



Leadership skills development for biostatisticians in Lundbeck – a case study

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THIS IS LUNDBECK

Our purpose

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

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

WE ARE

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

THIS IS LUNDBECK

A small but dedicated Biostatistics group

GLOBAL PRESENCE

We are as of 2021 based only in the headquarter in Denmark

1

country

BIostatISTIcIANS

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

ROLES

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

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

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 variety 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



BIOMETRICS

DATA-DRIVEN INSIGHTS



OUR BELIEFS

COURAGEOUS
DON'T BE AFRAID OF A CHALLENGE

AMBITIOUS
BEST SCIENCE

PASSIONATE
INCREASES MY AMBITION

PATIENT-DRIVEN
PATIENT NEEDS DRIVING SCIENTIFIC DEVELOPMENTS

LUNDBECK PURPOSE

WE ARE TIRELESSLY DEDICATED TO RESTORING BRAIN HEALTH, SO EVERY PERSON CAN BE THEIR BEST.

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.

RESPONSIBLE

TO SOCIETY AND COLLEAGUES



BE ON TOP OF THINGS!

PASSIONATE

BRINGING INNOVATIVE TREATMENTS TO PATIENTS

PATIENT-DRIVEN

WHAT MAKES OUR WORK MEANINGFUL

PATIENT NEEDS DRIVING SCIENTIFIC DEVELOPMENTS

LET THE MOLECULE SPEAK

LET THE PATIENT SPEAK

HOW WE COLLABORATE

ACKNOWLEDGE AND CELEBRATE

GIVE AND SEEK FEEDBACK

BUILD RELATIONSHIP AND TRUST

INVOLVE STAKEHOLDERS AS EARLY AS POSSIBLE

TAKE OWNERSHIP

INSPIRE AND BE OPEN FOR NEW IDEAS

SHARE KNOWLEDGE

LETTING PEOPLE BE HEARD

BEING APPROACHABLE

BE WILLING TO COMPROMISE

OUR CROSS-FUNCTIONAL FOCUS

ATTRACTING AND RETAINING TALENT

OPERATIONAL EXCELLENCE

SCIENTIFIC DEVELOPMENT

JOINT RESPONSIBILITY

WORKING AGILE

DRIVING INNOVATION

STATE-OF-ART DIGITAL TECHNOLOGIES

SKILLS WE WANT TO IMPROVE OR DEVELOP

LET THE DATA SPEAK

- STATISTICAL PROGRAMMER
- ADMINISTRATIVE
- DIGITAL HEALTH ASSOCIATE
- AGILE COACH
- DATA ENGINEER
- DATA SCIENTIST
- CLINICAL DATA MANAGER
- SYSTEM DEVELOPER
- BIOSTATISTICIAN

WE ARE

DIGITAL TECHNOLOGIES

DATA MANAGEMENT

STATISTICAL PROGRAMMING

BIOSTATISTICS

DATA SCIENCE

OUR AREAS OF EXPERTISE

CHANGE MANAGEMENT

AGILE IN COLLECT AND PRESENT 'HIDDEN' DATA

IMPROVE PROJECT MANAGEMENT OF CRD DELIVERABLES

KNOWLEDGE SHARING AND LEARNING CULTURE

UNDERSTAND NEW DATA TYPES AND TECHNOLOGIES

DRIVING DIGITALISATION AND CENTRALISATION OF CLINICAL TRIALS

HANDLE TECHNICAL INFRASTRUCTURE AND DATA INTEGRATION

UNDERSTANDING DATA, TECH, BUSINESS - USERS

DATA COLLECTION AND HANDLING TO ENSURE HIGH QUALITY DATA

DATA PROJECT MANAGEMENT AND COLLABORATION

STATE-OF-ART CDISC COMPLIANT CLINICAL DATA AND DOCUMENTATION

EFFICIENT AND ROBUST SAS PROGRAMMING

CRD OVERSIGHT PROCEDURES

KNOWLEDGE ON SUBMISSION REQUIREMENTS FOR DIFFERENT AGENCIES

OUTSOURCING MANAGEMENT

INNOVATIVE, COMPLEX AND BATESIAN STUDY DESIGNS

STRATEGIC PLANNING ON A DEVELOPMENT PROGRAM LEVEL

PROMOTE A.I. USE IN GAP TO DE-RISK DEVELOPMENT

USING DATA/ESTIMANDS HANDLING AND COMMUNICATING

NATURAL LANGUAGE PROCESSING

DERIVE KNOWLEDGE OUT OF DATA USING AI AND ADVANCED ANALYTICS

CONTRIBUTE TO PROBLEM SOLVATION

COLLABORATE WITH PROFESSIONALS HAVING DIFFERENT NEEDS (RWE, DIGITAL COHORT, NP, ETC)

