



Brandon Hall Group

EXCELLENCE AWARDS 2023

Syneos Health: Best Advance in Coaching and Mentoring

Syneos Health®

Best Advance in Coaching and Mentoring

February 2024



Company Background



Company-at-a-Glance	
Headquarters	Morrisville, North Carolina
Year Founded	1990
Revenue	\$5.4B
Employees	29,552
Global Scale (Regions that you operate in or provide services to)	The company operates in over 110 countries globally.
Customers/Output, etc. (Key customers and services offered)	Customers include several of the largest pharmaceutical companies as well as the small-to-mid market firms. Services and solutions include both stand-alone and integrated biopharmaceutical services ranging from early phase (Phase I) clinical trials to the full commercialization of biopharmaceutical products.
Industry	Biopharmaceutical
Stock Symbol	SYNH
Website	https://www.investor.syneoshealth.com/financials/annual-reports



Budget and Timeframe	
Overall budget	\$85,000
Number of (HR, Learning, Talent) employees involved with the implementation?	Two
Number of Operations or Subject Matter Expert employees involved with the implementation?	Two
Number of contractors involved with implementation	0
Timeframe to implement	The Traditional and Reverse Mentoring programs took 2 months of implementation time. The program itself is 6 months in duration. The One-to-Many program took 2 months of planning/implementing and the program duration is planned for 3 months.
Start date of the program	February 2021

Business Conditions and Business Needs

There were two specific business needs that drove the implementation of Mentoring at Syneos Health: as a development option for “learning from others” and a specific request from the Black Employee Resource Group (ERG).

The programs have helped create mutual learning partnerships across the organization and provided an opportunity for employees to connect and gain perspectives from colleagues who are different from them by Business Unit, gender, ethnicity, geography and who they otherwise may not an opportunity to collaborate with in their day-to-day jobs. The programs have increased employee connections, learning and engagement even as we have shifted to a hybrid workforce, contributing to our organizational strategy of people & culture.

As articulated in a message from Forbes , “Young people entering the workforce today face new challenges—including a lot of uncertainty in the economy entering 2023. That can take a big toll on anyone’s mental health. When someone isn’t feeling safe and connected, they’re not going to do their best work and they could also look to move on to another organization that prioritizes their mental well-being and meets them where



they are at. One way every organization can get ahead of this challenge is by putting a great mentorship program in place. Meaningful mentoring not only helps people from the younger generations feel supported and connected, but also gives them the chance to give back using their own skills. In an uncertain environment, mentorship moves an organization forward by giving both the company and its employees something they can count on.”

At Syneos Health mentoring helps early career employees and the leaders within the company broaden their perspectives by connecting with people who are different from them.

Mentoring at Syneos Health is a well-structured program carried out using a third-party vendor platform called the ‘MentorCliq’, which supports system driven matches which have a 98% succession rate.

Syneos Health is aware of the potential benefits of focusing on Mentoring, including:

1. 94% of workers would stay longer if their employer offered more learning and career development opportunities.
2. 91% of mentees experience competency improvement in one or more of the areas that they worked on in their mentoring relationship.
3. Employees who are involved in mentoring programs have a 50% higher retention rate than those not involved in mentoring, and 93% of mentees believe their mentoring relationship was useful.

Source: Workplace Mentoring Statistics 2023: The importance of Mentorship (Gintux Blog)

Overview

The mentoring programs are global and enterprise wide. The specific goals of the Traditional and Reverse Mentoring are to:

- Support the interest of the Black ERG by providing senior level mentors
- Support the transfer of knowledge and skills, provide professional socialization/networking and personal support to facilitate success at Syneos Health.
- Implement an automated, easy-to-use career development tool with a positive user experience.
- Promote diversity and inclusion within organization by connecting individuals from different cultural and professional backgrounds.



- Decrease voluntary turnover and increase employee engagement.

