

D I F
F E R
E N T

BY DESIGN

Evolving and Growing Your Organization Through High Impact Scalable Leadership Development

Presented by:

Stacy Shamberger CPC, EVP People and Revenue, Skyline Group
Jessica Micciche, VP Global HR, Medidata

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

SRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY

Content/Topics

- The State Of Leadership Today
- Scalable Leadership Development Defined
- Medidata Case Study
- Solution

About The Presenters

SKYLINE G

Stacy Shamberger, CPC

- EVP People and Revenue, Skyline Group International
- Certified Professional Coach
- Current Board Member; Great Leaders Inspire (American Public University), Past Boards, ADP Women in Leadership, ADP NW Executive Diversity Council
- Held Executive and Leadership positions in L&D/HR, Finance, Operations and Sales at IBM, ADP, Citibank and Fisher Scientific
- Former Adjunct Professor - Executive & Leadership Studies
- Author of published articles on a variety of HCM topics including; leadership development, employee engagement and human capital management
- International speaker/presenter



:::medidata

Jessica Micciche

- VP, Global HR Business Partner Organization for Medidata Solutions, a Tech and Life sciences company headquartered in NYC.
- Jessica has 20 years combined experience in both Sales and HR.
- Previously with Motorola, Jessica led the HR Business Partner function for 4 businesses totaling \$2B in Revenue across 17 design centers.
- Jessica now leads the HR Business Partners globally for Medidata and in her 4 years there has led her team in supporting company growth as it doubled both revenue and headcount,



The State of Leadership Today



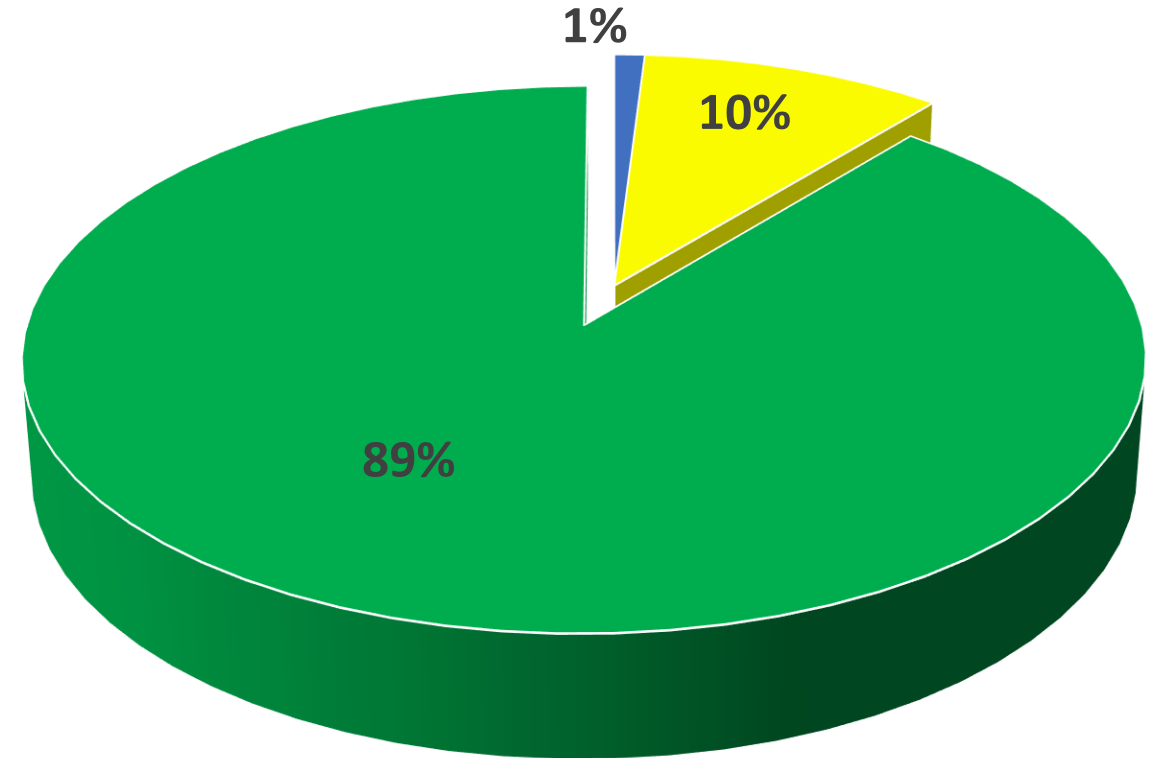
The State of Leadership Today

Eight Key Leadership Competencies

Strategic Orientation
Collaboration & Influencing
Team Leadership
Customer Impact
Results Oriented
Change Leadership
Market Insight
Developing Organizational Capacity

Source the McKinsey Quarterly Reports

1% Scored *Excellent*
10% Scored *Above Average*
89% *Average or Below*



5,560 C-Level and One Step Below Surveyed

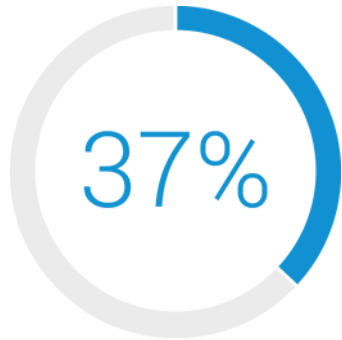
Leadership Vacancies Increase

Where will the leaders come from to fill the vacancies?



A recent study by the Corporate Leadership Council found that **72%** of companies predict they'll have an increasing number of *leadership vacancies* over the next three to five years. At the same time, **76%** are "*less than confident*" in their abilities to adequately staff these positions.

\$55B Spent World Wide; The results...



Of leaders rate the quality of their organization's development programs high or very high

Bench strength and "Ready Now" leaders has dropped almost 19% from 2011 to 2016



The overwhelming majority of leaders say they are not satisfied with their organization's development offerings.

63%



B. Kellerman, Harvard Business School



Scalable Leadership Development Defined



Injecting Leadership Behaviors? We don't live in the Matrix!

It's Not just the Technology....



