



Boston Scientific’s Manager Experience: Cultivating Future-Ready Leaders

Boston Scientific and BTS USA, Inc.
Best Senior Manager Development Program
November 2024



Company Background



Company-at-a-Glance	
Headquarters	Marlborough, MA United States
Year Founded	1979
Revenue	\$14.24B [2023]
Employees	45,000 Worldwide
Global Scale	Offices in 40 countries across six continents, and commercial presence in over 130 countries.
Customers/Output, etc.	Boston Scientific collaborates with healthcare professionals to develop a broad portfolio of meaningful innovations in cardiology, peripheral interventions, endoscopy, urology, and neuromodulation that improve outcomes, reduce costs, increase efficiencies and help more people around the world live longer, healthier lives.
Industry	Biomedical/Biotechnology
Stock Symbol	BSX (New York Stock Exchange)
Website	https://www.bostonscientific.com/en-US/Home.html



Company Background



Company-at-a-Glance	
Headquarters	Stockholm, Sweden
Year Founded	1986
Revenue	1,917 SEK Millions
Employees	1,200
Global Scale	36 offices located on six continents
Customers/Output, etc.	BTS partners with nearly 450 organizations, including over 30 of the world's 100 largest global corporations. The organization's clients are some of the most respected organizations in the world including Microsoft, SAP, Accenture, Coca-Cola, Salesforce, Citigroup, DBS, Salesforce, HP, Nike, Lenovo, Mastercard, Bank of America, and LV.
Industry	Professional Services
Stock Symbol	OMX Nordic Exchange Stockholm: (BTSE)
Website	www.bts.com

Budget and Timeframe



Budget and Timeframe	
Overall budget	Development: \$200,000 Facilitation cost per cohort: \$98,000
Number of (HR, Learning, Talent) employees involved with the implementation?	On the Boston Scientific side: 4 core project team members + 7 steering committee members On the BTS (solution provider) side: 5 core project team members and 3 dedicated PMO (project management operations) team members.
Number of Operations or Subject Matter Expert employees involved with the implementation?	On the Boston Scientific side: 46 senior leaders (interviewees) involved in discovery, 15 keynote speakers (supporting program launch calls), 15 panelists (supporting strategy presentations at the enterprise simulation workshop). On the BTS (solution provider): 3 business modelers, 2 graphic designers, 1 digital design lead, 7 workshop facilitators.
Number of contractors involved with implementation	11 ICF-certified coaches who supported assessment debriefs + 1:1 coaching and small group coaching.
Timeframe to implement	~6 months to design, develop, and implement
Start date of the program	Development Started March 2021 First cohort launched September 21, 2021

Fit to the Needs

Boston Scientific (NYSE: BSX) is a Massachusetts-based medical technology company that develops, manufactures, and commercializes devices with a focus on non-invasive treatment. Boston Scientific’s portfolio of devices and therapies help physicians diagnose and treat complex cardiovascular, respiratory, digestive, oncological, neurological, and urological diseases and conditions.

In 2020, Boston Scientific had over 38,000 global employees, manufacturing facilities spread across 11 countries, and Research & Development (R&D) centers in five global locations (China, Costa Rica, India, Ireland, and Puerto Rico). The company’s mission is to transform lives through innovative medical solutions that improve the health of patients around the world.



And, to do this, their strategy centers on five key areas:

- Driving growth with portfolio innovation, globalization, and new capabilities.
- Continued execution of category leadership strategy and portfolio diversification into higher growth markets that are fueled by internal innovation and strategic M&A.
- Accelerating and expanding capabilities to increase healthcare digital adoption.
- Maintaining a strong commitment to corporate social responsibility.
- Achieving financial goals for 6-8% organic revenue growth through 2026.

To bring this mission and strategy to life, Boston Scientific set out to develop a workforce of experienced senior managers across business segments who are preparing for their new roles to expand both laterally and vertically within the organization. The company knows that while most of these leaders have strong engineering and technical backgrounds, they need to develop the critical self-awareness, relationship-building skills, enterprise thinking, and financial acumen in order to be successful. In addition, the siloed nature of the organization (among divisions, functions, operations, and regions) not only creates knowledge gaps, but also encourages leaders to keep their best talent within their team and business area to ensure execution. This limits talent mobility, growth, and development. Making a concerted effort to close this talent gap was a key factor in launching a new experience for this population.

Targeting experienced and tenured Senior Managers II, who manage complex projects or initiatives, in different divisions, regions, and functions, Boston Scientific sought to develop a new signature leadership development program for this population. This was inspired by the realization that this population is critical for executing the business' growth plans and closing current gaps in capabilities. The program was designed with the following overall learning objectives in mind:

- To support Boston Scientific leaders in developing their leadership skills and contribution to overall business success.
- To create a member-based community within each program year, and relationship-building opportunities that support ongoing alumni connections.



- To cultivate high-performing leaders and their long-term commitment to Boston Scientific.

This senior manager program would blend virtual and in-person sessions over a 6–8-month period with a focus on experiential learning opportunities, featuring practical business simulations grounded in Boston Scientific’s current business environment to enable the application of concepts essential for the role and networking opportunities that build community. The program needed to encompass Boston Scientific’s Diversity and Inclusion Strategy: “Engage people of all cultures, ethnicities, gender identities, backgrounds, experiences, orientations, and beliefs, and empower all to share their ideas and perspectives, to drive the greatest breakthroughs for patients around the world.”

Boston Scientific conducted extensive interviews with its HR Leadership Team members, HR Business Partners, and business leaders when approaching how to craft this new senior manager program. These interviews determined the need for a new, innovative leadership accelerator program, which focused on:

- Increasing awareness of personal leadership strengths and development areas as a way of increasing leadership capacity.
- Using delegation, coaching, and feedback as a way to develop others.
- Adopting a broad business mindset and strategic enterprise thinking.
- Strengthening partnerships and alliances across BSC and applying collaborative (shared) leadership into action.
- Developing financial and business acumen in leaders.

In late 2020, Boston Scientific partnered with BTS. Together, they developed a blended and tailored learning experience under the sponsorship of the Global Talent CoE, and supported by a steering committee of seven global, regional, and functional talent and learning leads. The new program was called the ‘Advanced Manager Experience’ (AME), and was intended to help high-potential, experienced senior managers accelerate their readiness for future promotion to director roles.

This highly engaging, talent development experience combines assessment, coaching, leadership development, and enterprise and business acumen with learning assets that were customized to Boston Scientific’s business context, organizational structure, and the specific development needs of senior managers.



