



Leaders – Wanted

**Detlef Nehrdich
Principal Management Consultant
WCG – Waife & Associates**

**PhUSE EU Connect, Nov 10-13 2019,
Amsterdam**

WANTED



*Statistical Programming
Lead*

DEAD
OR
ALIVE

Motivation

- As part of my consulting work I encountered similar issues in different settings
- There seems to be a trend that the issues become more frequent and more serious
- There is some correlation with outsourcing trends

BUT:

- There is room for opportunities and personal growth
- Companies may have the solution already within their organization... and the solution may be you!

Agenda

- What's the problem?
- Why is it a problem?
- What can YOU do about it?

Where Does the Need for More Leaders Come From?

- Even in small companies there is a need for work coordination and a minimum of management
- In outsourcing situations:
 - more coordination
 - project management
 - cross-functional, cross-cultural communication
 - Oversight / flexibility is needed
- With outsourcing (in all different forms of appearance) becoming the dominant operating model the demand of leaders on both ends (vendor and provider) increases

What's the Problem?

- **There are many good reasons to work as Statistical Programmer:**
 - Plenty of jobs in many regions around the globe
 - Changing job profiles as new technologies arise
 - New data sources become available
 - Increasing data volume
 - New tools
- **Leadership positions are difficult to fill:**
 - Many open positions at any given time
 - Some leaders don't feel comfortable with their role
 - Some "leaders" are lacking basic leadership skills

Why Have Good Leaders in Statistical Programming Become a Threatened Species?



