

Managing an International Statistical Programming Team in the Era of New Ways of Working

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Agenda

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The Role of People Managers, Management Team and Leadership Team

Performance Management

Team Culture

Training and Knowledge Sharing

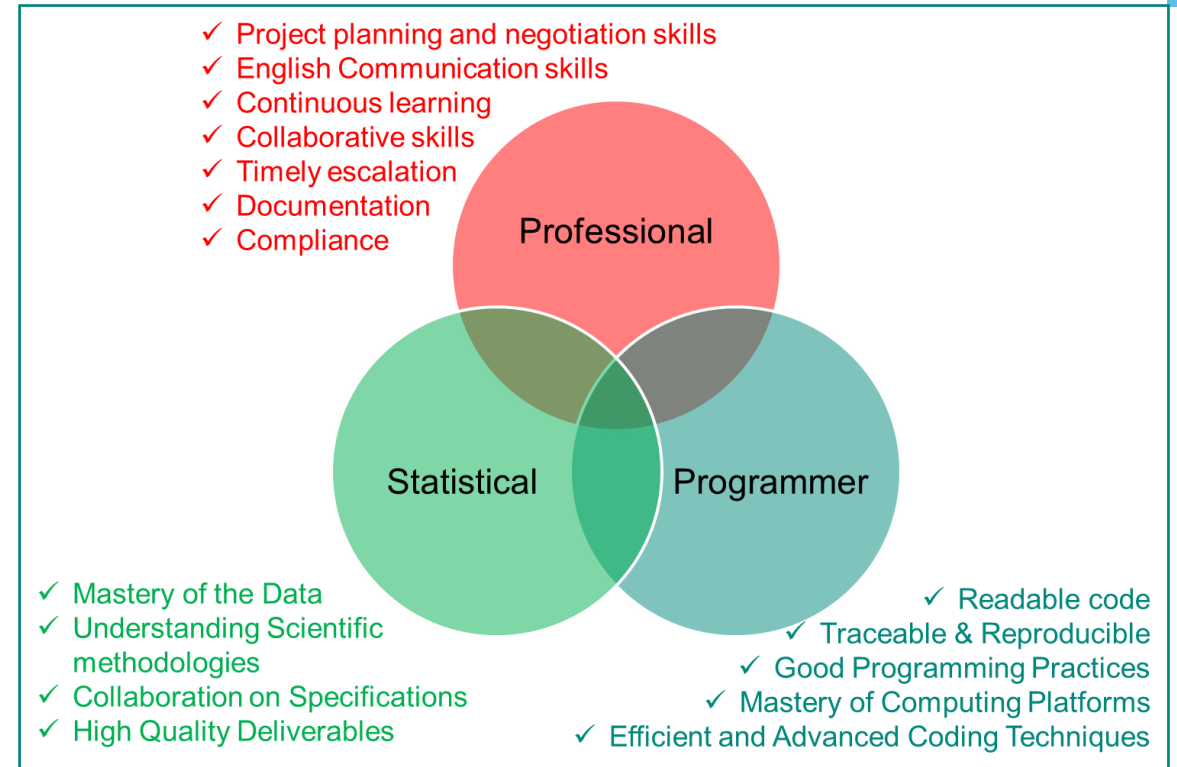
The role of Technology

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Conclusion

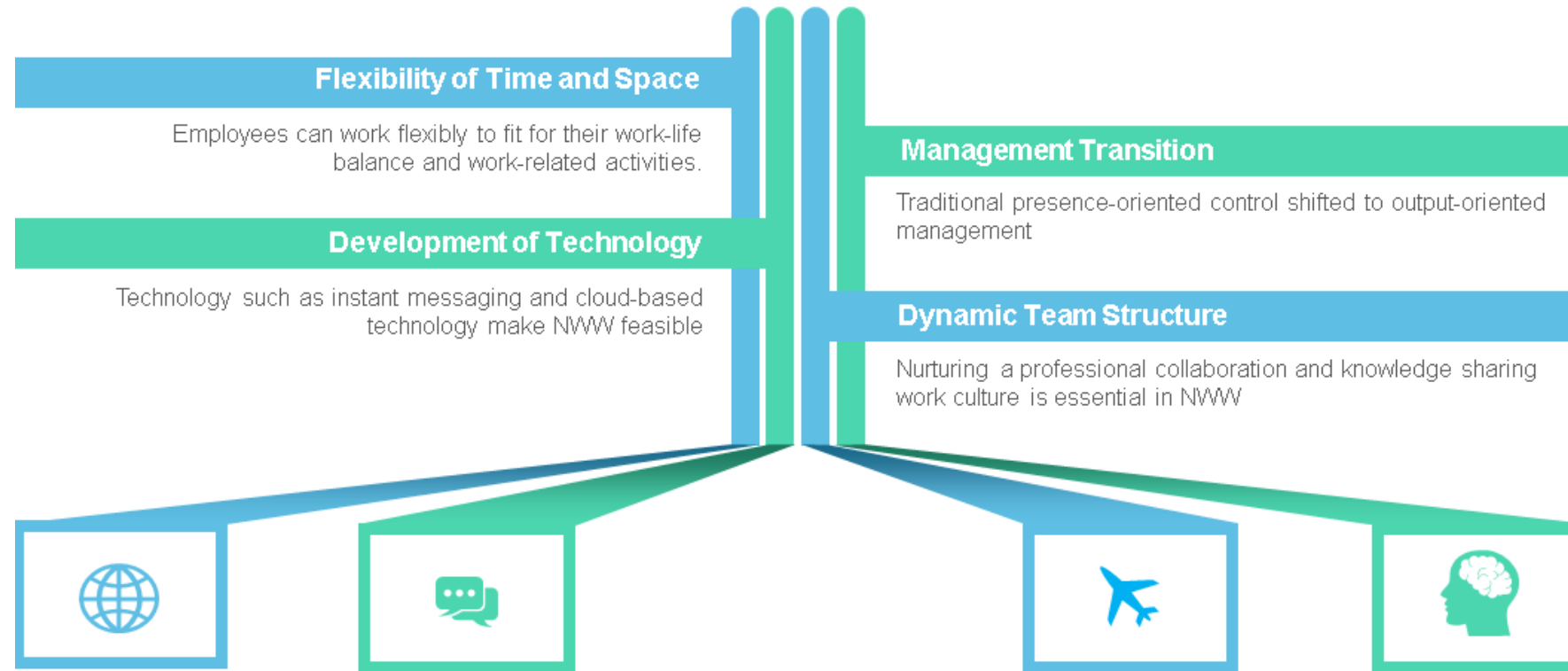
Introduction

- The team is spread across three MSD sites: Brussels (Belgium), London (United Kingdom) and Zürich (Switzerland).
- The team has been through constant growth steps since its creation in 2015. It is presently counting around 30 in-house staff members.
- It is supported by remotely located Functional Service Provider (FSP) staff mostly located across the European region and in India.
- The team is dedicated to delivering statistical programming solutions to Health Technology Assessment (HTA) projects.
- The statistical programming team works day-to-day in partnership with a team of co-located statisticians.



New Ways of Working

New Ways of Working (NWW) consists of four aspects: physical workspace, technology, organization and management and work culture (Blok et al. 2012).