DEVELOP TOOLS TO STANDARDISE ANALYTICS (INTERNAL GOVERNANCE AND REPRODUCIBILITY ACROSS PROJECTS)

CONTRIBUTE TO STUDY DESIGN (LEAVE THE RIGHT DECISION MODELS FOR THE QUESTION OF INTEREST)

EXPAND OPERATING SPACE

OUR STRATEGIC IMPERATIVES

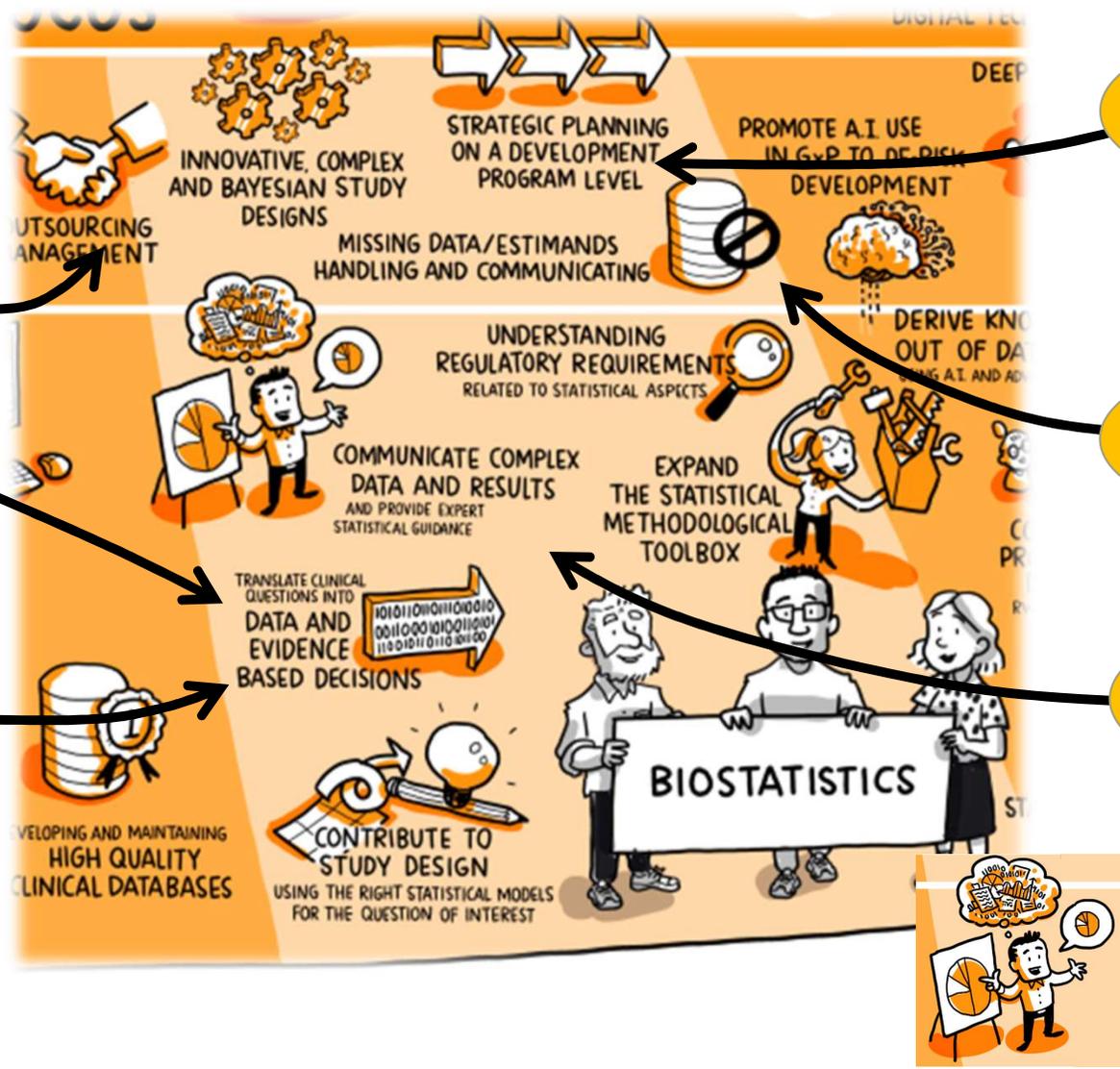
EXPAND AND INVEST TO GROW LUNDBECK

ENHANCE ORGANIZATIONAL AGILITY AND COLLABORATION

REBUILD PIPELINE

MAXIMIZE EXISTING BRANDS

MAINTAIN FOCUS ON PROFITABILITY



Stakeholder Management

Translate

Decision making

Strategic planning

Estimands Communication

Communicating complex results

Skills to have impact at higher levels

Addressing 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