Statistical Programmer Characteristics

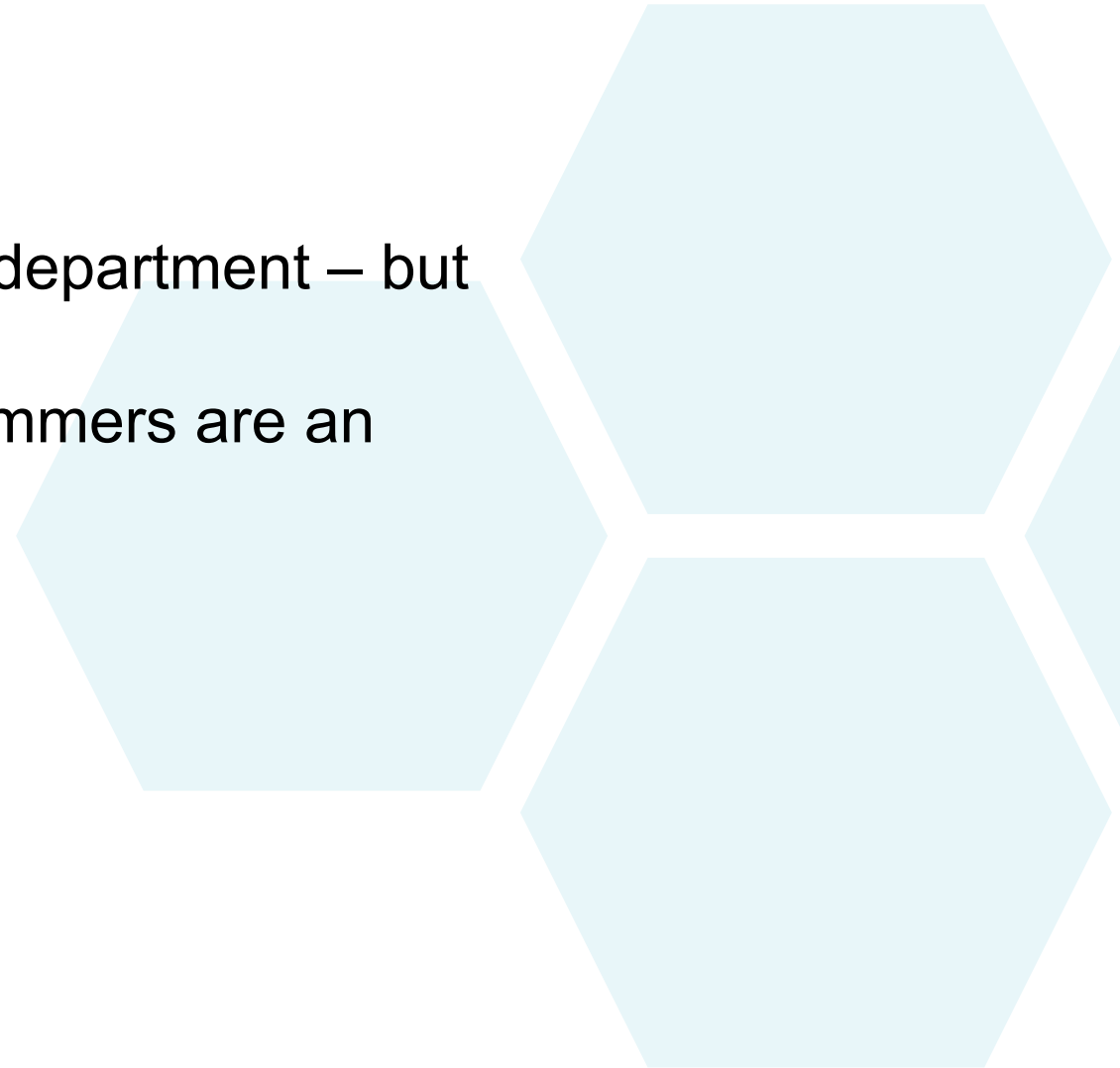


Key Working Attributes:

- Like Technology
- Interested in the details
- Work by themselves
- Works systematically
- Execute tasks sequentially

Statistical Programmers

- Love what they do
- Are loyal to their organization
- Define "change" as a new project, another department – but not a change of the work content itself
- Experienced and reliable Statistical Programmers are an important asset of their organization



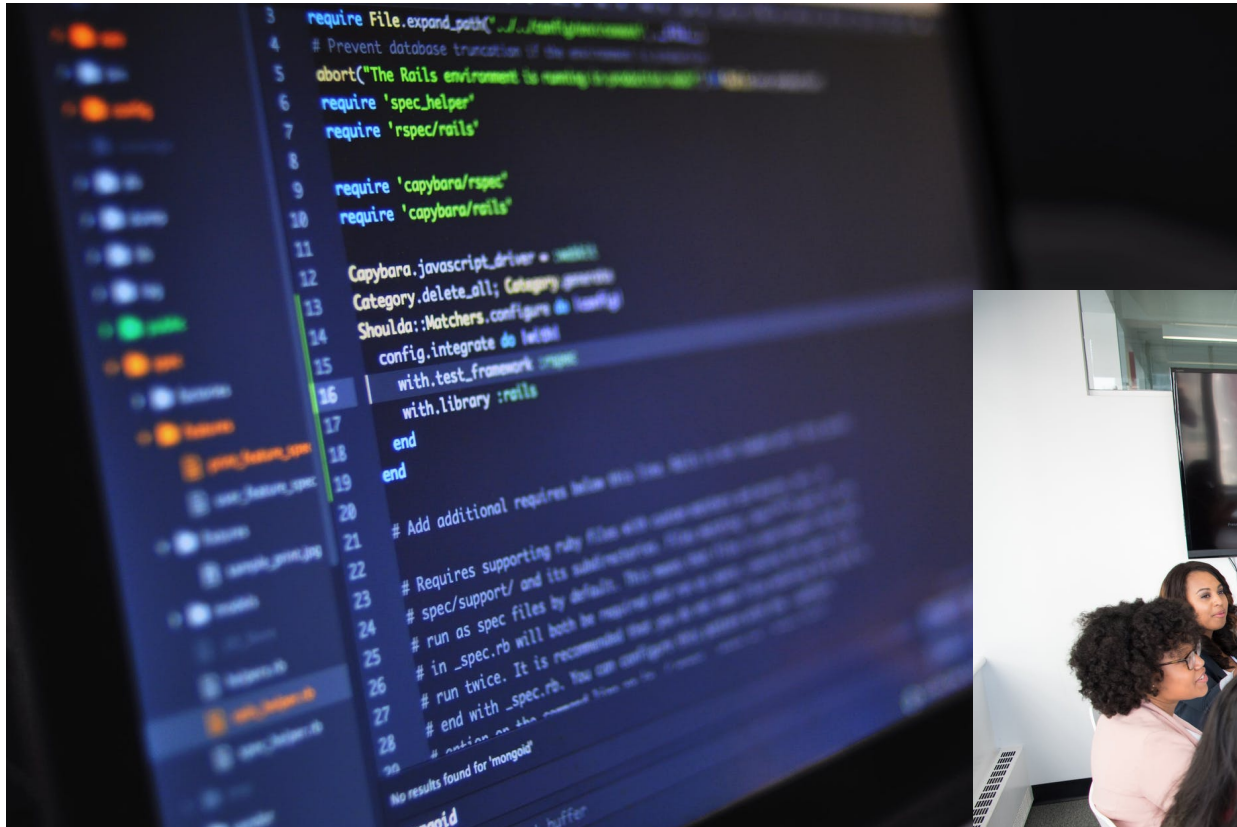
Leadership Characteristics



Key Working Attributes:

