

PharmaSUG 2021 - Paper LS-193
Leadership and Programming
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ABSTRACT

The world is looking for leaders, and you can be a leader! As a Programmer or Statistician you have the power to lead and influence the clinical study, and essentially, you have the power to improve the quality of people's lives.

As a leader, you need to be able to step forward and put your hand up, although this can be a challenge because as Programmers and Statisticians, a lot of us can be introverted and live in our head more, and shy away from taking the lead. The message here isn't implying that introversion is something that needs to be cured. The message here as quoted by Susan Cain is merely implying that "Introverts need to trust their gut and share their ideas as powerfully as they can. This does not mean aping extroverts; ideas can be shared quietly, they can be communicated in writing, they can be packaged into highly produced lectures, they can be advanced by allies."

Whether you are introverted or not, this presentation will help you to lead yourself, lead others, obtain your goals and ultimately help people live better quality lives. I'll be sharing with you my learnings from the Leadership Academy training which I took in 2019, and my other personal development learnings.

BACKGROUND

Before I delve into leadership skills, it could be helpful to know how I have led myself to achieve some of my goals because as a leader, you should know how to lead yourself. Here are some examples below:

- In April 2021, I received my United States Parachute Association (USPA) A license which means I can do a Skydive without supervision, pack my own main parachute and engage in group jumps.
- In 2020, I co-authored the SAS graphics book - SAS® Graphics for Clinical Trials by Example.
- In 2020, I walked over 70 miles as part of the Camino de Santiago walk from Sarria to Santiago.
- In 2019, ran a sub-S4-hour marathon.
- In 2019, I opened a Caribbean restaurant.

Naturally, I have also led myself in my day-to-day job and ensured that I created and validated programs on time and followed good clinical programming practices.

MOTIVATIONAL CONFERENCES

Since 2011, I have been going to Tony Robbins conferences. His conferences have helped give me the confidence to go after my dreams. Shortly after attending his Unleash the Power Within (UPW) conference in March 2011, I went after my dream of becoming a contract SAS Programmer. I achieved that dream a few months afterward, in August 2011. Fast forward to 2019, I already had participated in Date with Destiny, Wealth Mastery, and Life Mastery, and in April 2019, I signed up for Leadership Academy. The reasons I signed up for Leadership Academy was because prior to my signing up, I was put into leadership positions, such as:

- Lead programmer in my department, supporting German Dossiers at Eli Lilly
- PharmaSUG China 2019 conference co-chair
- Owner of Caribbean Restaurant - Karibbean Kitchen

However, sometimes I did not feel like a leader. Maybe I had imposter syndrome. Also, I did not have any training to manage or lead people beforehand, and so I wanted to learn some new skills and feel like a "proper" leader. Also, the other reasons why I signed up for the course are:

- The person who finally influenced me to sign up for the course said that the skills I learn could help with suicide interventions - I thought that would be an excellent skill to have!
- I also planned to co-author a SAS Graphics book and wanted to obtain the skills to lead myself.
- Finally, I wanted to be the SAS Global Forum chair within five years, so I believed that the conference would help me to achieve that goal.

LEADERSHIP ACADEMY

You may be wondering what did I learn from Leadership Academy and how this can help you? Essentially, I realized that there are seven steps that you can use to create lasting change within yourself or others. The seven steps are:

1. Understand & Appreciate Their World
2. Connect & Get Leverage
3. Interrupt & Annihilate the Limiting Pattern
4. Define the Problem in Solvable Terms
5. Create Empowering Alternatives
6. Condition the Change: Until It Becomes a Habit
7. Test & Check for Ecology: Create an Empowering Environment

The seven steps will be revisited again in more detail. First of all, as leaders, you should know how first to lead yourself, and the following principles can help you to stay on track when you encounter a challenge:

1. See it as it is, not worse than it is. Just analyze the exact situation. Please do not build a whole story around it and default to worry, negativity, etc.
2. See it better than it is.
3. Make it the way you want to see it (from the positive picture that you have).

Putting the previous three steps into practice, let's go over some examples which you have may have encountered.

Nervous about Giving a Presentation

Have you ever been nervous about giving a presentation? Let's see how the principles could be applied.

- **See things as it is, not worse than it is.**
 - It is only a presentation. It is not life and death. Even if all the worst things happen, I am sure you will still have your job, and your family and friends.
- **See it better than it is.**
 - It is a presentation. I am sure you have done one before or at least spoken before.
- **Make it better.**
 - Practice and prepare.

