

Session 1 Summary

Actions for leaders (across the different focus areas)

	Targeted stakeholders population:
Focus Areas:	<ul style="list-style-type: none"> • Drug Development/ Organization decision makers • Our people managers/quantitative team leaders/people developers • Our Staff/Project Team Representatives/trial statisticians
Actions to enhance the perception by decision makers/our managers/people of our Strategic Role in Decision Making	<p>Identify key information for decision makers Be clear on vision and expectations for staff (the need for impact), Set clear but realistic expectations Share/establish and maintain library of successful examples of impact / influencing decisions (e.g. supporting a no go decision) – within stats Leaders to share their own experiences (positive and negative), their career paths (beyond just when, where), Lead by example Create and communicate and implement (e.g. train young statisticians on influencing skills) our plan and vision across the organization (to other LTs). Ask our managers what their perception is, Train/continue training the leaders Communicate what we learn here also within our companies</p>
Ideas to leverage enablers & address hurdles to increased influence on decision makers	<p>Education - stats without the Greek letters. Also Train/encourage technical and TA-specific training Taking opportunities to engage with senior leadership, Provide access to internal network, expose team to stakeholders/leaders Invite senior leaders / other functions to present on their hopes & expectations Share successful compelling examples of impact / statisticians influencing decisions – with stakeholders Credit where credit is due! Help staff be comfortable with the unknown, decisions under uncertainty Train on influencing skills and share stories about our own mistakes and successes. Increase our « approachability » Provide access to development team/shadowing</p>
Actions to develop skills to enhance our impact on decision makers	<p>Better story telling Learn the "business jargon" - the language the decision makers use, System awareness (help them understand what is the impact of their actions to study/others) Create psychological safety (allowed to make mistakes, learning by doing) Bring others to the table (shadow/observe) and (in advance) explain the context including financial aspects Use statistical tools outside the traditional applications; share these examples across companies Provide staff space to follow innovations, "doodle time" Encourage joining EFSPi SIGs, we want the experienced and the earlier career involvement First, have a conversation, a dialog and let your managers defining what skills they need to be better at influencing/impacting Providing managers situations where they can be exposed and need to exhibit their skills Training (technical/communications/soft skills) Networking (leveraging that internally and externally) Mentoring/buddy system (from person outside the function)</p>
Actions to address Early/Mid Career guests Perceptions and expectations	<p>Stat leaders/managers to act as role model, provide constructive feedback, be accessible. Also be open to learn from them, reverse mentoring. Partnering the why with the how (early career may have newer technical approaches). Provide targeted opportunities for young Stat to listen/attend meetings where decisions are taken (not open door) Have realistic expectations, Provide frequent and constructive feedback, Trust them, Challenge them</p>

Actions for EFSPI (across the different focus areas)

	Targeted stakeholders population:
Focus Areas:	<ul style="list-style-type: none"> • Drug Development/ Organization decision makers • Our people managers/quantitative team leaders/people developers • Our Staff/Project Team Representatives/trial statisticians
Actions to enhance the perception by decision makers/our managers/people of our Strategic Role in Decision Making	EFSPI - Sharing cross-industry examples and experiences, survey results
Ideas to leverage enablers & address hurdles to increased influence on decision makers	EFSPI: invite speakers and host sessions about this topic
Actions to develop skills to enhance our impact on decision makers	EFSPI Academy, Host leadership trainings material and promote leadership trainings Encourage joining EFSPI SIGs, we want the experienced and the earlier career involvement
Actions to address Early/Mid Career guests Perceptions and expectations	<ul style="list-style-type: none"> • EFSPI: continue to include the younger voice in the leaders network. Encourage presentations from younger members (not just amongst themselves, also to experienced statisticians). • EFSPI: Provide cross-industry networking forum for early/mid-career statisticians • Discount/free for younger members for conferences to encourage attendance

Status: Decision maker stakeholders

	Targeted stakeholders population:
Focus Areas:	Drug Development/ Organization decision makers
What is their perception of our Strategic Role in Decision Making ?	A combination of their past experiences and what we tell them
Enablers & Hurdles to our greater influence on decision makers	Enabler: “complex problems” - where the approach is not obvious. Self-inflicted hurdles - lack of focus, “nonsense-prevention” mindset Requirement: Alignment across statistical leaders (philosophical consistency)
Skills to Develop to enhance our impact on decision makers	Asking the right questions; tailoring messages to audiences by truly understanding what is important to the decision maker; “creating a positive”.