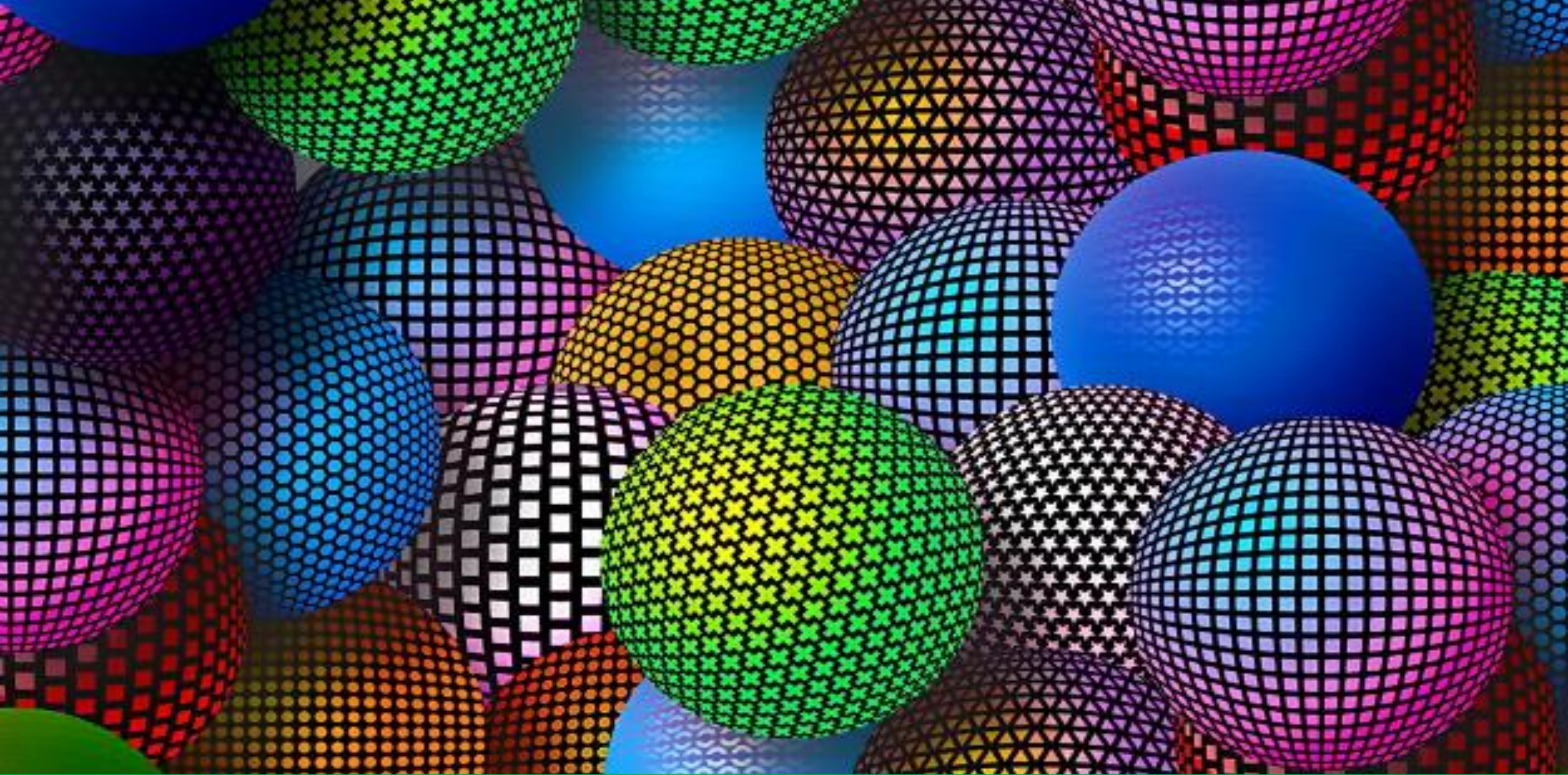
It's The IMPACT and The Measurable Results!

Behavioral Transformation
Leadership Engagement
Pre and Post Data
Tied to Business Impact
Real Time Access – Pulse Reporting



Individual and Customized





Consistency in Process and Experience

The **experience**
and the **impact**
should be the
same no matter
where the leader
sits, at HQ in
NYC, a regional
office in Dubai or
a satellite office
in Alaska