Having Mistakes in Your Code

Have you ever had your manager or someone you want to impress validate your code or output, and find mistakes, and find those mistakes more than once? Again, let's see how the principles could be applied.

- **See things as it is, not worse than it is.**

- Realize that there are validators because mistakes are expected.
- **See it better than it is.**
 - The mistakes may have only affected 1% of the data.
- **Make it better.**
 - You know what the mistake is – fix it.

Feeling Overwhelmed by Work

Have you ever felt like you only had 3 weeks to squeeze in 3 months of work? Again, let's see how the principles could be applied.

- **See things as it is, not worse than it is.**
 - Do not start panicking, thinking why does this always happen, and then end up procrastinating.
- **See it better than it is.**
 - Have you ever met a timeline before? What did you do? Get in a resourceful state. Speak with your supervisor, delegate work, prioritize work.
- **Make it better.**
 - Work on task and think about how to improve the task next time. For example, create macros to help with efficiency. Ask customers to send the request earlier, or ask if the deadline can be extended.

TRIAD

As Programmers and Statisticians, I believe we generally struggle the most with public speaking, especially in our earlier years within our career. At the conference, I learned that there is a Triad for everything. That is, there are three factors, three molders of meaning that shape all the decisions we make in the moment. These are:

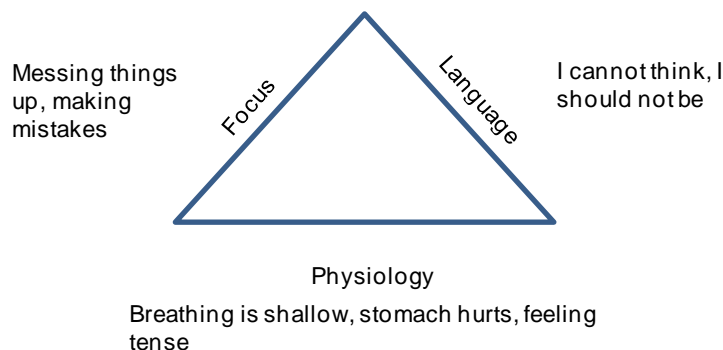
1. Physiology. How you use your physical body such as breath, posture, movement, etc.
2. Focus. Whatever you focus on, you will feel. Consistent focus = consistent feelings.
3. Language / meaning. As soon as we put words to an experience, it changes the meaning of an experience.

When someone has a fear of public speaking, this is typically their triad.

1. Physiology: Breathing is shallow, stomach hurts, feeling tense
2. Focus: Messing things up, making mistakes
3. Language: I cannot think, I should not be here.

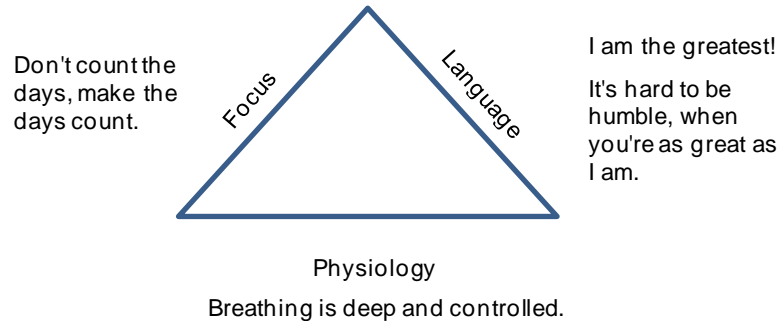
Output 1, Illustrates their triad as an image:

Output 1: Fear of Public Speaking Triad



In order to feel confident when speaking in public, you can imitate the triad of a successful public speaker. Output 2 shows an example of How Muhammed Ali’s public speaking triad could have been. You can see that he would be very confident when speaking in public. The beauty about triads is they can be mimicked and replicated.

Output 2: Example of How Muhammed Ali’s Public Speaking Triad Might Have Been



SEVEN STEPS TO LASTING CHANGE

Now, you will see in more detail the seven steps in lasting change as discussed in (Robbins).

STEP 1 - UNDERSTAND AND APPRECIATE THEIR WORLD

In order to lead others effectively, you need to care about them and build rapport with them. Being fully present with the person, and mirroring them, such as their gestures or tone of voice can help to build rapport. Rapport is essential because then they will trust you more and open up. When they open up, you need to ascertain what influences them. What are their desires and needs? Once you uncover their model of the world, you will learn where their pain and pleasures are likely to come from. Understanding and appreciating their world is fundamental because you cannot try to influence somebody without knowing what influences them.

