






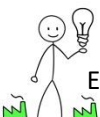


	Shadow Sides	Capabilities	CEO	CFO	CSO	CTO	CMO	
 Engineer	Want everything to be 110% perfect before letting go Avoids abstract discussions Less interested in market feedback and preferences	Technical problem solver High attention to details Analytical						
 Marketeer	Lack full understanding of science or technology Less attention to details and processes Impatient and often too time-optimistic	Needs-driven, understands “product-market”-fit Extrovert – likes to meet and network w/ customers Fast executer and energetic						
 Clinician	Preference for quick fixes Less holistic thinking, focus is only on the patient Avoids hierarchy and processes when possible	Eager to fix clinical challenges Deep understanding of clinical field Practice orientation						
 Scientist	Not good at keeping time plans, prefers “open end” Prefers solitary work, less good at sharing updates Not good at pivoting plans	Deep scientific understanding Good at handling abstract matters Good at thinking “outside-the-box”						
 Caring Activist	Lack of educational/professional clinical insights Lack of experience in building and running regulated commercial organizations	Strong passion often leads to strong cultural values Very good at relating to the unmet clinical need High energy and perseverance						
 Anarchist	Strong-minded High risk of non-compliance to regulations Preference towards taking chances	Fast executer Energy and behavior positively motivate team Game-changer nature						
 Corporate Suit	Not very tactical oriented Less experienced with building trust in a new brand Unfamiliar to fixing things without support functions	Experience - understands where the “puck” is going Used to working with processes and standards Organization and leadership skills						
 Serial Entrepreneur	Increased risk appetite Overconfidence in personal knowledge Risk of “nepotism” by attracting friends to the team	Attracts investors Understands nature of common scaleup pitfalls Strong industry network and reputation						