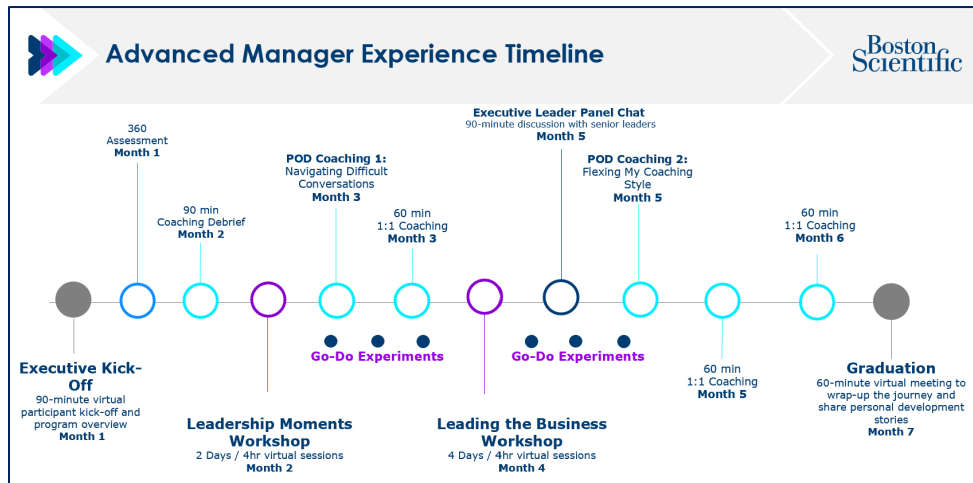
AME is designed to help senior managers:

- Reinforce leadership impact by accelerating their personal leadership strengths and improving in critical development areas.
- Develop others by improving ability to delegate, coach, and give high-impact feedback.
- Increase their ability to lead with a strategic mindset, grasping business complexities and driving organizational strategy.
- Leverage partnerships and alliances across BSC, reinforcing inclusion and collaboration behaviors.

The experience is divided into two core modules: **Leadership Immersion** and **Business Immersion**. These modules are supported by 1:1 coaching to sustain and embed learning at a personal level. At the heart of leadership immersion sits a custom leadership simulation that requires participants to work with a team of peers to tackle pivotal leadership scenarios in a simulated environment. These simulations are reflective of scenarios newly promoted directors regularly face at Boston Scientific and display what ‘great’ leadership looks like. In addition to the leadership simulation, participants focus on boosting leadership presence, influencing others effectively, collaborating across the matrix, developing and growing talent, and leading inclusively. In the Business Immersion module, leaders work in teams of five to step into the shoes of an executive senior leadership team. These teams run a simulated version of Boston Scientific and practice strategic decisions to develop their enterprise thinking. The Business Immersion module focuses on data-driven decision-making, improving broader business savvy, and financial acumen skills.



Here is a look at Boston Scientific's Advanced Manager Experience timeline:



The Advanced Manager Experience (AME) was designed to:

- Accelerate personal leadership strengths and improve development areas to increase personal leadership impact.
 - Based on self-reported survey responses, 94% of senior managers felt they had gained self-awareness of their strengths and developmental opportunities, and 88% felt that they were able to make progress towards their developmental leadership goals.
- Improve the participant's ability to develop others through delegating, coaching, and feedback.
 - Based on self-reported survey responses, 79% of senior managers felt their ability to deliver feedback and develop their team had increased.
- Increase ability to lead with a strategic mindset, grasp business complexities, and drive organizational strategy.
 - Based on self-reported survey responses, 94% of senior managers felt that their ability to think strategically across the enterprise increased as a result of the business simulation workshop.
- Reinforce inclusion and collaboration behaviors to leverage in partnerships and alliances across BSC.



- Based on self-reported survey responses, 93% of senior managers felt this experience helped them become a more inclusive leader, and 67% felt it helped them expand their network and build relationships.

Additionally, BTS conducted 46 interviews with key stakeholders and senior leaders across the enterprise to create two custom simulation experiences that allow managers to practice problem-solving in a safe environment, learn from each other, and build real capability and confidence to both execute on the Boston Scientific’s business strategy and demonstrate great core leadership behaviors.

The Business Simulation is modeled after Boston Scientific’s actual business and strategy including company mission, values, and culture; business model; role of each function in driving the strategy; and revenue, costs, and cashflow. In this simulation, leaders practice strategy planning and have the opportunity to run their simulated versions of BSC. By the end, participants gain an understanding of the impact their decisions have on BSC’s business and talent growth.

The Leadership Simulation features eight pivotal leadership moments that directors face at BSC, as identified through interviews, that allows leaders to practice ‘great’ behaviors reflective of BSC’s leadership behaviors. In addition, the winning metrics for the simulation reflects BSC’s four leadership core competencies: Strategic Leadership, Performance Leadership, People Leadership, and Collaborative Leadership. BTS created a playbook of ‘great’ behaviors for each pivotal leadership moment using interview data, BSC’s competency framework and behaviors, and BTS leadership research. By codifying the desired behaviors, Boston Scientific wanted learners to have a clear understanding of leadership expectations as well as shifts required of them when leading bigger and more complex teams and projects. The following is an example of a moment from this playbook:

4. When the need to move fast gets in the way of engaging with others to problem-solve holistically...

<p style="margin: 0;">TO BE A GREAT DIRECTOR...</p> <p style="margin: 0;"><i>Productive mindset: We are smarter together. We can see the bigger picture when we collaborate and involve the right people with the customer and patient in mind.</i></p> <ul style="list-style-type: none"> ▶ Proactively engage with others outside of your team and/or function to understand the interdependencies of the matrix, knowing that one group’s output will be another’s input ▶ Be willing to admit that you don’t know all the answers, perspectives, or potential obstacles ▶ Show curiosity around the “why” behind the work ▶ Graciously accept feedback and incorporate the ideas of others into solutions ▶ Know that sometimes you need to make decisions without having all the information ▶ Role model collaborative behavior by handling conflict with other areas/functions in a productive way 	<p style="margin: 0;">A NOT-YET-GREAT DIRECTOR...</p> <p style="margin: 0;"><i>Unproductive mindset: I don’t have time. I know what to do and what needs to be done. Involving others will only slow everything down.</i></p> <ul style="list-style-type: none"> ▶ Moves forward without further understanding the process or asking clarifying questions ▶ Relies on their own experience or “tribal knowledge” to navigate complex processes and the matrix of BSC ▶ Prioritizes their team’s deadlines and priorities ahead of the needs of the larger organization ▶ Encourages the team to continue to work as-is and meet deadlines without collecting different viewpoints ▶ Is protective and defensive of their own team’s outputs
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The program is highly differentiated because it offers custom simulation experiences, a “Great leadership moments” playbook, personalized assessment and coaching, as well as exposure to senior leaders as coaches (panels, fireside chats), and networking opportunities during graduation and other networking sessions.