1. Any surprise, any highlight from the survey results and/or from Steve’s talk ?
2. Please factor in different perspectives in your response; CRO’s vs Pharma ; Early Development vs Late Development vs Commercialization ; ...

Actions: Decision maker stakeholders

	Targeted stakeholders population:
Focus Areas:	Drug Development/ Organization decision makers
Actions to enhance the perception by decision makers of our Strategic Role in Decision Making	Library of examples - keep it current Identify key information for decision makers EFSPI - Sharing cross-industry examples, survey results
Ideas to leverage enablers & address hurdles to increased influence on decision makers	Education - stats without the Greek letters Taking opportunities to engage with senior leadership
Actions to develop skills to enhance our impact on decision makers	Better story telling Learn the "business jargon" - the language the decision makers use EFSPI Academy
Actions to address Early/Mid Career guests Perceptions and expectations regarding decision makers	

1. Please identify 2 priority actions per line, for leaders to implement within their organizations, AND for EFSPI to support the influence of our function

Status: Quantitative people manager stakeholders

	Targeted stakeholders population:
Focus Areas:	Our people managers/quantitative team leaders/people developers
Perception by our managers of our Strategic Role in Decision Making, and of their role towards our people to enhance our influence	<p>We see both peceptions. Perhpas, only « highest level « managers want to be on the table for decision making. Some managers are « happy » in their « operational rôle ». Some other people are looking for a more technical career.</p> <p>The frustration comes from situations where other functions are on the table and do not get the stat insight.</p> <p>We think that there must be an appetite for « influencing » and not just about « coding ». Perhaps we need to think of creating different rôles for those who have the appetite and those who don't.</p>
Enablers & Hurdles for our managers to support a greater influence of our function	<p>« Using » the people according to their strenghts. If we could introduce our young statisticians to influencing skills early in their career by training them early on the skills needed to influence. One example is given about a Stat organization which aksed everyone to wome with an example of a stituation where they could influence.</p> <p>We could also create guidance and make sure it is set by the top.</p> <p>How about providing incentives for people who engage into influencing.</p> <p>A clear hurdle is the personnality of the people. Communicate the plan and the vision to non-statistical functions</p>
Skills to Develop in our managers to enhance their impact on influencing decisions	<p>First creating a safe environment for people to accept « leaning ». Lean how to tell stories; how to use « emotional pitch ». Create mock sessions: « today you lay the CEO of the company ». We need to invest time and efforts to train your statisticians. We need to define a target, a plan of actions and be models (i.e. acquire these skills too). Make a smart use of Teams chat. Learn to ask questions, raise the points. Guiding people how you can overcome your fear. « Daring to ask for clarifications »</p>

1. Any surprise, any highlight from the survey results and/or from Steve's talk ?
2. Please factor in different perspectives in your response; CRO's vs Pharma ; Early Development vs Late Development vs Commercialization ; ...