In 2021, the program had 100 MentorCliq user licenses. Interested members of the ERGs were matched with senior executives from the Healthcare Businesswomen's Association (HBA) Award nominees (women within the company recognized and nominated for their exemplary work). This program experienced excellent participation and results, with a program satisfaction rate of 4.7/5 provided by the mentors and 5/5 provided by the mentees.

As a direct result of success with the initial deployment, Syneos Health's CEO, Michelle Keefe, requested the piloting of a Reverse Mentoring program with the 12 top leaders of our Commercial Business Unit (BU). The mentors were early career professionals from the same BU. The objective was for the senior leaders to gain a perspective from those that were significantly different from them (ethnicity, age, culture, etc.), particularly in how these leaders could be more inclusive in their business practices. The outcomes and feedback from both Mentors and Mentees were remarkable in that the early career proved to be exceptionally talented Mentors, and not only surprised the top leaders with their skills and thought leadership but the leaders were able to learn from them.

In 2022, the MentorCliq contract was increased to 400 user licenses. In addition to the HBA Award nominees, the mentor bench was extended to the senior leaders of the company and the participants of internal Executive Leadership Programs to pass on their learnings. The mentee slots were also extended, as part of the regional APAC Growth strategy, in addition to all ERG members. The Reverse Mentoring was rolled to the next in line Commercial Leaders.

Continuing to build on the success, in 2023, the contract was increased to 1000 user licenses and a pilot for a One-to-Many program has been initiated. There are 9 Mentors (top Mentors from the Traditional program) and 180 Mentees who have been identified as high-potential First Line Managers.

The goals of this program include:

- Optimizing our Mentors to reach more Mentees (10/20/30 to one ratio)
- Focusing on topics relevant to First Line Managers
- Encouraging mentees to build their network
- Enabling mentees to learn from others in their cohort



Design of the Program

While the competencies for each program are different, the process is the same: Mentors identify their areas of strengths and Mentees identify their development needs. Matches are made based on the strengths and development needs.

All programs are supported by MentorCliq, software solution, which drives the following functionality:

- Registration of Mentors and Mentees with Profile information, competency selection and a personality assessment
- Automated email notices of registration
- Automated matching based on competencies and personality assessment (with administrator review & approval)
- Tools, resources and training for being a Mentor or Mentee
- Tracking and reporting of relationship activity
- ROI calculator for time invested in mentoring

The Traditional Mentoring was designed to develop the following specific competencies:

- Functional Competencies — Clinical Industry & Trends; Commercial Industry & Trends; Corporate Communications; Deployment Solutions; Finance; Human Resource Support; Information Technology; Legal; Marketing/Sales; Medical Affairs
- Leadership Competencies — Attract Develop and Retain Best & Diverse Talent; Balance Strategic Thinking with Execution; Build Trust; Coach Others; Create and Maintain Strong Customer Relationship; Create and Manage Budgets; Demonstrate Executive Presence; Influence Others; Instill a Sense of Ownership and Accountability; Lead Change; Lead using Growth Mindset; Lead with an Enterprise mindset; Negotiate Win-Win Solutions; Manage Performance.
- Professional Competencies — Build Cultural Awareness; Build Emotional Intelligence; Collaborate with Others; Communicate Effectively; Facilitate and Manage Meetings; Innovate New Ideas; Manage Change; Make Decisions; Manage Quality; Manage Projects; Problem Solving; Process Optimization; Support / Drive Team Inclusion

The Reverse Mentoring was designed to promote diversity, inclusion and gaining and embracing different perspectives based on the below competencies:

- Develop a Higher Level of Cultural Competence



- Develop an Understanding of How to Attract Diverse Talent
- Gain a Deeper Understanding of People Who Are Different from Ourselves
- Improve Connections with Employees In the BU
- Lead Inclusive Meetings and Engage a Diverse Population
- Learn About Different Perspectives from Our ERG Members
- Learn How to Connect with a Younger Generation
- Learn What Inclusive Behavior Looks Like and the Impact on Employees

