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The river keeps moving



How statisticians can survive (and flourish!) in a world that never stands still

June 2026

"We are a community dedicated to leading and promoting the use of statistics within the healthcare industry for the benefit of patients."

Notes





Kim Hacquoil



Frances Denny



Your Panel

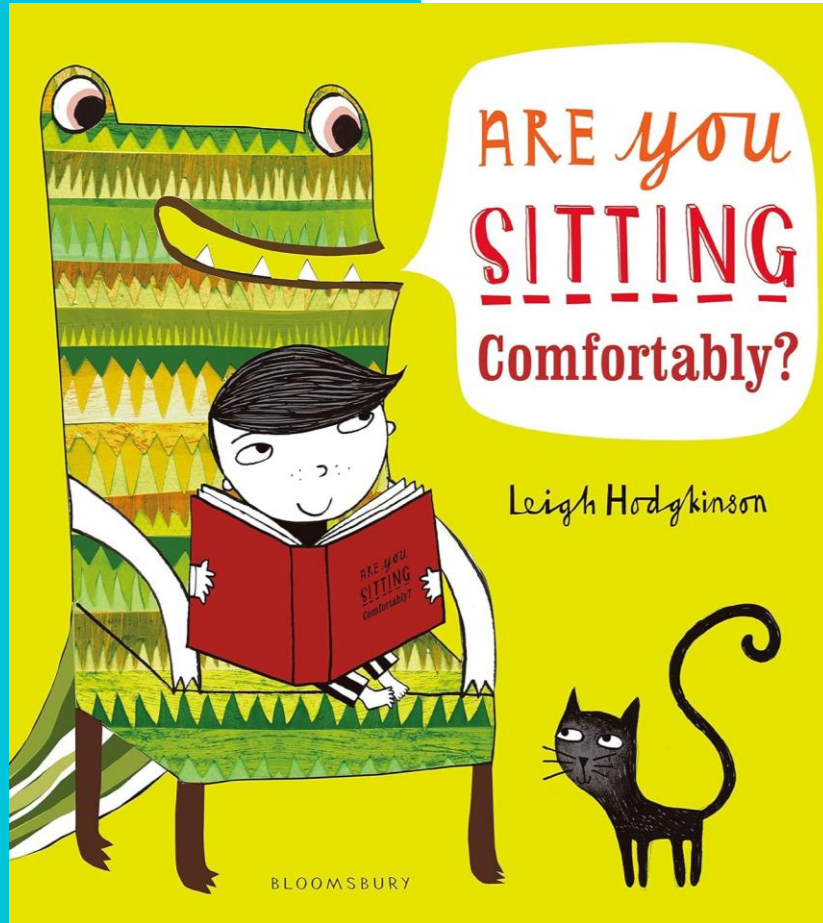


Lucy Rowell



Sam Ruddell





If you work for a biotech or pharmaceutical company, please move to a different seat

- Any thoughts on what just happened?
- How did that make you feel?