Design and Delivery of the Program

Boston Scientific partnered with BTS on the design, development, and implementation of the Advanced Manager Experience (AME). AME was created to be an immersive experience that accelerated senior manager readiness for director-level roles by focusing on both enterprise and people acumen. The design process was governed by the BTS account manager and project lead, and by BSC’s global program manager and talent development specialist. The BTS development team consisted of six additional members, while BSC assigned a steering committee of six senior leaders to approve all deliverables. The entire design and development process was completed over seven months and in seven key phases:

- **Discovery and Information Gathering:** 46 interviews with senior leaders and key stakeholders were conducted, seeking input to develop an accurate representation of BSC’s business regarding short-term priorities, long-term objectives, key market drivers, current strategic initiatives, organizational structure, and external pressures. Input was also used to develop an accurate representation of the day-to-day experience for senior managers and a clear view of what ‘great’ leadership looks like. These interview findings were presented to the steering committee during an hour-and-a-half meeting approximately 4 weeks into the development process. AME was built around key findings from the interviews mapped to critical behavior shifts and to core skill and knowledge areas.
- **Leadership Simulation Concept:** During this 2-hour meeting with the steering committee, BTS presented a blueprint of the leadership simulation experience focusing on the pivotal moments that managers typically face that differentiate what “great” and “not-yet-great ” leadership looks like in each moment, linking each one back to the Leadership Core Competencies.



- **Business Simulation Concept:** During this working session with the steering committee, the committee approved the simulation structure, the winning metrics and hurdles, products, and unexpected events to ensure the simulated business accurately portrayed challenges and opportunities relevant to BSC. This was done ensure that simulation participants could easily transfer knowledge from simulation decisions and tradeoffs to real decisions and tradeoffs back on the job.
- **Development:** Once the steering committee signed off on the concept, BTS began developing AME in a way that balanced the reality of key business tradeoffs and leadership decisions at BSC with the simplicity of representing those relationships in a simulation. Simulations focused on the big ideas, allowing participants to draw their own connections between their leadership and impact on the business, and how their personal leadership behaviors accelerated business transformation and performance, ensured customer success, drove execution, and developed amazing talent. When the simulations were approximately 85% developed, BTS held a working session with the steering committee to get feedback on document content (the case study, market reports, and strategic initiatives), the simulation dynamics (tradeoffs, growth rates, and client priorities), and overall participant experience.
- **Testing and Finalization:** Following sign-off by the steering committee, development was completed, and Quality Assurance Testing followed. Additionally, multiple User Acceptance Testing (UAT) sessions were run to ensure the simulations and digital platform were fully functional before launch.
- **Pilot:** AME launched with an initial pilot cohort in September, 2021. Insights and feedback gathered throughout the journey refined assumptions made in the final development. The pilot cohort involved six facilitators, eleven coaches, and four BSC leaders who joined as guest speakers.



- **Post-Pilot Refinement:** following the Pilot cohort, Boston Scientific and BTS committed a full development week to review all program feedback and implement rigorous updates for future cohorts to enhance the learning experience. This involved building additional demonstration videos to orient senior managers with the simulation material, building additional participant guides to help participants capture key session takeaways, and adding a new strategy presentation to the business simulation to provide participants with an opportunity to practice communicating strategic intent. Lessons learned with regard to workshop scheduling and cadence of reminders for coaching sessions were also applied to planning for future cohorts. More information on detailed program updates following the Pilot cohort are available in section 5.
- **Deployment:** Since initial launch of the Pilot cohort, fifteen additional cohorts and over 250 senior managers have completed the Advanced Manager Experience. Seven new cohorts of approximately 170 senior managers will enter the program in 2024.

The experience was intended to be **100% virtual** and designed with best practices in mind: modularize the experience to shorten time requirements, simplify activities, promote constant discussion versus classroom training, and leverage highly interactive exercises, “keyboard” participation, and breakout rooms to keep participant engagement high.

A modular approach to the overall experience allowed the journey to be split into distinct, cohort-based experiences with two core focuses: leadership development and business acumen. Leadership development focused on bringing BSC’s leadership core capabilities to life, while clearly defining what “great” leaders do in pivotal moments. The business acumen focus drove a deeper understanding of the company’s matrix organization, the tradeoffs across divisions and regions, customers trends, and competition. An emphasis was placed on market share forecasting, revenue growth, operating profit margins, and return on invested capital.

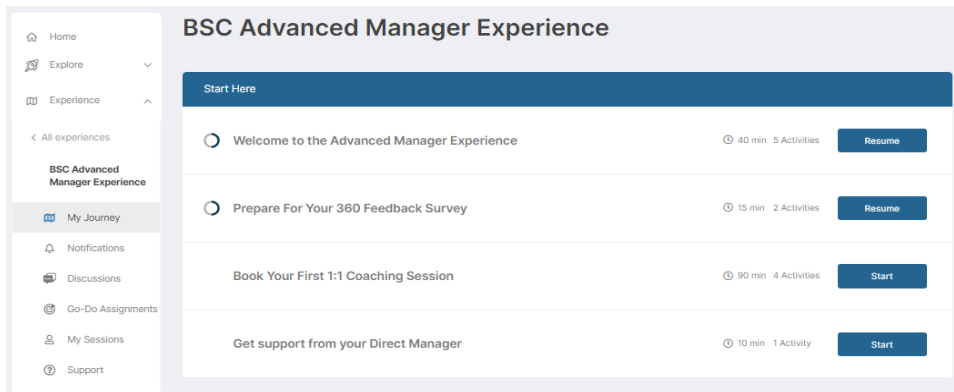
The use of a 360 assessment and four 1:1 coaching sessions woven throughout the journey supported the personalized learning and developmental needs of each participant, while allowing time and space for reflection on the daily application and the impact of the learnings from the cohort-based experiences.

Throughout the experience, senior managers had access to a **digital learning platform** (called Momenta) that provided an end-to-end view of their journey, held

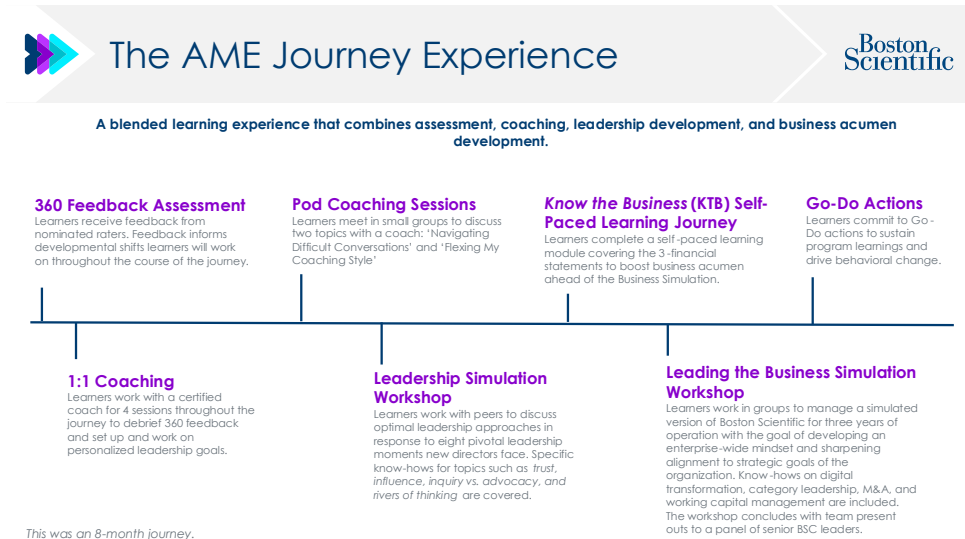


all content required to participate in activities (like prework and post-session actions), and provided quick access to all sessions (both facilitated sessions and 1:1 coaching calls). The platform allowed program owners to capture key insights and data that measured success against each session’s objective.