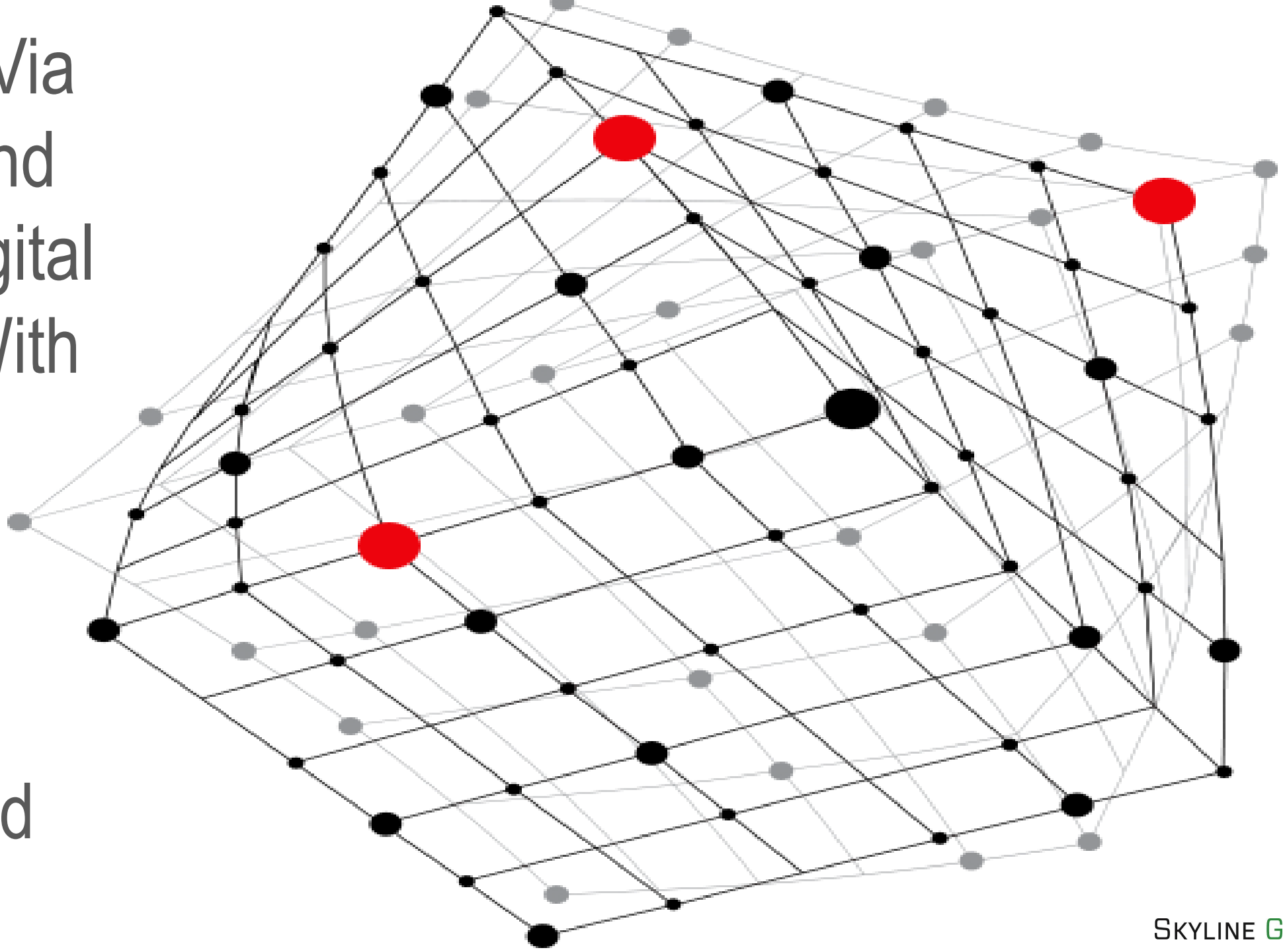


Engaging The Full Brain Throughout The Process

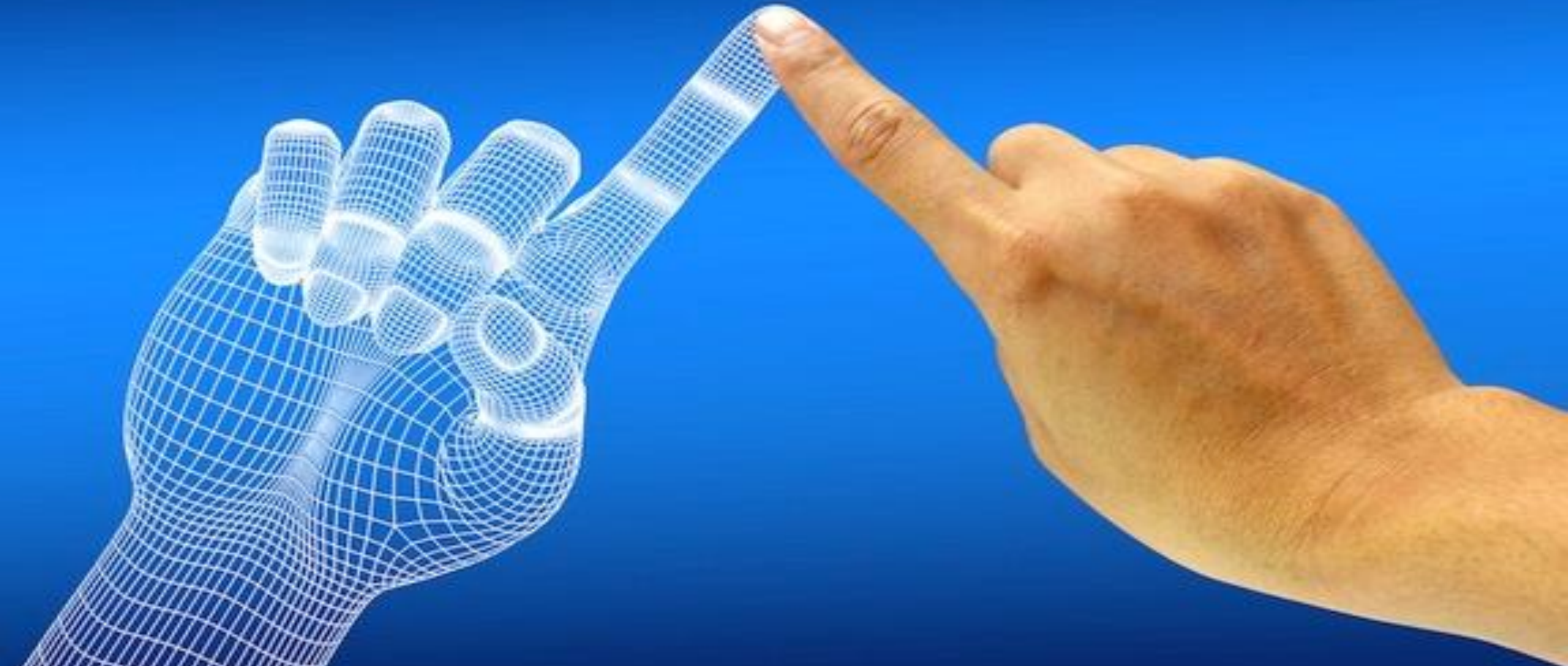
Combining a variety of learning modalities integrating personal insights, on-going development and real experiences based on individual progress



Delivered Via
a Stable and
Secure Digital
Platform With
Learning
Bytes
Delivered
Based on
Customized
Content



Integrating the Human Touch With Content Delivered Digitally Anywhere on Any Device





While Keeping the Human Touch and User Experience a Priority

Live Virtual Cohort Learning



Beyond Avatars and Algorithms: High Impact Meaningful Interactions and Conversations