New Technology



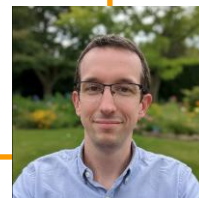
Industry M&As



Strategy Shift



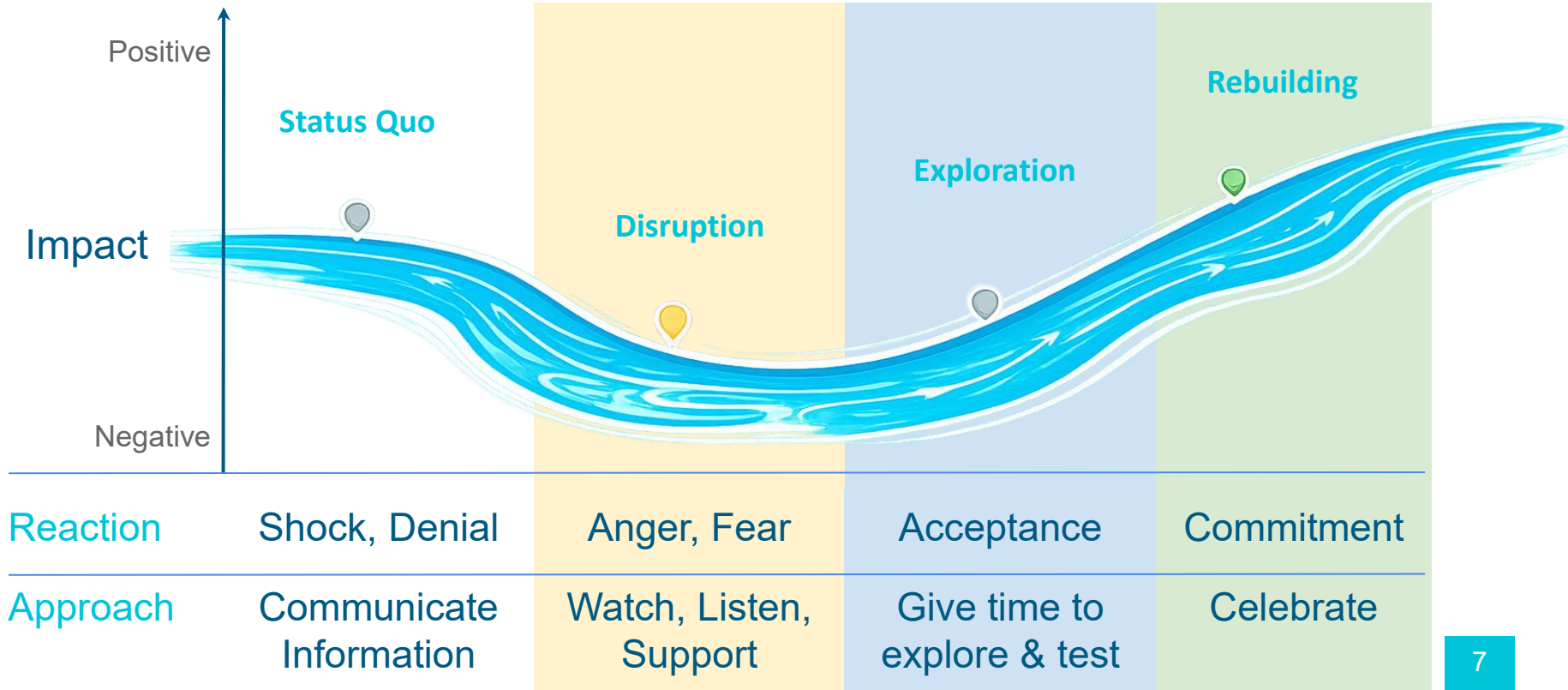
COVID-19



What type of
change have you
experienced?



The Küber-Ross Change Curve



When change happens, where do you usually find yourself?



Wait and see how things play out

Analyse the impact first



Start testing the new process or tool early

Try to keep things the same for as long as possible



- People move through change at different speeds
- Variability is normal



Status Quo

Kim Hacquoil

Status Quo contains the trigger point....

The ROCK in the river



The PEBBLES in the river



Not all change looks like change!

The shifts we don't see coming can catch us off guard just as much as the big ones



Incremental adjustments



Constant shifts over time

Easy to miss with no clear “moment” of change

What Shock and Denial might be like



Carrying on as usual
 Low engagement
 Avoiding conversation
 Slow/no action
 Selective attention



Disbelief / Confusion
 Uncertainty
 Numbness
 Overwhelmed
 Loss of control
 Excitement!



“This wont happen”
“It wont affect me”
“We’ve seen this before”
“I’ll believe it when I see it”
“Let’s not overreact”

Processing the change, holding onto stability,
 buying time

AI Technology Insights

Early
Exposure

Initial
reaction

Holding
position

Future
uncertainty

Why is it particularly hard for us?



Analytical scepticism → (Where is the evidence?)



Risk protection → (Will this compromise quality?)



Identity defence → (Does this devalue my expertise?)



Cognitive overload → (What are the downstream implications?)

How to respond effectively?