The following is a sample of what this platform looked like:



Here’s a closer look at what BTS delivered as part of the 8-month Advanced Manager Experience and what leaders experienced:





Multiple components comprise the AME journey:

- **Executive Kick-Off (90 minutes):** All cohort participants join this kick-off call where they receive information about the learning journey to come. They have the chance to hear a keynote speech from an executive sponsor on the ‘why,’ the ‘why now,’ and ‘how’ their participation in the program will prepare them for the future with BSC.
- **360 Feedback Assessment:** Participants receive feedback from nominated raters on their effectiveness across eight key leadership behaviors, including thinking strategically, fostering collaboration, and developing others. Raters include the participant’s direct manager plus an additional 10-12 individuals chosen by the participant from the following: peers, direct reports, mentors. Feedback from the 360 informs the developmental shifts that leaders will work on throughout the course of the journey with a professional, certified coach.
- **1:1 Coaching:** Leaders work with an ICF-certified coach to debrief their personalized 360 feedback report during a 90-minute call. On this call, participants set up their development goals for the journey and get support from their coach during three additional 60-minute one-one-one coaching calls. As part of this experience, leaders participate in an alignment session with their direct line manager to gain alignment and support on their objectives for the AME journey.
- **Pod (small-group) Coaching Sessions (90 minutes each):** Leaders meet in small groups (5-8 participants) to discuss two topics with a certified coach facilitator: ‘Navigating Difficult Conversations’ and ‘Flexing My Coaching Style.’
- ‘Navigating Difficult Conversations’ explores what gets in the way of navigating a difficult conversation and provides leaders with the tools to deliver a tough message in an impactful way.
- ‘Flexing My Coaching Style’ introduces leaders to four coaching styles, helps them discover their natural style, and guides them on how to flex their style to fit the needs of a particular individual.



- **Leadership Moments-Based Simulation Workshop:** Over the course of two virtual half-days, leaders practice responding to real leadership challenges in a simulated environment, demonstrating what “great” leadership behaviors look like when faced with these pivotal moments. These pivotal moments include:
 - When aligning on a common goal, leaders are required to influence cross-functional stakeholders.
 - When the goal of promoting diversity is jeopardized by a leader not acknowledging their own unconscious biases.
 - When leaders need to balance the speed of execution with longer term gains in talent growth.

Leaders work with their simulation team, choosing how they would respond and receive feedback based on what a “great” director would do, and what a “not-yet-great” director might do. Following the session, senior managers receive the leadership “playbook” that summarizes each of these moments and behaviors. The simulation is competitive, and each moment response impacts a series of winning metrics. Participants can use a limited number of these “Management Time Units” to make the experience more realistic. Winning metrics are as follows:

- **Team Performance:** Representing the quality of the individual metrics the team is responsible for in both their day-to-day tasks and their work on the digital initiative.
- **Inclusive Leadership:** Measuring how well they created an environment where all of their team members felt valued, cared for, and given space to speak.
- **Cross-functional Collaboration:** Showing how well they worked with peers and other leaders outside of their immediate division.
- **Business Results:** Representing how well the simulated business as a whole executed on its financial goals and organization-wide initiatives.



- **Know the Business Self-Paced Learning:** To sharpen business and financial acumen ahead of the business simulation workshop, participants complete a digital, self-paced course covering the essentials of financial reporting, financial statements, and financial ratio analysis. The module combines learning bursts, interactive exercises, quizzes, simulations, and tools, in an engaging experience to make the content accessible and engaging.
- **Leading the Business Simulation Workshop:** In this four day long, half-day virtual session workshop, learners work in their simulation teams to manage a simulated version of Boston Scientific for three years of operation with the goal of developing an enterprise-wide mindset and sharpening alignment to strategic goals of the organization. Woven throughout the simulation experience are business and leadership dialogues, or “know-how” sessions, that focus on specific topics like digital transformation, category leadership, M&A, and working capital management. At the end of the workshop, each team presents their strategy to a panel of senior BSC leaders and reflect on their experience of planning and executing the strategy, and the results and key learning points they took away.
- **Go-Do Actions:** Following virtual sessions, senior managers were given Go-Do actions to help sustain learning back on the job. Go-Do Actions help managers apply what they’ve learned in order to sustain that knowledge, drive behavioral change, and move the organization forward. These actions are tracked on the Momenta virtual platform to drive accountability.
- After the leadership workshop, managers can select from eight Go-Do Actions, each associated with a pivotal moment from the simulation as listed below:

Pivotal Leadership Moments	Go-Do Actions
Moment 1 When aligning on a common goal requires you to influence cross-functional stakeholders	Given your current role, your short-term aspirations and your longer-term plans, list the people you need to influence, who you would prioritize and why.



Moment 2

When you need to articulate an inspirational message that underpins team goals and expectations

During a team meeting, set aside time to highlight a strength and share the impact of a recent contribution for each team member.

Moment 3

When you need to be mindful of everyone's diversity as you create an environment for inclusion

Hold a 1:1 with each of your direct reports. Use the time to gauge the inclusivity on your team.

Moment 4

When the need to move fast gets in the way of engaging with others to problem-solve holistically

Map the lifecycle of your work by meeting with one upstream and one downstream colleague to better understand the flow of the business and how your project work impacts other units.

Moment 5

When the goal of promoting diversity is jeopardized by your own unconscious biases

Ask team members to suggest areas for improvement, for creating an inclusive environment, and identify strengths to build upon.

Moment 6

When winning as a cross-functional team is jeopardized by actions intended to protect your function

Set-up a meeting with your peer leader, who you frequently “compete” with for resources or funding and ask them to walk you through key projects & activities and how these will benefit the company.

Moment 7

When you need to dial up your communication, presence, and empathy

Ask your team members, or even your manager, for both positive & constructive feedback about how you handled a recent “crisis situation”. Reflect on the input you



when dealing with a crisis

receive and plan how you want to respond the next time you encounter stressful situation.

