

**LTEN<sup>®</sup>2023**

**FOCUS  
FORWARD**

**Welcome and Thanks for Attending**

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## Enhancing Leadership Development: *The Power of Competencies and Data in Emerging Leader Programs*

**Beth Doladee**

Managing Consultant  
*The Vaya Group*

**Michelle Taylor**

Senior Training Manager, MSG,  
Leadership and Selling Skills  
*Olympus*



# Tell Us How We Did

## Take One Minute to Share Your Feedback

### From the app:

1. Select this Workshop
2. Click on Survey to Complete

Every Workshop Survey you submit enters you into a daily drawing for **one of three \$25 Amazon gift cards!**



**LTEN**2023

A screenshot of a survey form titled "LTEN Annual Conference 2023". The form includes a "Session Name" field, a question "How valuable did you find the information presented at this session?" with a rating scale from "Poor" to "Excellent" (represented by five stars), and two open-ended questions: "What information in this session was most useful to you?" and "What would have made this session better?". There is a "Done" button at the bottom and a "Privacy Policy" link in the bottom right corner.

# Presenters



**Beth Doladee, M.A.,  
M.B.A.**

Managing Consultant

**The Vaya Group**

More than 18 years with Vaya Group focused on delivering excellence for clients in the Pharmaceuticals and Life Sciences industries



**Michelle Taylor**

National Senior Training Manager, Leadership and Selling Skill for Medical Sales Group

**Olympus**

Veteran, United States Air Force officer and more than 20 years of big pharma, biotech, device and capital sales and marketing experience

# Olympus ELP Participant Panel



**Ben Gundersen**

National Senior Training  
Manager – GI Capital,  
Olympus



**Raun Stout**

iTind West Regional Vice  
President, Olympus  
Urology



**Abbey Herbst**

National Senior Training  
Manager, Olympus  
Respiratory



**Steven Williams**

National Sales Training  
Manager, Olympus ENT



**Tawnya Payha**

Global Master Trainer,  
Olympus Respiratory

# Agenda

## Setting Direction

### Olympus' ELP Rebranding Story

- A new vision for leadership development
  - Enrolling leaders, first drafts, and partnerships

## Leading with Competencies

### Finding the Solution Set to Meet Each Need

- Matching Vaya capabilities to client needs
  - Creating the solution for Olympus' ELP design

## The Power of Data

### Creating a Culture of Development and Metrics

- Leadership response
- ELP participant roundtable
- Next steps





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## Setting Direction



# Setting Direction

## Olympus' ELP Rebranding Story Aligning Values with Training and Development

- Rebuilding from the pilot cohort
  - Leveraging the “first draft” Creating a strategic plan for talent enablement
  - Enrolling leaders
  - Considering core values survey results
  - Intentional selection design
    - High-performer & high-potential
    - Considering DE&I
      - Heat-mapping based upon geography
      - All Business Units represented w/strategic intent
    - Competency-based essays and panel interviews