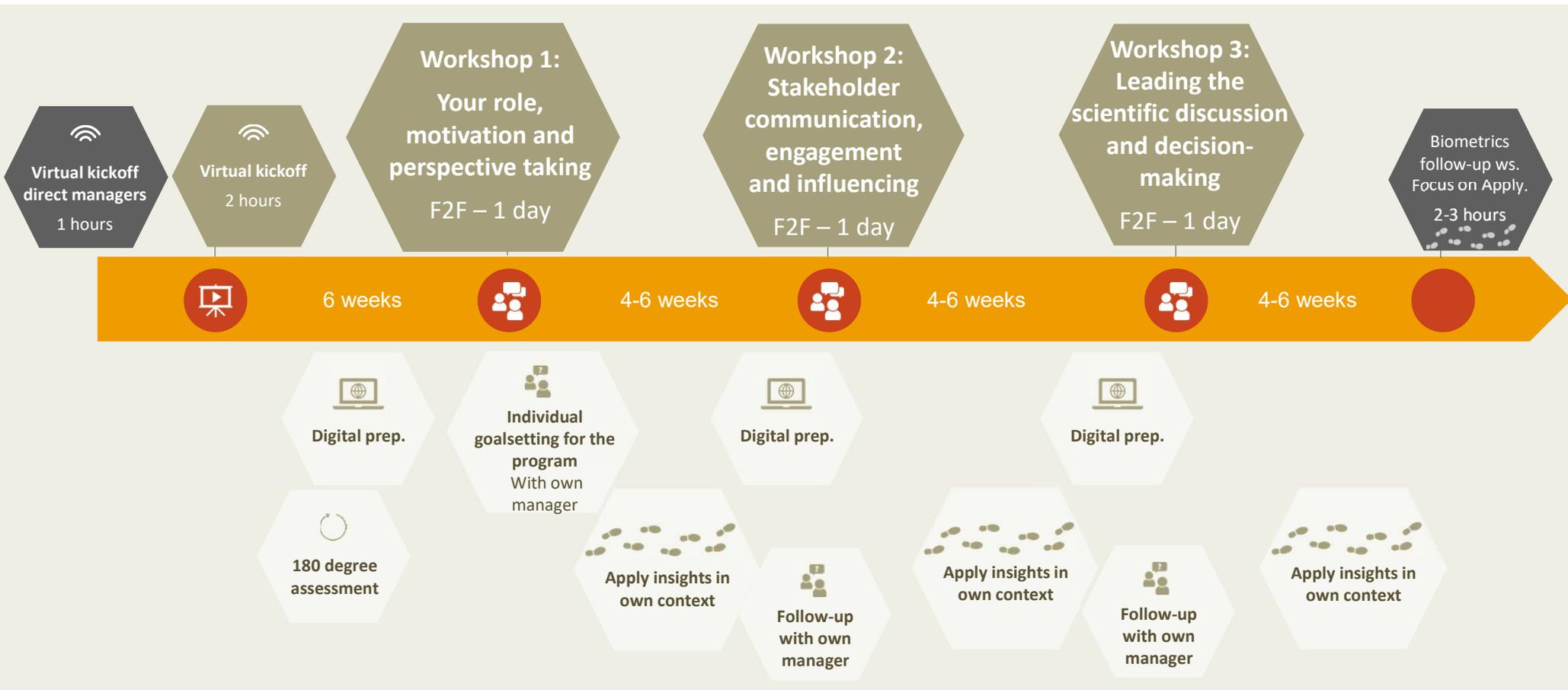
- We have prioritized to do the programs across Biometrics
- Targeting informal team leads in Biometrics
- Tailored to our needs, and developed and conducted together with external facilitators
- Piggybacking on the Focus Team Leadership Programme to ensure consistency in methods and terminology

Biometrics Team Leadership Programme

The Roles of Lundbeck Biometrics Team leaders



Biometrics Team Leadership Programme Learning Journey



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 a as needed basis
- Potentially to be expanded to all Biostatisticians (and data managers, statistical programmers, data scientists, ..)

