

Leadership Upskilling at Bayer: IMD Sprints for Scale, Speed and Impact!

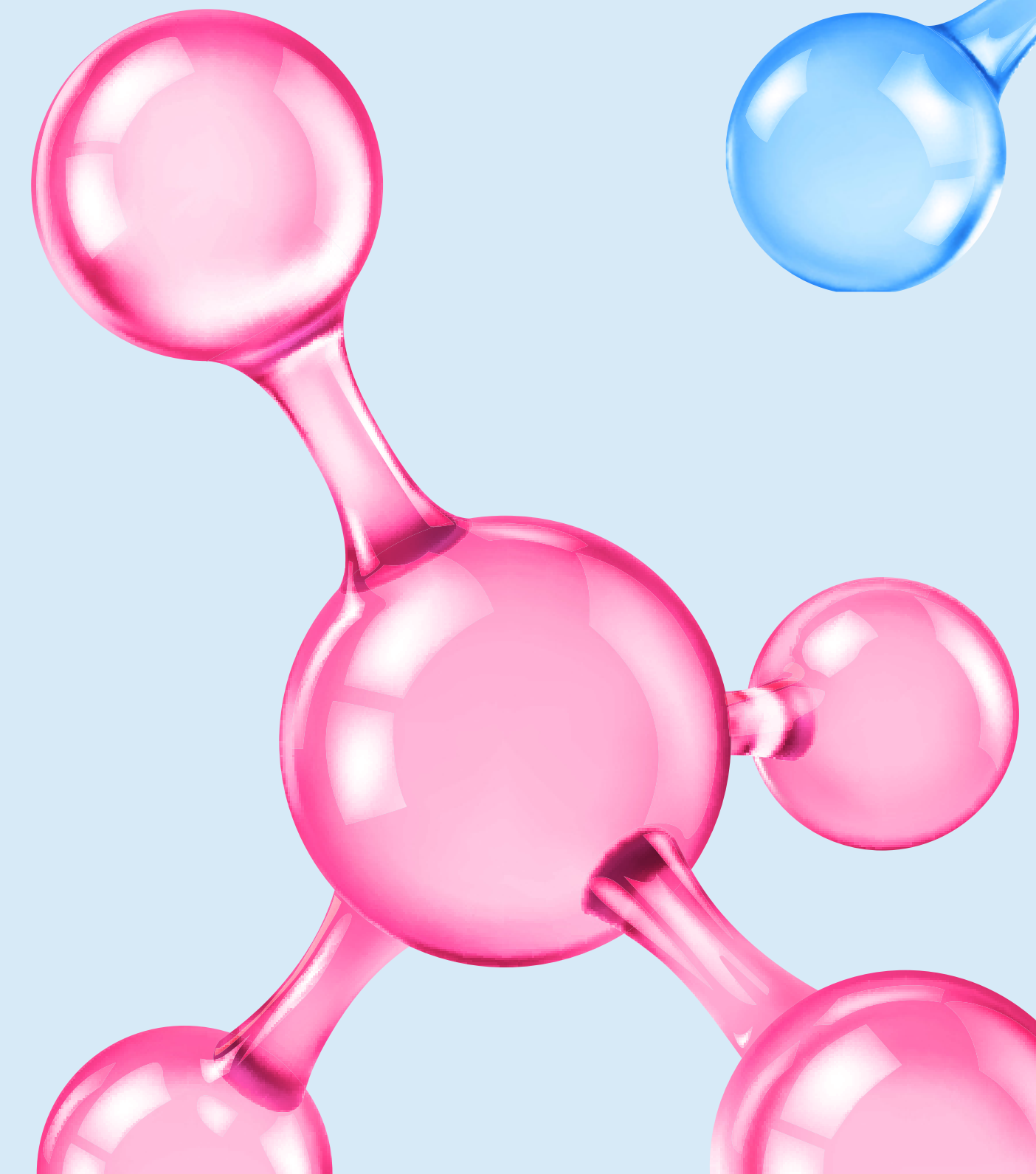
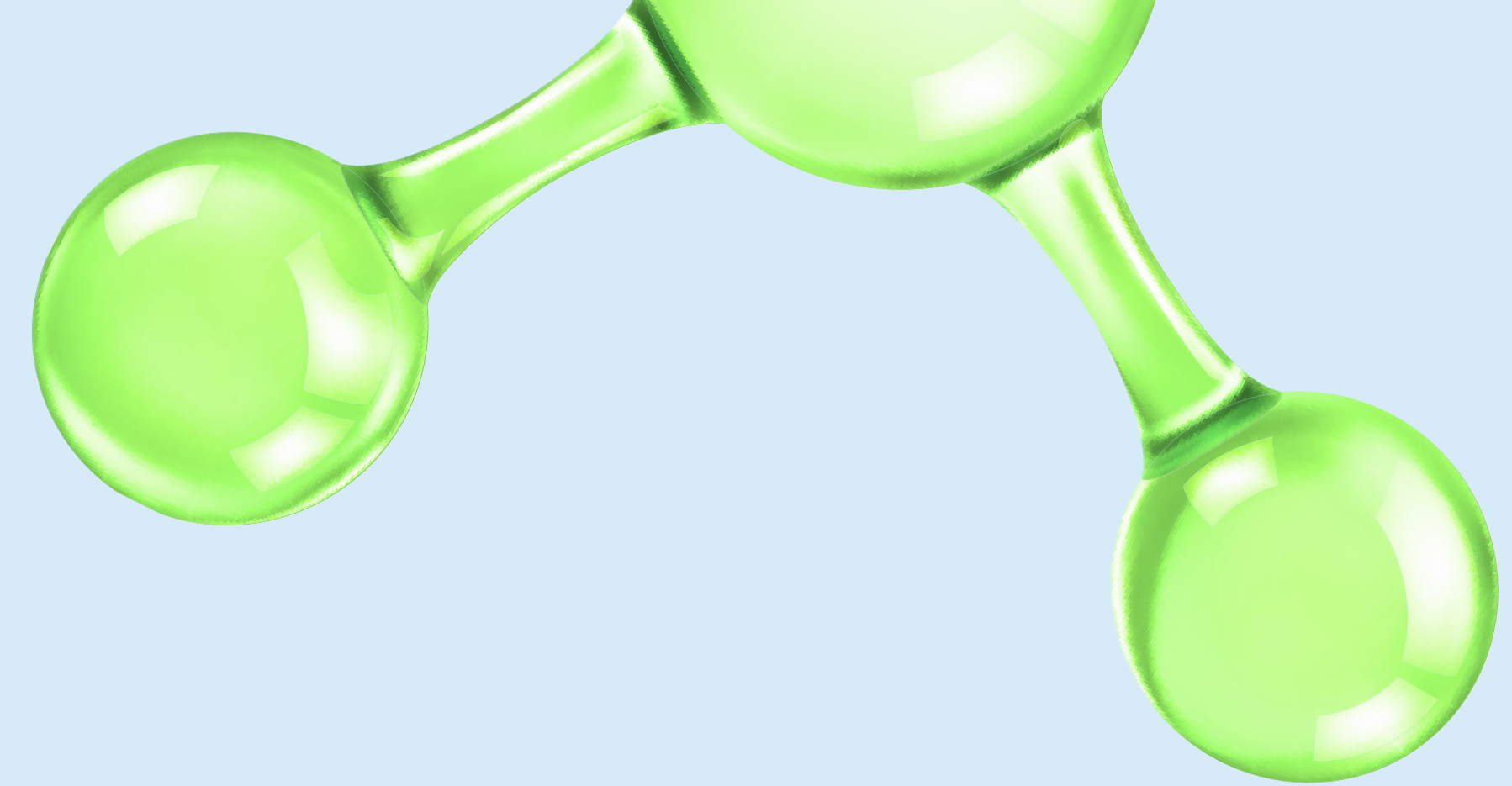
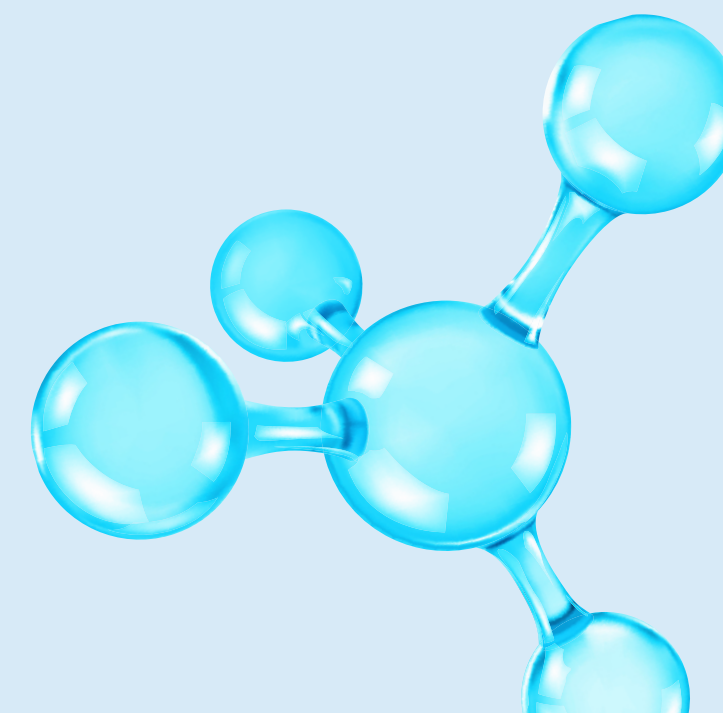
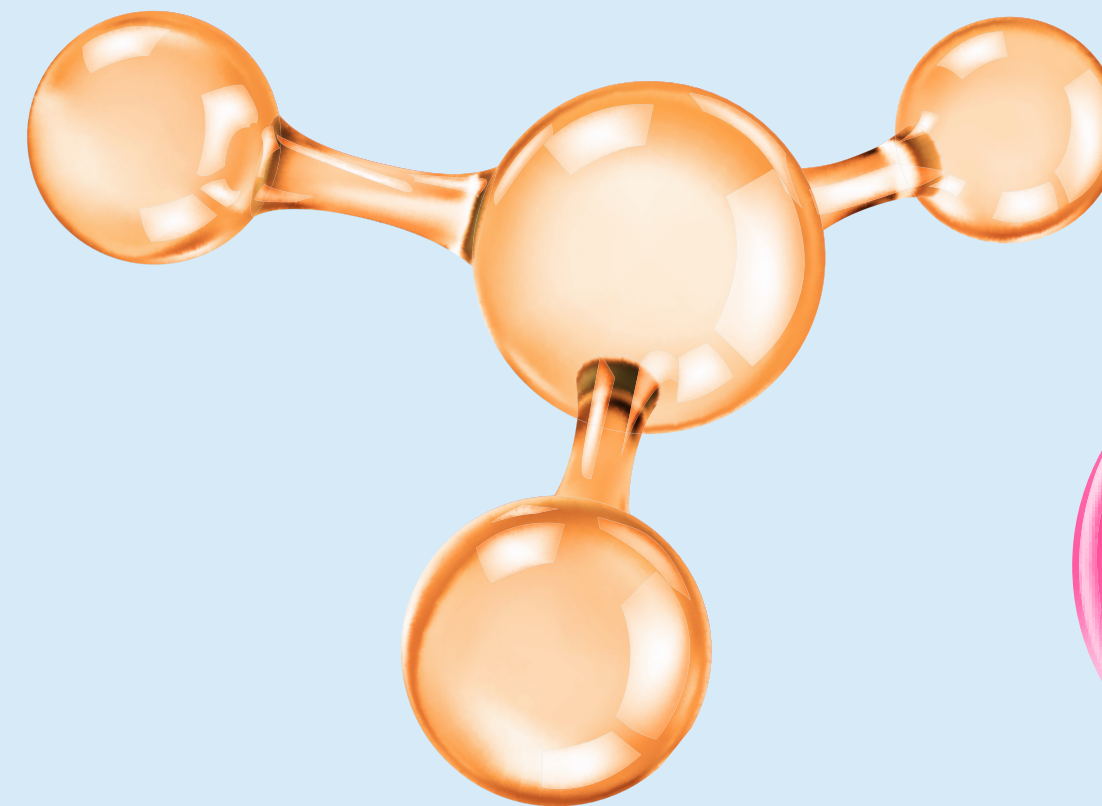
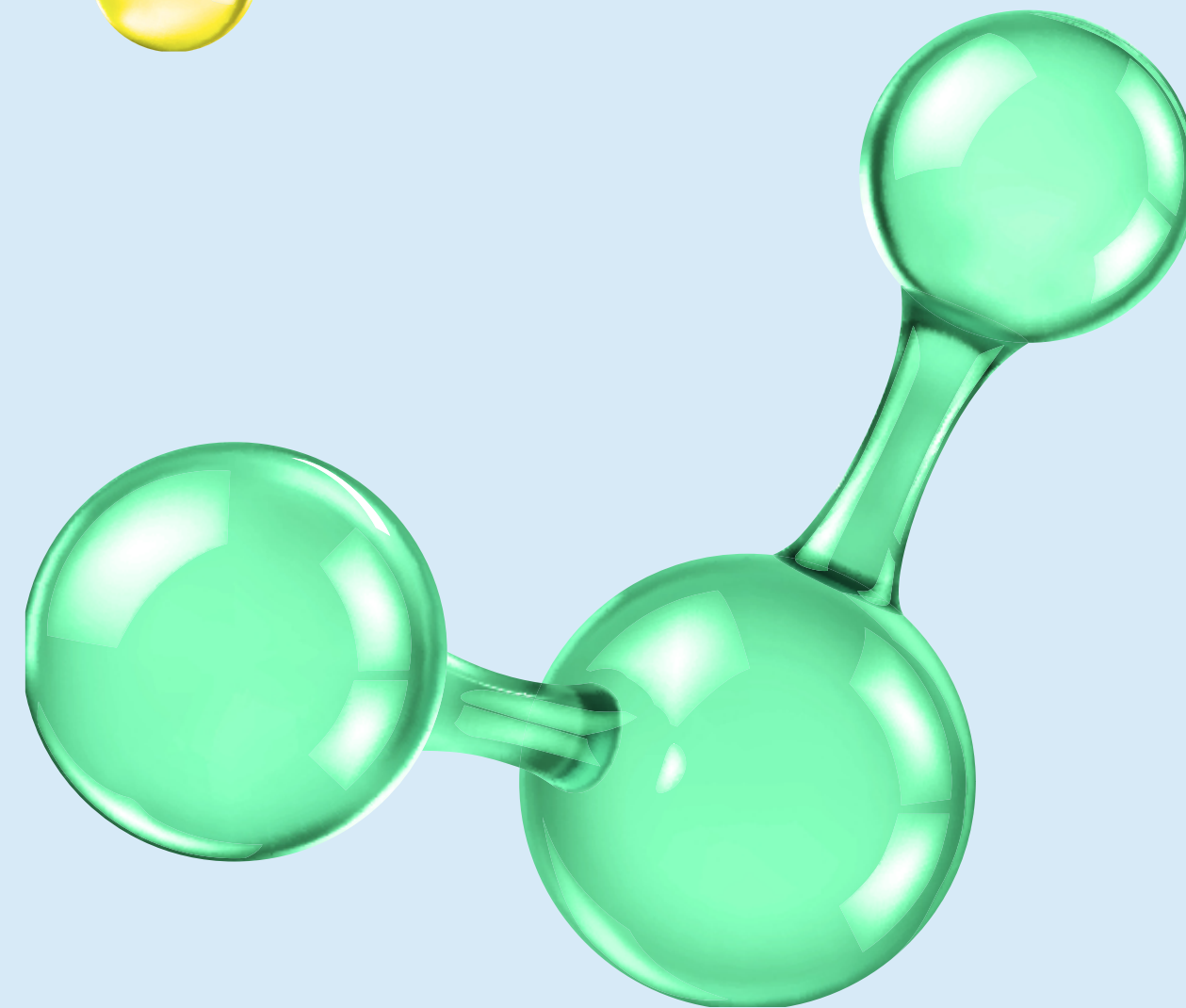
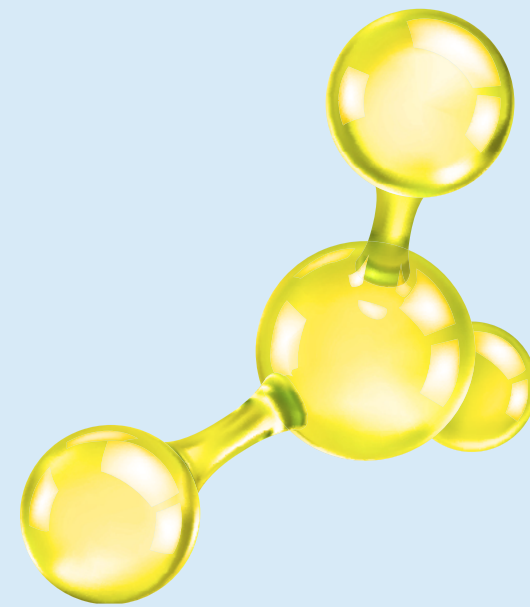


