



Transforming Healthcare Data Leadership: How Datavant Built an Elite Leadership

Datavant

Best Leadership Development Program

November 2024



Company Background

datavant

**Protect.
Connect.
Deliver.**

Company-at-a-Glance	
Headquarters	San Francisco, CA
Year Founded	2017
Revenue	~\$1B
Employees	10,000
Global Scale	US, Canada, UK
Customers/Output, etc.	Healthcare Providers, Healthcare Insurance and life Sciences
Industry	Healthcare
Website	www.datavant.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	\$3.1MM
Number of (HR, Learning, Talent) employees involved with the implementation?	12
Number of Operations or Subject Matter Expert employees involved with the implementation?	40
Number of contractors involved with implementation	0
Timeframe to implement	18 months
Start date of the program	June 2022

Fit to the Needs

An internal assessment at Datavant revealed a critical need to enhance leadership capabilities. The evaluation highlighted a decline in performance, a languishing company culture, high attrition rates, widespread resistance to change, and concerning results from employee sentiment surveys. These surveys indicated that essential leadership best practices were only occurring in isolated pockets across the organization, and there was a limited leadership pipeline for future succession.

Historically, promotions and leadership progression were based on strong technical capabilities rather than proven leadership skills or evidenced leadership potential. Lack of engagement in performance and talent management meant that many employees did not receive regular feedback from their managers, lacked meaningful one-on-one interactions, were not aligned on goal setting and performance issues were not being suitably or proactively identified or addressed. In response, the CEO, PLO, Chief Talent Officer and Head of Talent Transformation reached a consensus on the necessity for force-multiplier leaders at all organizational levels to initiate a profound transformation. Our leadership development strategy was created to align with the organization's mission to connect the world's healthcare data. We aim to develop strong, progressive leaders who embody and promote our core values, drive positive change, navigate the complexities of today's business environment and drive sustainable success.



One of our four long-term strategic objectives is to "Build an outlier team & culture," and our leadership development strategy is intrinsically tied to achieving this goal. Provide a description of the leadership development program. What goals did you establish and were they achieved? Did this program tie into organizational objectives?

Details:

The Leadership Development Goals established and achieved include several key areas. First, setting and raising the talent bar for leaders involves establishing clear leadership standards and continually elevating them to ensure high performance. Second, creating individual growth paths ensures that every leader has a tailored development plan aligned with their needs, opportunities, and roles. Third, ongoing development is fostered through regular training and development opportunities, ensuring continuous growth for leaders. Lastly, building a robust leadership pipeline aims to develop leaders at all organizational levels.

Our leadership development program is designed to align with and support the achievement of our long-term strategic objectives. By setting a high talent bar, fostering individual growth, and ensuring continuous development, we are building the leadership capability required to drive our mission and achieve sustainable success.

A robust talent differentiation process was established, assessing the entire organization on performance and behaviors tied to our core values. This process, though complex in development, is simple in usability and understanding for both employees and leaders. Through this assessment and differentiation tool, our leadership development strategy becomes actionable and impactful.

Design and Delivery of the Program

Our leadership development program is designed to offer multiple layers, skills and pathways tailored to the specific needs of each leader and the organization. Initiated by the talent assessment process described above, individualized growth paths can draw from multiple categories of offerings. Key focus areas and course overviews include:

Leadership Essentials Programs:

LEAD: In-person immersive, comprehensive, experiential leadership development course for leaders of teams or project groups. Focus areas include enhancing self-awareness and critical leadership skills such as communication skills, conflict resolution, prioritization, productivity, building trust, empowerment, emotional intelligence and effective goal setting.



New Hire Leader Onboarding: Virtual training covering leadership vision, alignment with company strategy, fundamental leadership expectations, behaviors, practices and available tools.

Promotion Training: Support for individuals transitioning from individual contributor roles to people leader roles.

Leadership Skills Refresher: Focused on the individual and leading others to realize shared outcomes. This course explores 4 essential roles of leadership and strategies to realize them: Leaders learn to inspire trust, create a vision, execute strategy and develop leadership potential in others.

In-Person Skill Accelerators:

Change Agility: Experiential training to develop a greater change mindset to not only embrace but thrive through change. Participants build awareness of the drivers for change and their individual response to it, learn how to manage through ambiguity to set meaningful goals, reduce self-imposed roadblocks and effectively drive lasting impactful business transformation.