Moment 8

When you need to balance speed of execution with longer-term gains in talent

Schedule coffee chats with at least two HIPO junior team members to learn more about their career aspirations and progression goals. Commit to an actionable, time-based stretch opportunity by the end of the meeting.

- After the **‘Navigating Difficult Conversations’ Pod Session**, senior managers are asked to identify two individuals with whom they would like to have a feedback conversation with. They use the feedback tool learned during the session to prepare for and plan out the conversation.
- In the **Business Immersion Workshop**, leaders commit to a personalized Go-Do action based on development priorities they identify in the session.
- **Discussion Forums**: Throughout the journey, leaders are provided with discussion prompts to encourage sharing insights, reflections, and learnings with one another. The following are examples of some of the discussion prompts:
 - What session were they most excited to experience in the learning journey and why?
 - What key takeaways from the Go-Do Actions did they try out after the leadership workshop?
 - How did the Go-Do Action they completed following the Business Immersion Workshop impact them, their team, and the business?



- **Graduation (60 minutes):** The Advanced Manager Experience ends with a graduation call that celebrates the completion of this multi-month journey and provides leaders with the opportunity to reconnect once more with their cohort and share the learnings and successes accomplished along the way. They are encouraged to record a 2-minute testimonial video with 1-2 takeaways from the program and upload it to BSC's SharePoint site. To-date, nineteen videos have been recorded and shared across BSC to build awareness for the program, improve its branding, and drive engagement and enrollment from regions, divisions, line managers and prospective participants.

To share more on the custom 360 Assessment that sets the tone for the entire AME program, the assessment rating criteria and additional information are provided below.

The 360 was custom-built in partnership with BTS, and focused on the critical behaviors that director-level leaders needed in order to be successful in the role:

1. **Think Strategically:** Grasping complexities and behaving in a way that aligns to the organization's strategy.
2. **Make Sound Decisions:** Making data-driven decisions under conditions of uncertainty.
3. **Encourage Innovation and Transformation:** Generating and championing innovative ideas to increase efficiency and results.
4. **Display Agility and Resilience:** Responding resourcefully to challenges.
5. **Drive Execution:** Conveying clear expectations for achieving results.
6. **Develop Others:** Investing in long-term development of teams through teaching, coaching, and feedback.
7. **Foster Collaboration and Teamwork:** Engaging in productive partnerships across the organization.
8. **Influence Stakeholders:** Advocating for ideas to gain buy-in and support.



At the end of the 90-minute debrief with their coach, leaders created a development plan that focused on the impact they wanted to achieve and the behaviors they would need to change in order to bring about these outcomes. Using this development plan, the coach tailored the additional three, 60-minute sessions to accelerate progress toward the objectives and goals identified. Leaders were encouraged to meet with their manager to share their development plan and align on additional support that would be required throughout the AME journey.

Adoption of the Program

Out of 359 managers nominated for the Advanced Manager Experience, 348 completed the experience (97%). Of the approximately 3% of managers who did not complete the journey, the main reason was attrition from Boston Scientific or major life events, such as family leave, which caused managers to pause their participation for continuation at a later date. This completion percentage exceeded the goal of 95% program completion.

We attribute the high levels of program completion to the following actions listed as follows.

Kickoff



As mentioned in the prior section, AME begins with a full-cohort virtual kickoff call. This builds inspiration and excitement for the program and also provides clear guidance on how to get started and how to complete the journey. In the kickoff call, Boston Scientific shares the motivation behind the program and its position in the overall career development framework. BSC also invites a senior leader (VP level or above) to speak for 30 minutes, sharing their personal leadership journey, tips for success in the program, and how the program can support each participant's career development.

Through the remainder of the call, BTS walks participants through program objectives and all milestones, building visibility and setting learners up for success. To close, learners receive a demonstration of the virtual platform, Momenta. The platform serves as a one-stop-shop for participants to network with their peers, book coaching sessions, and access all resources and pre-work related to workshops.

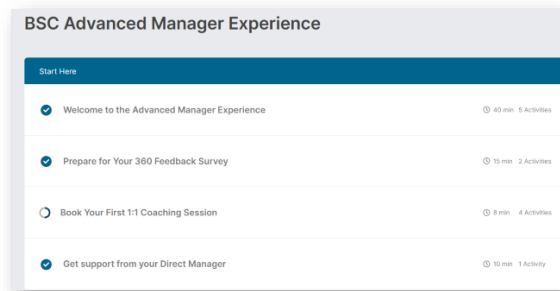


Following the Kickoff meeting, all participants receive an email summarizing key points and next steps. A recording of the meeting is provided for any participants unable to attend.

A sample of guidance provided for next steps during the call is provided below:

 **Next Steps** 

- You will receive an email from noreply@bts.com with a link to the BTS Momenta Platform. Your login details will be included in that email. The link access to your portal is: <https://bsc.btsmomenta.com>
- Once you log in, complete all the steps in the [Start Here](#) section:
 - Review the program introduction
 - **Follow the instructions on how to nominate your raters for the 360 Feedback survey**
 - **Follow the instructions to schedule your first 1:1 coaching session – you can book right away!**
 - Pod Sessions are pre-assigned, however you can adjust as needed on Momenta



Mandatory Requirements for Graduation and Badging

In order to sustain engagement, completion of all coaching sessions and attendance at all workshops is mandatory for graduation. Participants are incentivized to meet requirements in order to earn an AME badge that signifies their successful completion of the program. This badge can be displayed on LinkedIn as a way for managers to socialize their accomplishments and build awareness for the program.

Tracking and Reminders

To address lapses in engagement, the BTS Momenta platform sends automated reminders ahead of all coaching sessions and workshops to remind participants to take action on their commitments. These reminders encourage participants to try out the new behaviors that the program is intended to help implement.