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Executive summary

Executive summary

Designing and delivering a new leadership development program for 12,000+ global leaders in less than 15 months – impossible? Not when building on a foundation of successful collaboration results in the co-creation of an innovative online executive learning journey able to deliver scale, speed and impact.

When the Bayer Group realized in 2021 that achieving its strategic objectives would entail a transformation of its performance

management culture, it launched a program for senior leaders to develop psychological safety and a coaching mindset as well as to learn how to actively manage performance. To **amplify the program’s reach**, Bayer approached IMD about one of its existing online programs, hoping to **deploy at scale the new, expected behaviors** to its line managers across the globe as quickly as possible in an impactful way.



Figure 1: Lasting impact using scale and speed

Estimated **ROI 66%**

Top 5 leadership behaviors adopted 6 months post Sprint



Estimated monetary impact measured 6 months post Sprint



Intangible benefits:



Figure 2: Impact on multiple levels

IMD boldly recommended an **innovative approach** that **explored alternative pedagogical methods** beyond traditional e-learning. Over the years, IMD had developed a trusted relationship with Bayer and tacit knowledge about the company. Hence, Bayer was prepared to test the concept.

The result of this forward-thinking venture? A custom, blended “Sprint.” In record time, IMD and Bayer co-created an intense, five-module, 15-day leadership journey that seamlessly blended with Bayer’s initial senior leader program and delivered on all three essential dimensions – scale, speed and impact (See

Appendix 1 for IMD’s co-creation approach). In the end, **IMD launched 29 weekly Sprints** that developed **12,826 leaders, with 83% completing the program over a 10-month period** (Figure 1).

The engagement effectively drove impact deeper into the organization through multiple levels and resulted in an **estimated annual cost savings of €23 million and ROI of 66%**, almost three times its target (Figure 2). This conservative calculation of ROI takes into account all program costs but only the cost savings of the cohort that was studied.



Introduction

Introduction

About Bayer

Established more than 150 years ago, Bayer is a life science company with core competencies in the areas of health care and agriculture. A successful producer of innovative products, it helps create solutions to some of our world’s major contemporary challenges. It is organized into three main divisions – Crop Science, Pharmaceuticals and Consumer Health. Its 354 companies

operate in 83 countries with 101,000+ employees (Figure 3).

In a context of increasing demographic challenges, Bayer works all over the world to improve quality of life for an aging and growing population by focusing its R&D activities on preventing, alleviating and treating diseases. The company also meaningfully contributes to providing a reliable supply of high-quality food, livestock feed and plant-based raw materials.

Bayer’s goal is to create value for customers, stockholders and employees while also strengthening its earning power. It is committed to operating sustainably and addressing its social and

ethical responsibilities. Employees with a passion for innovation enjoy excellent development opportunities at Bayer.

Its **vision** of “Health for all, Hunger for none” is based on values and behaviors that enable its employees to fulfill its **purpose** of “Science for a Better Life.” Its four **LIFE values – leadership, integrity, flexibility and efficiency** – define what is expected of everyone at Bayer.

About IMD

Since it was founded 75 years ago, IMD has been a pioneering force in developing leaders and organizations that contribute to a more prosperous, sustainable and inclusive world. Led by an expert and diverse faculty, with campuses in Lausanne and Singapore, IMD strives to be the trusted learning partner of choice. Its executive education and degree programs are consistently ranked among the world’s best by the Financial Times, Bloomberg, Forbes and others.