Communicating with Impact: Training to demystify communication strategies and provide essential tools to build and deliver messages that are meaningful and resonate with the intended audience. Elevating strategic and tactical communication skills, ensuring clarity and impactful delivery in any situation.

High-Potential talent accelerator Programs:

Ignite: Exclusive, nomination-based 6 month blended leadership accelerator designed to groom high-potential salaried individuals into exceptional leaders.

Aspire: Exclusive 5-month program focusing on career and leadership skills to develop emerging leaders from within the hourly population.

Coaching and Mentoring:

Executive Coaching: One-on-one individualized coaching for senior leaders.

Skill-Specific Coaching Pathways: Focused on skills including fostering an empowered culture and building executive presence.

Integration in High-Potential Programs: Coaching to ensure learning is translated into practice.

Coaching circles and group coaching: focused sessions involving individuals sharing best practices, leveraging collective intelligence to solve problems and developing other leaders.

Career Coaching: Guidance for career development and progression.

Cross-Organization Mentoring: Mentoring programs that foster knowledge sharing and growth across departments.



Access to Business Leadership:

Executive Roundtables or 1:1 Interactions with executive leaders to share best practices, develop network and provide exposure for future progression.

Live Interactive Webinars:

Covering specific leadership skills such as the art of feedback, translating leadership messages, and maximizing team productivity.

Self-Paced Online Learning:

Over 70 courses designed to fit into the flow of work, allowing leaders to learn at their own pace.

Support for Leadership Development Goals and Learning Objectives:

These initiatives are designed to:

- Enhance leadership skills and capabilities at all levels. The leadership expectations and standards are consistently set across these offerings, and the up-leveling of talent contributes to the leadership pipeline and succession planning across the organization.
- Ensure leaders are well-equipped to meet current and future challenges through the individualized nature of the growth paths.
- Promote a culture of continuous learning and development for leaders at all levels through the variety and regularity of development offering and opportunity.
- Align leadership practices with the organization's strategic goals and ensure the offering continues to evolve with the ever-changing needs of the organization.



Adoption of the Program

The leadership development program has been positively adopted across the organization. Through a combination of strategic engagement, addressing initial challenges, and integrating development into performance management, we achieved a high level of participation and support for the holistic program.

We faced several challenges along the way which we addressed to drive engagement and success:

1. **Time Commitment:** One of the biggest challenges was getting leaders to support their teams in dedicating time to the courses while balancing their workload, especially the in-person sessions and the intensive talent accelerator program (which required a six-month commitment).

Solutions: We addressed this by:

- Offering multiple sessions for in-person courses to ensure that leaders in the same function were not absent from the business simultaneously.
- Providing flexible learning options, both synchronous and asynchronous options for certain key topics. For instance, "Translating Leadership Messages" was available as a 90-minute condensed webinar and as an intensive 3-day in-person experiential course "Communicating with Impact."
- Amalgamated learning for the most intensive programs, incorporating blended learning approaches for skill accelerator programs to allow for flexible participation.

2. **Integration with Performance Management:** Ensuring that leadership development was seen as integral to the organizational strategy rather than an optional extra.

Solutions:

- We embedded growth options directly into the performance management process so development paths are directly tied to performance ratings, values alignment, identified skill gaps and opportunities for growth.
- Leadership development options are selected and endorsed by the individual's direct supervisor, promoting ownership and accountability on both sides of the training relationship.



3. Addressing Specific Development Needs: Identifying and addressing the most critical leadership development gaps across the organization.

Solution:

- We built a sentiment analysis engine to identify and analyze common and critical skills gaps in leadership development identified across the enterprise. We then developed targeted training offerings to directly address these needs, such as the "Communication Skills Accelerator" and the "Influencing Cultural Dynamics" webinar.

4. Senior Leadership Support: Gaining active participation and support from senior leaders.

Solution: We secured direct support from key senior leaders by:

- Inviting senior and executive leaders to attend in-person learning summits to address participants directly and provide networking opportunity.
- Subject Matter Experts: Engaging the leaders themselves as subject matter experts in training sessions and roundtables, sharing their personal experiences and challenges and illustrating the practical application of the leadership skills being taught.

Measurable Benefits

The leadership development program has yielded substantial measurable benefits, significantly enhancing leadership effectiveness, employee engagement and overall organizational performance. By employing robust metrics and feedback mechanisms, we have been able to track the program's impact and measure its return on investment (ROI). Specific measurable benefits and metrics include:

1. Overall Learning Experience:

Net Promoter Score (NPS): The overall learning NPS for the leadership development program is 98%, indicating high participant satisfaction and willingness to recommend the program to others.

