

A WORLD-CLASS TRAINING PROGRAM, BUILT TO SCALE

Dr. Albert Siu of PAREXEL International Explains Why His Global L&D Initiative Works—and Even Saves Him Money

Dr. Albert Siu usually thinks big. He lives and works in a very large, very complex world. Dr. Siu is responsible for Learning & Development at PAREXEL International, a powerhouse in clinical research and contract biopharmaceutical services with headquarters near Boston, MA, and a global workforce of over 16,500. With 80 locations in 51 countries on 6 continents, PAREXEL has helped develop 95% of today's 200 top-selling biopharmaceuticals.

Leadership training programs at PAREXEL and other multinational corporations have assumed vital importance. A 2015 study by the Institute for Corporate Productivity reports: "Business skills and acumen remain critical, but... it's the ability to influence and drive collaboration across cultures, boundaries, and borders that has the greater variability on global leadership effectiveness and can make the biggest difference."

Dr. Siu needed to ensure quality and consistency of training solutions for employees in every location. For this big job, Albert Siu decided to think small. He decided to concentrate on one main strategic partner, basing his selection on three business drivers: **global reach, scalability, and content.**

Global Reach, Local Presence

He needed a company with an extensive global network already in place so trainers could be deployed quickly to multiple locations. Through a decades-long relationship with American Management Association, Dr. Siu was well aware of AMA's extensive global network of highly qualified instructors. Equally attractive was the fact that AMA's instructors are native to the area, with nuanced local language capabilities and an understanding of local customs and culture.

Adding even more value is the fact that AMA's instructors are independent contractors with broad, varied work experience. Dr. Siu relates, "People asked me, 'How can you rely on a network of outsiders?' But these instructors have worked for many different companies and have been enriched by their experience. They know what is exceptional and good and ordinary and poor. People who have only worked for PAREXEL only know PAREXEL. I see this as derived business value: I can leverage their broader experience."

World-Class Content

Dr. Siu had already developed a core competency framework. "I was looking for a strategic partner who could give me what I call 'universal content.' How do you listen? How do you manage? How do you give a presentation?" Dr. Siu deemed AMA's content resources "world-class," and considered the company's publishing arm, with authors regularly writing on significant topics, a competitive advantage. He also knew from previous experience that he could expect a high level of customization to suit his program's needs.

Scalability

Dr. Siu knew he would enjoy significant cost advantages through outsourcing rather than hiring fulltime trainers. "If I hired enough fulltime staff to run the programs, I would be saddled with millions of dollars in fixed costs a year. By outsourcing, I variabilize the cost of instructors and of common/universal content. I'm paying only for the service. Outsourcing allows me to scale."

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TOP TEN AMA/PAREXEL PROGRAMS

These were the top ten programs supporting PAREXEL's, five-competency framework:

- **Managing for Excellence**
- **Leading Virtual & Remote Teams**
- **Professional Communication with Clients**
- **Problem Solving & Setting Priorities**
- **Managing Conflict**
- **Managing Across Cultures**
- **Presentation Skills**
- **Negotiation Skills**
- **Improving Your Project Management Skills**
- **Getting Results without Authority**



Ready, Set, Go!

Over a three-year period, over 60 AMA instructors trained more than 3,500 PAREXEL managers and associates, delivering over 500 programs in 46 different countries across the Americas, EMEA, and APAC regions. To provide the rich, specific mix PAREXEL required, AMA crafted 26 one- and multi-day programs covering five core competency/curriculum categories:

- LEADERSHIP
- INTERPERSONAL EFFECTIVENESS
- COMMUNICATIONS
- FINANCE/BUSINESS ACUMEN
- PROJECT MANAGEMENT

The programs blended different solution formats, such as pre-work, action planning, post work, and mobile support tools for reinforcement. The most popular programs dealt with such topics as conflict management, managing across cultures, and leading virtual/remote teams.

[See the top ten sidebar on pg.1]

High Ratings, Rising Reputations

By all measures, the programs have been a success. Content and trainer facilitation scores by program, region, and trainer have all averaged an impressive 4.5/5. Both companies' reputations in the field of Learning & Development have also enjoyed high ratings. In 2015, *Training* magazine named AMA one of the top 20 leadership training companies for the fifth consecutive year. PAREXEL was recognized as one of 2015's top 125 companies in *Training* for delivering "the right training, to the right people, at the right time" to ensure its employees are prepared to succeed in their jobs and careers.

Through Three Corporate Tenures, an Enduring Partnership

As PAREXEL International continues on a track of rapid expansion in the exploding clinical research industry, its global training initiative is in good hands. AMA's Northeast Regional Client Director, Cheryl Stern, who has worked with Dr. Siu since 1995—through his previous tenures at AT&T and Boston Scientific as well as his current post—says the AMA/ PAREXEL partnership is close; she sometimes feels like her organization is an extension of his. He reciprocates: "Cheryl knows our requirements. She is a strong performance consultant, and she gives me the attention and focus that I and my team need to keep moving things forward."

The Secret to Repeat Business: "CONSULT, DON'T JUST SELL."

The partnership between Albert Siu and AMA has been going strong for four years. Dr. Siu says AMA's consultative approach to selling has been a key reason for the relationship's longevity. Northeast Regional Sales Director Cheryl Stern describes her consultative process in four steps:

1

ASSESS AND UNDERSTAND
THE BUSINESS NEED.

2

TRANSLATE THE NEED TO SPECIFIC
OBJECTIVES, A DEVELOPMENT SOLUTION
THAT WILL HAVE THE RIGHT IMPACT.

3

EDUCATE AND INFORM HOW
THE DEVELOPMENT SOLUTION
WILL CREATE IMPACT.

4

CONTINUE TO EVALUATE THE
SOLUTION'S IMPACT FOR ROI.