IMD’s leading position in the field is grounded in its unique approach to creating real learning, real impact. Through its research, programs and advisory work, IMD enables business leaders to find new and better solutions – challenging what is and inspiring what could be.

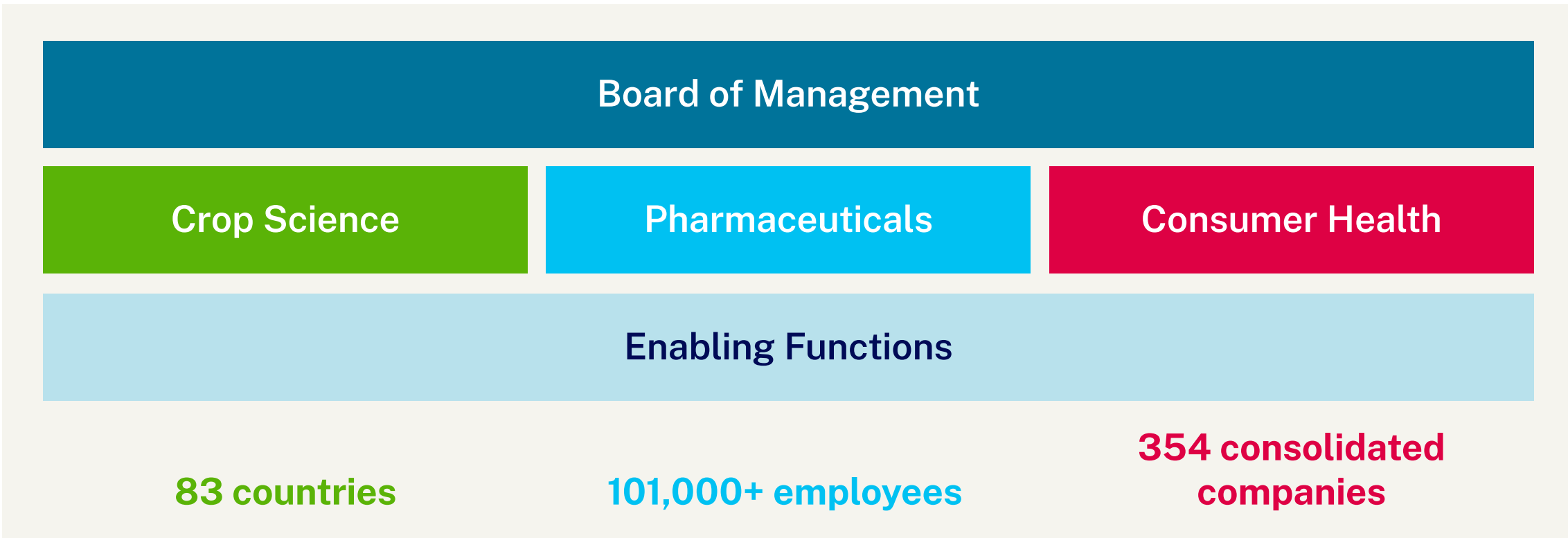


Figure 3: The Bayer Group, 2021



IMD campus in Lausanne.



The challenge

The challenge

In 2021, despite a challenging and evolving operational environment, Bayer was clear-eyed about its mission and focused on its strategic path. It had carefully designed an **organizational transformation journey** that was being rolled out across every area of its business to accelerate strategy implementation and deliver on its promises to shareholders, stakeholders and employees.

Nonetheless, the company faced challenges. It was still navigating the pandemic and an increasingly uncertain and volatile operating environment. Bayer was also internally focused, somewhat risk averse and had a top-down structure. Rather than making and implementing decisions at each level, situations escalated upwards, something which hindered fast decision making and innovation. Finally, Bayer's state-of-the-art performance management system was underemployed or not implemented consistently.

As a result, there were substantial gaps in performance management:

- Only about half of the employees had had a development dialogue in 2020.
- Only 1 out of 4 employees had set development goals.
- 40% of leaders claimed to have difficulties evaluating performance.

For the organizational transformation to succeed, it was essential that Bayer **upskill** its leaders with a **coaching mindset** that would drive high team performance. While the company's three divisions each operated in unique markets, many leaders faced the same set of management challenges. They needed to understand what it meant to lead in a changing environment and how to empower employees to create a performance-driven organization. All in all, what Bayer needed was no less than a **fundamental shift in mindset and a new set of behaviors** (Figure 4).



Figure 4: Leaders needed to shift their mindsets and change behavior to achieve Bayer's organizational transformation



Developing senior executives for Bayer's organizational transformation

“The world around us is changing significantly, and the things we took for granted yesterday are no longer valid today and won't be tomorrow. Given the speed of change, Bayer began an organizational transformation. We needed to become a more performance-driven company, to develop accountability as well as our leaders' ability to have difficult conversations. We started with the top 500 senior executives and needed to find a way to quickly spread that new learning throughout the company.”

Bayer executive

Bayer's first step was to galvanize its leadership by initiating a program for senior executives that was in line with its values. It focused on developing psychological safety, on using a coaching approach to manage performance in real time and on improving performance management overall. By the end of 2022, most of the company's 500 top leaders had successfully completed the program.

For the transformation to succeed over the long term, it needed to involve everyone, at every level. However, implementing

a traditional cascading strategy to the rest of the organization would simply take too long. In short, Bayer urgently needed to develop and upskill thousands of leaders across the globe as quickly as possible so they could then act as multipliers of the new culture. The **ultimate challenge** of this L&D initiative was to identify and implement a **scalable** solution that would efficiently **drive the desired behaviors and capabilities** deeper into the organization, ensuring a **speedy** and lasting **impact**.



The commitment

The commitment

Bayer and IMD had a long history of successful management development partnerships. In Spring 2022, Peter Spannagl, Global Talent Management Learning and Training and Program Manager, contacted Paul Hunter, Director of Programs and Learning Design to ask if the company could license one of IMD’s tried-and-true

asynchronous leadership programs to activate and support its organizational transformation initiative and **rapidly develop the skills and capabilities of 5,000 leaders.**

The company expressed its desire to incorporate both **theory and practical content** around the

mindsets and behaviors needed to create **psychological safety, develop a coaching mindset and manage performance.** To develop leaders across all regions worldwide, the program would have to be **simultaneously and seamlessly** delivered in **six time zones** and in **seven languages** – English, German, Chinese, Japanese, Spanish, Portuguese and French.

While participation would be voluntary, the program would form a fundamental pillar of the company’s transformation initiative. Bayer wanted as many leaders as possible to participate and for the alumni to act as ambassadors to spread excitement and recruit other leaders throughout the company.

Bayer’s ideal program would have to fulfill three, equally important requirements:

- 1 Scale** – development and delivery to an initial target of 5,000 global leaders.
- 2 Speed** – program launched and completed within a year.
- 3 Impact** – engaging design to foster individual and organizational learning and interpersonal relationships.

IMD	Bayer
Paul Hunter, Program Director	Beatriz Rodriguez, Chief Talent & Diversity, Equity and Inclusion Officer.
Jennifer Jordan, Professor of Leadership and Organizational Behavior	Peter Spannagl, Global Talent Management Learning and Training and Program Manager.
Michael Yaziji, Professor of Strategy and Leadership	
Learning Managers: Alison Andersen, David Bolton, Tina Lieber, Francis Pfluger	

Figure 5: Bayer and IMD co-creation team and key stakeholders

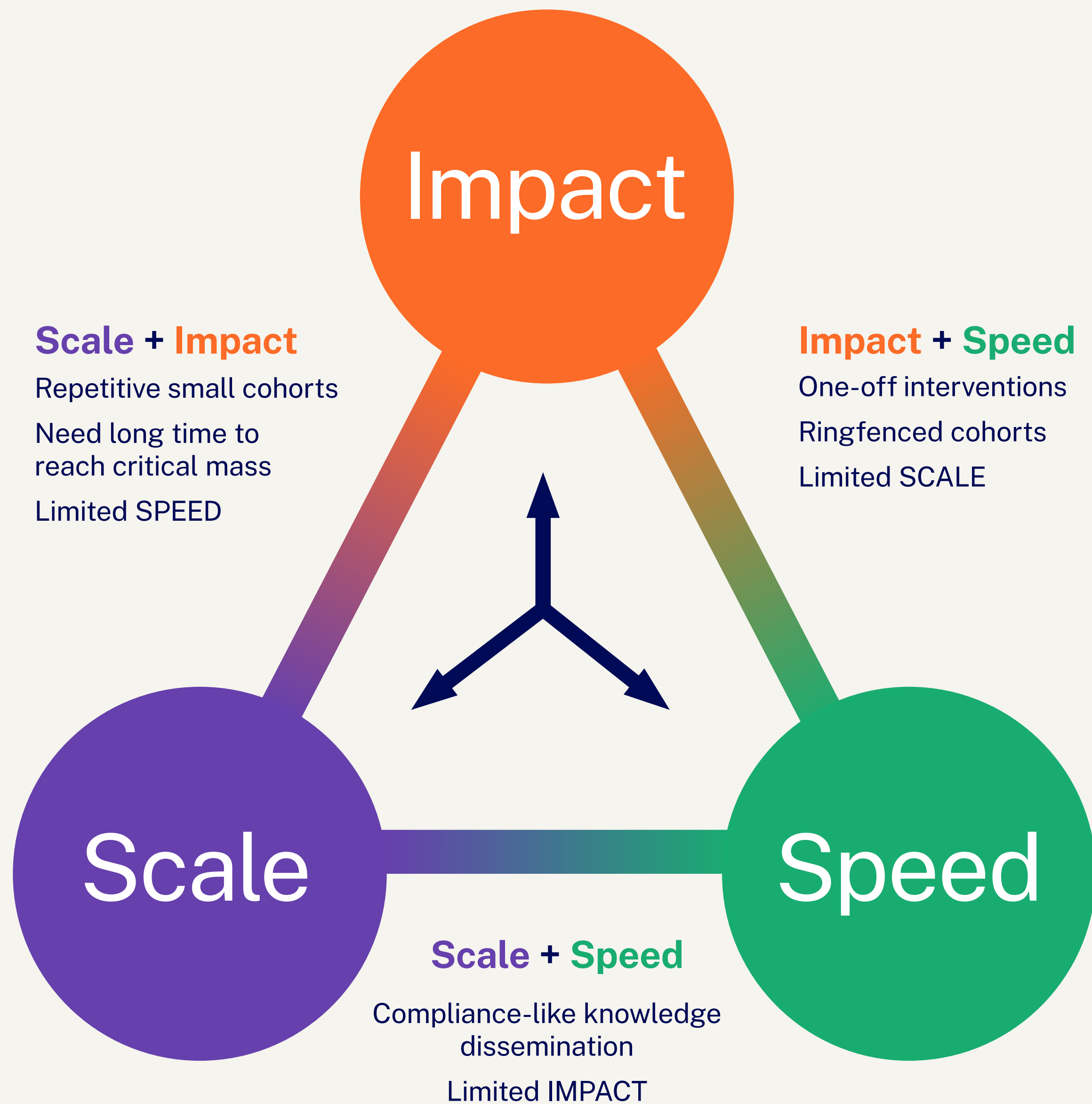


Figure 6: IMD Sprints resolve the tensions created when three equally important goals pull against each other