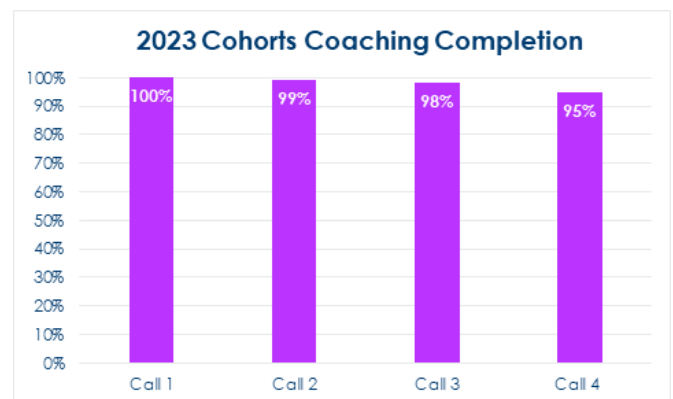
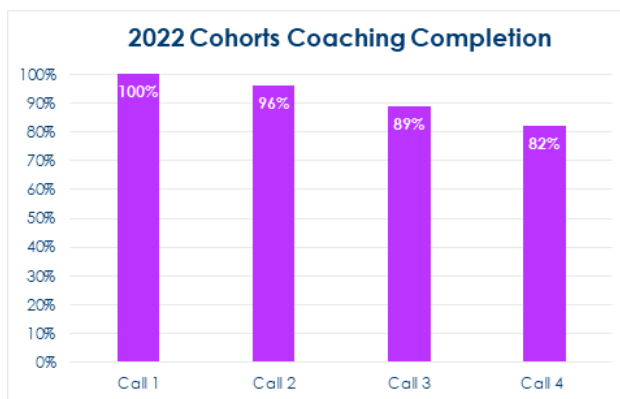
BTS has a dedicated project management team that monitors coaching completion for all participants. Boston Scientific sends personal reminders to any learners who may be falling behind in the process, to ensure completion. This drives high engagement throughout the program and prevents participants from falling too far behind.



Regular Coaching Cadence

Boston Scientific provides guidance for learners to complete their coaching sessions in pre-defined windows dispersed throughout the experience timeline to establish a regular cadence of working toward their personal development plan. To ensure that learners have future calls scheduled, coaches work with participants at the end of each call to book their next session. This is done to help participants plan ahead and find a time conducive to their learning.

Through the combination of advanced booking, frequent reminders, and the inclusion of coaching completion as a requirement for graduation, there was substantial improvement in 2023 on-time completion rates as the following graphs indicate. Coaching call four, for example, saw a 15.8% increase in timely completion in 2023 cohorts compared to those of 2022.



Sustaining Learning After Workshops

As highlighted in the previous section, participants commit to Go-Do actions following simulation workshops. To drive accountability towards completing these actions, senior managers are asked reflect on key takeaways on the Momenta platform in a public discussion thread visible to their cohort peers and share Go-Do outcomes with their manager ahead of graduation. More information on Go-Do outcomes is available in section four.

By keeping a close eye on participant engagement and making specific design choices to build and sustain momentum, AME has enjoyed high learner adoption, particularly in 2023 compared to 2022, which has in turn fueled continued demand for the experience within the senior manager population, as evidenced by continued nominations in 2024.



Measurable Benefits

The results of the Advanced Manager Experience are measured in four key ways. These include:

- I. Survey data that measures senior manager feedback on how the program components tied to specific program development objectives
- II. Go-Do reflection data, submitted by participants to a public forum on the Momenta digital platform, to measure tangible business impact of managers partaking in commitments following program workshops
- III. NPS survey data collected to measure manager likelihood of recommending program simulation workshops to colleagues
- IV. Demographic data that tracks how AME nominations have helped Boston Scientific reach gender-diversity goals related to increase women representation in senior roles

I. Graduation Surveys

At the program graduation call, participants are asked to assess how respective program components helped them achieve specific learning outcomes. This served as our key measure of ROI since it connects to tangible, intended development outcomes set for the program.

The results of the graduation surveys are as follows:



Out of 222 responses, 93% of respondents agreed or strongly agreed that their self-awareness of their strengths and developmental opportunities increased as a result of the 360 Assessment feedback they received.



With the help of their coach, 89% of the 222 respondents agreed or strongly agreed that they could identify individual developmental leadership goals to work toward during the AME program.



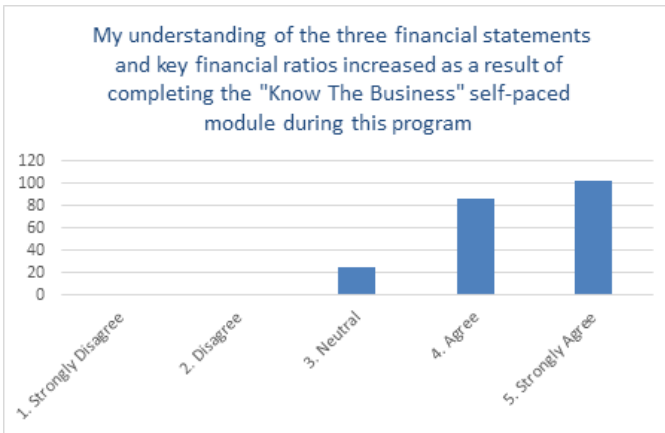
90% of those 222 respondents agreed or strongly agreed that they were able to make progress toward their development leadership goal.



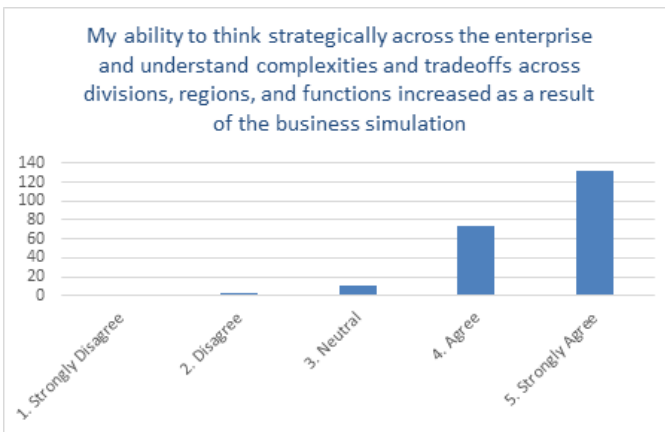
Through the Pod coaching experiences, 81% of the 222 respondents agreed or strongly agreed that they increased their ability to deliver feedback and develop their teams more effectively.



Of the 222 respondents, 67% agreed or strongly agreed that exposure to senior leadership during the program expanded their network and knowledge of diverse leadership perspectives at BSC.



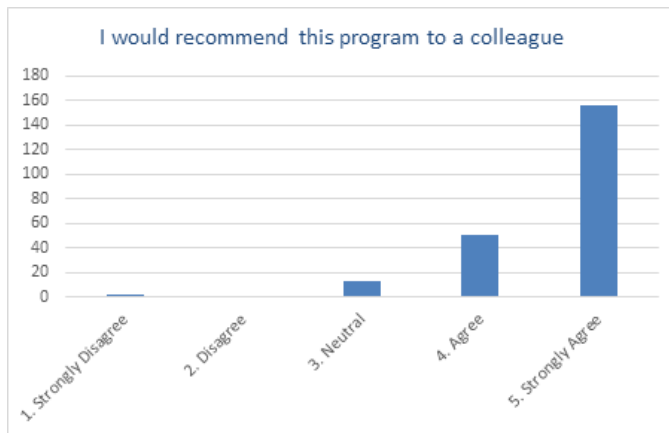
Of the 222 respondents, 86% agreed or strongly agreed that their understanding of the three financial statements and key financial ratios increased due to the "Know the Business" self-paced module.