Immediate Application of Learning: 98.8% of respondents reported that they could apply something they learned immediately, demonstrating the practical value of the training.

2. Performance Management Understanding:

Clarity in Performance Ratings: 87% of employees now understand how they are rated in terms of their performance due to the communication from their people leader, up from significantly lower levels before the program's implementation.



Feedback Frequency: 83% of employees have received feedback from their manager in the last month, highlighting a strong culture of continuous feedback.

3. Leadership Adherence and Impact:

Performance Management Adherence: Leader adherence to performance management processes is at 100%, a 238% increase from the previous process. This demonstrates the program's success in embedding performance management into daily leadership practices.

Behavioral and Impact Changes: 91% of participants' leaders have observed a demonstrable change in behavior and impact since their involvement in the leadership development program, validating the program's effectiveness in driving real, positive change.

Involuntary Exits: There has been a 44% increase in involuntary exits since the introduction of the leadership development strategy, indicating more proactive management of low performers and a commitment to maintaining a high talent bar.

4. Promotion and Advancement:

Progression: As an example, the promotion rate for participants in the talent accelerator program Ignite is 54%, showcasing the program's effectiveness in preparing high-potential leaders for advancement.

Endorsements from participants further accentuate the broader program's success. A small snapshot detailed below:

"One of the most incredible experiences I've ever been a part of in my professional career" (Ignite Graduate)

"I have a more positive outlook on my position and where I want to grow to improve and meet the Datavant vision!" (LEAD)

"Coming into this program I had thought that my knowledge and performance would be the key to my success...This program has already taught me so much that I took for granted" (Aspire)

"Thank you all for your time putting together these wonderful programs and continuously coming up with ideas to not only challenge, but help foster growth and strengthen skills in our leaders" (Change Agility)

"Ignite has helped me identify and refine my personal leadership style through expert advice from the best-in-class coaches. I'm deeply grateful for this opportunity as I get to grow with and learn from a diverse network of talented leaders across the organization." (Ignite kick off)

"Simply put, the whole experience exemplified the hard work, skills, and vision that you and your team represent. I left feeling energized while also having tangible knowledge to share with my teams" (LEAD).



These measurable benefits demonstrate the significant impact and ROI of our leadership development program, validating the program's effectiveness and highlighting its critical role in achieving our long-term strategic objective of building an outlier team and culture.

Overall

Our leadership development program at Datavant has yielded profound insights and tangible benefits, showcasing its positive impact on both participants and the organization as a whole. Through a strategic alignment with our organizational mission and goals, coupled with rigorous measurement of metrics, we have not only addressed critical business needs but also laid a strong foundation for future growth and success.

Key Findings:

Strategic Alignment: The leadership development program is intricately linked to our organizational strategy, particularly our mission to connect the world's healthcare data. By developing strong, progressive leaders who align with our core values, we drive transformative advancements in healthcare data utilization.

Measurable Benefits: Rigorous measurement of metrics has validated the program's success, with high participant satisfaction (98% NPS), increased performance management adherence (100%), and notable promotion rates (54%) among high-potential leaders.

Cultural Transformation: The program has fostered a culture of excellence, innovation, and collaboration, contributing to our strategic objective of building an outlier team and culture. Behavioral changes observed among leaders underscore the program's efficacy in driving cultural transformation.

Lessons Learned:

Personalized Learning: Tailoring the program to individual needs and contexts enhances engagement and skill development, emphasizing the importance of personalized learning methodologies.

Continuous Improvement: Incorporating feedback and insights into program refinement is crucial for ongoing success and relevance. This highlights the value of a culture of continuous learning and adaptation.

Future Outlook:

Expansion and Refinement: Building upon the program's successes, we aim to continue to expand and refine our offerings in line with business and industry needs and evolution, leveraging technological advancements to deliver even more impactful learning experiences.



Scalability and Innovation: Establishing scalable frameworks and further leveraging media that support asynchronous learning without detracting from the learner experience and impact will support the ongoing expansion of leadership development initiatives, ensuring long-term success and organizational resilience. In conclusion, our leadership development program has not only addressed immediate business needs but has also laid a strong foundation for future growth and success. By investing in our leaders and aligning with our organizational strategy, we are driving transformative change and advancing our mission of leveraging data to improve healthcare outcomes and empower stakeholders across the healthcare ecosystem.