Do

- Be clear and consistent
- Focus on why
- Repeat key messages
- Create space for questions
- Acknowledge uncertainty



- Seek clarity
- Separate facts and fiction
- Stay open
- Appreciate individuality



Watch out for

- Overselling/over-promising
- Silence
- Jumping to conclusions
- Waiting for perfect clarity
- Ignoring
- Understanding \neq Acceptance



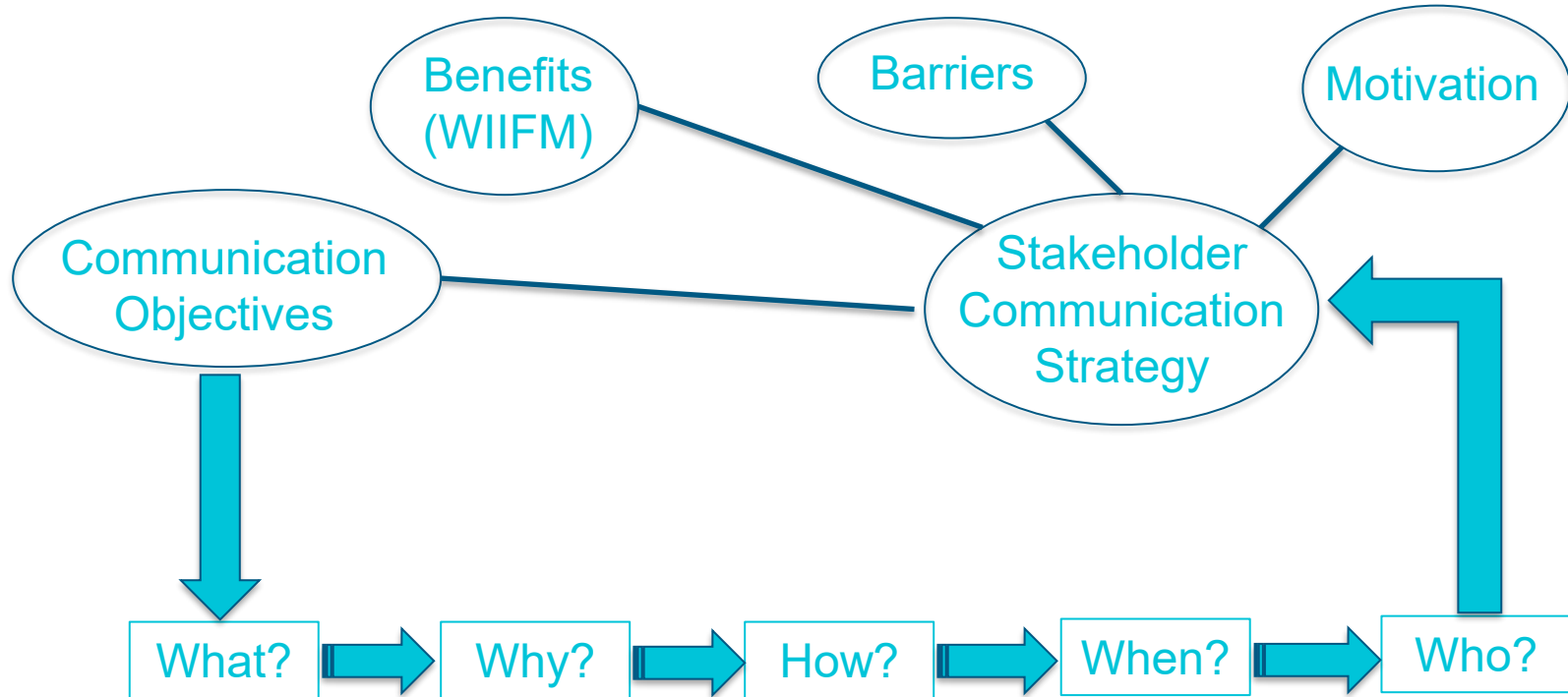
Disruption

Frances Denny

Disruption: Simple Example



Leadership: Communication Strategy



Post announcement

Leadership

Calm

On Board



Enthusiastic
Relieved

Team
Members

Anxious

Fearful

Fight or Flight



On the Fence



Uncertain

Curious

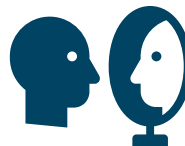
Beyond the announcement

Leadership



Recognise and accept that there will be things beyond your control!