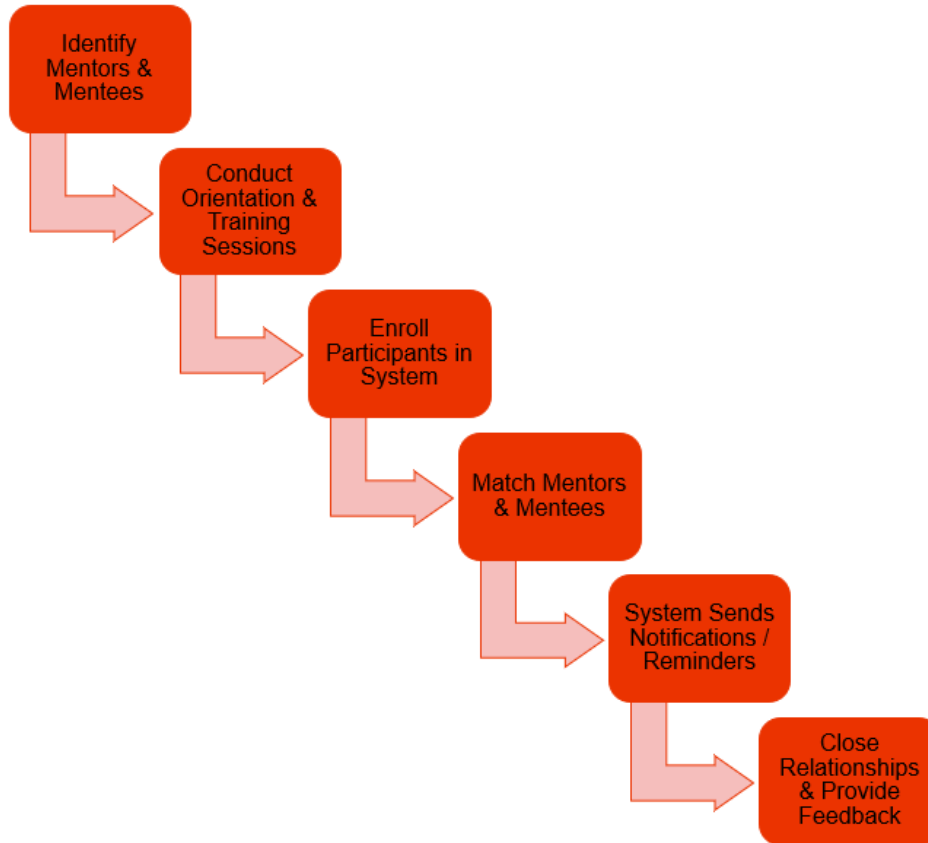
The One-to-Many program has been designed to maximize the time and scalability of the first line manager mentors. The format has one Mentor to either 10, 20 or 30 mentees. The content provides a very high-level overview of the competency; stories from the Mentors about their experience / why the competency is important; and a formatted conversation guide to support group facilitation. All Mentees are required to complete a formal goal worksheet with “go do” activities for sessions two and three. Program Management support is provided to facilitate the sessions and any interactivity within the session.

The specific competencies for the One-to-Many program include:

- Balancing Customer and Team Expectations
- Basic Financial Understanding-How to interpret company financial results and analyze its impact on employee appraisals.
- Building Trust in a global team using cultural awareness
- Building Diverse & Inclusive Teams
- Coaching to grow others
- Conflict management
- Adversity Quotient
- Managing priorities
- Setting strategy and aligning to organization/team priorities

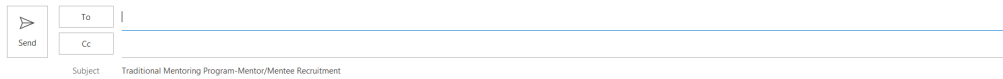


Execution of the program includes the following:



Step 1: Engage a pool of mentors and mentees to identify interest via a survey.

