QuintilesIMS Creates MOOC-like Course for Leaders

QuintilesIMS
Best Advance in Leadership Development Strategy
October 2017

Company Background

Company At-a-Glance	
Headquarters	Danbury, Conn., USA
Year Founded	1954
Revenue	$5.36 billion
Employees	50,000
Global Scale	More than 100 countries
Customers/Output, etc.	QuintilesIMS serves life sciences and healthcare customers around the globe.
Industry	Healthcare, technology, professional services
Stock Symbol	Q
Website	www.quintilesims.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	$5,000
Number of (HR, Learning, Talent) employees involved with the implementation?	3

Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Timeframe to implement	45 days
Start date of the program	February 2017

Business Conditions & Business Needs

QuintilesIMS integrates information and technology to help healthcare stakeholders seeking to improve real-world patient outcomes through treatment innovations and access to healthcare.

In the past two years, the company has grown from 10,000 to 50,000 employees who serve clients in such areas as clinical research and development, technology applications, data analytics, real-world insights, professional services, and commercial outsourcing, the company ha

At the same time, QuintilesIMS started a leadership training program for its most senior people. It was an entire week of classroom training for small groups of people, and it was successful.

But it reached fewer than 150 people in two years – hardly enough when the target audience was 7,000.

The challenge was to find a way to translate the ILT content into online learning, reach many more people, get them to actually use it, and get the same highly positive feedback seen in the small classroom events.

Overview

QuintilesIMS' training team designed a six-week, MOOC-like course by translating the ILT content into an online learning experience that would engage the audience and set every concept in real-world context.

The new Leadership Development program is a semi-synchronous online learning experience that focuses on improving competencies, offers proven tools, and provides

opportunities for collaborative experiences with leaders discussing management issues with peers.

Competencies defined for QuintilesIMS leaders:

1. **Anticipate opportunities and obstacles.** Analyze the business landscape and develop a case for improvement.

2. **Prioritize, allocate resources, and execute.** Apply relevant strategy tools, communicate, and align team around the strategy.

3. **Make timely decisions and taking calculated risks**. Decide among competing priorities, avoid common errors, and use time effectively.

4. **Drive business results.** Set inspiring goals and engage your team through clear measures and cadence.

5. **Self-awareness and setting the example.** Become more self-aware and improve your emotional intelligence.

6. **People development.** Give and receive feedback effectively, coach for performance, and manage talent.

Goals for the program included:

- **Bite-Size Consumable Content with Real-Life Application.**

  o A "little-and-often approach" to training that offers opportunities to try out new skills, reflect on what works and get feedback on what could be done differently.

  o Tackle real-life situations such as dealing with a team member who is under performing.

  o Engage generation Y with easy access in a collaborative environment.

- **Simple Scalable Model**

  o Define people management in a sound, simple, and doable way by focusing everyone on the right leadership behaviors.

  o The language makes intuitive sense to the business.

- **Measurable Outcomes**

  o Leader effectiveness is measured in a team's performance, both the results and how team members get there.

Design and Delivery of the Program

The Leadership Development MOOC, delivered on the Intrepid Learning platform, was designed to:

- Capture the vibrancy and effectiveness of the small, in-person group in an online learning experience.

- Present all concepts in the QuintilesIMS business context.

- Bring concepts back to the job by using real-world applications at every turn.

- Learn from each other/collaborate.

- Have direct relevance to the company's competency language.

The six-week, semi-synchronous online learning has six modules corresponding to IMS leadership competencies. Each module used Intrepid platform's Discussion and Missions, kept the focus on IMS context, and used a little humor to lighten the heavy content.

Figure 1: Sharing and Sparking Opportunities through Discussion Forums

What do you need to let go of and change to be a more effective leader? What do you find _personally_ hard to let go of?

Take a moment and share your responses to these questions.

Power of delegation   25 💬
updated a month ago

I sometimes struggle to delegate. It isnt that i dont trust my team, but i do sometimes want it to be done how I would like, in a timely manner and correct first time. This may be my own issue with not relinquishing matters from previous experience to team members, but it does still happen. Im sure I could save a lot of time and effort by delegating more in certain areas. Does this happen a lot with any of you?

We are not the same ...   4 💬
updated 2 months ago

Something that I learned, and which I still have to keep myself in check about sometimes, is that different personality types have different ways of dealing with the task, project or deliverables that are within their accountability. Whilst I am very driven and proactive in owning and driving my accountabilities, others may have a more laid back attitude and manner, even though they may still deliver the required deliverable by the required timeline. I would find myself getting stressed out by the apparent lack of focus and therefore have a tendency to start to micro-manage that individual, rather than continuing to be a leader. On occasions when I do start to feel myself falling into the trap, I remind myself that we are all individuals and focus myself back into the leadership and coaching mode.

