
Leading innovation and change via Olympic Goals

Robin Koeger & Ross Farrugia, Roche



A brief story to start...

A young child dreamed of one day becoming an Olympic medalist...

His name was **Ross Farrugia**

As he began to grow up, unfortunately as is often the way with multi-talented people, he began to lose **sight** of his dream...

He instead became a Data Scientist!



This talk is dedicated to all the other like minds out there... **keep the dream alive!!**

And there is this other guy...

Who was young and dreamed of being a baller...

His name was **Robin Koeger**

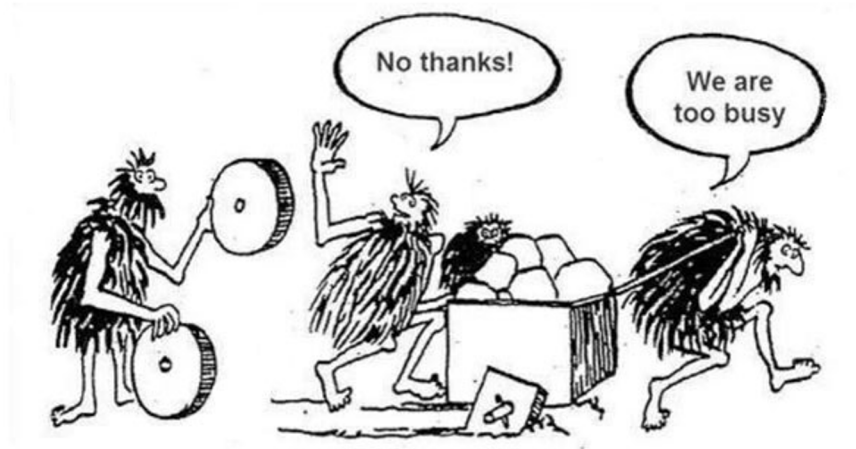
As he grow up he began to realize he won't reach the necessary **height** of his dream...so priorities changed.

He instead became what they call a Data Scientist



Also skiing is not too bad either ... **so keep dreaming!!** :)

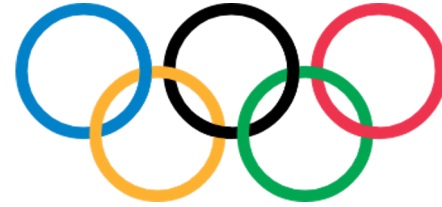
Background



- **Challenge Statements:**

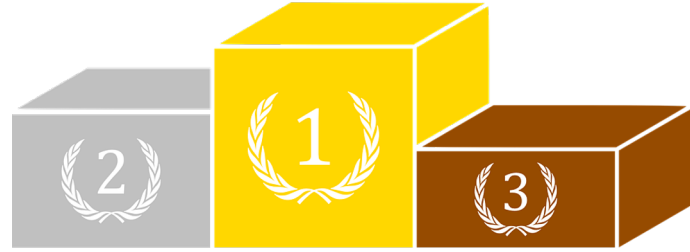
- Agile organization requiring increased **change resilience**
- Embedding **new innovations** across teams difficult to do in the midst of high pressure and busy workload
- Bigger picture and **strategic direction** lost in the day-to-day focus
- **Smart risk-taking** not being rewarded and recognised

Idea: OLYMPIC GOALS



- **WHY?** To address the challenge statements and encourage new ways of working, we wanted to set some seemingly impossible "at first glance" team goals which any lead could sign up to target
- **WHAT?** Each goal was set with different targets for how to achieve gold, silver or bronze
- **HOW?** Each team was assigned a coach skilled in that area to support their efforts, but all solutions were open to each team's creativity. We wanted to see if the results were better than our conventional approaches. Plus, all teams that attempted were recognised regardless of whether they achieved them or not - to help embed more of an experimentation and fail fast culture

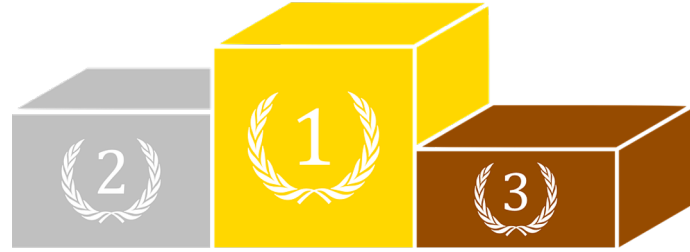
Goal 1: TLGs in R



- **Gold - 100% of Outputs Generated using R**
- **Silver - 50% of Outputs Generated using R**
- **Bronze - 25% of Outputs Generated using R**

A goal to explore how we can expand beyond our traditional SAS-based reporting tools

Goal 2: Code Re-use



- **Gold - 100% of Programs not started from scratch**
- **Silver - 90% of Programs not started from scratch**
- **Bronze - 80% of Programs not started from scratch**

A goal to encourage more code sharing, collaboration and recycling of efforts

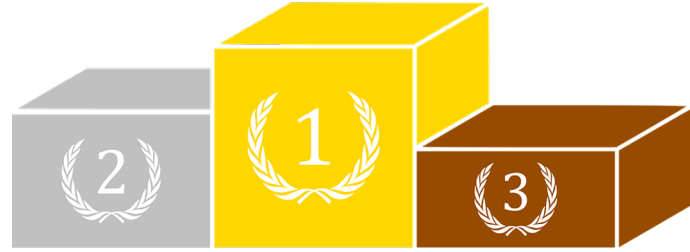
Goal 3: Faster Outputs



- **Gold - Output Generation in 3 days**
- **Silver - Output Generation in 6 days**
- **Bronze - Output Generation in 9 days**

A goal to speed up the time between database lock and planned output production

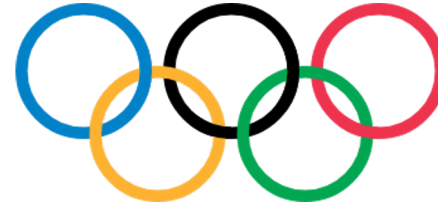
Goal 4: Streamline QC



- **Gold - 0% Double-Programming**
- **Silver - 5% Double-Programming**
- **Bronze - 10% Double-Programming**

A goal to reduce the level of time spent performing time-consuming double programming for validation of outputs

Results



- We have had **over 35 study teams** sign up, targeting their goals for a vast array of different reporting events
- **Success stories** so far include:
 - Reportings only utilizing R
 - Deliveries made with zero programs started from scratch
 - A filing delivery, where all topline, CSR, SCS/SCE and RMP outputs were delivered within 3 days of database lock
 - Teams on track to deliver with close to no double-programming TLG QC

Conclusion

- Set your teams empowering and exciting **BHAGs**
- Give them the space they need to achieve them
- Make it okay to fail
- Coach, instead of direct
- Reward and recognise
- Create a learning loop back to others
- **Make it fun!**



To be continued ...

since there must be more dreams out there
that just require a small push

Like Axe Throwing
medals!



**For any questions,
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Doing now what patients need next