Excited at the challenge, IMD said yes. This was no ordinary request, and an ordinary solution would not suffice. Delivering a program that effectively achieved all three criteria simultaneously was both complex and daunting. By their nature, these **three dimensions create opposing tensions**. Focusing on impact and speed is possible, but only on a limited scale. These engagements are typically one-off interventions for ringfenced cohorts. And designing for impact and scale often leads to a slower rollout because cohorts are smaller, and the objectives take a long time to reach critical mass over an extended period. Finally, programs that concentrate on speed and scale often focus only on knowledge dissemination with a one-way flow of information. This limits impact. Clearly, an **off-the-shelf solution could not manage all three dimensions**. To simultaneously address these tensions, IMD proposed the co-creation of a **customized**

IMD Sprint (Box 1 and Figure 6).

IMD had pioneered many online programs but delivering and managing a program for 5,000 participants globally and in seven languages would be a first. The co-creation team grappled with the **complexities** of delivering a **customized, fully online program** – with both synchronous and asynchronous content – on such a **large scale**. How could it design and deliver content and activities for groups of **250 to 500** leaders that provided **an engaging experience and created lasting impact?**

The solution was a design with **engagement on four levels**, from **individual to small discussion to larger cohort to plenary**. The cohort groups deliberately integrated leaders from different businesses, markets, functions and regions, an arrangement that would help leaders grow their networks and

Box 1 – IMD Sprints:

Short, fast-paced, intensive online learning journeys. They combine synchronous & asynchronous sessions as well as interactions with IMD faculty and peers. Taking place over one to two weeks, Sprints require a daily time commitment of one to two hours.

foster a better understanding of different parts of the organization. The intimate discussion groups facilitated bonding. On the individual level, leaders could practice the new behaviors while assimilating the theoretical content.

Crucially, customizing the Sprint format enabled the team to **integrate the themes** Bayer had already developed for its senior leaders so that the larger Bayer-wide engagement was a **coherent journey**.

From the outset, IMD recommended another way for the Sprints to support Bayer's goals – using the senior leaders that had already completed the initial program to facilitate the cohort-level sessions. This would serve four purposes: Lend **credibility** to the initiative, **embed** the senior leaders' learning, provide them with an opportunity to be seen as **role models by walking the talk**, and allow them to **listen to a broader organizational audience**. Sharing anecdotal successes and failures would also create a bond and help build a foundation for psychological safety (Figure 7).

Although Bayer was initially reluctant because it would add further logistical challenges to an already demanding program design and timeframe, it was quickly convinced by the multiple synergies the solution created and by IMD's

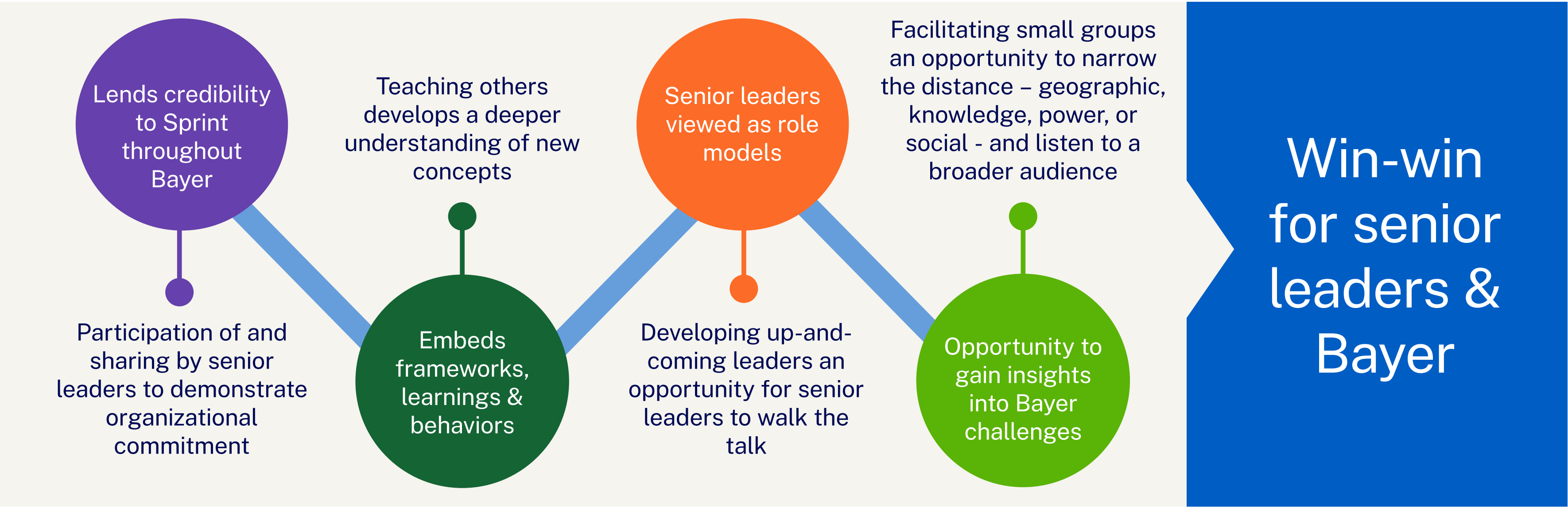


Figure 7: Using senior executives to reinforce and embed facilitators' learnings

commitment to handle the complexities from A to Z. It was a win-win for everyone!

The partners agreed to launch 21 Sprints – set to begin September 2022 – with cohorts ranging from **250 to 500** participants in a dynamic collaboration that created a markedly smooth development journey. The partners committed to the following ten action items:

- 1 Developing a seamless process** that covered enrollment, invoicing, participation, delivery, assignments and program certification.
- 2 Scaling IMD's capabilities** to the initial target of 5,000 leaders in 21 cohorts ranging from **250 to 500** participants.
- 3 Launching weekly Sprints** from late September 2022 through the end of April 2023.
- 4 Delivering the Sprint in seven languages** – English, German, Chinese, Japanese, Spanish, Portuguese and French – with simultaneous translations for synchronous sessions.
- 5 Mobilizing** IMD's world-class operations team for coordinating logistics.
- 6 Supporting** the learning and program design with a team of experienced IMD learning managers.
- 7 Developing** Bayer's **in-house** senior leaders.
- 8 Creating state-of-the art asynchronous material.**
- 9 Leveraging AI** to enable learning.
- 10 Embedding diversity, equity and inclusion** as a red thread.



The L&D initiative

The L&D initiative

Co-creating the Sprint in six months

All aspects of the design – from its length, to who delivered content and when, to the required daily time commitment, to assignments – were carefully chosen with three goals in mind (Figure 8):

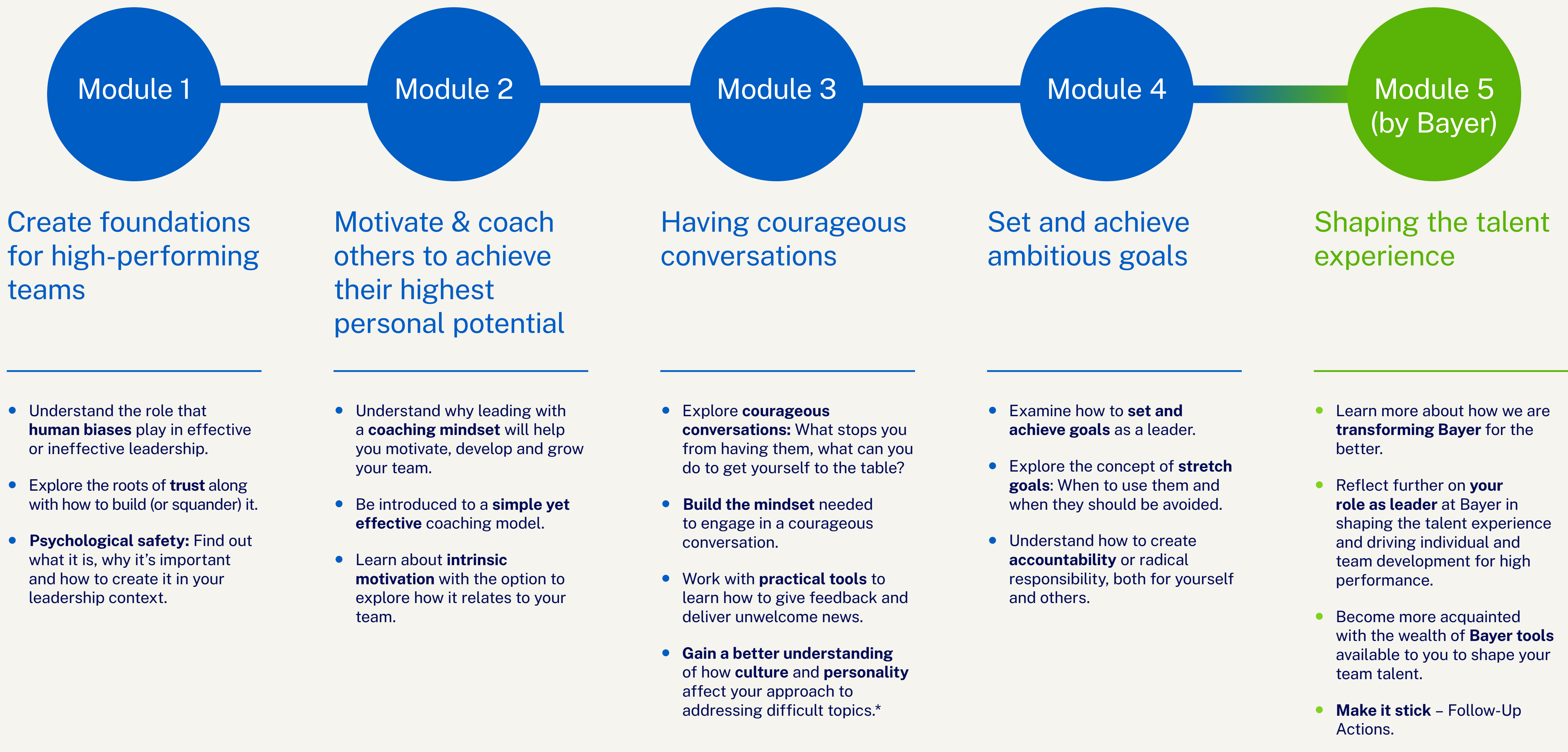
- 1 Support Bayer's strategic transformation** by reinforcing the desired behavioral changes and creating a common language.
- 2 Develop leaders in an engaging and practical manner** in alignment with the frameworks developed for senior leaders.
- 3 Manage participants' expectations** in terms of time frame and daily time commitment.

