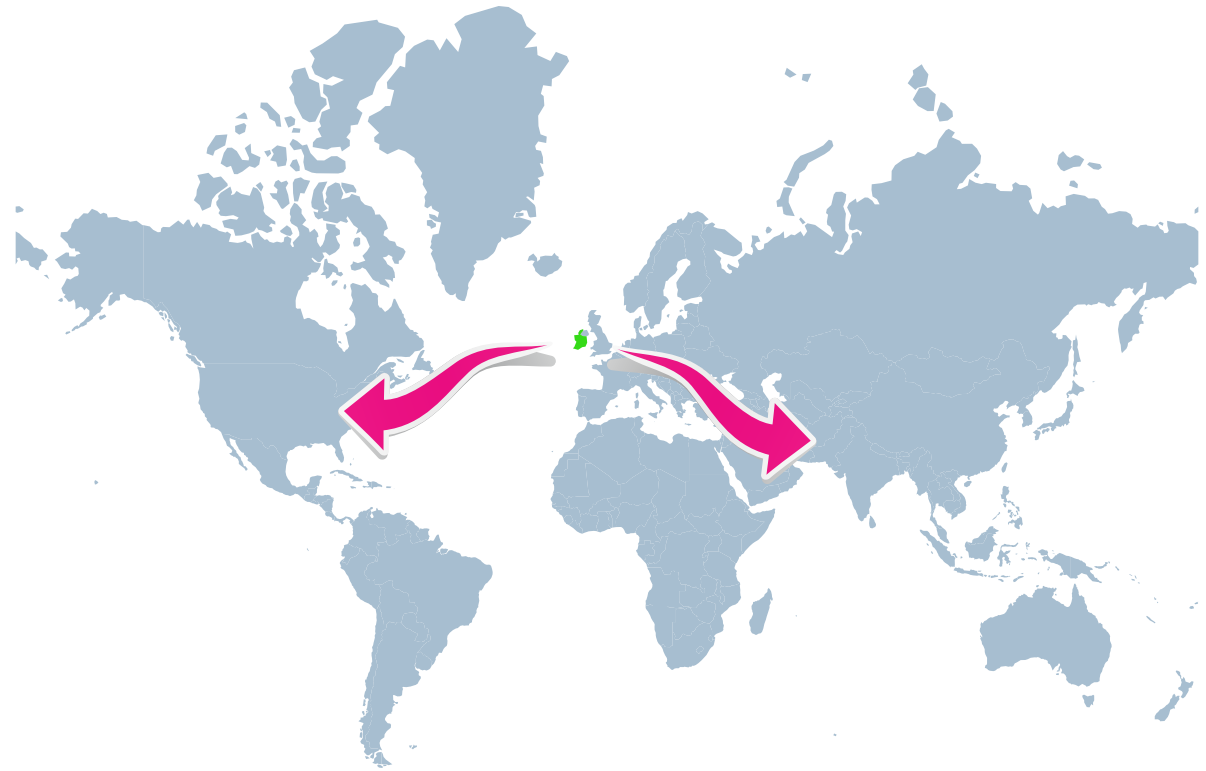
Centralised model  
US & EU centric  
5 staff outside US  
Sites/regions disconnected  
Slowing regional growth

2022

Decentralised model  
60 staff across 16 countries  
*Local solutions to local  
problems!*



Ireland  
bridging  
the gap ...



Moved centre of International RA to Ireland  
Strategic location connects East & West  
Large networked pool of local RA talent

# Influencing the East ...

Learned more about their business.  
Listened to their needs.  
Understood their problems.  
Developed a local partnership.  
Became advocates at Corporate.

Began noticing a shift in mindset.  
Moved from Irish to Global  
perspective.  
Beyond Ireland or Merit.  
Connecting to a deeper purpose.

# Influencing the West ...

Again, listened to their needs.  
Understood the problems from the  
corporate perspective.  
Shared broader global perspective.  
Advocated for change.

Introduced potential solutions.  
Facilitated in-person meetings.  
Introduced tools to improve  
communication and share data.  
Improved data sharing technology.



# Shifting perspectives

- Variable success with solutions adopted.
- Experienced resistance in the system.
- Needed different approach

- Adopted formal leadership development and coaching.
- Improved self awareness across the team.
- Developed new ways of seeing (Wilber model, Cynevin complexity model, Theory U and Change Curve).
- Began to understand our blind-spots, our limiting beliefs and their impact.



# A New Approach

Empowered teams to lead the change they wanted, and not wait for approval.

Encouraged curiosity and use of tools to develop improved understanding of problems and create better outcomes.

Added a supporting infrastructure to facilitate the change process & continuous improvement.

Advocated for same approach in Senior Corporate Team and are now beginning that journey.

# A few words about Culture

Cultural differences are important and one size won't fit all.

Diversity through cultural difference often leads to more considered outcomes.

Spoken language differences exist even for fluent non-native English language speakers.

Over time, all cultural differences are trumped by honesty, authenticity and compassion.

# Some Final Thoughts ...

Ireland ideally placed to influence change globally.

New leadership competencies needed to adapt to rapid change in an increasingly complex world.

Influencing organisational transformation requires courage, continuous advocacy and patience but it's worth the effort!



# The Last Word ...

Then the delight, when your courage kindled,  
And you stepped out onto new ground,  
Your eyes young again with energy and dream,  
A path of plenitude opening before you.

*John O'Donohue  
For a New Beginning  
Benedictus*

# QUESTIONS & ANSWERS