Getting distracted by emails   34 💬
updated 2 months ago

I really struggle to get out of my email sometimes, if something comes in and I think "oh that will only take a couple of mins, I'll just respond" and then I can lose an hour or even more!
I have tried not opening my outlook for periods of time but that really doesn't work as there can be some really important urgent stuff that comes in.
Any advice gratefully received!

The Bigger Picture   4 💬
updated 2 months ago

With QuintilesIMS undergoing quite a bit of change it's easy to get caught up in the daily fuss and hustle. Trying to maintain a positive atmosphere where my team of LMs and PLs are "leaning forward" and operating in the day to day but understanding the larger picture has been a challenge. To be more effective I am working to create a message that summarizes the larger vision and apply it to the team so it has meaning and resonates with them. Quite a challenge but working at it daily!

Source: QuintilesIMS 2017

Two discussion forums were used in each module. At the beginning of a section, a discussion forum sparked initial thoughts and put participants in the right mindset to learn more.

For example, the People Development module asks learners to share a time they received really effective feedback. This personal insight put them into a positive mindset for learning concepts in the rest of the section and making them more believable and useful.
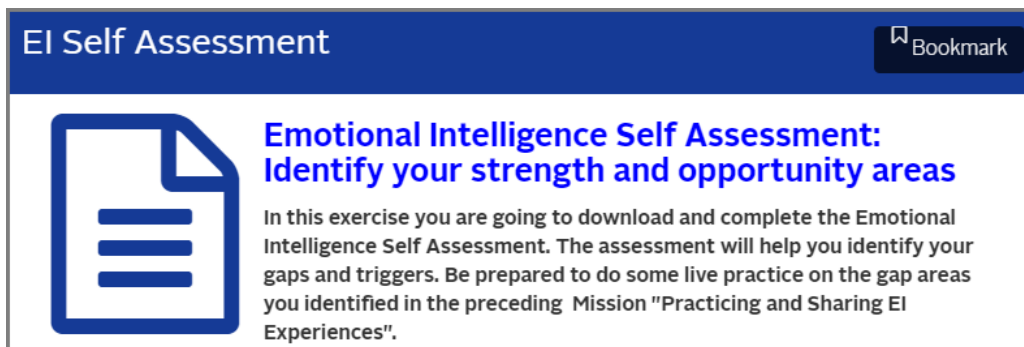
Discussion forums at the end of each module came after self-assessment activities. For example, the Being Self-Aware module asks learners to rate their own Emotional Intelligence. The following discussion forum asks them to share areas of EI they planned to practice strengthening in the coming week.

Learners were instructed to share only what they felt comfortable discussing publicly, and participation rates have been high even in fairly personal discussion forums.

Applied Learning through Missions

Throughout the course, Intrepid Learning's Missions feature encouraged knowledge transfer. Missions frequently follow self-assessments against a specific competency and learners are asked to commit to using the knowledge to fill gap areas and submitting a Field Report detailing progress.

Figure 2: EI Self-Assessment

EI Self Assessment 🔖 Bookmark

Emotional Intelligence Self Assessment: Identify your strength and opportunity areas

In this exercise you are going to download and complete the Emotional Intelligence Self Assessment. The assessment will help you identify your gaps and triggers. Be prepared to do some live practice on the gap areas you identified in the preceding Mission "Practicing and Sharing EI Experiences".

Source: QuintilesIMS 2017

Figure 3: Self-Assessment Part 1: Instructions

EMOTIONAL INTELLIGENCE SELF ASSESSMENT
Uncover your Strength & Opportunity Areas

In this exercise you are being asked to think about 2 work situations, one successful and one unsuccessful, **where EI was likely a factor**. If it was *successful*, what was it you did that made it so, maybe you took time to consult, listened well or skilfully brought people together. If it was *unsuccessful*, maybe you lost your temper, failed to 'take people with you', didn't get buy in or failed to address conflict.

PART 1 INSTRUCTIONS:
- Looking at the EI competencies column, score yourself for each situation in the relevant column.
- Identify the 1-2 biggest gap areas.