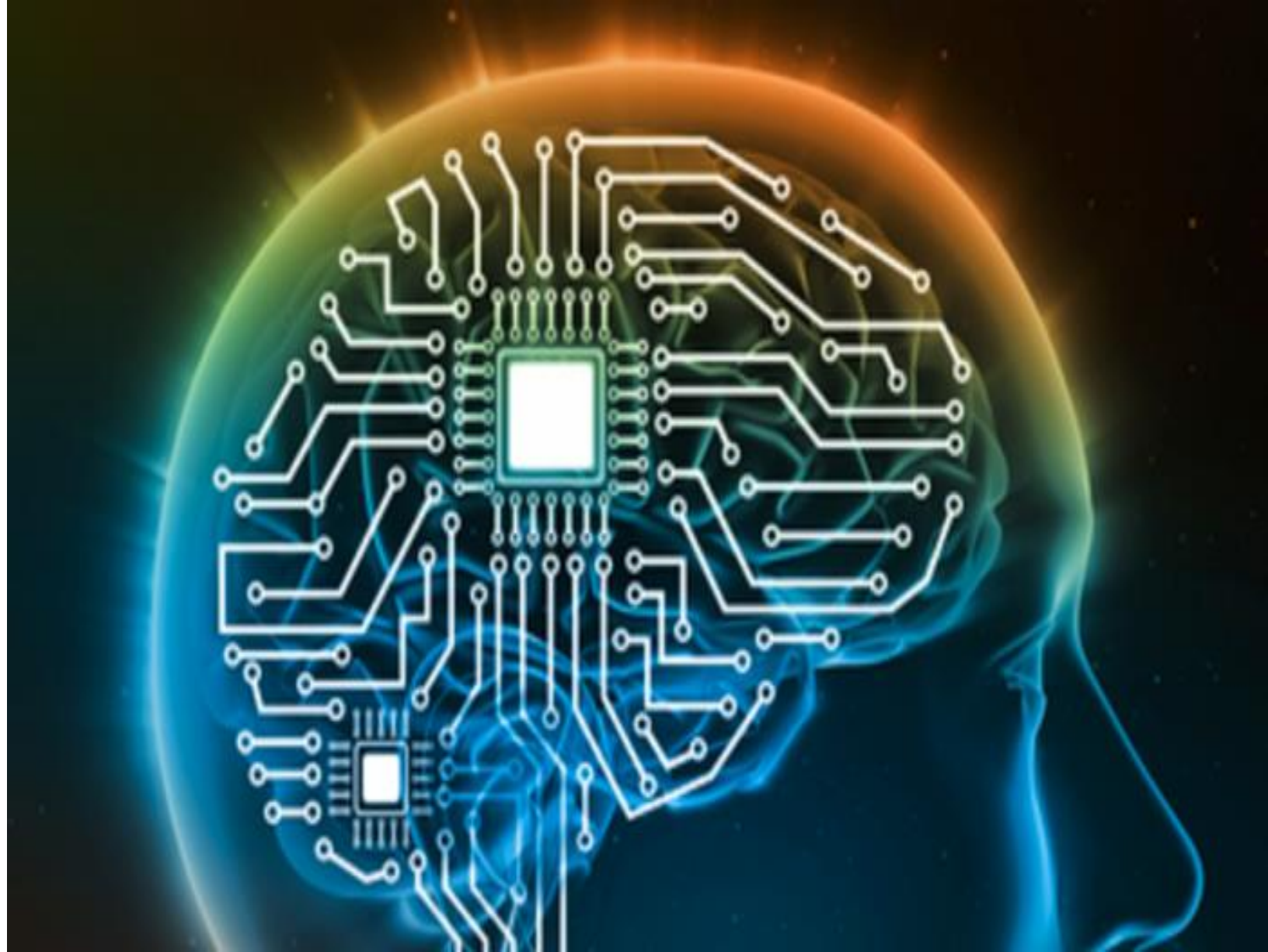
Powerful one on one time:

- Discussion
- Reflection
- Challenging
- Expanding



Integrated Leadership Development Components

- ✓ Technology
- ✓ Individual and Cohort Development
- ✓ Consistent Experience
- ✓ Custom Content
- ✓ Interactive
- ✓ Human Interaction
- ✓ Self-Directed



Medidata

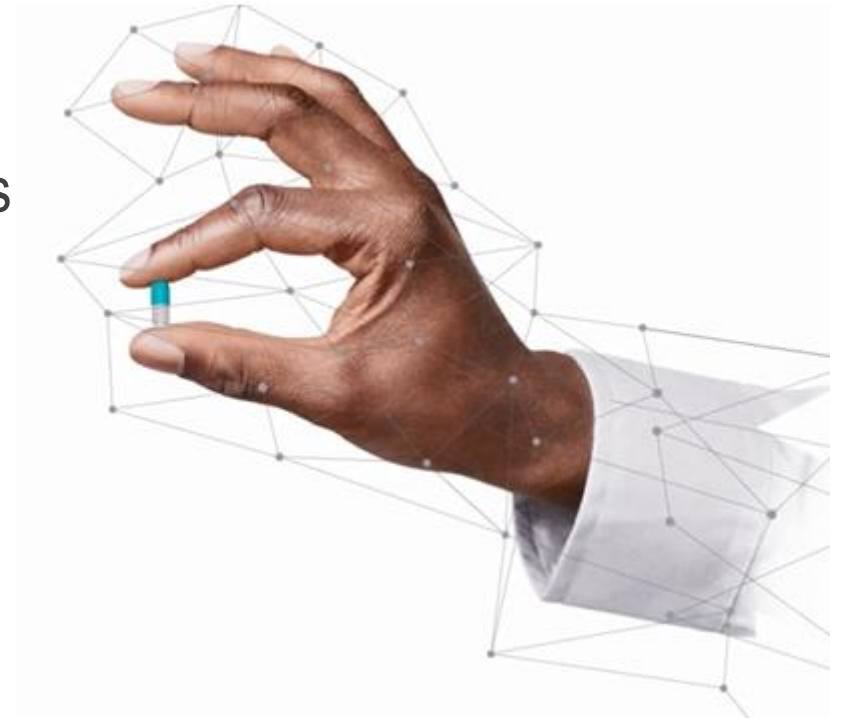
A Fast-Growing Leader in Clinical Technology with Ambitious Revenue Goals Deploys a Scalable Leadership Development Solution to Successfully and Cost-Effectively, Build its Leadership Capabilities. With the Primary Goal of Business Impact and Market Expansion and Quality.





Medidata is a fast-growing company in the development of life sciences that offers a unique cloud platform dedicated to transforming clinical research. Medidata's solution enables its clients to cut clinical development costs, mitigate development risks and deliver drugs and devices to market faster.

Medidata's clients include more than 90% of the top 25 global pharmaceutical companies; biotech, medical device and diagnostic companies, academic and government institutions, and contract research organizations (CROs). Its Clinical Cloud currently encompasses eight billion clinical records from more than two million patients across more than 12,000 studies, 9,000 trials and more than 500,000 data points are added daily.



