Leadership skills development for biostatisticians in Lundbeck – a case study

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Our purpose

We are tirelessly dedicated to restoring brain health, so every person can be their best.

WE ARE

A global pharmaceutical company specialized in discovering and developing innovative treatments for brain diseases.

REVENUE
Our 2020 revenue reached DKK 17.7 bn

EMPLOYEES
We are approx. 5,600 employees across the company

TREATMENTS
Our products are registered globally in more than 100 countries, and every day 7,000,000 people take our medicines

GLOBAL PRESENCE
We are headquartered in Denmark and located in +50 countries

OWNERSHIP
Our largest shareholder is the Lundbeck Foundation, which holds approx. 70% of the shares

HISTORY
Lundbeck was founded by Hans Lundbeck in Copenhagen more than 100 years ago, in 1915

Lundbeck
A small but dedicated Biostatistics group

**GLOBAL PRESENCE**
We are as of 2021 based only in the headquarter in Denmark

1 country

**ORGANIZATION**
Part of Biometric Sciences within the Experimental Medicines and Clinical Development organization

**BIOMETRIC SCIENCES**
Including Biostatistics & Programming, Digital Technologies & Data Management and Data Science

**ROLES**
We are using the job roles of Study Biostatistician, Project Statistician and Statistical Specialists

**BIOSTATISTICIANS**
We are approx. 18 biostatisticians in the company

**PROJECT MEMBERSHIP**
Project Statisticians are members of the Clinical Focus Teams, the Extended Global Project Team and they are informally leading the Biometrics Project Team (3 – 20 persons)
For the Project Statisticians a variarity of different roles and competencies are needed

- Examples:
  - Interim analysis – effective communication with stakeholders
  - Driving team deliverables towards submissions
  - Introducing new concepts like Estimands in the Clinical Focus Teams
  - Establishing go/no-go decision criteria for clinical studies
  - Business Development Case evaluations
We are pretty much the same - with very different skill sets
To visualize and put focus on our culture, capabilities, and gaps, we have created the Biometrics Bigger Picture together.

**OUR BELIEFS**
- Bold Science
- Ambitious
- Learning from the Present
- Don't Be Afraid of a Challenge
- Courageous
- Making Technology a Better Future

**OUR CONTRIBUTION**
We enable data-driven insights to drive scientific and operational excellence, to innovate and de-risk drug development programs, and to achieve regulatory approval for treatments to restore brain health, so every person can be their best.

**OUR CROSS-FUNCTIONAL FOCUS**
- Attracting and retaining talent
- Operational excellence
- Scientific development
- Joint responsibility
- Working agile

**OUR AREAS OF EXPERTISE**
- Digital technologies
- Data management
- Statistical programming
- Biostatistics
- Data science
- Clinical programming
- Clinical data manager
- Data scientist
- Clinical health associate
- Data engineer
- Business intelligence

**OUR STRATEGIC IMPERATIVES**
- Expand and invest to grow Lundbeck
- Enhance organizational agility and collaboration
- Maximize existing brands
- Rebuild pipeline
- Maintain focus on profitability

**LUNDBECK PURPOSE**
We are tirelessly dedicated to restoring brain health, so every person can be their best.
Skills to have impact at higher levels

- Strategic planning
- Estimands Communication
- Communicating complex results
- Skills to have impact at higher levels

- Stakeholder Management
- Translate
- Decision making
Adressing the needs at different levels

**Individual**
- Setting objectives with focus on leadership skills
- Training via tasks

**Team**
- Knowledge sharing and feedback
- Embracing and learning from mistakes
- Building trust and courage

**Organisational level**
- Putting leadership skills on the agenda via divisional goal setting
- Development of job roles and job descriptions
- Training and development activities
A wealth of Lundbeck opportunities, but does it match our needs?

- Leadership Development Programmes
- Talent Programmes
- Graduate Programme
- Courses for development of specific skills
- Focus Team Leadership Programme
We have developed a tailored leadership programme

- We have prioritized to do the programs across Biometrics
- Targeting informal team leads in Biometrics
- Tailored to our needs, and developed and conducted together with external facilitators
- Piggybacking on the Focus Team Leadership Programme to ensure consistency in methods and terminology
Biometrics Team Leadership Programme
The Roles of Lundbeck Biometrics Team leaders

- Lead towards the governance
- Lead towards the Line of Business. Engagement with management
- Lead towards the external collaborators and providers
- Lead towards the cross-functional team representing Biometrics
- Deliver on the cross-functional team objectives
- Lead the team of peers
- Lead yourself
Biometrics Team Leadership Programme
Learning Journey

**Workshop 1:**
Your role, motivation and perspective taking
F2F – 1 day

**Workshop 2:**
Stakeholder communication, engagement and influencing
F2F – 1 day

**Workshop 3:**
Leading the scientific discussion and decision-making
F2F – 1 day

Virtual kickoff direct managers
1 hours

Virtual kickoff 2 hours

Workshop 1: Your role, motivation and perspective taking
F2F – 1 day

Workshop 2: Stakeholder communication, engagement and influencing
F2F – 1 day

Workshop 3: Leading the scientific discussion and decision-making
F2F – 1 day

Digital prep.

Individual goalsetting for the program
With own manager

Follow-up with own manager

Apply insights in own context

Biometrics follow-up ws. Focus on Apply.
2-3 hours

180 degree assessment

Apply insights in own context

Follow-up with own manager

Follow-up with own manager

Follow-up with own manager

Apply insights in own context
Next steps

- Go live in September 2021 with approx. 20 participants including all Project Statisticians
- The program will be evaluated after first execution and hopefully be repeated/adapted and run on an as-needed basis
- Potentially to be expanded to all Biostatisticians (and data managers, statistical programmers, data scientists, ..)