

## Thermo Fisher Scientific

Category: Best Advance in Leadership Development

### Measurable Benefits

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*Use this area to discuss the measurable benefits as seen by your organization. How do you measure ROI/impact and what were the results? How did you prioritize and identify what was important?*

Details:

Because Thermo Fisher Scientific's culture was changing following several global acquisitions, it was critical that *Developing Emerging Leaders* provide a consistent and global framework for leadership excellence for high-potential employees throughout the entire organization. The program needed to be easily scalable and relevant to a diverse global audience.

Additionally, because the Global Talent Development team had recently conducted an assessment of the former high-potential leadership development program, it was important that *Developing Emerging Leaders* address the areas of opportunity revealed in that assessment and achieve high marks from participants. Leaders needed to be able to apply the skills learned in training to their jobs immediately for maximum impact as they prepared to take on additional responsibilities.

*Developing Emerging Leaders* achieved the following success metrics:

- 99% of participants agreed that they would be able to immediately apply the skills and knowledge learned in the program to their jobs.
- 98% of pilot participants agree that they would recommend this training to others within Thermo Fisher Scientific.
- 97% of participants agreed the training was a valuable use of their time.
- The program content and classroom discussion allowed for peers to review, challenge ideas, and generate innovation.

Of note, program participants were also more likely to take on new roles and responsibilities within Thermo Fisher Scientific. Of *Developing Emerging Leaders* participants, 29.25% took a new role since completing the program. This compares favorably to the organization's overall vitality rates, which are 10.4% internal movements (general) and 17.5% internal movements (high-potential and promotable). The program's emphasis on enabling participants to clearly and confidently map leadership goals, while

also equipping them with the leadership skills necessary to achieve those goals contributed to the above average vitality rate. Additionally, *Developing Emerging Leaders* encouraged participants to have wider Thermo Fisher Scientific worldviews than the typical employee by opening their eyes to new business groups and perspectives. With its focus on diversity, inclusion, mobility, and global operations, *Developing Emerging Leaders* inspires participants to make a move or take a risk — even a lateral one — if it will help further their long-term leadership goals and strengthen their skills.

The ultimate goal of *Developing Emerging Leaders* is to better equip high-potential employees with the skills needed to be the leaders of tomorrow. Today, 13.59% of *Developing Emerging Leaders* participants are at the Director level, with the majority of those participants having earned promotions after completing the program — a true testament to their capacity for leadership at Thermo Fisher Scientific.

Additionally, the Global Talent Development team polled managers of program participants before and after the course to assess how the program impacted the employee's performance on a variety of leadership skills and attributes. The findings are detailed below:

- 130% increase in participants' effectiveness to influence and build strong relationships across the business.
- 100% increase in participants' ability to assess their own leadership strengths and opportunity areas.
- 93% increase in participants' capability to leverage knowledge of the business to improve performance.
- 93% increase in participants' capacity to build authentic and consistent leader brands.
- 87% increase in participants' effectiveness at flexing their leadership style post-program.
- Finally, 72% of participating managers agreed or strongly agreed that attending *Developing Emerging Leaders* improved their direct report's overall performance as a leader.

Further supporting the quantitative success of *Developing Emerging Leaders*, the program received positive feedback from senior leaders, participants, and facilitators. Above all, participants overwhelmingly noted that they found the skills and techniques useful and immediately practical. Managers and facilitators observed that the program's cohesive

leadership framework was easily embraced and adopted by participants, producing lasting results that extend far beyond the training itself. Below is a sample of the feedback received:

### **Senior Leader Feedback**

Quote from Michael E. Glass, Vice President, Global Talent – Thermo Fisher Scientific:

“When we introduced *Developing Emerging Leaders* (DEL) in 2016, it represented a step-change in how we develop our mid-level leadership pipeline. Our workforce is more than 50% outside the United States, and more than 50% millennial, so the move to an innovative blended-learning design was essential in ensuring that our development activities were both relevant and accessible to our target audience.

DEL is now one of our most highly sought-after programs. We completed five DEL cohorts in our first year of implementation; we now have 17 cohorts scheduled in 2019, which will reach well over 450 leaders.

The feedback we receive from both the participants, and the managers of participants, speaks to the business impact of this program. In our 2018 evaluation surveys, more than 99% of participants stated that they were able to immediately apply program learnings. Managers of participants also reported significant uplift in participant effectiveness in all five of the DEL Learning Objectives. In particular, Managers’ ratings of their participants’ effectiveness in influencing others, and building strong relationships across the business, increased by 130% compared to their pre-DEL completion ratings. Given we operate a matrix organization, with complex interdependencies that span business groups and geographies, influencing and networking skills are some of the most important skills our Leaders need to be effective.