The Challenge medidata

- Medidata had been growing at 20% annually and had set a long term goal of reaching \$1 billion in revenue.
- Very few of Medidata's leaders had significant experience managing a fast-growing company that is targeting an ambitious revenue goal.
- HR's mandate was to improve leadership acumen throughout the organization quickly, efficiently and uniformly.
- 200+ Leaders in 2.5 years, tie development back to business impact

High Impact Development Needed to Happen Globally

With Leaders Spread Throughout the US and Globally – Medidata Needed A Solution that Could Provide a Unique Customized Approach – while Ensuring a Consistent User Experience with the Ability to Deliver Real-Time Reporting, Measurable Results and Business Impact

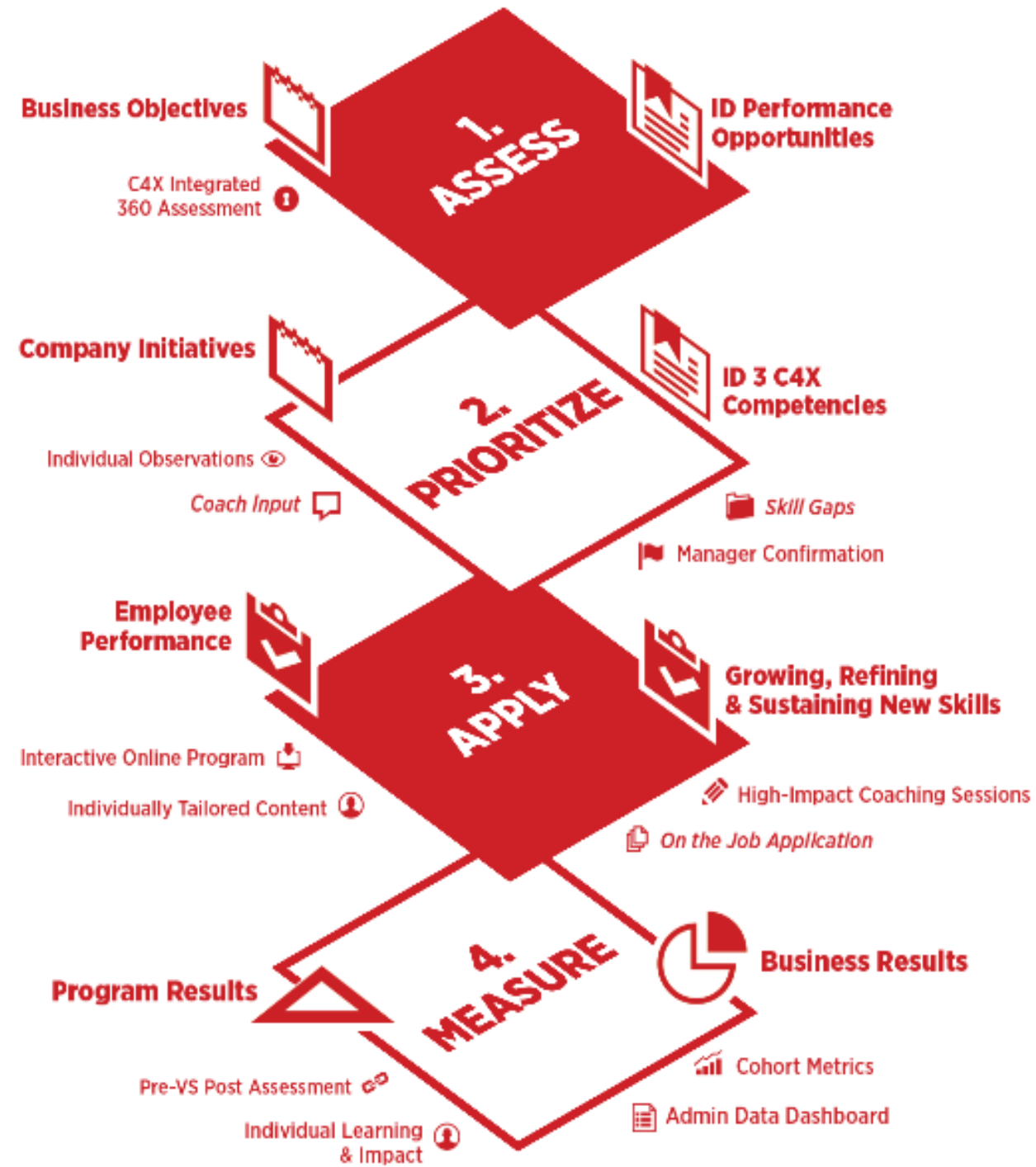


The Approach

1. Assess

To **ensure alignment and organizational success**, Skyline Group worked with Medidata to gather business objectives and key performance indicators (KPIs); **leadership competency gaps the organization needs to fill**; expected outcomes; and environment and context considerations.

Skyline then worked with Medidata to **determine the optimal way to deploy the leadership development experience** at individual, cohort and organization levels