The 15-day Sprints enabled participants to **learn, reflect, discuss, practice and commit to the new behaviors**. To ensure engagement, synchronous sessions featuring a mix of IMD faculty, IMD Learning Managers and Bayer senior leaders were scheduled every other day. On alternate days, participants asynchronously completed practical assignments – watching videos, reading articles, engaging in discussion fora – focused on **moving from theory to practice** so they were immediately motivated to test and apply their learning in the workplace.

Modules 1 – 4 focused on the new sets of behaviors Bayer wanted to develop in its leaders. Bayer designed and delivered the final module to drill down into the details of accessing and using its state-of-the-art performance management system (Figure 9).



Figure 8: Design overview and goals



* Included an optional AI-powered exercise featuring personalized feedback on webcam recordings

Developing leaders and reinforcing facilitator learnings

In addition to developing its leaders’ mindsets, capabilities and behaviors, Bayer also wanted to enable participants to **create bonds in a small group setting** and **grow their networks**. This would facilitate post-program exchanges for problem solving future challenges and both deepen and accelerate Bayer’s cultural transformation.

500 participants makes for large synchronous sessions. IMD’s innovative approach provided a supportive environment for this challenging online setting by **engaging leaders on four different levels** (Figure 10). The cohort and discussion groups enabled leaders to learn together, practice disclosure and have deeper conversations. Individual learning took place back at work as leaders were asked to immediately **apply the new behaviors** – giving feedback, coaching team members, engaging in difficult dialogues.

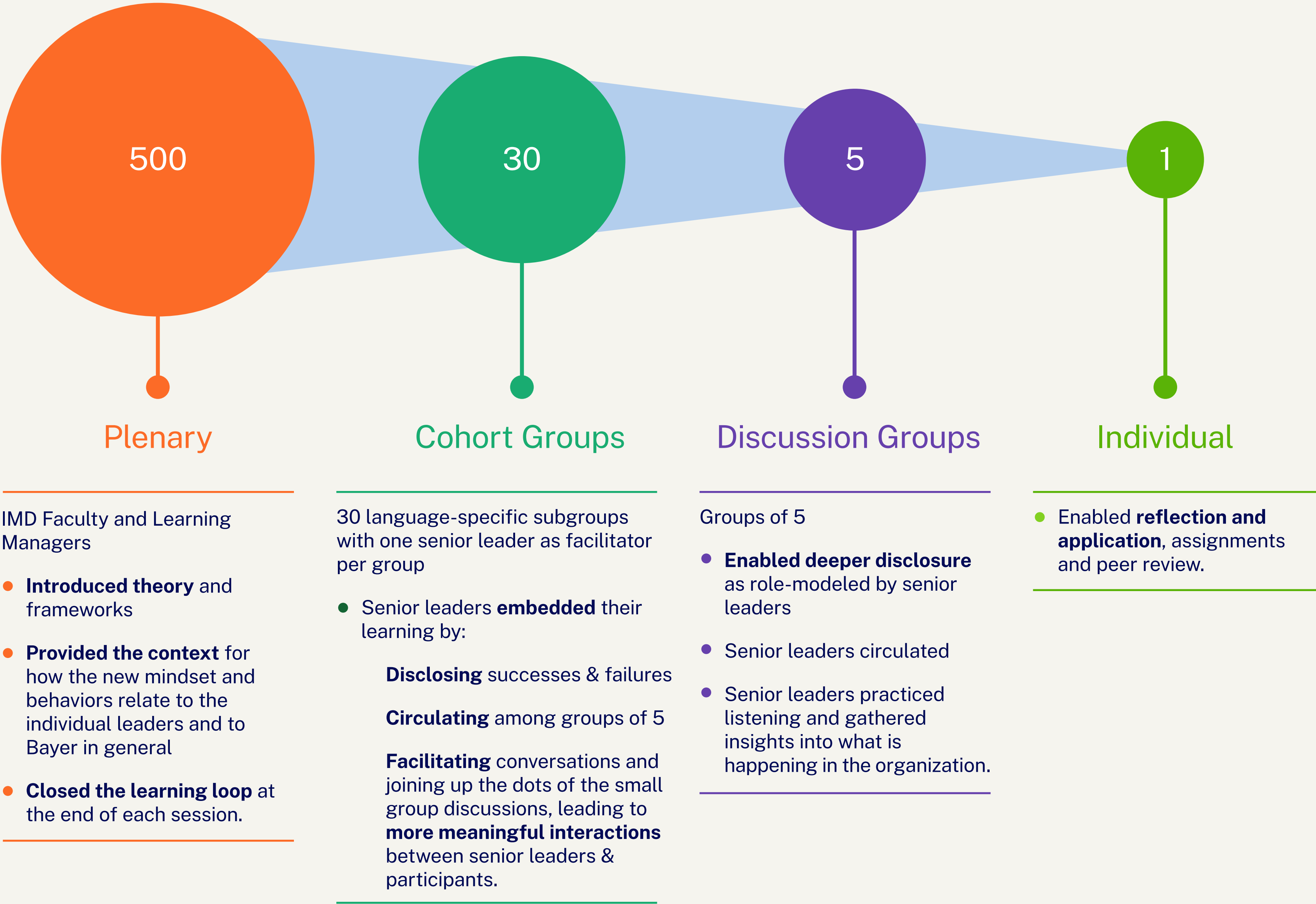


Figure 10: Learning enabled on multiple levels for both participants and senior leaders



Figure 11: Facilitators embedded their learning and role-modeled the desired behaviors

Impact of breakout groups

The multiple levels facilitated authentic interactions between Bayer’s senior leaders and participants. In a typical session, **IMD faculty first introduced the theory and frameworks. Senior Bayer leaders** then interacted in the plenary and/or with their language-specific cohorts of 30 participants from across the organization. They **role-modeled** disclosure by **sharing** leadership successes and failures. These cohorts then broke out into 5-member discussion groups to **discuss implications, disclose their own stories and practice the new behaviors**. Senior leaders circulated among the groups to **refine** their listening skills while **discovering** what

was happening in different parts of the organization in an unfiltered way. **Then, the process reversed.** The discussion groups met back in the cohorts with senior leaders facilitating discussions around key learnings. Finally, all cohorts returned to the plenary to debrief with faculty (Figure 11).

The role played by Bayer senior leaders was crucial. Disclosing, listening and facilitating the 30-person cohorts both **reinforced and embedded their learnings**, and gave them **insights** into the broader organization.

“We learn best from others, and by hearing other people’s personal journeys and experiences. While there were a few hundred per cohort, the learning really took place when interacting in the smaller peer groups. As a participant and facilitator, I had a chance to engage with people that I’ve never met in person. So, it extended your network in the process as well.”

Brian Naber
Facilitator, Bayer Crop Science,
Head, Region Asia Pacific

“The breakout groups represented different countries and different nationalities but we realized that we have these similarities when it comes to leadership challenges. We could hear valuable opinions from different cultures, and so they worked like a support group for leaders. They also really facilitated diversity and inclusivity.”

Bayer participant

“I facilitated sessions specifically geared toward our Chinese colleagues. My biggest insight was that the content resonated. It appealed on a universal level, but at the same time there was enough sensitivity and care taken to make sure that the content was applicable and relevant at the local level.”

Bayer facilitator

On the individual level, leaders completed **micro assignments** that applied the frameworks to their context. They were asked to **reflect** on how the material applied to them, how they currently **applied** that learning, what they could do differently and what **concrete steps** they would now take.

At the end of module five, participants completed an **integrative assignment** consolidating the four micro assignments into one document and summarizing their learning and commitments. These assignments were evaluated and assessed by cohort peers, following strict guidelines and metrics.

The co-creation team (Figure 5) provided ongoing support and designed pedagogical materials (Box 2).

Box 2 – Co-creation team developed supporting materials

For participants

- Micro and final assignment templates.
- Evaluation rubrics with metrics and space for qualitative comments.

For senior leaders

- Briefing template on how to facilitate the sessions.
- Webinars to set expectations on logistics and review the expected tasks – to disclose, listen and facilitate.
- Pre-session alignment calls.
- Post-session debriefs.

Delivery and logistics

Designing and implementing for **scale required solving complex technological and logistical challenges**. Sending **500** participants from plenary into 30 separate language-specific cohort groups was nothing like facilitating simple breakout rooms. This required pre-program preparation and meticulous follow-up by the operations team so that no participants were lost in the process. In addition, the Sprint's reliance on senior leaders' availability to facilitate sometimes resulted in last-minute changes and potential scheduling conflicts.

The first Sprint launched in late September 2022. The co-creation team **held weekly meetings to debrief** what worked and what could be changed to increase the program's impact. It used feedback from all stakeholders – faculty, learning managers, both the operations and IT teams, senior leaders and participants – to adapt the design, which was eventually finalized after approximately six cycles of delivery, debrief and adaptation. The team integrated the design elements participants reported as helpful to their learning journey.