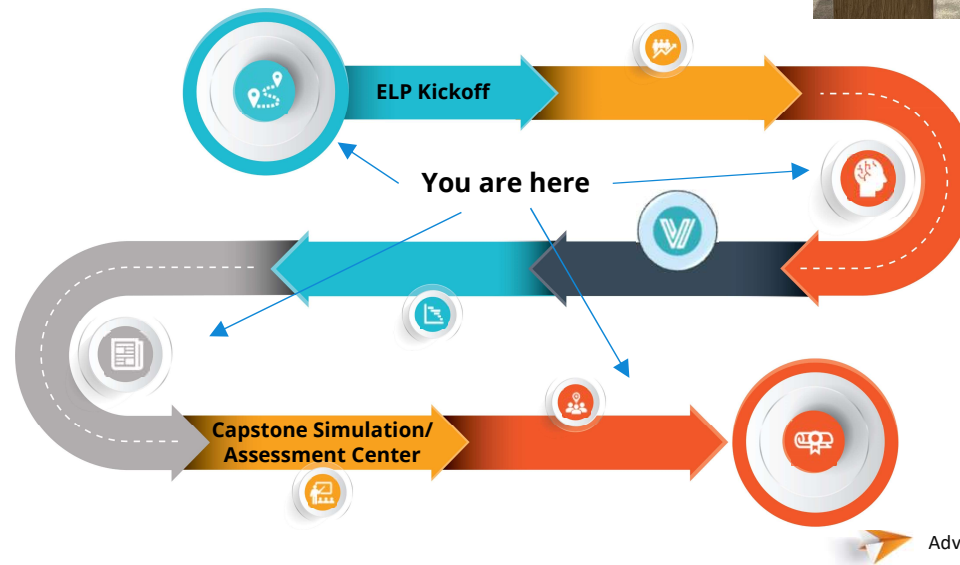




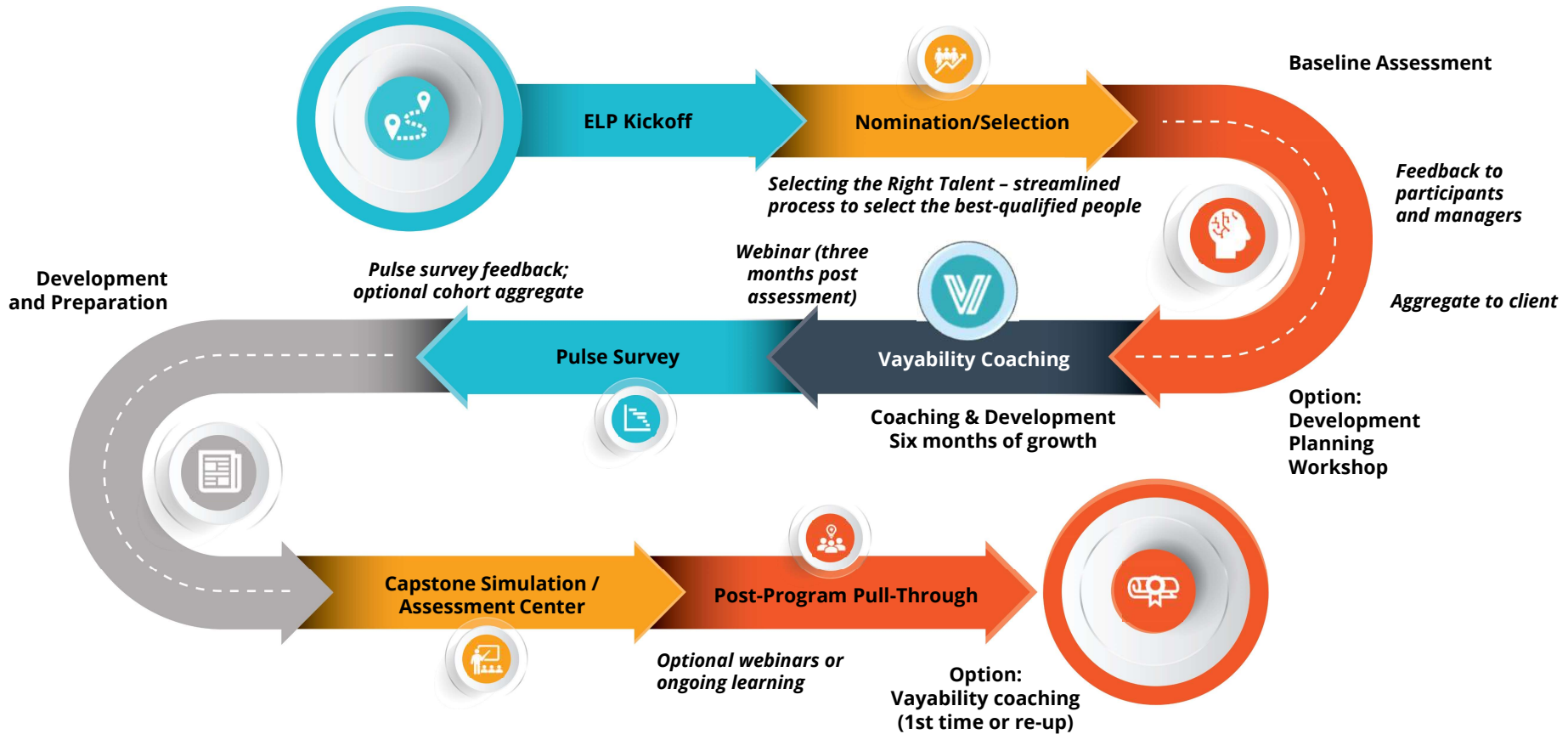
# Finding the Right Partner

## Making Connections at LTEN Aligning with the Right Partner

- Making the LTEN connection
- Exploring Olympus' Emerging Leader Program needs
  - Crawl? Walk? Run?
  - Aligning solutions



# Vaya's Emerging Leader Program Roadmap



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## Leading with Competencies



# Leading with Competencies

## Defining Excellence

### Aligning to Global Leadership Competency Model

- Creating a common language
  - Created in 2019-2020
  - What is Leadership Excellence at Olympus?
- Competencies as a Strategic Pillar
  - Alignment of experiences to competencies
- Creating the Assessment Experiences
  - Assessment Center simulations
    - Hogan Personality Assessment Suite
  - Learning program
  - Capstone options

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## The Power of Data



# The Power of Cohort Data

## Sharing Outcomes

### Providing ROI to Executive Sponsors

- Gaining Leadership Support
- Speaking to Outcomes
  - Presenting Development as a Success Pillar

## Preparing for the Journey Ahead

### Development Partnership and Advisory

- Olympus-Vaya collaboration
- Open discussion and debate

*One-third of cohort promoted since program launch*





# The Power of Personal Data

## Delivering Feedback

### Sharing Outcomes

- Self-awareness and reflection