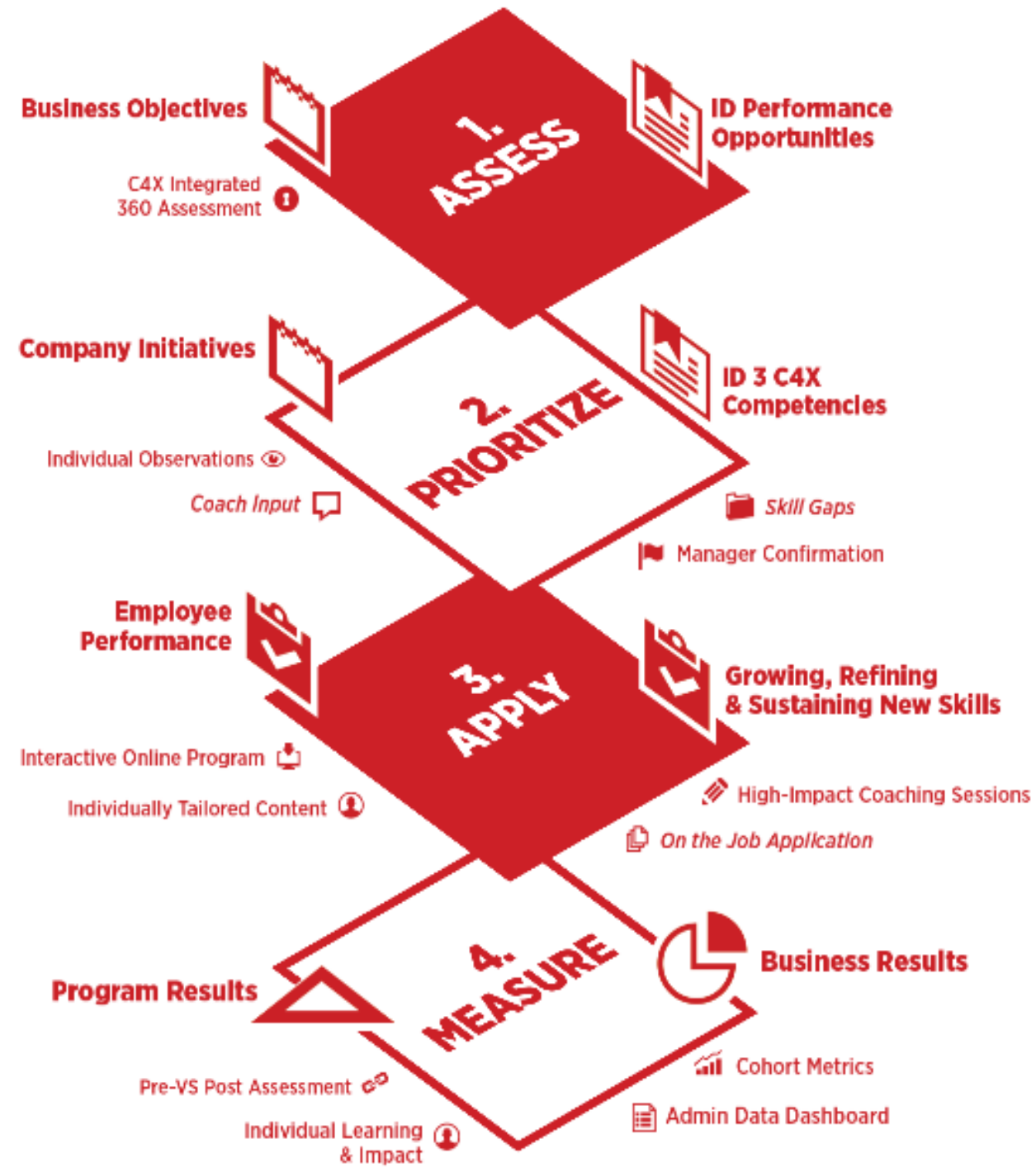


The Approach

2. Prioritizing Individual Development Objectives

Once the implementation was underway, Skyline Group deployed its **Competency-Driven Leadership Development model, C4X** to assess **Medidata's leaders on 28 competencies** using the 360-degree assessment tool that is part of the technology platform

Based on the results of each participant's 360, the coach, leader and the leader's manager **identified three competencies for development and the related goals that further the company's current objectives**



