

What differentiates organizations that are better prepared from those that are constantly reacting?

A research summary based on insights from 250+ biotech and life sciences leaders

What we learned is that prepared organizations don't react to complexity. They design how work, decisions, and execution happen.

They are **intentional** in addressing the pain points that emerge as they prepare for their next inflection.

What We Learned

From the data:

Prepared: fewer, clearer priorities
Reactive: competing priorities

"We are busy all the time, but I'm not sure we're focused on the right things."

Prepared: distribute decision-making
Reactive: rely on escalation

"Everything still needs to go through the founders."

Prepared: redesign work for AI
Reactive: experiment without changing operations

"We are testing AI, but it's not changing how we work."

Prepared: convert capital into outcomes
Reactive: struggle to execute despite funding

"Capital is available. Turning it into results is the challenge."

Where organizations struggle most

Top reported challenges



Where breakdown happens

- Strategy → Execution gap
- Cross-functional misalignment
- Scaling complexity
- Decision latency

Five Questions Biotech Leaders Must Answer to Prepare for What's Next

- What truly matters in the next 6–12 months?
- Who makes which decisions, and how fast?
- Where is complexity slowing execution today?
- Are we scaling people or scaling clarity?
- What would need to change to operate at 2x speed?

CASE STUDY: AXENYA

Designing a Lifesciences Company as AI-Native

Axenia is a healthcare platform focused on early intervention and real-time clinical intelligence, with AI at the center of its execution architecture.

What is unique about their approach:

- Removing management layers to increase decision speed. They only have three people leadership roles.
- Structuring work and workflows around outcomes, not roles
- Embedding AI into daily workflows



Mariano García-Valiño
 Chief Executive Officer

"Most organizations add AI. Very few redesign for it"

What's next for Biotech

"Life sciences success is breakthrough science, executed with intent."

- Advantage is shifting from science to science + execution design
- AI amplifies how work, decisions, and coordination are structured
- Speed will come from intentional system design, not activity

About the Research

Survey conducted in April 2026 via Google Forms.
 250+ responses across biotech and life sciences leaders
 50 responses prioritized for deep qualitative analysis

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