STEP 2 - CONNECT AND GET LEVERAGE

In order to facilitate change, pain and pleasure are fundamental levers. To create leverage, you need to link a lot of pain to not changing, and a lot of pleasure to changing. Table 1 shows examples of pain and pleasure questions that you can ask to help facilitate leverage.

Table 1: Examples of Pain and Pleasure Questions

Pain Questions	Pleasure Questions
What has not changing cost you?	What will you gain?
What are you missing out on?	Who else will benefit from this?
How has this hurt you?	What will your life be like when you change now?
Who else has this hurt?	Who will you become?
Is that who you truly are?	Is that who you truly are?

People often trap themselves by failing to realize that change is almost never a matter of ability, but nearly always a matter of motivation. First, you must find the old challenge, determine what already influences them and then use it to get them to move from a place of “I should” to “I must.” This is leverage – and leverage is power!

STEP 3 - INTERRUPT & ANNIHILATE THE LIMITING PATTERN

Break the limiting pattern. This can be done by saying the limiting belief in a strange voice, such as a high pitched voice or a low pitched voice, and jumping up and down excessively. Similar to a spoilt child.

STEP 4 - DEFINE THE PROBLEM IN SOLVABLE TERMS

If you knew you could not possibly succeed, how hard would you even try? I guess that you would not try. People often trap themselves by defining their challenges in unsolvable terms. Either they are so vague that they cannot target the change they want to make, or they use language and beliefs that trigger a feeling of certainty that change is impossible. You want to give people the confidence that they can change.

STEP 5 - CREATE EMPOWERING ALTERNATIVES

Why can't people just stop bad behaviors or patterns they know are detrimental to them? They cannot easily stop their behavior because all behavior is an attempt by the individual to meet one or more needs. We cannot simply eliminate behavior or beliefs without replacing them with something else that meets or exceeds the same needs of the previous negative behavior.

Creating new alternatives empowers a person to uncover all the available options, including new and healthy ways to meet their needs. These new alternatives can change a person's Model of the World, which is what shapes their patterns and emotions – and therefore behavior – over the long term.

STEP 6 - CONDITION THE CHANGE: UNTIL IT BECOMES A HABIT

Unproductive patterns become ingrained habits through a lot of repetition and reinforcement over time. The good news is that positive patterns can become habits the same way – only much faster because the reinforcement is intentional. Any thought, feeling, emotion, behavior or belief that is consistently reinforced will become conditioned.

Conditioning ensures that change is consistent and lasts long term. The simplest way to condition something is to rehearse it repeatedly until a new neurological pathway is created. As you make positive changes, you must reinforce these new patterns through the power of conditioning.

STEP 7 - TEST & CHECK FOR ECOLOGY: CREATE AN EMPOWERING ENVIRONMENT

Change doesn't happen in a vacuum. Will the person's real-life environment support their new behavior? Specifically, can they be confident that they'll get love, not pain, from those around them? The most effective leverage in shifting long-term human behavior is their source of love – whether that love comes from God, a parent, spouse, child, best friend, intimate partner or even a pet.

To reinforce any change for the long term, you have to integrate your new empowering alternatives into the environment where you'll actually live. You need to understand the "ecology" of this new pattern. In other words, what are the consequences? What impact will these changes have on you, your family, friends and peers? Do these changes support your business and personal relationships? To ensure that this change is a lasting one, you also need to make sure that the transformation works with your current lifestyle, beliefs and values.

CONCLUSION

Before trying to lead others, you should be able to lead yourself. You can use some principles when you encounter problems, such as only seeing the issue as it is, and then eventually seeing the situation better than it is. You can also take on empowering triads to help serve you, and so if there is anything that you want to do, think about someone who has already done it, and then imagine how their triad is, and replicate their triad. You can take seven steps to help change any area of your life or someone else's life.

REFERENCES

Robbins, T. (n.d.). *Creating Lasting Change*. Retrieved from Tony Robbins: <https://cdnwp.tonyrobbins.com/wp-content/uploads/2020/01/CLC-Action-Workbook-2020-Full-Download.pdf>

RECOMMENDED READING

- *Unlimited Power by Tony Robbins*
- *Awaken the Giant Within by Tony Robbins*

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