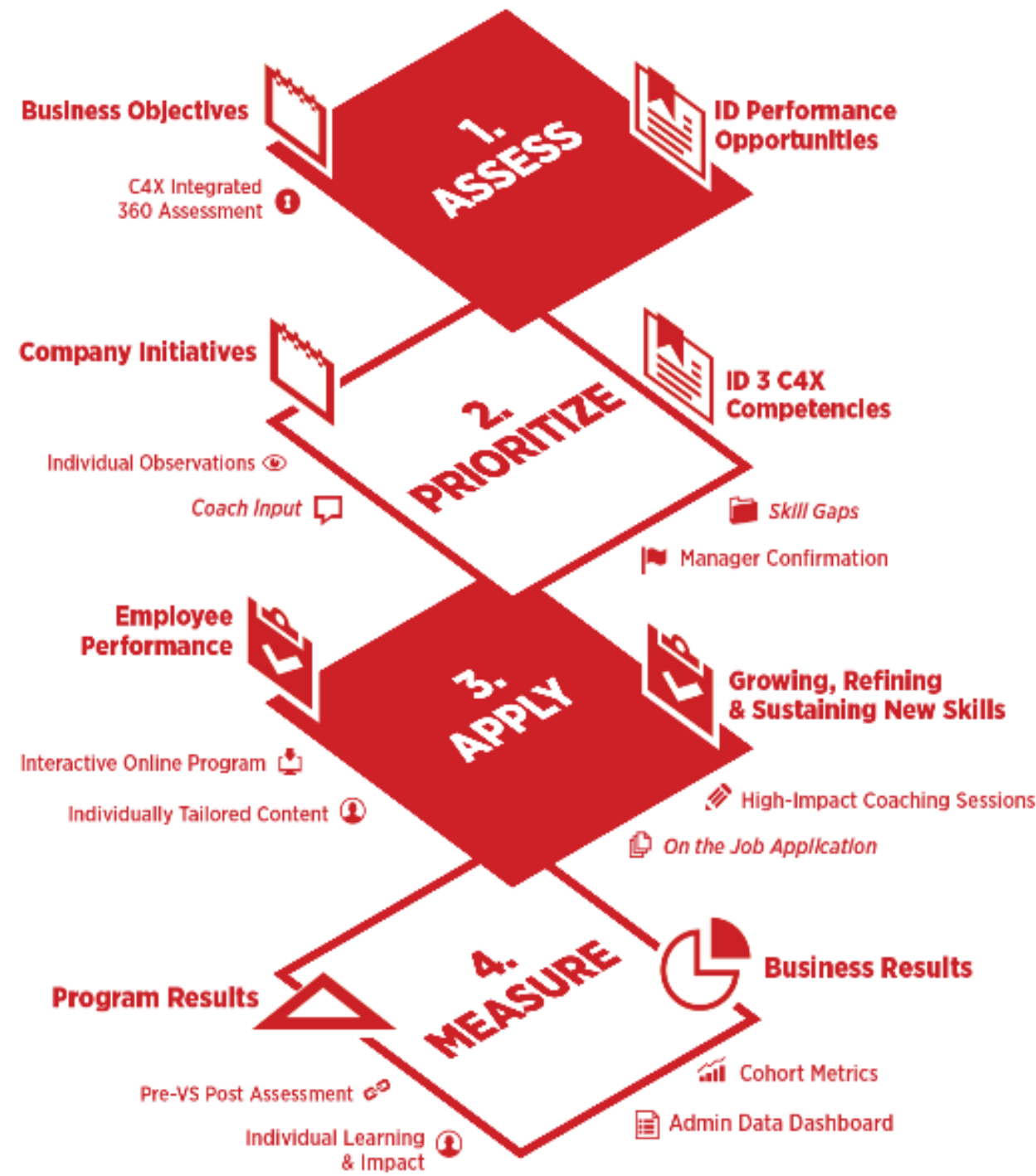
The Approach

3. Applying New Learning

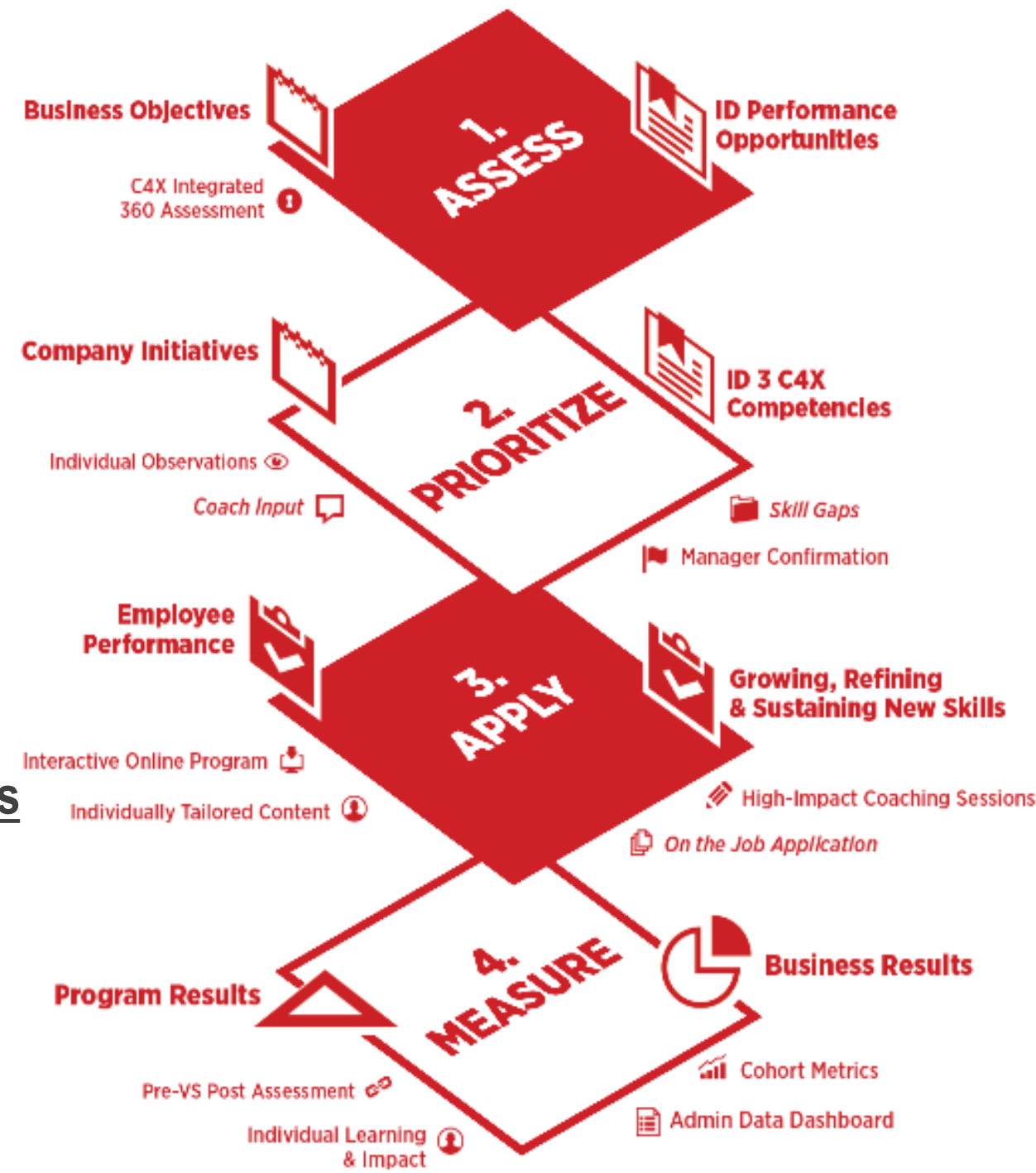
C4X was then configured to support the leader in achieving these goals using an on-the-job learning model. It provided individually tailored development roadmaps whereby new content is opened up weekly and can then be accessed online at any time. Individual based learning bites are pushed out. In addition, the leader worked one-on-one with an executive coach who supported the learning process and helped him or her apply this knowledge in his or her work life.

Leaders met with their coaches and completed weekly assignments including articles, case studies and videos, with their progress monitored by their coaches on the C4X platform.

C4X's real-time dashboard also enabled HR leaders to see which users have embraced the program.



The Approach



4. Measuring Individual, Team and Business Results

As a digital platform, C4X allows multiple streams of data to be tracked, synthesized and presented to authorized HR administrators.

Administrators can easily **understand** not only **the impact of the program** on individuals and cohorts, but also identify skills gaps, as well as strengths and opportunities within the company as a whole.

Gathers participant data pre, mid and post program, throughout the development process to measure improvements and transformations in the competencies leaders have been developing.

Does Scalable Leadership Development Really Work?

“The quality of the program is excellent, the tools are great, and the coaches are first-rate. C4X has enabled us to have more than 200 leaders coached in a cost-effective way at a cost per-leader far lower than traditional coaching.

We’ve experienced a substantial return on investment by implementing C4X compared to what we have spent on it.”

– Eileen Schloss, EVP of Human Resources at Medidata

(retired February 2017)

High Impact and Sustainable Transformation

Leveraging the unique scalability and cost effectiveness of C4X, more than 200 leaders were developed and coached over a 24 month period.

Participants estimated that the leadership growth they experienced and have applied in their jobs has been worth an average of \$432,000 per leader. Or \$86M