(1 lowest, 5 highest)

COMPETENCY	SITUATION 1 Rating For UNSUCCESSFUL Situation	SITUATION 2 Rating For SUCCESSFUL Situation	NOTES (identify your gaps)
SELF-AWARENESS			
- Understanding your emotions and their effects			
- Knowing your inner resources and limitations			
SELF MANAGEMENT			
- Self-control			
- Drive			
- Readiness for change			
- Persistence & optimism			
SOCIAL AWARENESS			
- Empathy with individuals			
- Ability to understand groups			
RELATIONSHIP MANAGEMENT			
- Being persuasive			
- Developing others			
- Managing conflict			
- Leading others			
- Working with others			

Source: QuintilesIMS 2017

Figure 4: Self-Assessment, Part 2

PART 2 INSTRUCTIONS:
- For each gap area you just identified above, note in the table below, **what you learned about your triggers/ EI skills** and **what you would do differently next time.**

EI question	1.	2.
What did you learn about your triggers/EI skills?		
What could you have done differently at the time?		
WHAT CAN YOU DO GOING FORWARD?		

Source: QuintilesIMS 2017

Figure 5: Mission Brief

M1. Practicing and Sharing EI Experiences

Bookmark

Mission Brief

You should have just completed the "Emotional Intelligence Self Assessment" exercise.

In this Mission, you are being asked to do some live practice on the gap areas you identified.

This is a learning exercise, only share experiences that you are comfortable sharing.

Your mission is **complete when you click "Share"**. This will publish your work to the platform as a **field report**, where it can be viewed by your peers. Click 'Start Mission' to begin. NOTE: Retaking the Mission will override your previous responses and generate a new field report.

Source: QuintilesIMS 2017

Figure 6: Practicing and Sharing EI Experiences

M1. PRACTICING AND SHARING EI EXPERIENCES : Know the obstacles, but don't let them stop you.

1 Pick one of the personal gap areas you identified, what will be the impact if you work on improving this skill?

Impact & Benefit

I identified that there was a gap in Persistence and Optimism. I think that if I choose not to believe that obstacles will keep certain tasks from being completed, my team will have more success.

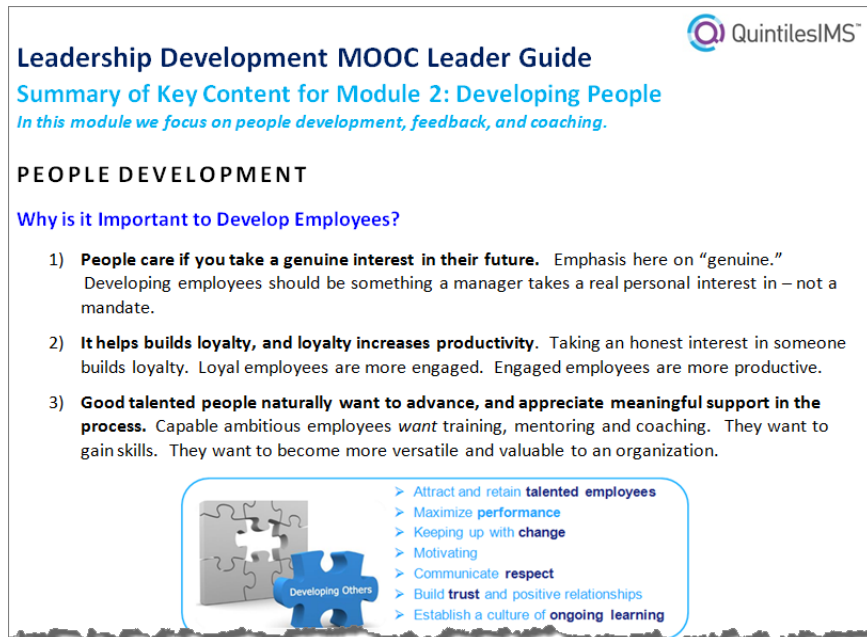**2** What specifically will you commit to doing differently this week to practice?

Practice

- Regardless of how I feel, remain flexible and portray positivity. Encourage my staff to try different approaches.

3 What improvements are you noticing in your leadership as a result of this practice?

Results

I was at a 2-day meeting this week, so I didn't interact with my staff as much as usual. However, I did direct them differently in my email responses (when I was at the meeting). I tried to encourage them to think about things in a different way where I could. I got a great solution from one of them as a result.

Source: QuintilesIMS 2017

A weekly coaching guide is sent to each participant's manager to explain the learning that took place that week and make suggestions for follow up, intensifying the experience and on-the-job application.