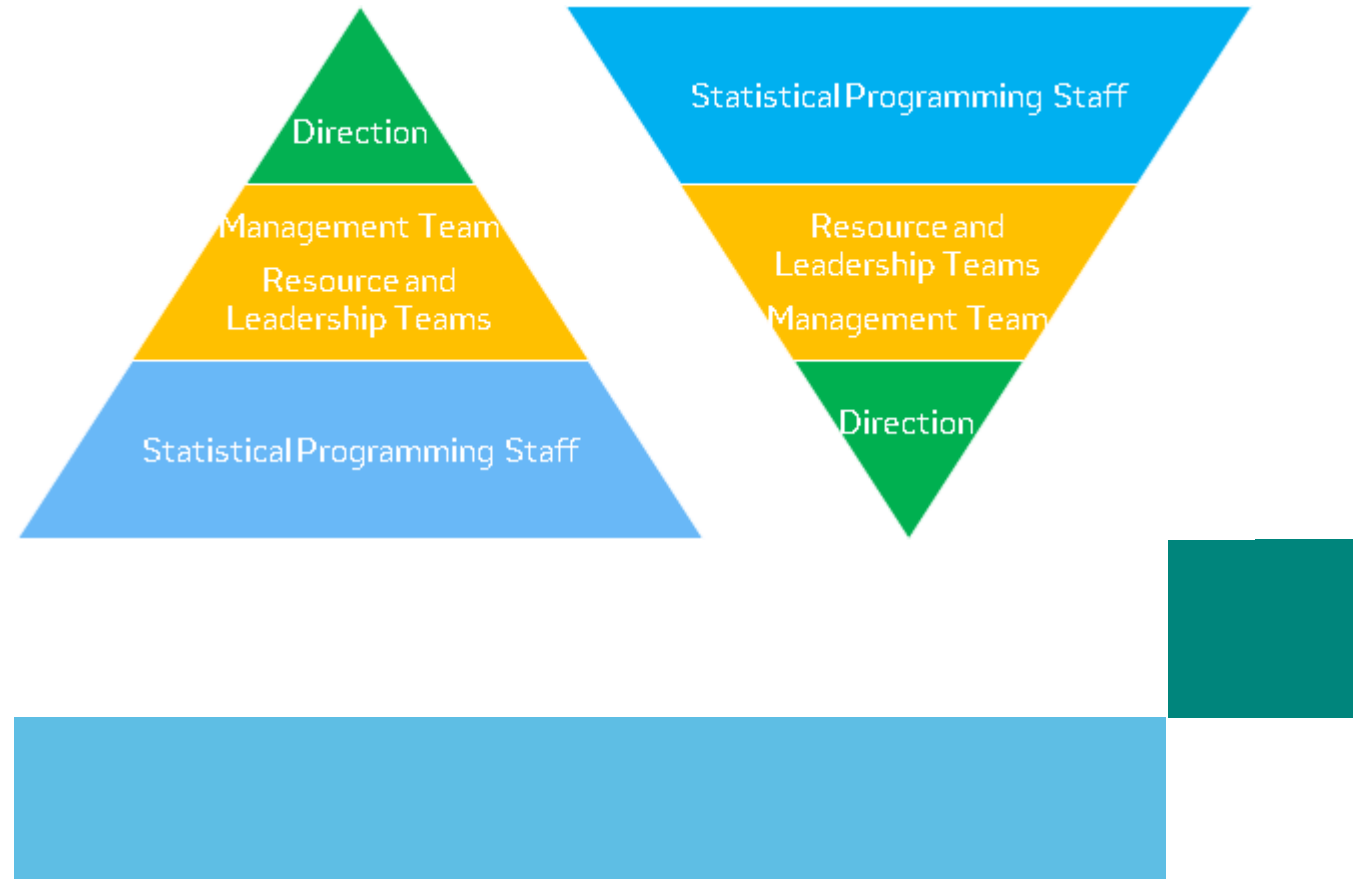
The Management's Roles in NWW

The NWW governance and management model is designed to support employee empowerment.

Management role is focused on:

- providing a direction to the team
- ensuring a level of sponsorship and coordination across the collection of initiatives from team members and projects
- removing any roadblock on the way
- offering support to people development and career advancement across time

Knowing the direction highlighted by the management of the team, team members are in the best position to take the lead in identifying improvement opportunities and in their implementations



People Managers versus Management Team

People Managers

First-line managers offer coaching and mentoring to the staff reporting to her/him to support her/his medium-to-long term career development and successful delivery on her/his short to medium-term objectives.

The manager relies on a one-to-one trust-based relationship with each of his/her direct report staff members.

In light to facilitate this strong one-to-one relationship, staff will usually report to a manager based at the same local site.

People managers serve as connectors between the experience, talents, aspirations and potentials of people reporting to them and the opportunities emerging in the business locally in the team or globally in the organization.

Having a limited number of direct reports, people managers serve also as individual contributors in the team.

Management Team

The focus of this forum is for people managers to discuss and make decisions on team-level administrative matters.

This includes human resources and financial dimensions as well as the annual performance management process.

Staffing matters including staff promotion packages are reviewed in this forum.

It is a platform for exchange of experience among people managers in the team.

Leadership Team and Connections to the Broader Organization

Leadership Team

The leadership team membership comes with the people management or Point Of Contact (POC) role for key dimensions of the team dynamics (Therapeutic Areas, Standards...)

Based on active listening for staff input and within the direction highlighted by senior management, this team defines the strategic and tactical decisions for the entire team.

It identifies initiatives to be pursued, staffing, review progress and eventually rewards successes and learning experiences.

This team is also in charge of project resourcing with assigning staff to the portfolio of projects.

Connections to the broader stat. programming organization

The team lead is chairing the leadership and management teams.

