Session 1

Skill sets statistical leaders need to have in the future

Session synthesis and summary of actions from the breakout sessions

Session synthesis

Session started with a presentation from Venkat SETHURAMAN (Senior VP, Global Biometrics and Data Science, BMS) giving food for thoughts on break-out discussions. Venkat focused on 3 key areas that are important for statistical leaders of tomorrow: Growth mindset, Globalization and Innovation.

The skills we need to develop as leaders are making clear who we are, what we do and how we do it, and on an individual level collaboration, cross-functional working and being curious.

We, as leaders, should be on the forefront of innovative trial designs, the optimization of trial designs, and on leveraging real-world data and real-world evidence to accelerate drug development. Statistics can help to improve results of AI models, and statisticians and data scientists should drive collective innovation, as novel methods using artificial intelligence and machine learning also offer exciting potential to accelerate drug development.

We will face political situations that challenge us as leaders, and we will need to deal even more with global team structures and different locations of our team members.

Actions for EFSPI Leaders (individual actions)

Thematic	Action
Data driven decision making, problem solving & critical thinking	• Contextualize the methodology: why are we doing the things we do the way we do?
Business acumen	• Identify an mitigate gaps between stat and business: in what stat contribute to company business? What can we do more? • Building business understanding - job shadowing / rotations
Soft skils, communication & strorytelling	• High level list of requirements needed for stat leaders. Yearly review?
Leadership on the team in general	• Start with yourself – lead by example / role model • Foster culture of curiosity and vulnerability • Cultivate and reinforce strength-based development of the team • Orient and insure team development of core skills on top of the daily task needs • Create the balance between skills and culture • In the context of globalization, find out what people really need. Talk and listen to team members. • Help people to connect, understand cultural differences. • Be transparent about your own working style and needs

Actions for EFSPI Leaders (individual actions)

Thematic	Action
Development of next leaders	• Mentor others • Provide opportunities for others to learn • Acknowledge and support the gaps that NextGen maybe do not know they need to learn (relationship building, not textbox) – listening and questioning
Transversal leadership and collaboration	• Help manage expectations: explain in what Statistics can contribute and to what it is limited • Seek more-channelled opportunities for strategic networking, sharing and receiving of info, to evolve and achieve new models of working within our own organisations to shape future leaders
Other	• Try to reduce meeting times • Use technology to reduce an information overload

Actions for EFSPI Leaders (collective actions)

Thematic	Action
Data driven decision making, problem solving & critical thinking	• Contextualize the methodology: why are we doing the things we do the way we do?
Soft skills, communication & strorytelling	• A position paper, white paper on this topic (call to action?!)
Development of next leaders	• Share experience across leaders • Define role models to learn from

Actions for EFSPI Council

Thematic	Action
Soft skills, communication & strorytelling	• Mentorship programme in smaller groups across companies focusing on leadership and influencing • EFSPI training committee having more focus on essentials/soft skills • Facilitate cultural awareness training/sessions • Look for solutions in other global industries • Support a position paper, white paper on this topic.
Development of next leaders	• Invite NextGen leaders to give input on what kind of support they need in their career • Share the concept of NextGen events in local stat societies (follow example from BBS NextGen)
Transversal leadership and collaboration	• Help manage expectations: explain in what Statistics can contribute and to what it is limited • Ensure we know what others are doing with respect to statistical skills and methodologies. Leverage EFSPI SIGs. • Consider creating a EFSPI Working Group on core skill development - akin to methodology-type working group