LEARNING SUMMIT

AUSTIN | APRIL 2024



4 DAYS



170 ATTENDEES



NETWORKING
- 200 LEADERS



5 GUEST SPEAKERS



8 T&L FACILITATORS



4500+ LEARNING HRS.



IGNITE COHORT 4
KICK OFF

IGNITE COHORT 3
GRADUATION

CHANGE
AGILITY

9.75/10
NPS

LEAD

96%

96% of participants said they could apply something they learned **immediately**.

TESTIMONIALS

"Datavant gets it... **INVEST** in your leaders." - **Change Agility**

"One of the most incredible experiences I've ever been a part of in my professional career." - **Ignite Graduate**

"There's not been one person that has completed this program (previous cohorts) or LEAD that has not stated that this is the **GREATEST** "corporate" training they have ever experienced. You all have truly created something beautiful here. I hope you are all as proud of what you have created as we are to have the opportunity to experience it firsthand." - **Ignite Kick Off**

"I really enjoyed the experience and the opportunity to participate. I think it is exciting, motivating, and an excellent **BENEFIT** that our company has made this investment in their employees." - **Change Agility**

"Thank you for investing in me as a leader and as a person. I never saw myself as I am today, a good mom, great leader and good friend - doing my best for all 3." - **Ignite Graduate**

"Thank you for creating this experience and **HUMANIZING** employees. This week has been my best Datavant experience in years. Looking forward to more and I already don't want it to end!!" - **Ignite Kick Off**

"Thanks again for creating these sessions and the opportunity to attend them. Getting to meet and spend time in-person with our peers while getting to learn new things that can help us and those we interact with is a true gift. They make me feel **VALUED** and satisfy my never-ending need for learning/ improvement." - **Change Agility**

"The training team at Datavant is top of the line! Having experienced LEAD, I have a more positive outlook on my position and where I want to grow to improve and meet the Datavant vision!!" - **LEAD**

"The level of enthusiasm, passion and enormous amount of work that went into making this kick-off event comprehensive, **ENGAGING** and fun was absolutely evident and very commendable. I learnt a huge amount in the few short days and loved getting to meet everyone on the course. I was very impressed and excited for what comes next." - **Ignite Kick Off**

"This was one of the highlights of my career, being selected to participate in the **AWARD WINNING** ignite leadership program! Cant wait to see what the next 6 months will bring." - **Ignite Kick Off**



LEARNING SUMMIT

AUSTIN | APRIL 2024

TESTIMONIALS

"Attending my first leadership summit in Austin was an amazing experience. I'm so grateful for the opportunity to learn, grow and network with such inspiring leaders. Its truly special to work for a company that invests in its employees **DEVELOPMENT**." - **LEAD**

"The level of dedication, support and knowledge of our Talent and Learning team is indescribable. Though last week concluded my 6 month leadership program, I feel and believe the week was perfectly curated with valuable sessions that were timely. Im excited to continue growing, learning and **IMPACTING** others!" - **Ignite Graduate**

"I can honestly say this was the **BEST** experience thus far in my 15 year career. The time and investment spend in my leadership and others is indescribable. I am so excited to share my experience with the rest of the organization and share our journey." - **Ignite Graduate**

"I could not be more honored to have had the privilege of participating in IGNITE. Through the amazing connections and friendships I made with fellow leaders who continue to leave me in awe of their passion and talent, to being inspired to embrace continuous learning and growth, I am confident IGNITE will have a lasting impact. Without question, the investment required to create and deliver Datavant's extraordinary Talent & Learning programs like IGNITE, LEAD, and Change Agility, clearly demonstrates an **UNPARALLELED BELIEF** in and commitment to leadership development and growth by our executive leaders" - **Ignite Graduate**

"I've never seen a company so focused on **INTERNAL GROWTH** as Datavant. The employee focused **CULTURE** is amazing, and the Ignite program is the pinnacle of that culture. Our Talent and Learning team's passion for the program is only eclipsed by the care they have for those who are going through the program. "Above and beyond" barely scratches the surface of the last six months. Continuous growth doesn't stop here and I can't wait to keep moving forward!" - **Ignite Graduate**

"Simply put, the whole experience exemplified the hard work, skills, and vision that you and your team represent. I left Austin feeling energized while also having tangible knowledge to share with my teams." - **LEAD**