Finally, we are seeing the impact of DEL in our succession planning processes, with a deeper, richer bench of mid-level leaders being identified for some of our most critical roles.

I look forward to continuing to evolve DEL to meet our changing business needs – I know that it will continue to deliver to us an ever-stronger bench of mid-level and emerging senior leaders.”

### **Facilitator Observations**

“Participants absolutely loved the program. Their passion, energy, willingness to participate and contribute was just incredible. I truly believe this group “internalized” the models and tools at a level where they got it fast and can't wait to charge forward to take their leadership capabilities to the next level.”

“The *Developing Emerging Leaders* participants came in as a group of slightly cynical managers. They left with a whole new view of leadership and realization of their power to make a difference with new tools they are confident using.”

“The participants were engaged and drank it all in, it was quite an experience. One gentleman shared that through his participation in *Developing Emerging Leaders* he realized that he's a pretty decent leader after all!”

### **Participant Feedback**

“Overall this is the best training I have taken while at Thermo Fisher Scientific. It gives very useful tactics and strategies that can be incorporated and teaches the material in a way that is engaging.”

“Just wanted to convey my personal thanks for imparting new insights into leadership. Coincidentally, I reached out to my ex-boss who apparently took the exact same course last week in Sydney and we exchanged our leader brand to get each other's feedback. I have been to numerous programs but this was one of the few which created a lasting impact.”

“I feel differently after taking the course — more confident, not more clear on WHAT I need to work on, because I already knew that, but I now know the HOW and the WHY it's so important for me to do so.”

“The last day with the [simulation] was an amazing experience. It was so helpful to test and apply our learnings during the course. It was also great to discuss with others the different options, share feedback on experiences, etc.”

“Thank you for the great training experiences! At first, I thought the three-days would be quite long...yet, it went so fast. I liked the deep immersion during the classes...I almost felt like a new person as I coming back to office today.”

“You guys are fabulous trainers and live every bit of what you speak which is perhaps why it made the program so impactful.”

## Manager Observations

“...After *DEL*, I observed her taking more initiative, in terms of cross team cooperation, communicating with higher leadership...”

“I think the employee is now more aware of what we expect from leadership...”

## Overall

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*Use this section to provide a summary of key findings. What lessons did you learn? What is next/future outlook?*

Details:

*Developing Emerging Leaders* now serves as a key part of Thermo Fisher Scientific’s global senior leadership development initiatives. The program has effectively created a comprehensive and cohesive image of what it means to be a successful senior leader at the organization. As a result, Thermo Fisher Scientific is now able to clearly define the skills required to be a manager of managers at the organization and — most importantly — develop leaders to align with Thermo Fisher Scientific’s vision of success.

By all counts, *Developing Emerging Leaders* is a resounding success. Nearly 100% of program participants agree that the program is a valuable use of their time and noted that the content is immediately applicable to their daily work. Similarly, almost every single participant said they would recommend *Developing Emerging Leaders* to fellow employees.

Over time, Thermo Fisher Scientific has seen broader organizational benefits as a result of the *Developing Emerging Leaders* program. Participants are more likely to have a strong understanding of the entire business, resulting in a more holistic worldview and a greater sense of teamwork. Participants also move across business groups and roles more frequently than the average Thermo Fisher Scientific employee, infusing the entire organization with energy and vitality. Managers of *Developing Emerging Leaders* participants are quick to note an improvement in their direct report’s leadership skills, confidence, effectiveness, influence, and knowledge of the broader business.

Due to the success of the *Developing Emerging Leaders* program, the number of program offerings has expanded significantly over the years. In 2019, 17 *Developing Emerging Leaders* sessions have been scheduled, an impressive increase from the five deliveries scheduled in the program’s debut year. As new companies/businesses are acquired and come under the Thermo Fisher umbrella, *Developing Emerging Leaders* is offered as a

core high-potential leadership development program for newly acquired leaders to help maintain consistency and focus on leadership excellence.

In 2018, recognizing the broader impact *Developing Emerging Leaders* is having across the organization, Thermo Fisher Scientific and Entelechy once again partnered to enhance the program to take into account the company's updated leadership competencies and emphasis on Diversity & Inclusion throughout all training programs (as opposed to stand-alone trainings). Additionally, the refreshed program will now include a renewed focus on social learning with internal cohort communications and insights being shared through Yammer in which participants engage with facilitators and fellow participants before, during, and after the session to help solidify the skills learned. Together, Thermo Fisher Scientific and Entelechy realized those areas for opportunity upon reflecting and debriefing on the program.

At Thermo Fisher Scientific, *Developing Emerging Leaders* is a key piece of the organization's robust leadership development curriculum, consistently shaping future leaders and delivering lasting benefits.