IMD professors – Jennifer Jordan, Professor of leadership and organizational behavior and Michael Yaziji, Professor of strategy and leadership – taught different modules. They each launched a new Sprint on alternate weeks. Four IMD learning managers – Alison Andersen, Francis Pfluger, David Bolton and Tina Lieber – shared responsibility for the 29 Sprints over the program's ten months. IMD's IT team guaranteed the stability of the technology while its operations team ensured that the program ran smoothly. In addition to facilitating shifts from plenary to cohort to small discussion groups, they provided the required course material.

Though it was a logistical challenge, launching weekly enabled faculty to **learn from participants** and quickly adapt their material. They **experimented**, sharpening content, framing and delivery. Technology allowed them to **interact with the large group in real time**. For example, Jordan asked the breakout groups to answer questions using a live Miro board that all **500** participants could see and post to during the session (Figure 12).

“Even though our material was different, we needed to learn each other's content in case we needed to step in, and we did! We had to be sure we were agile and flexible.”



Michael Yaziji
Professor of strategy and leadership

“The Sprint's compressed timescale allowed me to quickly adapt my teaching, incorporate key learning from the previous week's participants. The technology enabled me and participants to collaborate and learn from each other in real time, at a scale I have not experienced before.”



Jennifer Jordan
Professor of leadership and organizational behavior



The impact

The impact

To reinforce and solidify its long-term transformation initiative, Bayer developed leaders at scale in just ten months (Figure 13). It embedded psychological safety and a coaching mindset, as well as improved performance management (Figure 14).



Figure 13: Lasting impact using scale and speed

Estimated **ROI 66%**

Top 5 leadership behaviors adopted 6 months post Sprint



Estimated **monetary impact** measured 6 months post Sprint

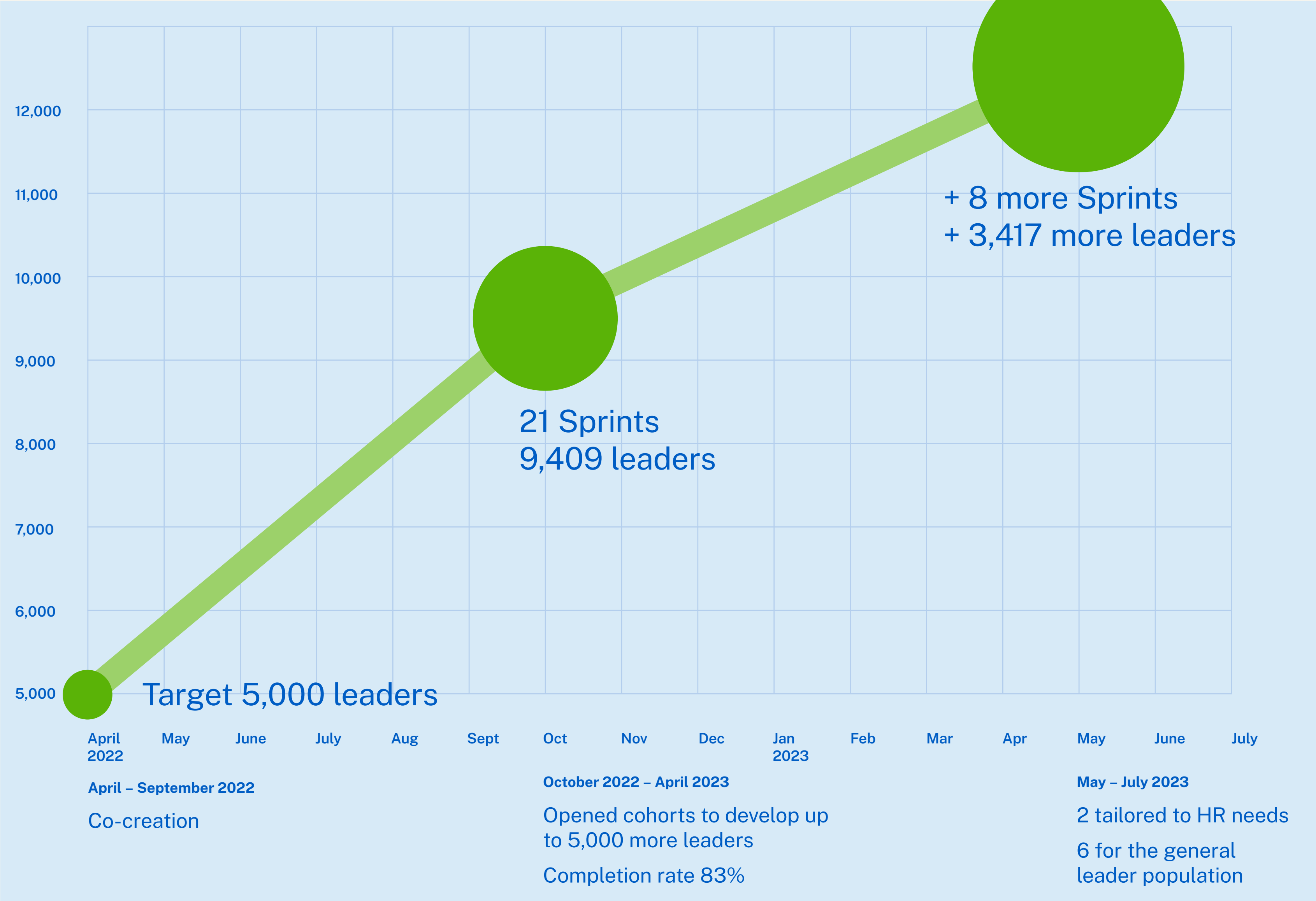


Intangible benefits:

- Building trust
- Psychological safety
- Active listening
- Collaboration & networking

Figure 14: Impact on multiple levels

Developing 12,826 leaders in 95 countries for an estimated ROI of 66%



IMD developed 12,826 leaders – **more than 2.5 times the original target**. Participants were engaged and committed as shown by the **completion rate (83%)** and **attendance in the synchronous sessions (80%)**, resulting in an estimated ROI of 66% (Figure 15).

Figure 15: The engagement delivered on scale, speed and impact

Individual Impact

Reaction and learning

Immediate impact, measured using a 5-point Lickert scale, was consistently high, especially for an online engagement with so many participants (Figure 16).

“It was a peer sharing experience and it became a movement of people that wanted to participate because they saw the benefits of those who had already gone through. It was a horizontal world of coming together to learn differently.”

Beatriz Rodriguez
Chief Talent & Diversity, Equity & Inclusion Officer

Reaction & learning



Figure 16: Leaders reported consistently high reaction and learning

This impact was facilitated by the integration of activities that leaders reported as enabling learning.

38% Opportunity to connect with other leaders from across Bayer

25% Combination of self-paced and live sessions

20% Practical tools and resources that were provided

5% Use of videos, role-playing, and interactive exercises

Furthermore, Sprint alumni encouraged peers and team members to invest the estimated 20 hours required for the self-development opportunity, thus **spreading excitement** throughout the organization (Figure 17).

The Sprint **equipped leaders with a common language** to talk about foundational elements and provided them with the same, simple frameworks to engage with peers and colleagues in coaching or other leadership situations.

“The modules were very relatable, covering the aspirations, struggles and challenges of a leader that are not covered by other leadership programs. And the theories shared were very applicable. A success indicator is the application to daily work. You can say it’s successful when there is the psychologically safe environment and people communicate with each other even during difficult conversations, or you can see productive sharing and people setting stretch goals.”

Christine Elia Peralta

Participant, Government Affairs Manager, Philippines



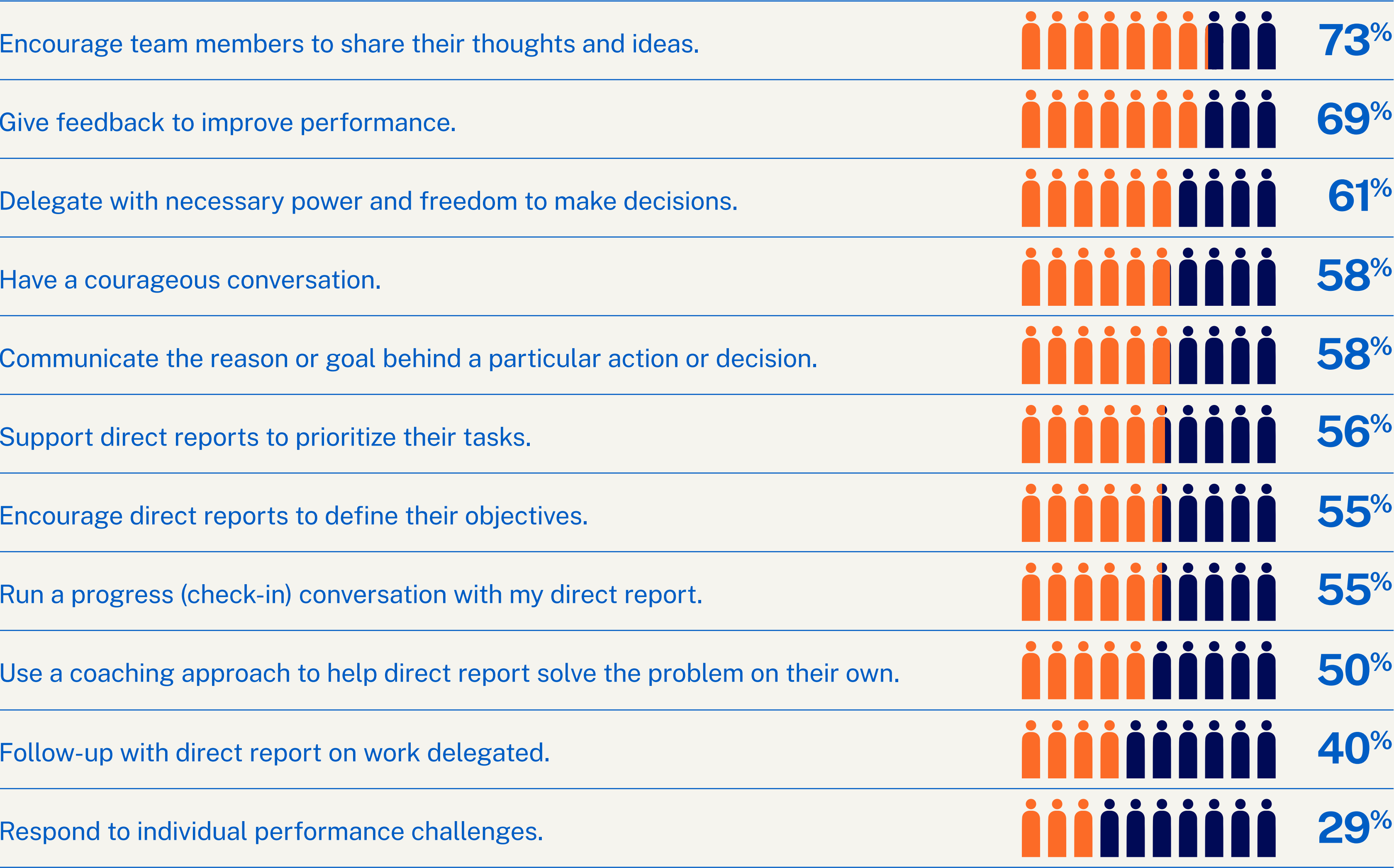
Figure 17: Top words describing how participants felt immediately post program

Application of learning

A survey was sent four to six months post program to assess how much participants had increased their application of the 11 new leadership behaviors, and their confidence in doing so (Figure 18). On average, leaders estimated a **13% increase** in the **use** of the desired leadership behaviors and a **15% increase** in their **confidence** in them.