Figure 7: Leadership Development MOOC Leader Guide

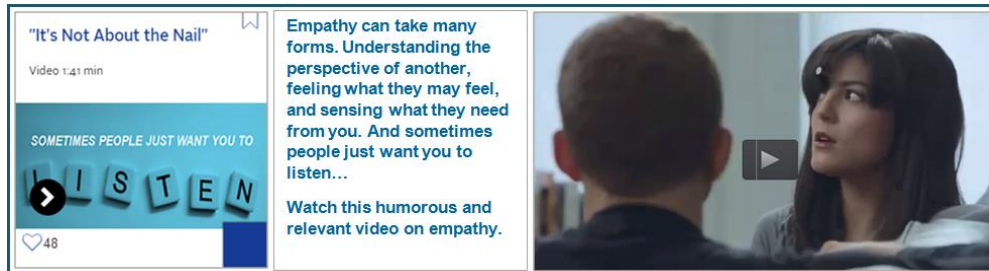

Source: QuintilesIMS 2017

Context, Context, Context

To translate the success of the ILT program into the online learning, real case studies are incorporated to illustrate successful and unsuccessful leadership endeavors. Weaving examples throughout the program makes it easier for learners to believe that tried-and-true concepts will work at IMS.

Learning through Laughter

Leadership concepts such as empathy, change management, and managing risk are heavy topics, so the modules needed to use humor to lighten the mood now and again.

Figure 8: Humorous and Relevant Video
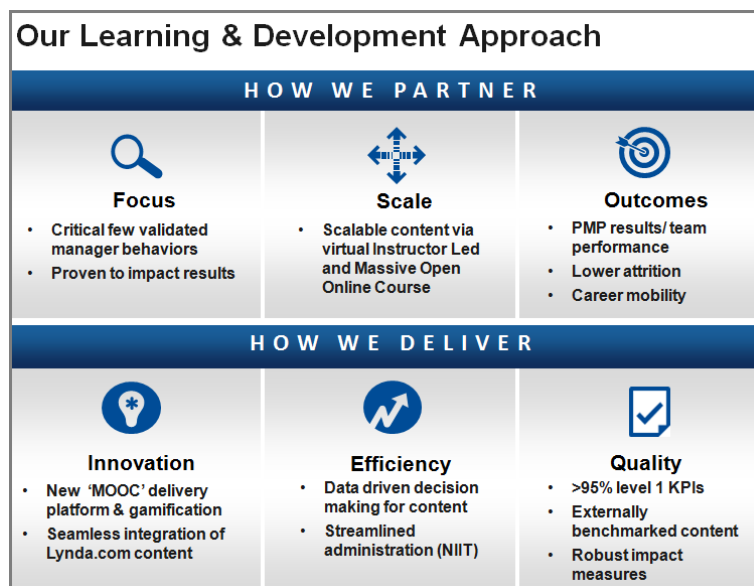

Source: QuintilesIMS 2017

Figure 9: Leading Change

Source: QuintilesIMS 2017

Deployment

Figure 10: Learning and Development Approach

Source: QuintilesIMS 2017

Figure 11: Feedback

- "I found it one **the most informative** on-line courses I have taken"
- "The piece on **strategy was particularly useful as we merge** and move through the changes."
- "Videos and case studies with **real world problems and key takeaways**/solutions are very useful".
- "There were a lot of **good examples about improving communication** and cadence."
- "Found the **graphics, quotes and papers** very useful. Copied loads!"
- "The missions provided a **useful format for consolidating what I learned and applying it to real world examples**

Measurable Benefits

A formal impact survey sent out 90 days after the course ends will ask participants about their key learnings and commitments from the program, but it was too early to send out the survey at the time of this Brandon Hall Group application.
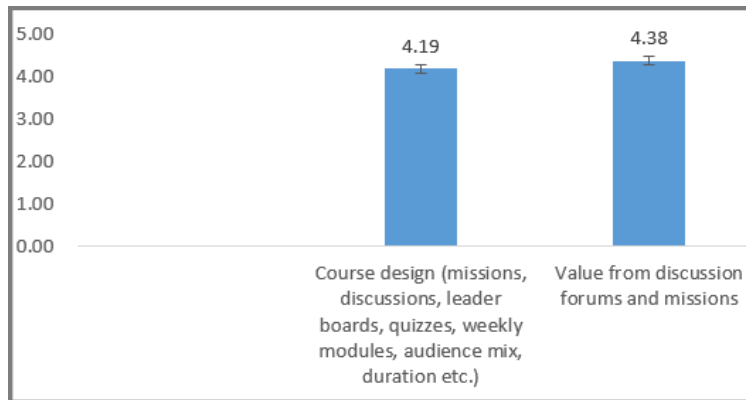
However, initial evaluations revealed the following:

