



Leading from Behind:
Adventures in the Quest to Make Our Work Better, Quicker, Easier and Cheaper

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Executive Summary

- Here are some examples of successfully leading from behind
- Think about it

Not a joke!

- “The theory of leading from behind is one proposed and championed by Linda Hill of the Harvard Business School ...Hill says that today’s business climate requires leaders who act similarly, allowing their charges to emerge, lead and innovate.”
- <https://hbr.org/2010/05/leading-from-behind/>

Some HBR quotes

- People are looking for more meaning and purpose in their work lives. They want and increasingly expect to be valued for who they are and to be able to contribute to something larger than themselves. People expect to have the opportunity to co-author their organization's purpose. They want to be associated with organizations that serve as positive forces in the world.



Some More HBR quotes

- Innovation — not simply incremental but continual breakthrough innovation — will be a key driver of competitiveness.



The last HBR quotes

- Leaders can encourage breakthrough ideas not by cultivating followers who can execute but building communities that can innovate.

Statistical Quote

All models are wrong, some are useful

- George Box



Programmer Quote

All quotes are wrong, some are useful

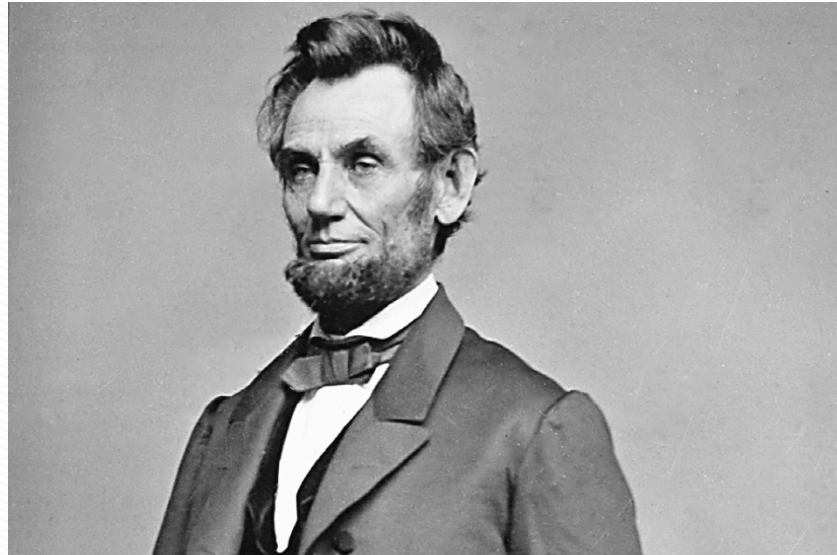
Mike Carniello



Political Quote

Don't believe everything you see in a PowerPoint slide

- Abraham Lincoln



The Four Ers

- Better
- Quicker
- Easier
- Cheaper

Quicker

- Management LIKES leaders at all levels - it's all about making their job easier.
- Example: delivering template programs for Phase 1 work. Gap was seen, and addressed, the deliverers seen as leaders.

Easier

- Example, twice for me now: Gaps identified when companies merge biometrics functions
 - Programming SOPs
 - Programming Systems
 - Programming Tools

Not This Today

```
PROC GLM; CLASSES A B;
```

```
MODEL Y = A B A*B/E E1 E2;
```

The output follows:

GENERAL FORM OF ESTIMABLE FUNCTIONS

EFFECT		COEFFICIENTS
--------	--	--------------

INTERCEPT		L1
A	1	L2
	2	L1-L2
B	1	L4
	2	L1-L4
A*B	1 1	L6
	1 2	L2-L6
	2 1	L4-L6
	2 2	L1-L2-L4+L6

Actually, from SUGI ONE, 1976: First Draft of GLM, by Jim Goodnight

Cheaper

- Example: Lack of in-text tables
 - Work done by CROs in own systems
 - \$ to deliver in-text tables
 - Solution:
 - wrote SOP
 - worked with non-statistics departments
 - seen as leader
 - generated presentations

Better

- “This Day in History”
 - Delivered at every function/group meeting
 - Expected and presenter seen as leader
- April 21 753 BCE
 - Rome founded
 - Apparently, built in a day



Another Quote

Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.

