

LEADERS IN TRANSITION · INTERVIEW PREP

How to Differentiate Yourself as a Leader

Over the last year it has felt like a new round of layoffs every week — no company spared, and competition for senior roles only intensifying. More than ever, leaders at interview need to differentiate, and prove they understand and can meet the specific challenges that take a business from survival to growth.

After watching hundreds of leaders pass and fail at interview, the Phase 3 team pulled together this best-practice checklist. The full article is at [ph3.bio](#).

HOW TO USE THIS CHECKLIST

Work top to bottom as you prepare. Each block is a theme interviewers test; the boxes are the moves that consistently separate the leaders who land the offer from those who don't.

THE CHECKLIST

01 Leverage Your Network

- Identify any known contacts within your desired company.
- Request referrals and recommendations from these contacts.

02 Align with Company Culture

- Research the company's stated mission and values.
- Ask detailed questions in interviews to uncover the real culture:
 - What makes the company's culture unique?
 - Can you give an example of how the culture is special?

03 Understand the Company's Perspective

- Study older annual reports and recent investor presentations.
- Analyze the market and identify competitors and potential threats.
- Formulate insightful questions about current challenges and future goals to raise during your interview.

04 Highlight Your Skills and Achievements

- Prepare specific examples that showcase your ability to overcome challenges and lead teams.
- Demonstrate your grasp of the company's challenges and how your past experience can help.

05 Showcase Problem-Solving Abilities

- Share examples where you led teams to solve problems and achieve results.
- Emphasize how you ensure team safety, motivation, and engagement.

06 Emphasize Adaptability & Continuous Learning

- Provide examples of how you adapted to changing situations and priorities.
- Highlight your willingness to learn new skills and improve continuously.

07 Understand & Convey Business Impact

- Clearly articulate how your leadership drives the business toward key milestones.
- Be ready to discuss how you achieve results efficiently while keeping teams motivated and aligned.

WHAT GOOD SOUNDS LIKE

Generic: “I’m a strong leader who improves operations and builds great teams.”

Differentiated: “At my last company we were burning runway on a stalled tech transfer. I rebuilt the CDMO relationship, set a weekly joint governance cadence, and pulled the PPQ timeline in by four months — protecting the BLA filing date and roughly \$6M of avoided burn. I’d expect the same triage to apply to your ALV-100 scale-up.”

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