- Lot of time is spend in meetings
- Present and discuss results
- Collaborate with other people
- Interact with other departments
- Meet clients
- Manage projects
- Coordinate other people's work
- Mentor and develop others

Stark Contrast



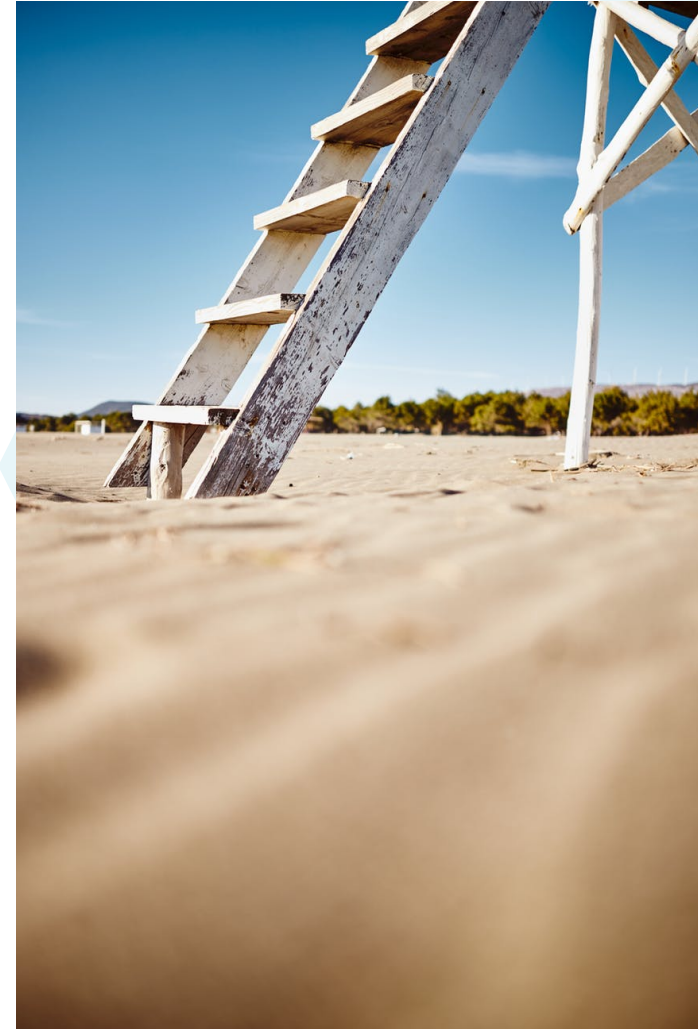
Why To Consider a Leadership Role?

- Leadership provides a more holistic view on things:
 - Organization
 - Projects
 - Collaborations
 - Future Plans
- Meeting with other leaders on a regular basis provides different perspectives, insights and the chance to learn from each other
- Leadership offers the opportunity to become the voice of your team and to make them get heard
- Leadership is never boring
- Leadership can be fulfilling, inspiring and broaden one's mind
- Compensation

First Step May Not Be The Last

- With every leadership position visibility to management increases
- The interest and fun in leadership and project management work increases with experience – and sometimes ambitions too
- If interests match with opportunities there is a good chance to further progress with personal, professional development

=> Moving up the ladder



Requirements For a Successful Move into a Leadership Position

- You really want it
- Fair (self-) assessment if you can do it
- A good boss, who will let you lead
- Willingness to learn



Recommendations

- Don't get persuaded
- Don't do it just because someone else wants you to do it
- A lot of frustration can be generated if people are promoted (thrown) into a managerial or vendor management role
- Insufficient skill set can create big damage to the organization



Roadmap



- Ask your spouse, a friend or your boss about their perspective on your potential leadership capabilities
- Interaction in teams, presentations and other skills can be trained
- Your boss can help to identify your training needs
- Your boss can mentor you

Introverts



- There is nothing wrong with being an introvert!
- A leadership role won't convert you into an extrovert – and that's not a problem either
- Need to learn to speak up in meetings
- Introverts get heard much better
- In combination with their analytical thinking introverts can become an strong and impactful leaders

Conclusions

- There a
- The den
- increas
- Routine



Thank you

Detlef Nehrdich
dnehrdich@wgcgclinical.com