Furthermore, 88% of leaders said the Sprint **had a high impact on their team and/or themselves** (Figure 19).

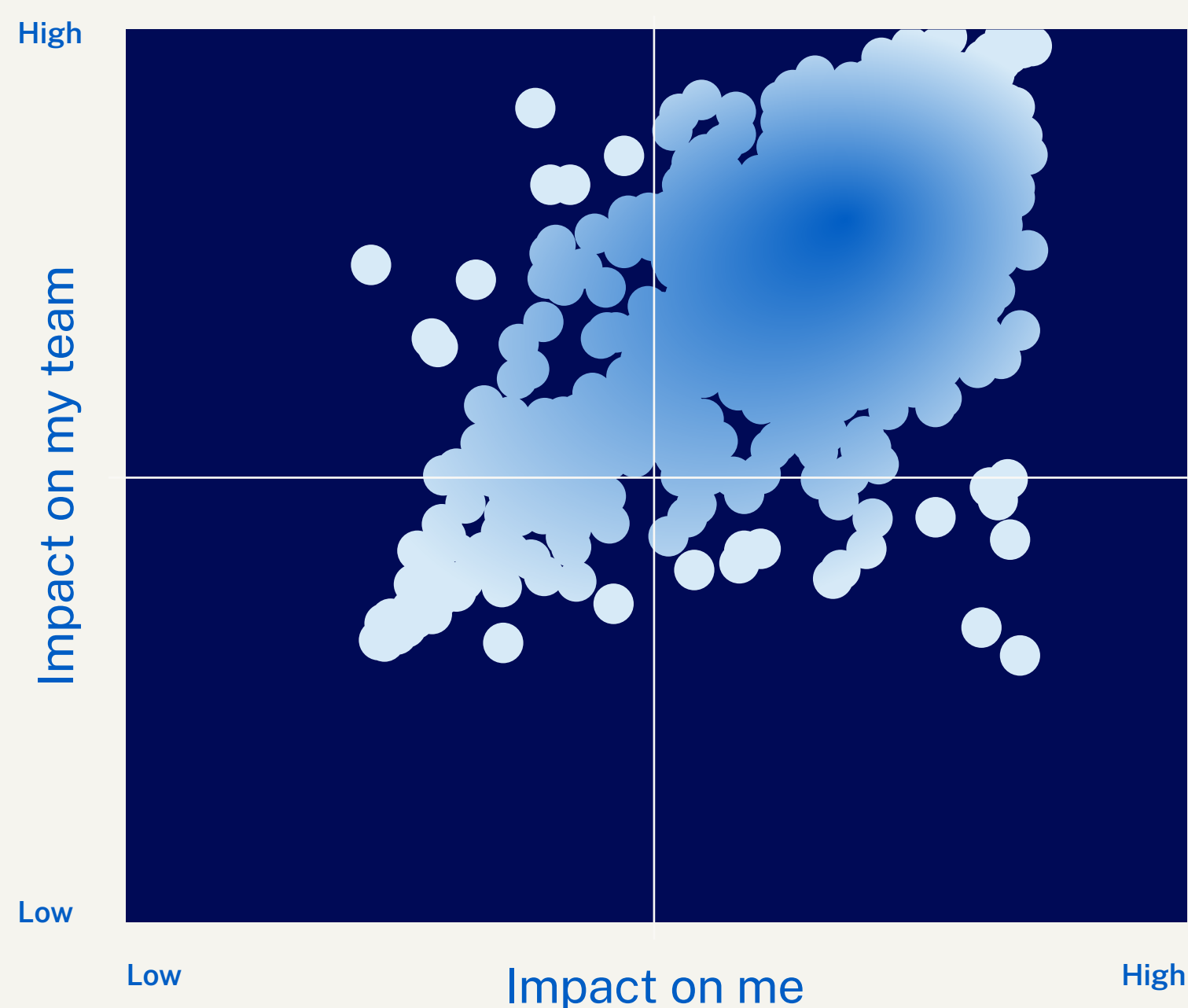
Application level: Behaviors adopted
6 months post Sprint



Measured on a scale of 1-10: Not at all=1, Regularly=10 N=2,469 Response rate 25%

Figure 18: Leaders adopted and were more confident using the desired behaviors

Sprint impact to me and my team after 4 to 6 months



88%

reported high impact on self and/or team

69% reported high impact on self and team

14% reported high impact on team

5% reported high impact on self

“By chance, I started leading a new team just when I participated in the program and so I could directly apply what I learned first-hand.”

Bayer participant

“My main learning was how to build the psychological safety inside my team, finding, understanding how to deal with emotions and having courageous conversations.”

Aarón Díaz
Participant, Team lead financial accounting

Figure 19: Individual leader and team impact six months post program

Business Impact

Using senior leaders to facilitate the cohort groups and listen in on the small discussions helped Bayer achieve its goals of integrating the techniques of psychological safety, developing a coaching culture and improving performance management. The smaller group interactions enabled these leaders to model disclosure and learn more from participants about other parts of the organization. This created enormous **credibility** for the Sprint, encouraged participants to do the same thing in their small groups and **generated impact for individuals, senior leaders and the overall organization** (Figure 20).

Research shows a strong correlation between reaction and learning data and the application of learning. Ultimately, this creates business impact. IMD used the industry-standard Phillips' ROI Methodology® to calculate business impact (Appendix 1), estimating a **66% ROI - almost three times the target of 25%. For every €1 invested, Bayer gained €1.66. Finally, leaders' adoption of the new behaviors led to an estimated €23 million gain in efficiency in one year.**

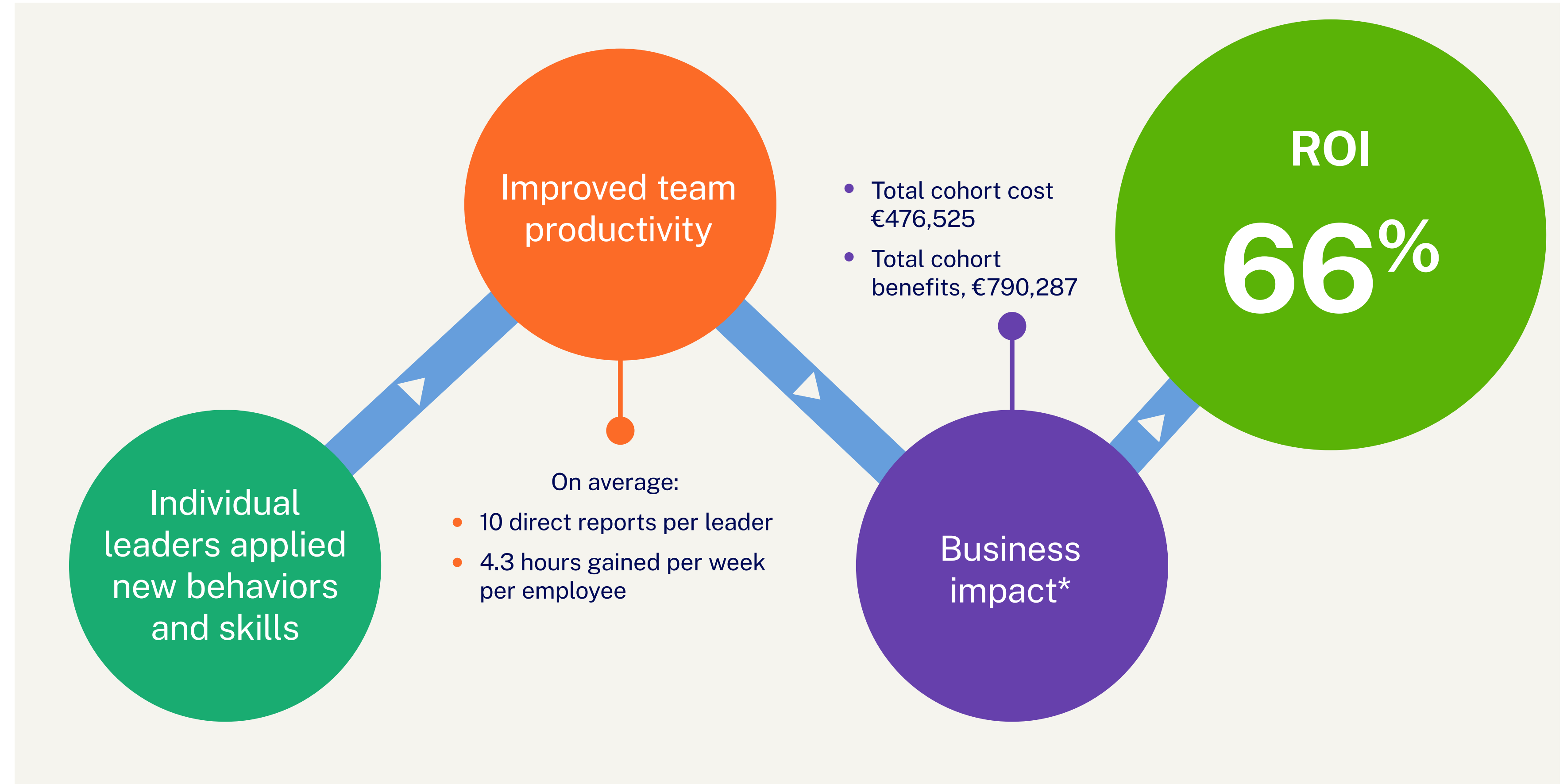


Figure 20: Calculating the business impact

* See Appendix 2 for the ROI Methodology used for calculation

The program also created significant intangible benefits (Figure 21).