Step 2: A short program overview is conducted — Target audience description, high level timelines, mentoring competencies and basic expectations as part of this to set the context. Sample of recruitment emails for Mentor and Mentees



Hi Everyone,

We are excited to inform you that planning for our 2023 Traditional Mentoring Program is officially underway. We have been conducting this program successfully for 2 years now! The program has received a participant satisfaction rate of 4.6/5 and great testimonials from both mentors and mentees on how the program has been such a rewarding experience for them.

The purpose of this note is to determine your interest to participate as a Mentor/Mentee. Once you have read the program specification below [Click here by 15-MAR-2023](#), if interested in participating!

What is Traditional Mentoring Program?	Traditional Mentoring is a mutual learning partnership where a senior colleague serves as a mentor and a junior colleague as a mentee
Program Duration / time commitment?	The program will run for 6 months, starting APR-23. The expected time investment is: <u>Approximately 2 hours per month for the Mentors. For Mentees, it will depend on the development goal they set for themselves (a minimum of 4-6 hours per month). It is a must for mentees to have 2 SMART development goals to work with the mentor, which can be in line with the career development needs</u>
What are the mentoring areas & platform?	The program will be hosted on Broad Functional/Leadership/Professional-competencies/skills on our mentoring platform called <u>MentorClo</u> , which we will provide training on.
Who can participate?	Mentees: <u>Any ERG member who has completed a minimum of 6 months within Spence Heald</u> , has been a good performer and is willing to commit their time and stay invested in this development opportunity. Mentors: <u>Any ERG member, Executive Director level or above</u> , is good at developing others and is passionate about continuous learning.

Please feel free to contact the [Program Manager](#) in case of any questions or if you need any further information.

Thanks and Regards,
 Global Mentoring Program Manager



Send To Cc

Subject: Traditional Mentoring Program-Mentor Registrations are now Open!

Dear Leaders,

We are excited to inform you that planning for our **2023 Traditional Mentoring Program** is officially underway. We have been conducting this program successfully for 2 years now! The program has received a participant satisfaction rate of **4.6/5** and great testimonials from both mentors and mentees on how the program has been such a rewarding experience for them.

The purpose of this note is to determine your interest to participate as a Mentor. Once you have read the program specification below [Click HERE by 16-MAR-2023](#), if interested in participating!
 Please ignore this email if you have received it as part of HBA, BLP or Multiplier DLs

What is Traditional Mentoring Program?	Traditional Mentoring is a mutual learning partnership, where a senior colleague serves as a mentor and a junior colleague as a mentee
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What are the mentoring areas & platform?	The program will be hosted on Broad Functional Leadership/Professional competencies/Skills on our mentoring platform called MentorCliq, which we will provide training on.
Who can participate?	Mentees: An SH Employee who has completed a minimum of 6 months within Syneos Health, has been a good performer and is willing to commit their time and stay invested in this development opportunity. Mentors: HBA nominees, Business Leader Program, Multiplier Cohort, McKinsey Leadership Program Participants SH Leadership Group, Executive Director and above ERG members, is good at developing others and is passionate about continuous learning.

This is a great opportunity to help the organization build strong professionals by passing on your knowledge and experience and also connect and learn from people who you would otherwise may not get an opportunity to! Please feel free to contact the [Program Manager](#) in case of any questions or if you need any further information.

Thanks and Regards,
 Global Mentoring Program Manager

Step 3: Conduct mentor/mentee orientation to provide participants with the program and platform overview, expectations and detailed steps, roles & responsibilities and timelines with time blocked for Q&A to answer any questions. After the session, slides, session recording, FAQs, Job Aids, etc. are provided for future reference. Sample of Orientation slides for Mentor and Mentees; Job Aide and FAQ

Step 4: Send the MentorCliq platform registration invitations with the joining link and deadline. Within MentorCliq the participants must enter their basic profile information, select the competencies (mentors select the competencies they can mentor on, and mentees select the competencies they want to learn) and do a basic picture-based personality assessment.

Step 5: Match mentors and mentees: the MentorCliq system is designed to provide the top-level matches based on the competencies chosen by the mentor and mentees and the personality assessment. The admins then select and approve one of the tops matches making sure the match is as diverse as possible by gender, Business Unit, region, and ethnicity.