94% of the 222 respondents agreed or strongly agreed that their ability to think strategically across the enterprise and understand complexities and tradeoffs across divisions, regions, and functions increased as a result of the business simulation.



81% of the 222 respondents agreed or strongly agreed that their Go-Do experiments helped them apply and sustain learning, and put those learnings into action for themselves, their team, and the business.



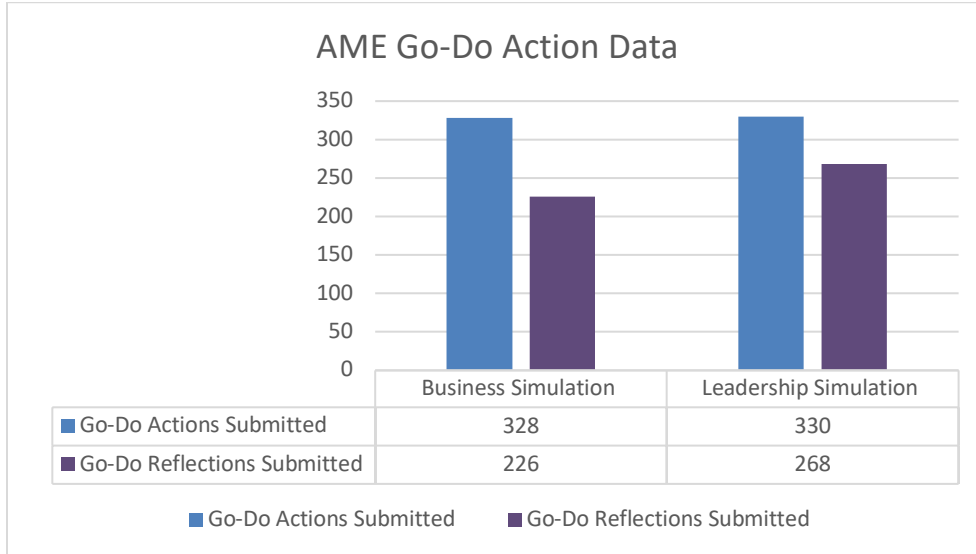
93% of respondents agreed or strongly agreed that they would recommend AME to a colleague.

III. Go-Do Action Tracking

Participants commit to “Go-Do actions” to apply key takeaways from the leadership simulation and business simulation sessions back on the job. Following completion of the Go-Do action, participants share reflections on personal, team, or organizational outcomes that they achieved as a result of taking the action. Reflections are compiled in a group discussion forum, visible to cohort peers, to serve as an inspiration for others. By reviewing submitted reflections, Boston Scientific is able to measure tangible, on-the-job benefits stemming from the workshop learnings and the action it inspires. Sharing outcomes in the discussion forum is also a key way for senior managers to take inspiration from others. This contributes to a culture of sharing best practices that fits with stated goal of helping senior managers move beyond their siloed view of the business to a more holistic enterprise understanding in preparation for more senior roles. Moving beyond a siloed view also increases potential for talent mobility in the organization which is critical as Boston Scientific continues its trajectory of extensive growth.



As the data below indicates, the Advanced Manager experience served as a catalyst for applying learning back on the job via the Go-Do actions.



Samples of Go-Do reflections are included below.

Business Simulation Go-Do Reflection Samples:

“The Go-Do action provided me with the opportunity to review the 2022 performance report with a better understanding of the business as a whole. Applying learnings from the business simulation helped me to understand “the why” behind the direction the business is taking in the year ahead, and how it aligns to our mission and values.”

“Following the business simulation, I set aside time to meet with cross-functional peers more regularly as my Go-Do action. In the process, I have gained a better understanding of what considerations are important to them in their decision-making process. This has provided me with new perspective, and I am now better able to influence across the organization given my understanding of their viewpoint and needs.”

“Continuing momentum in building my financial acumen was a key area of focus coming out of the business workshop. Through my Go-Do I worked with relevant individuals within my network who have supported my understanding of the financial considerations that go into organizational decisions. This has made me a more well-rounded manager where I can now run my team from the business sense and not just from the quality/compliance side.”



“Working in the manufacturing world can sometimes lead you to solely focus on internal metrics such as efficiency or service level. This workshop and my Go-Do action help me to better connect how our part of the business connect with company profitability at the enterprise level. It also helped me be more intentionally aware of the financial picture of the different production units and the site. I am now better able to explain to my team how their actions impact business outcomes.”

Leadership Simulation Go-Do Reflection Samples:

“I completed Go-Do action number one; the stakeholder mapping activity. I had previously never considered my network as an avenue for development and career progression. I have always focused on my work and results and let them speak for themselves. I believe this has been short sighted and may have been a potential hinderance to my development. After reviewing my network strategically through the stakeholder mapping exercise, the major takeaway for me is that I have only focused on one influencer within my network (my direct Manager/Director). He is absolutely an advocate for me, but I now need to focus and deliver for my entire network to continue to grow as a leader. With my new network map, I now have a plan in place to move forward with.”

“I completed the Go-Do action associated with moment 8; when the need to balance speed of execution must be measured against long-term gains in talent. I applied it in a conversation with two high-potential members of my team. This allowed me to gain a deeper understanding of their challenges, motivations, and career aspirations. These direct reports valued the opportunity to share their perspective and as a result of being a better listener, I was able to identify attainable stretch assignments for these team members that improved their engagement and drove results for our division.”

“I recently completed the Go-Do for Moment 2 during my Divisional Sales Leadership Meeting to practice sharing inspirational messaging that articulates our team goals. At the opening of the meeting, I set expectations and goals for the two days, highlighted an individual strength each manager brings to the team, and encouraged others to lean in and learn from their colleagues. The benefits were twofold. My managers appreciated the recognition and saw how each contributed to the team and could be a resource for others. I will continue this practice during future meetings.”



III. NPS

NPS surveys are conducted after each simulation session (leadership and business simulations mentioned in section two) to gauge senior manager satisfaction and their likelihood of recommending the experience to a colleague. In addition to providing an NPS score, senior managers share qualitative feedback on what went well and what they recommend for improvement.

Average NPS Score for all workshops (30 in total) = 73.7

Average NPS Score for Business Simulation Workshops (15 in total) = 71.7

Average NPS Score for Leadership Simulation Workshops (15 in total) = 75.67

IV. Demographic Goals

As part of the 3UP initiative Boston Scientific has identified the priority of increasing women representation in leadership positions. As such, Boston Scientific sought to ensure adequate female representation in the AME journey to ensure that the senior leadership bench includes strong women candidates. In 2021, 41.9% of the global Boston Scientific population was female. Boston Scientific planned for the percent of women nominated for AME to be at least 5% points higher than this overall population figure. At the conclusion of the 2023 cohorts, 47% of all graduates were women, thus helping Boston Scientific reach this stated gender diversity goal for AME and increase overall progress on the 3UP initiative.