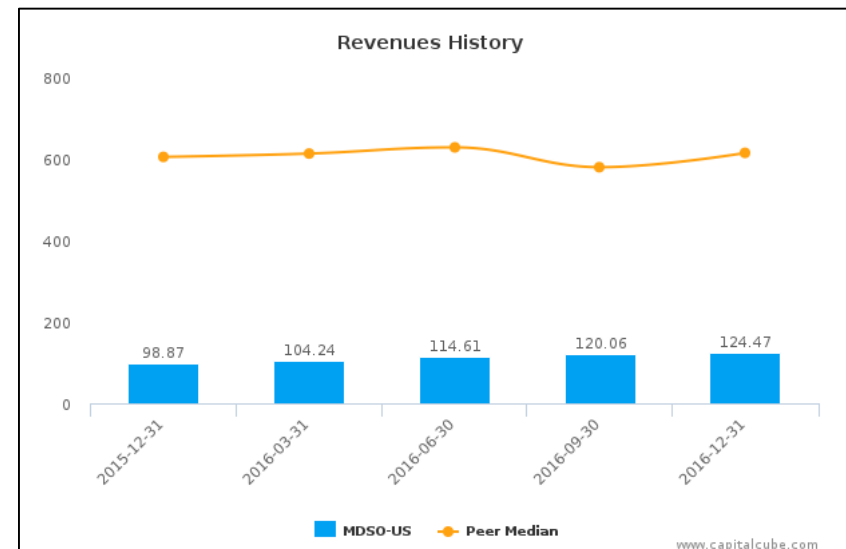
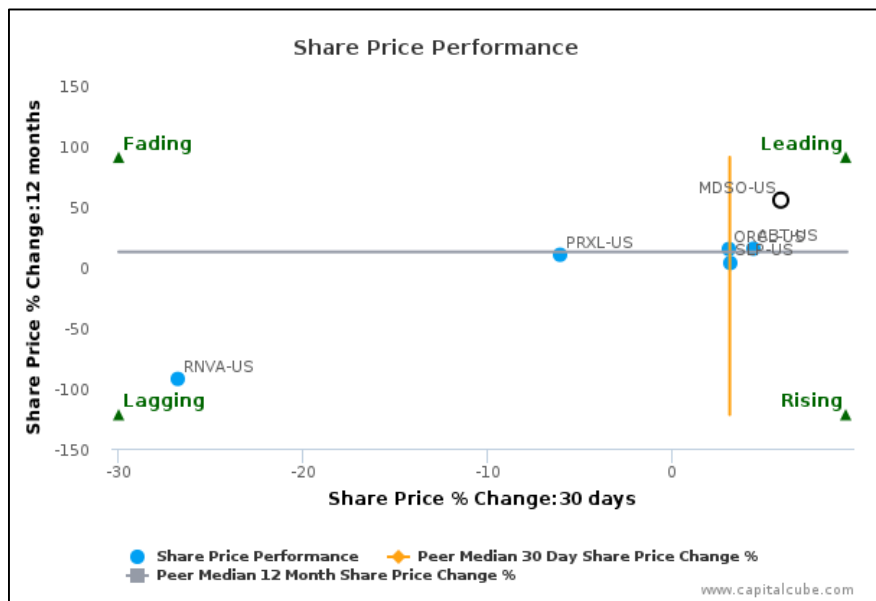
In addition to the direct ROI, Medidata has seen improved job satisfaction and retention among scores of leaders, who report feeling valued and impressed that the company was willing to invest in their careers.

Medidata reports a 99% satisfaction rating among the leaders who participated.

What about Business Impact???

Why Medidata Solutions (MDSO) Could Be an Impressive Growth Stock

Medidata Solutions, Inc. MDSO. saw EPS growth of 76.3% last year, and is looking great for this year too.



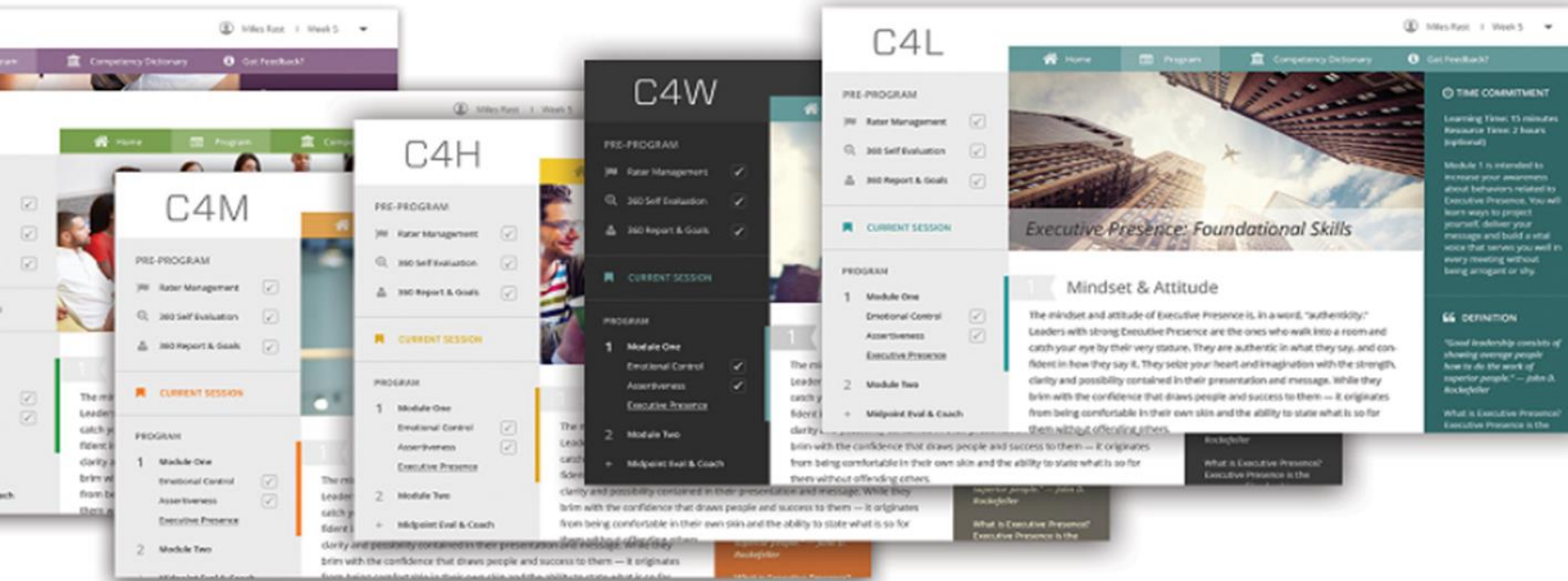
Medidata tops Street 4Q forecasts

AP Associated Press February 09, 2017

C4X COACHING FOR EXCELLENCE

Our integrated 1:1 coaching and technology solution, C4X increases performance at each stage of the leadership career cycle.

Assessment, Content and Analytics with the High-touch Impact of 1:1 Coaching



- ✓ Technology based
- ✓ Consistent experience
- ✓ Integrated with high human touch – executive coach
- ✓ Custom content for each leader
- ✓ Varied of learning modalities
- ✓ Individual and cohort based development
- ✓ Sustained behavioral transformation
- ✓ Pre and post metrics
- ✓ Reporting and analytics for impact based evidence

It is Possible...

SKYLINE G



Research, Surveys
& Assessments



Leadership
Consulting



Leadership Solutions/
Executive Coaching



Coaching
Scaled

www.SkylineG.com
www.C4X.com



Q&A

Jessica Micciche
VP Global HR

jmicciche@mdsol.com

+1.212.457.2390

Q&A

Stacy Shamberger
EVP People & Revenue

sshamberger@skylineg.com

+ 1.650.400.2782

Twitter @StacyShamberger