Step 6: Provide training on mentoring for mentor and mentees, on best practices, approach, do's and don'ts etc. Sample of Training slides for Mentor and Mentees

Step 7: Mentees set-up the initial call, discuss and document ground rules, set expectations and mentoring goals on a Partnership Agreement Form and meet as planned (twice monthly/weekly) for the next 6 months and track the progress on the Mentoring goals.



Measurable Benefits

The impact of the programs has been impressive. The combined programs have received a satisfaction rate of 4.3+ (out of 5), which is in line with MentorCliq client average. The program has also received valuable testimonials from both mentors and mentees:

Traditional Mentoring:

- “I had a dedicated person to talk through an issue over a period that wasn't my line manager or program lead. She had insights I hadn't considered and tried to get me to see mentoring in a different way than I wanted it to be, but that friction created growth for me.” — (Program Mentee)
- “This program was great — Having a mentor external to my department has been a fantastic resource for development, impartial advice, and general handholding. I've been able to honestly express my anxieties and problems without worrying it is impacting my goals or career progression. I had a great mentor she guided me and provided advise. In our meetings it felt like I was in a normal friendly conversation with someone, never did I feel that I am weight against someone or against some scorecard. I really appreciated how my mentor used our check-ins to keep me up to date with development and give me guidance on how to handle situations or meetings. It helped me coordinate my thoughts for the next month, and I'm excited to share that I've learned a lot.”— (Program Mentee)
- “Sharing life experience with a much younger member of the Syneos team was very refreshing and illuminating of the next generation's abilities, experiences and motivators.” — (Program Mentor)
- “What a fantastic experience! While I was the mentor in this pair there were absolutely times when I became the mentee; listening and learning from one another is always an important skill. She and I were truly saddened to officially end our calls as I start the reverse mentoring program, but we will stay in touch as colleagues, peers and friends. She has gained confidence in an unsettling time (both in the company and in the world) and is even developing herself both professionally and personally. Thank you all for this great experience and this great partnership!” — (Program Mentor)



Reverse Mentoring:

- President, Commercial Solutions (Mentee): “The open, honest conversations my mentor and I have are invaluable. We've created a safe space to talk about sensitive issues, each committing to open-mindedness and an environment of continuous improvement.”
- Senior Director, Comms and Marketing (Mentee): “My mentor is helping me put together a plan on how to identify and recruit more diverse talent! She is reaching out to a TA person at Netflix that is best in class at diversity to recruiting to share best practices!”
- Senior Account Executive (Mentor): “My mentoring sessions with my mentee have been great and I have really been enjoying working/ meeting with him. My mentee is very open and always engages in thoughtful conversations. It is interesting to see the Perspectives from the same company but very different day to day work. Our conversations have been productive, and I look forward to engaging with my mentee more.”

Pharma Industry has one of the highest attrition rates across sectors which is over 20 percent as per the BW Healthcare World.com Study, Jan-2023. For the participants enrolled in our Mentoring Programs we have observed an average attrition of 11.3% per year for the last 2 years. This data helps to prove that mentoring program helps to increase employee engagement and thereby helping to reduce employee attrition.

Long-term, the ROI will be measured by retention rate and employee engagement scores of the participants vs non-participants.



Overall

Lessons learned:

1. Identification and recruitment of Mentors requires targeted communications and executive sponsorship to ensure the best leaders were included.
2. Regular check-ins by the program manager, to ensure that the mentor and mentee continue to meet and there have been no uninformed dropouts.
3. There will always be more Mentees than Mentors available. This was the impetus for the One-to-Many option to increase the reach of Mentors.

Future outlook:

- Continue to grow and evolve the Traditional and Reverse Mentoring programs based on business demand and feedback. There are numerous opportunities to grow One-to-Many programs for specific business units or targeted populations of people.
- Improve our impact analysis of the program as we become a more mature organization in terms of data and analytics.



Brandon Hall Group

**EXCELLENCE
AWARDS 2023**

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