One important dimension of the team lead role consists of ensuring that the direction given to the team is aligned with the vision and directions existing at higher levels in the global statistical programming organization.

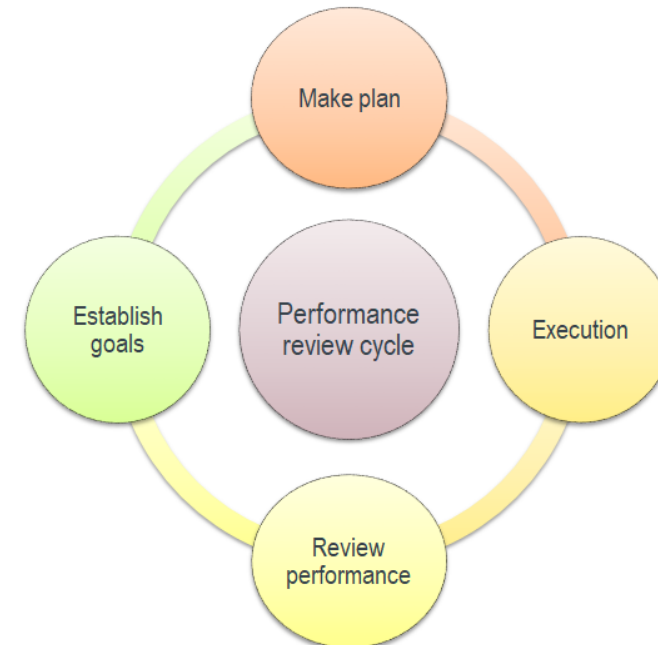
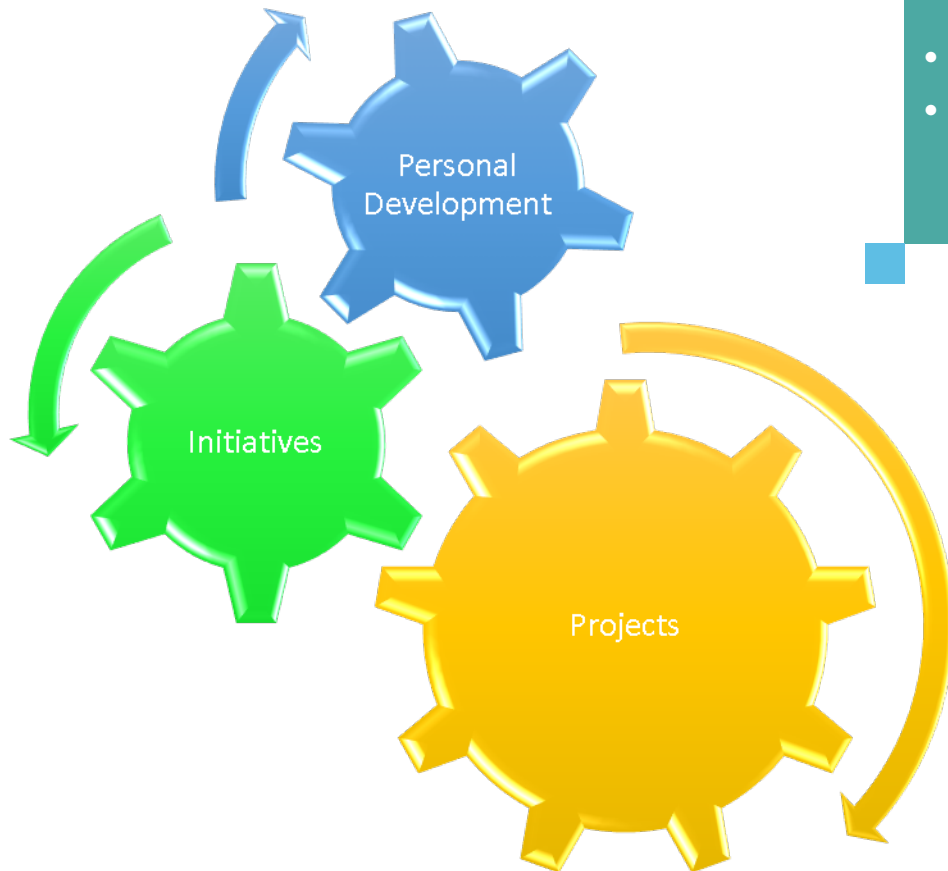
Multiple staff members and leaders will also contribute to develop healthy connections between the team and the broader organization, for instance, participating to global committees, center of excellences and initiatives.