Overall

Boston Scientific and BTS agreed to use an AGILE approach to program design and development. Through several sprints content was created and developed. After the Pilot, the team implemented a series of continuous improvements. Such as those outlined as follows. For additional details on specific actions implemented to drive improvements to respective elements of the program, please see detailed explanations below.

Summary of key updates made to the 360 Assessment:

Boston Scientific provided more lead time for nominated raters to submit their 360 feedback for the program's learners. This led to higher completion rates and richer data for learners to leverage with their coach as they assessed their strengths and opportunity areas which informed their development objectives for subsequent coaching sessions.

**Summary of Key updates made to improve the coaching experience:**

Coaches worked with senior managers to book subsequent coaching sessions at the end of each coaching call. Booking in advance allowed learners to be proactive in finding times that worked best for their calendar and protected their time so they could fully engage with the session. This led to higher completion rates and more engagement.

Boston Scientific also ensured that all cohorts following the pilot had multi-lingual coaches. This allowed all learners to complete their coaching sessions in their native tongue.

Summary of key updates made to workshop scheduling:

To ensure that senior managers can fully engage in the experience, an additional layer of stress-testing and review was implemented when selecting workshop dates in 2023. The goal was to avoid sessions coinciding with key internal milestones (such as quarter-end periods or planning periods) so that participants can truly lean into the workshop experiences with as few distractions as possible. Additionally, all cohort kickoff dates were intentionally placed in the first quarter to ensure that the program could be completed within the calendar year.

Summary of key updates made to the Leadership Simulation:

Boston Scientific learned that senior managers are keen to access the research and tools behind the key leadership frameworks introduced in the leadership simulation. Accordingly, a detailed participant guide was created for managers as a takeaway from the program which provides the tools and research-backed frameworks covered in the leadership know-hows. By providing these tools as a reference, managers are better equipped to share these tools with their teams and apply learning back on the job.

Summary of key updates made to the Business Simulation:

1. Boston Scientific learned that the simulation model, which includes multiple pages and upward of fifty decisions, can become overwhelming for learners when they experience it for the first time. Additionally, the financial concepts covered in the business simulation can be overwhelming to those without a strong finance background
 - a. To address this challenge and better prepare learners to navigate the model, BSC created a professionally voiced, simulation demonstration video, available on the Momenta platform as pre-work



for all participants in post-pilot cohorts. Additionally, a self-paced finance acumen module was added to the platform as pre-work.

A visual of the simulation demonstration video is included below:



2. Boston Scientific learned that this population can benefit from additional practice in communicating strategic messages, particularly to senior audiences.
 - a. To provide opportunities to practice communicating strategic intent, following the pilot cohort, strategy presentations were added in the business simulation. Strategy presentations provide managers with an opportunity to practice executive communication in a succinct fashion. On the final day of the simulation, a Boston Scientific Vice President joins as a panelist, playing the role of a Wall Street analyst, and engages with the teams as they present their overall strategy and projections. Teams complete this presentation using template slides that are provided. After their pitch, teams participate in a Q&A from the panelist.

Below are visuals of guidance provided to participants in terms of objectives and format for presentations:

▶
Strategy Presentations
▶

Objectives

1. Practice communicating strategic messages and inspire confidence in your ability to communicate business results and goals
2. Deliver succinct messaging in the face of time constraints

▶
Strategy Presentations
▶

Format

Presentations will not be more than 12 minutes in length and will have 2 parts:

- Part 1: 6 minutes will be dedicated to the simulation experience
- Part 2: 3-5 minutes Q&A

Everyone participates:

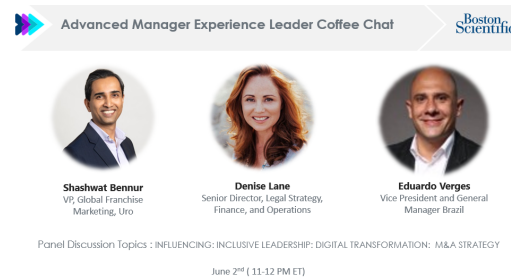
- The slide template that you receive will include multiple slides. Each team member should speak to a slide

You will have a 50-minute calendar hold to prepare today + any additional discretionary time



- 3. Boston Scientific learned that there are particular topics from the business simulation, such as M&A strategy and digital transformation, that senior managers are keen to learn more about.
 - a. To share more on these topics, Boston Scientific introduced a new program component in 2023: virtual coffee chats with senior leaders. These are 60-minute meetings where Vice Presidents and Senior Directors are invited to serve as a panel. These leaders share perspective on topics of interest from the simulation (these topics are unique by cohort) and engage in Q&A.

Below is a visual of a coffee chat flyer:



Results

The steps listed above drove measurable improvement in the participant experience. As a data point to capture this, we can review NPS data from the two program workshops and compare scores from the first three cohorts to graduate AME in 2022 to the most recent graduating cohorts which completed AME in the Fall of 2023. The NPS results indicate a significant improvement over time, as the more recent cohorts were more likely to recommend the experience to a colleague.

Leadership Simulation NPS, comparison of first three cohorts vs. the three most recent cohorts:

<u>First 3 Graduating Cohorts</u>	<u>NPS</u>	<u>Most Recent Graduating Cohorts</u>	<u>NPS</u>
Pilot Cohort (Q1 2022)	55	Cohort 13 (Q3 2023)	91
Cohort 2 (Q2 2022)	62	Cohort 14 (Q3 2023)	100
Cohort 3 (Q2 2022)	59	Cohort 15 (Q3 2023)	90



Business Simulation NPS, comparison of first three cohorts vs. the three most recent cohorts:

<u>First Three Cohorts</u>	<u>NPS</u>	<u>Most Recent Cohorts</u>	<u>NPS</u>
Pilot Cohort (Q1 2022)	54	Cohort 13 (Q3 2023)	78
Cohort 2 (Q2 2023)	64	Cohort 14 (Q3 2023)	88
Cohort 3 (Q3 2023)	79	Cohort 15 (Q4 2023)	82

Looking to the future:

By making continuous improvements to address feedback, overall satisfaction with the Advanced Manager Experience continues to improve. This has led to increased socialization of the program within Boston Scientific and continued demand for the program among senior managers. In 2024 seven new cohorts will launch featuring approximately one-hundred-seventy-five participants with representation from five continents. This represents one additional cohort compared to 2023.

The success of AME has also created a burning platform to provide Directors with a similar experience targeted to the specific capability needs and gaps of this population. Therefore, Boston Scientific and BTS are piloting a new program for this audience in the spring of 2024. Due to the success and positive feedback from AME, the learning architecture is similar with modifications made to content and learning objectives made to suite the more senior audience.



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