- Colin Powell

Better

- Example: Use executive summaries - See Slide 3

Better

- Example: Testing performance of a data entry system that was being rolled out to India.
 - Munged the network using a Linux approach to mimic real performance

Easier

- Example: Take ownership of a department meeting - facilitate, show Youtube clips
 - Appropriate clips

Better

- Example: Some tasks are assigned – but can still “own” it
 - Clinical Database System Support
 - Push out update news
 - Walk around and ask questions

Better

- Example: Overcomplicated analysis system for animal-based signal detection:
 - Convert APL code into interactive SAS

Better

- Example: Be a buffer, run interference by leading small groups on small tasks

Quicker

- Example: Figure out something new, and be considered a leader among peers
 - Using a full-color, mouse-driven interface for a character-based clinical database application (terminal emulation)

Better

- Example: de-facto source for all statistical programming published references
 - A web site we all likely have used: lexjansen.com.

The Atlantic

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The Long History of Leading From Behind

Obama's effort to fix an overextended foreign policy is a lot like Nixon and Kissinger's.

<http://www.theatlantic.com/magazine/archive/2016/01/the-long-history-of-leading-from-behind/419097/>

“Leading from Behind”

- A compliment or insult?

- An aide used the phrase to describe Obama administration leadership.
- Used with respect to activities in Libya - needed a consensus, couldn't be the USA in front - needed to “lead from behind.”
- Analogous to work opportunities - if you see there's a problem or a gap - think about, analyze it, and suggest a way or ways to fill the gap.

Penultimate Quote!

- To lead from behind is quite the antithesis of our traditional view of leadership. Unlike the image of the General leading his troops into battle or the CEO on stage giving an inspirational speech, one who leads from behind conjures an image akin to a quarterback leading his team to victory.
- <https://www.thindifference.com/2015/08/leading-from-behind-in-the-business-world/>

Industry Opportunities for Leadership

- PhUSE/CSS event - now co-sponsored by the FDA - meets face to face yearly, but meets and works actively throughout the year.
 - Investigating how to make work Better, Quicker, Cheaper and Easier
- The working groups need leaders and strong members - great opportunity.
- http://www.phusewiki.org/wiki/index.php?title=FDA_Working_Groups
- <http://www.phuse.eu/CS-Dashboard.aspx>



Computational Science Symposium

Silver Spring Civic Center | Silver Spring, Maryland, USA



PhUSE CS Dashboard

The PhUSE CS Working Groups bring together academia, industry, technology providers and regulatory agencies including the FDA to collaborate on projects to address unmet computational science needs. This dashboard provides a single point of reference for active working groups and projects that are part of the PhUSE Collaboration. The content developed by the CS Working Group projects can be accessed via the PhUSE CS Deliverables Catalog.

Optimizing the Use of Data Standards

Click [here](#) to contact the Working Group.

Traceability and Data Flow : Discuss and define traceability considerations and best practices for study-level and integrated dataset conversions for different data flow scenarios.

Best Practices for Data Standards Implementation: Identify ambiguities within CDISC documentation and draft best practice documentation for handling these ambiguities.

- [Standardizing Laboratory Units within a Sponsor/Submission](#)
- [Identifying USUBJID Across Studies](#)

Study Data Standardization Plan (SDSP) : Development of a recommended study data standardization plan early in the development cycle to optimize implementation of CDISC SEND, SDTM and ADaM data standards is the focus of this new project. This is a new project and the Wiki page is currently under development.

(Re-Launched) Standardizing Data within the Inspection Site Selection Process: The FDA's Office of Special Investigations has developed a standard tool to select sites for inspection. This Working Group will

Industry Opportunities for Leadership

- Working Groups
 - Optimizing the Use of Data Standards
 - Semantic Technology
 - Development of Standard Scripts for Analysis and Programming
 - Non-Clinical Road-Map and Impacts on Implementation
 - Emerging Trends & Technologies
- Tremendous opportunity, and the access bar is very low.

Too Much Leadership?

- Starbucks: Stranger asks for my mouse – while I'm using it!
- Is that a being a leader? Or being a ... ?



Have some fun!



Ultimate Quote

It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

- Nelson Mandela