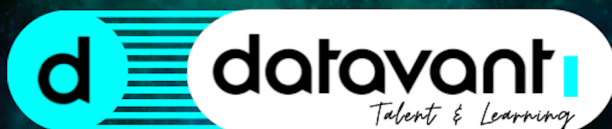
"Every time I leave a program that our amazing L&D department creates, I leave feeling invigorated. You all are amazing and we are blessed that our organization is so **INVESTED** in our growth. So excited to get started on the Ignite journey!" - **LEAD**

"Thank you Datavant for investing back in our learning and development. I truly enjoyed the Change Agility program in Austin. Blessed to be able to work for a company that **CARES** about our development." - **Change Agility**

"I'm thrilled to share that I've completed the IGNITE program. Over the last six months, I've been **MOTIVATED** to prioritize growth over comfort, and I've had the opportunity to develop new skills and leadership strategies. I am truly inspired by the passion, humility, and vulnerability displayed by the Datavant executive leadership team. It was an honor to share this journey with such a remarkable group of leaders, under the guidance of the most passionate and supportive mentors. I am deeply thankful for the chance to participate in this **TRANSFORMATIVE** program, which reflects Datavant's commitment to nurturing its leaders, and for the invaluable connections and friendships I've established. Looking ahead to the next six months and beyond, I feel more inspired, encouraged, and **EMPOWERED** than ever in my career." - **Ignite Graduate**

"Thank you for a great week! I feel so honored and **VALUED** to be a part of this, and I think it's amazing that we get these types of opportunities within the company. This is why I love Datavant and a huge reason why I am satisfied with work." - **Ignite Kick Off**

"It was one of the most impactful trainings I've had over my career. Thankful that Datavant makes it a **PRIORITY** to invest in our growth." - **Change Agility**






aspire

A datavant learning program

First Virtual Talent Accelerator for Front-line Hourly Employees!

“ The Aspire program had an **impact on my team**. Many want to reach it next year to have an opportunity. Talking about it **motivated the team** to set higher goals on their own!

Thank you for helping us grow! This is exciting and it is such an **awesome way to learn!**

“ I am **truly honored** to have been selected for the program and am **eager to make the most of this opportunity**.

“ Thank you for this **incredible opportunity!**

Great to have met different personalities, **saw an immediate confidence boost** within our group.

mission
Empowering our top front-line talent to thrive through blended world class experiential learning.

program structure
Self Led customized learning journey
Collaboration & Coaching
Practical Application
Learn in the flow of work
<5% weekly time commitment

aspire in numbers
80 participants
5 month
5 topics

Talent & Learning |



COHORT #3

IGNITE

YOUR POTENTIAL

A datavant LEARNING PROGRAM

IGNITE is a 6-month talent accelerator program that develops future leaders through experiential learning, encompassing leadership skills training, projects, networking, and coaching to accelerate careers and enhance leadership potential.

100%
RECOMMENDED by participants & their People Leaders

54%
of Graduates have already experienced **PROGRESSION** in their roles, half of which were formal **PROMOTIONS**.

Graduates have increased their **LEADERSHIP COMPETENCE** by **40%**

25 GRADUATES

6 MONTHS

21 LEADER CONNECTIONS

28 TOPICS COVERED

70+ COACHING HOURS

13 SKILL APPLICATION PROJECTS

127 PRESENTATIONS DELIVERED

2,500+ LEARNING HOURS

TESTIMONIALS

"I'm more inspired, encouraged and empowered than I have been at any point in my professional life." - Ignite Graduate

"I could not be more honored to have had the privilege of participating in IGNITE. Through the amazing connections I made with fellow leaders who continue to leave me in awe of their passion and talent, to being inspired to embrace continuous learning and growth, I am confident IGNITE will have a lasting impact. Without question, the investment required to create and deliver Datavant's extraordinary Talent & Learning programs like IGNITE clearly demonstrates an in and commitment to leadership development and growth by our executive leaders" - Ignite Graduate

"It has been great to witness the growth of the individuals that successfully completed this program and Datavant is a better company because of it." - COO, CRI

"I can honestly say this was the experience thus far in my 15 year career. The time and investment spend in my leadership and others is indescribable. I am so excited to share my experience with the rest of the organization." - Ignite Graduate

"The program has strengthened my team. I am fortunate to have two of my direct reports in the program at the same time and I have witnessed the changes in real-time!" - Sr. Manager, Collections

datavant | Talent & Learning



About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 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.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.