Those two-way connections are key to sustain efficiency at the level of the team and the higher-level organization.



Performance Management

- In NWW, performance management shifts from traditional visual control to inspiring people.
- Three pillars are assessed in performance management: projects, initiatives and personal development.
- Feedbacks are considered from direct reports, peers and customers.
- People-focused performance review lifecycle integrates performance management and employees' career development.



Team Culture



Training and Knowledge Sharing

Internal Knowledge Sharing

Internal HTA SAS forums and Staff meetings
Guest speakers invited from other departments

01

Corporate Support

Extensive online trainings
24/7 book library
Training programs funded by the company

02

External Trainings

SAS trainings for the team or individuals
Employees sent to conferences such as PhUSE/PSI

03

On-the-job Learning Activities

Dedicated mentor and coach
Mature knowledge transfer system, such as SOP,
execution resource, specification, user manual, etc.

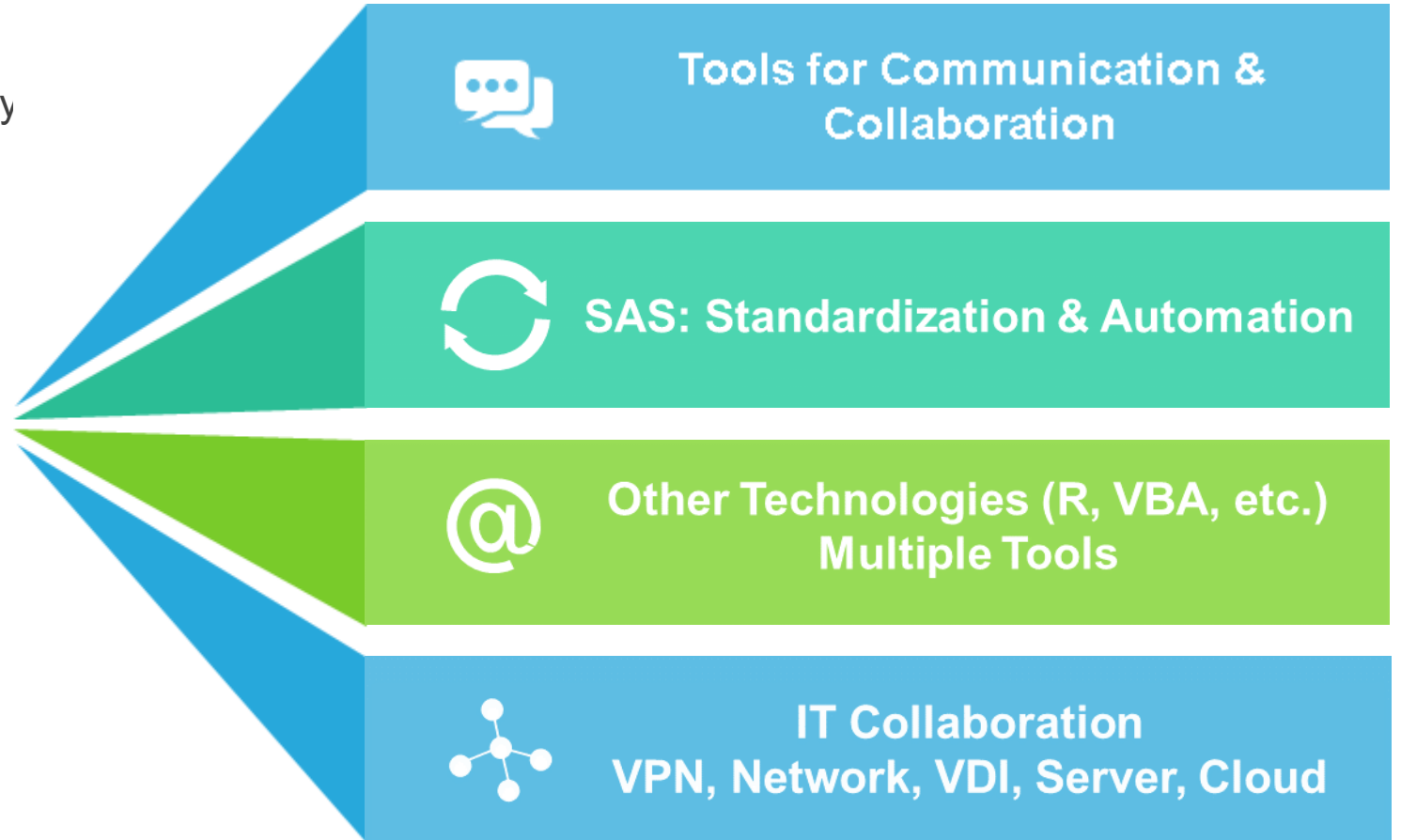
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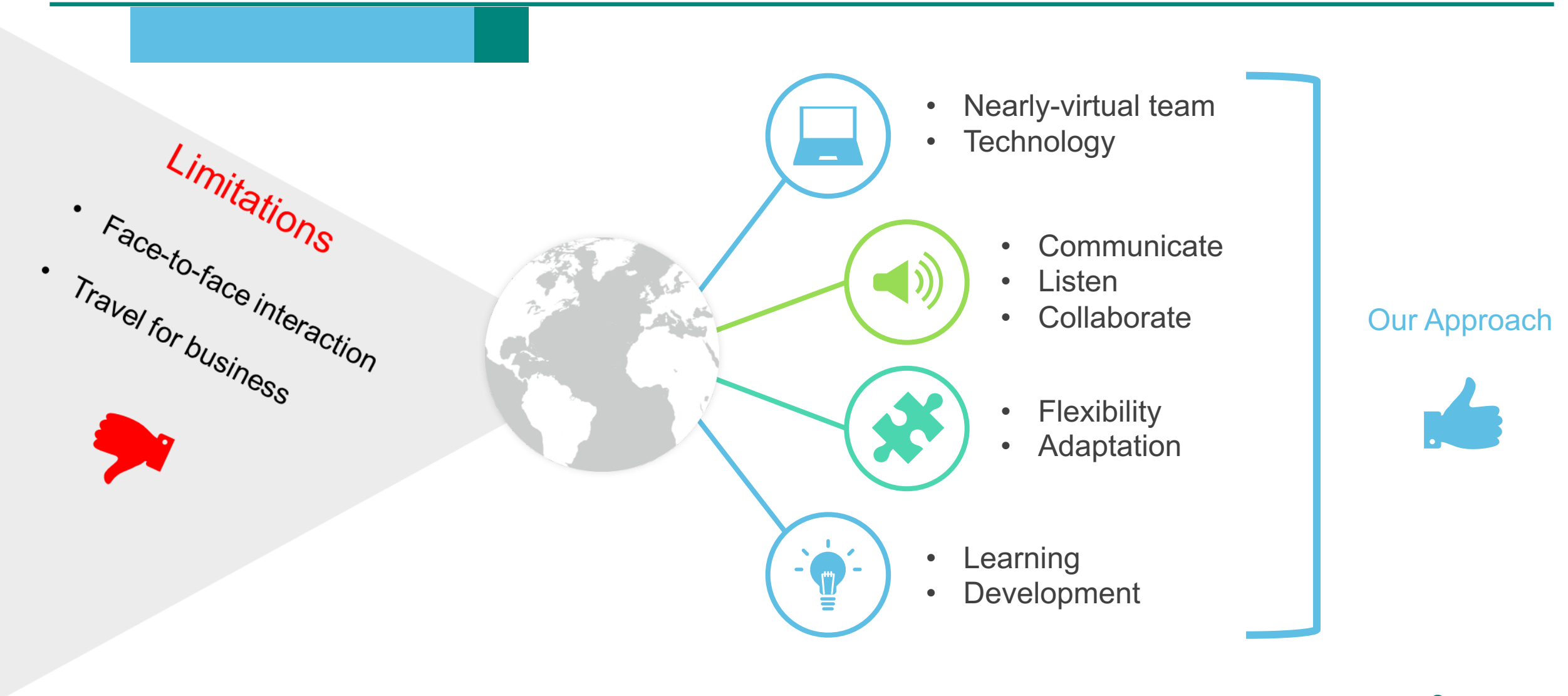
The Role of Technology

Technology on multiple levels

Critical to ensure the highest standards & quality



Adaptation to COVID-19



Conclusion

- In the era of New Ways of Working and working across 3 sites, we naturally opted for the dynamic of a nearly virtual team with an inverted pyramid organization model.
- This organizational model is aligned to the MSD culture.
- This model has proved to resist pretty well to shocks like COVID-19.
- Team dynamics are in constant evolution and aligned to the generations of people evolving in the team.



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