These are fundamental building blocks to managing high-performance teams effectively. The enhanced communication helped strengthen networks and accelerate the transformation. Leaders started to collaborate and share knowledge more than before, leading to better cross-functional understanding and faster decision making.

Bayer and IMD co-created a large-scale, innovative, blended learning journey for leaders across the globe. This quickly embedded the new leadership behaviors at scale, thereby helping accelerate Bayer's organizational transformation. Overall, the Sprint **surpassed all expectations**, expertly delivering **scale, speed and impact**.

“It has transformed the behaviors from words on a piece of paper into concrete actions. It is really rewarding to see leaders providing feedback as we sit in different meetings, as well as making sure that everybody has a voice at the table. We are starting to see leaders do things that they would not have done before.”

Bayer facilitator

“After the Sprint, there was an augmentation of the connections across the company. Groups of people and leaders that had probably never worked together before self-organized and started collaborating on different things because they had already worked together during the Sprint.”

Bayer executive

Participants spontaneously mentioned the following more than 5% of the time in the open comments

15% Building trust

10% Psychological safety

6% Active listening

5% Collaboration

Figure 21: Intangible benefits of the Sprint



Reflections

Reflections

No one believed that **scale, speed and impact** were compatible in executive education – until now. IMD has shown what is possible, and with exceptional results. The Swiss business school delivered on all three dimensions, facilitating the development of **12,826** Bayer leaders to support and advance the company's important transformation. IMD cracked the code with a **smart program design** and the use of **state-of-the-art technology**, leaping over seemingly impossible barriers to achieve impressive **impact**!

“The Bayer Sprint was a truly gratifying experience. We are thrilled to have interacted with so many leaders across Bayer’s global locations and to have driven measurable impact for individuals and their teams to underpin Bayer’s organizational transformation. The engagement and feedback from participants has been amazing and shores up IMD’s belief that careful crafting of pedagogical design coupled with meticulous execution yields amazing impact. For years organizations have struggled with the democratization of learning – often mentally accepting a trade-off that scale and speed are somehow incompatible with impact. The IMD Bayer Sprint provides demonstrable proof that simultaneously delivering on scale, speed and impact can be achieved, opening the way for a new era in the deployment of learning at scale.”



Paul Hunter,
Program Director



Meet the teams

Meet the teams

The IMD team

Paul Hunter, Program Director

Jennifer Jordan, Professor of Leadership & Organizational Behavior

Michael Yaziji, Professor of Strategy & Leadership

Alison Andersen, Learning Manager

David Bolton, Learning Manager

Tina Lieber, Learning Manager

Francis Pfluger, Learning Manager

Nikko Virgilio, Associate Director

Lea Cellier, Programs & Learning Design Project Coordinator

The Bayer team

Beatriz Rodriguez, Chief Talent & Diversity, Equity & Inclusion Officer

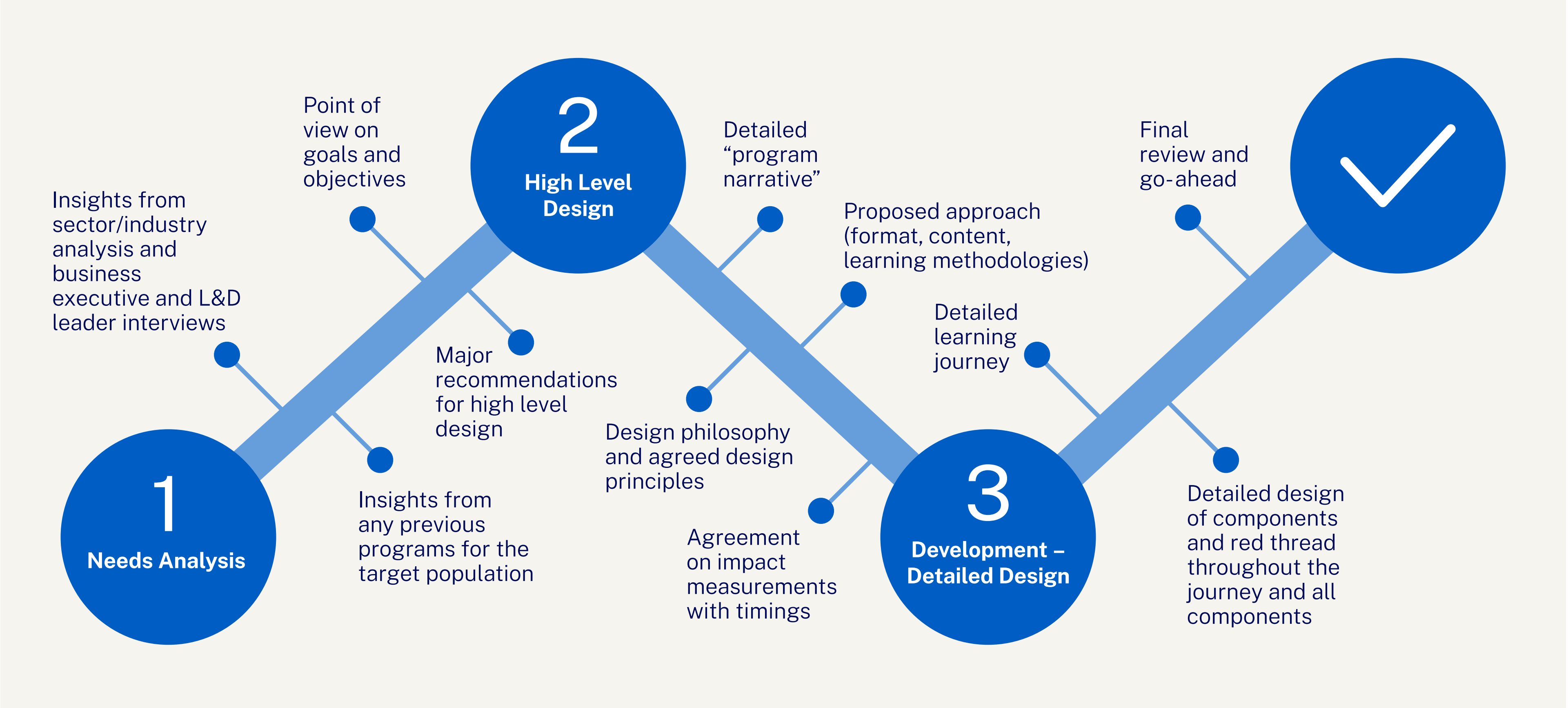
Peter Spannagl, Global Talent Management Learning & Training & Program Manager

Case prepared by IMD Professors Jennifer Jordan and Michael Yaziji; Director of Programs and Learning Design Paul Hunter; Senior Researcher and Writer Nancy Lane; Learning Manager Drazen Raguz. Case designed by Lizzy Burt and edited by Michelle Jones Bailat.

Appendices

The background of the slide is a solid dark blue. It is decorated with several 3D molecular models. These models consist of blue spheres of varying sizes connected by thin, translucent blue rods. The spheres have a glossy, reflective surface. The molecular structures are scattered across the slide: one in the top left, one in the top right, one in the bottom right, and a larger, more complex one in the bottom left. The word "Appendices" is centered in the upper half of the slide in a large, white, sans-serif font.

Appendix 1:
IMD's Co-creation Approach



Appendix 2: ROI and business impact

The ROI Methodology® is based on the following 12 principles¹

1	When a higher-level evaluation is conducted, data must be collected at lower levels.	7	Estimates of improvements should be adjusted for the potential error of the estimate.
2	When an evaluation is planned for a higher level, the previous level of evaluation does not need to be comprehensive.	8	Extreme data items and unsupported claims should not be used in ROI calculations.
3	When collecting and analyzing data, use only the most credible sources.	9	Only the first year of benefits (annual) should be in the ROI analysis of short-term solutions.
4	When analyzing data, choose the most conservative alternatives for calculations	10	Costs of the solution should be fully loaded for ROI analysis.
5	At least one method must be used to isolate the effects of the solution.	11	Intangible measures are defined as measures that are purposely not converted to monetary values.
6	If no improvement data are available for a population or from a specific source, it is assumed that no improvement has occurred.	12	The results from the ROI methodology must be communicated to all key stakeholders.

¹ Phillips, Patricia, Phillips J., Paone, G., Gaudet, C. Value For Money. How to Show the Value for Money for All Types of Projects and Programs In Governments, Nongovernmental Organisations, Nonprofits, and Businesses. A Systematic Process to Measure Impact, Monetary Benefits, and ROI. Wiley-Scrivener Publishing LLC, 2019.

Application level impact

The application level results were collected 4-6 months after the program ended. Altogether 2,080 participants were surveyed, with a response rate of 25%. Participants were asked to estimate how frequently they applied the 11 key leadership activities before and after the program. In addition, they were asked to estimate their confidence in applying those leadership behaviors and evaluate the impact of those actions on their direct reports. On average, the frequency increased by 13%, while confidence increased by 15%.

Business level impact and ROI

IMD calculated ROI using one cohort with 389 participants. The participants were asked to give a self-rated estimate of the average time saved per week by their direct reports due to their improved leadership behaviors. Their own estimate of the time saved per direct report was on average 4.3 hours. Participants had an average of 10 direct reports. The estimated time saved was then converted to annualized salary savings, using the average salary of €75,000 for the calculation. To have a credible analysis, initial steps were taken to isolate the effects of the program from other influences. For this, estimates from the participants were applied and then adjusted for errors using confidence estimates.

The costs were calculated by allocating the program delivery costs and time spent in training for each participant. The costs were prorated to the cohort studied.

Cost per participant:

- Program cost + Attendance cost – €1,225

Using this data, the following ROI was estimated:

- Annual savings for the cohort – €790k
- Fully-loaded cost – €476.5k
- ROI of 66% – meaning that for every €1 invested, Bayer got back €1.66.

The ROI was nearly **3 times the target**, an excellent outcome for a 15-day, blended-learning program.