Actions : Quantitative people manager stakeholders

	Targeted stakeholders population:
Focus Areas:	Our people managers/quantitative team leaders/people developers
Actions to enhance the perception by our managers of our Strategic Role in Decision Making and their engagement in developing it	Create and communicate and implement (e.g. train young statisticians on influencing skills) our plan and vision across the organization (to other LTs). Ask our managers what their perception is EFSPI: share expériences across companies
Ideas to leverage enablers & address hurdles for our managers to enhance our influence	Train on influencing skills and share stories about our own mistakes and successes. Increase our « approachability » EFSPI: invite speakers and host sessions about this topic
Actions to develop managers' skills to support enhanced impact of our people	First, have a conversation, a dialog and let your managers defining what skills they need to be better at influencing/impacting Providing managers situations where they can be exposed and need to exhibit their skills EFSPI: Host leadership trainings material and promote leadership trainings
Actions to address Early/Mid Career guests Perceptions and expectations regarding their direct manager	Provide targeted opportunities for young Stat to listen/attend meetings where decisions are taken (not open door)

1. Please identify 2 priority actions per line, for leaders to implement within their organizations, AND for EFSPI to support the influence of our function

Status: our people (statisticians, PTRs,..) stakeholders

	Targeted stakeholders population:
Focus Areas:	Our Staff/Project Team Representatives/trial statisticians
Perception by our people of our Strategic Role in Decision Making	<p>Things/Times -are-a-changing</p> <p>Discrepancy between what people think they can do vs how other people see it</p> <p>Before: SS Calculation--NERDS: Necessary Experts in R&D / technical expertise</p> <p>Now: Strategic Input (Probability of technical/study success)</p> <p>(took a lot of work and pushing from other stakeholders)</p> <p>From technical to strategic experts</p> <p>Inputs in development plan</p>
Enablers & Hurdles for our people to enhance their influence	<p>Training, awareness, support, risk taking</p> <p>Focus on people who want to have a role in strategic decision making and trust them</p> <p>Support from other functions. Need appropriate company/department culture</p> <p>Need open-mindedness (Leaders and managers able to seek for feedback)</p>
Skills to Develop in our people to enhance our impact and influence on decision making	<p>Awareness/Adaptability to non-statistical areas</p> <p>Ability to translate a problem for CDP-ese to Statistics</p> <p>Conflict management/Time management</p> <p>Data Visualization</p> <p>Networking abilities – systematic (Statistician Café at GSK)</p>

1. Any surprise, any highlight from the survey results and/or from Steve's talk ?
2. Please factor in different perspectives in your response; CRO's vs Pharma ; Early Development vs Late Development vs Commercialization ; ...

Actions: our people (statisticians, PTRs,..) stakeholders

	Targeted stakeholders population:
Focus Areas:	Our Staff/Project Team Representatives/trial statisticians
Actions to enhance the perception by people of our Strategic Role in Decision Making and their engagement in it	<ul style="list-style-type: none"> • Set clear but realistic expectations • Lead by example • Communicate what we learn here also within our companies • Train/continue training the leaders
Ideas to leverage enablers & address hurdles for our people to enhance our influence	<ul style="list-style-type: none"> • Train/encourage technical and TA-specific training • Create compelling example of how statistician influenced/affected project • Credit where credit is due! • Provide access to development team/shadowing
Actions to develop people' skills to enhance their impact	<ul style="list-style-type: none"> • Training (technical/communications/soft skills) • Networking (leveraging that internally and externally) • Mentoring/buddy system (from person outside the function) • System awareness (help them understand what is the impact of their actions to study/others)
Actions to address Early/Mid Career guests perceptions and expectations from us regarding their influence	<ul style="list-style-type: none"> • Have realistic expectations • Provide frequent and constructive feedback • Trust them • Challenge them

1. Please identify 2 priority actions per line, for leaders to implement within their organizations, AND for EFSPI to support the influence of our function