- Initial thoughts on development planning

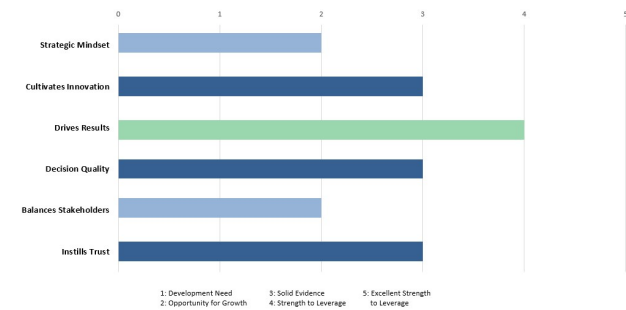
## Advising Leadership

### Raising Awareness of Each Participant

- Vaya-led feedback with participant's leader
- Program sponsors, HR, next-level leader and Business Unit Leader invited – *and attended!*



### CASE ANALYSIS/PRESENTATION



#### RELATIVE STRENGTHS

- Demonstrated a thorough interpretation of the data and information provided
- Made several concrete recommendations for priority areas of focus
- Posed questions about the product pipeline and discussed hopes of ideating new solutions with the team

#### RELATIVE OPPORTUNITIES

- Created a 90-day and 6-month plan, but lacked detail around implementation
- Missed opportunity to draw in broader, more strategic implications
- Communication style lacked conviction, enthusiasm, or energy around the ideas presented



# Looking Ahead – Olympus' Development Vision

## A Case for Success Measures

### Leadership Response

- Creating a culture of development and metrics
- Using data to support employee growth
  - Understanding development “runway”
  - Embracing development plans and individual styles to enable next-level growth

## Charting the Development Course

### What comes next?

- ELP Capstone including 360° feedback
- Investing in current leaders



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## Thank You!