Figure 12: Content Evaluation
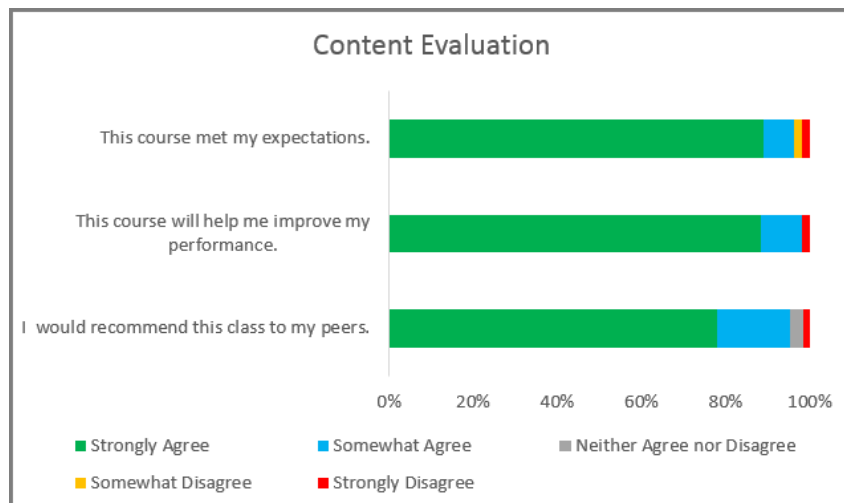
Source: QuintilesIMS 2017

Figure 13: Final Mission Data

Actions to Improve

The training team reached out to a few participants to ask about the impact of the leadership program. Summarized comments include:

- **Participant.**
  - Action: For my line management coaching, I have consciously moved away from directive questions like "Why did you miss that deadline?" to open-ended questions such as "I see you missed the deadline. Tell me about how that happened and your plan for hitting future deadlines?"
  - Result: Better conversations and employee engagement.

- **Participant.**
  - Action: Stop using directive questions on customer calls.
  - Result: With my team, I developed a list of common open-ended questions that we refer to during client calls. This has reduced the problem of 'getting lost in the details' and improved my team's listening skills.

- **Problems you will solve.**
  - I have been applying the AAR process to certain issues that are escalated to me. The frame work of following 4 steps has been helpful. The steps I use include: What did we set out to do? What actually happened? Why did it happen? and What are we going to do about it?

o   Utilizing this framework has reduced the amount of time it takes to come up with a plan for the problem. The teams start to do this naturally themselves after going through the process.

Other Comments

"The value is that the training has real-world practical applications that I can use in my role."

"I really liked the visual aids that were provided, articles, advice from the course (and my peers) on how to better effectively lead and manage people. I will go back to these items for reference and sharing, as applicable."

"I see all the modules as aspects to apply, including sharing the HBR articles with my team and some colleagues. I liked the frameworks and see them as excellent reference materials, especially when you are feeling stressed or just experienced a set-back. I liked the weekly structure and commitment— I blocked by calendar and treated the training as I would any important business meeting (in the past I would just do this type of thing late at night or over the weekend). I loved the pace and the variety of materials. I can tell this took a long time to put together, so thankful to the team of folks."

"Change Management tools were extremely helpful. I can integrate them into my implantation of the new Qcare sites."

Overall

"Our MOOC-based delivery of this program shows that we're raising the bar on our approach to sales training. It's action-oriented, hands-on learning that's particularly relevant and scalable to our geographically dispersed go-to-market employees." — **Mike Duffy, VP and CLO of QuintilesIMS:**

Key lessons

- **Manage the learning program as a "Change Management" project.** Include focusing on leadership engagement and alignment, robust communications plan, targeted manager support, risk and issue management, and transparency on reporting metrics

- **Real-world application of training.** Incorporating QuintilesIMS case studies in the program made the training relevant.

- **Engaged business and HR leaders help drive completion rates.** Leaders will support participants if provided with the right tools and guidance to do so.

Future Refinements

- Increase course offering to 2x per quarter.

- Focus even more on coaching and develop post-training on strategy and decision-making.

- Midway in live WebEx sessions check the pulse of participants and answer questions. Consider having a senior leader join the live session to speak to a specific case study.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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