Status: our people (statisticians, PTRs,.) stakeholders

	Targeted stakeholders population:
Focus Areas:	Our Staff/Project Team Representatives/trial statisticians
Perception by our people of our Strategic Role in Decision Making	<ul style="list-style-type: none"> • Involvement in strategy has been increasing over recent years. • Influence is essential from design through interpretation, computers make results!, if can't provide these skills not ready to be statistical project lead. • Yet for some still, they consider: It's not my job, I do the technical work. Therefore, perception of the role varies. Narrow versus broad view of role. Some want the exposure and influence, others shy from it. Can/should we make one size fit all? Supporting result interpretation cannot be optional. Leadership is a choice for each team member, do they want to take that step. • Sometime are (or feel) ignored
Enablers & Hurdles for our people to enhance their influence	<p>Hurdle: as mentioned above, some do not want influencing roles (action is to develop them into this, not just LMs to do)</p> <p>Enabler: create trust in the whole team, not just the individual "invited to the table" – we should delegate to the most qualified to input; the current status is that the trust/influence is too much individual dependent</p>
Skills to Develop in our people to enhance our impact and influence on decision making	<ul style="list-style-type: none"> • Presenting results, contributing to the decision process, providing interpretation – these are part of the core statistical job (not an optional add-on). • It's a long journey for each individual, we see the younger generation having the interest and strengths to take that direction. • Stat leaders need to be role models, our task is to mentor, to bring others to the table (shadow?), provide the context. Be clear on vision and expectations for staff (the need for impact), create opportunities. • Understanding the context is critical, moving from how to why. • Training from EFSPi leans on technical side over strategy/leadership skills – however examples are needed to learn strategic input and these often have confidentiality issues in cross-company training sessions. We should combine the technical skills training with how to bring a clinical team along with making and understanding the technical choices & their implications (estimands are a nice example of that). • Translate research question(s) to study/analysis design, CDP. • Managing and communicating uncertainty (RWE, diversity), enough challenges to inspire! Mentoring, coaching, don't take over but help staff grow themselves, joint working sessions. • Need to be able to explain why, for example, regulators make certain comments (example: unmeasured confounding in an ECA) to support the multi-functional team.

1. Any surprise, any highlight from the survey results and/or from Steve's talk ?
2. Please factor in different perspectives in your response; CRO's vs Pharma ; Early Development vs Late Development vs Commercialization ; ...

Actions: our people (statisticians, PTRs,..) stakeholders

	Targeted stakeholders population:
Focus Areas:	Our Staff/Project Team Representatives/trial statisticians
Actions to enhance the perception by people of our Strategic Role in Decision Making and their engagement in it	<ul style="list-style-type: none"> • Be clear on vision and expectations for staff (the need for impact). • Share successful examples of impact / influencing decisions (e.g. supporting a no go decision) – within stats • Leaders to share their own experiences (positive and negative), their career paths (beyond just when, where)
Ideas to leverage enablers & address hurdles for our people to enhance our influence	<ul style="list-style-type: none"> • Invite senior leaders / other functions to present on their hopes & expectations • Share successful examples of impact / influencing decisions – with stakeholders • Provide access to internal network, expose team to stakeholders/leaders • Help them be comfortable with the unknown, decisions under uncertainty
Actions to develop people' skills to enhance their impact	<p>Create psychological safety (allowed to make mistakes, learning by doing)</p> <p>Bring others to the table (shadow/observe) and (in advance) explain the context including financial aspects</p> <p>Use statistical tools outside the traditional applications; share these examples across companies</p> <p>Provide staff space to follow innovations, "doodle time"</p> <p>Encourage joining EFSPI SIGs, we want the experienced and the earlier career involvement</p>
Actions to address Early/Mid Career guests perceptions and expectations from us regarding their influence	<ul style="list-style-type: none"> • Stat leaders/managers to act as role model, provide constructive feedback, be accessible. Also be open to learn from them, reverse mentoring. Partnering the why with the how (early career may have newer technical approaches). • EFSPI: continue to include the younger voice in the leaders network. Encourage presentations from younger members (not just amongst themselves, also to experienced statisticians). • EFSPI: Provide cross-industry networking forum for early/mid-career statisticians • Discount/free for younger members for conferences to encourage attendance

1. Please identify 2 priority actions per line, for leaders to implement within their organizations, AND for EFSPI to support the influence of our function