Team Members



Recognise that change is underway

M&As: Integrating Two Organisations



Processes

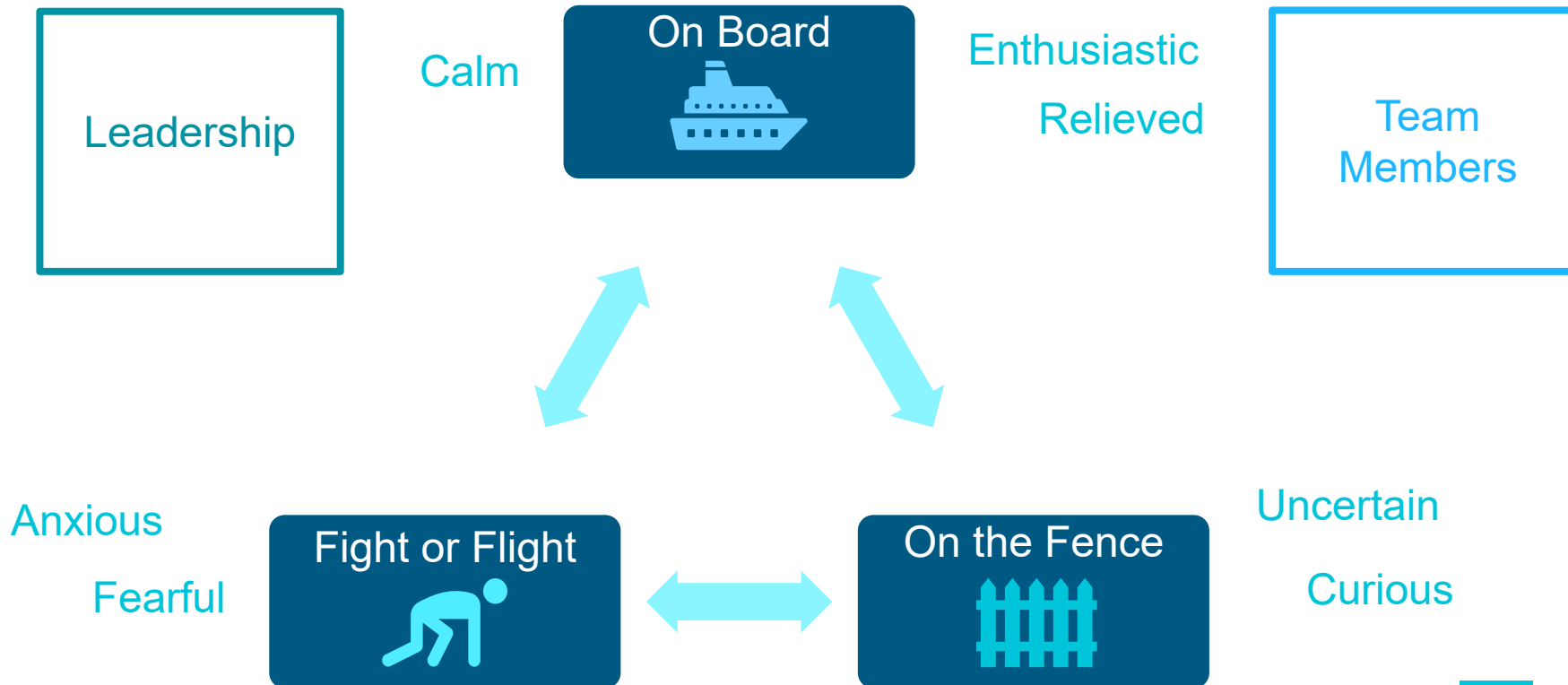
Systems

People

Services

Product

Pulse Check



Personal Insights on Disruption

Leadership

- Agent of Change
- Being an emotional crutch and providing support
- Be present, visible, accessible

Balanced with:

- Role of keeping the Ship Steady
- Source of knowledge
- Sounding board

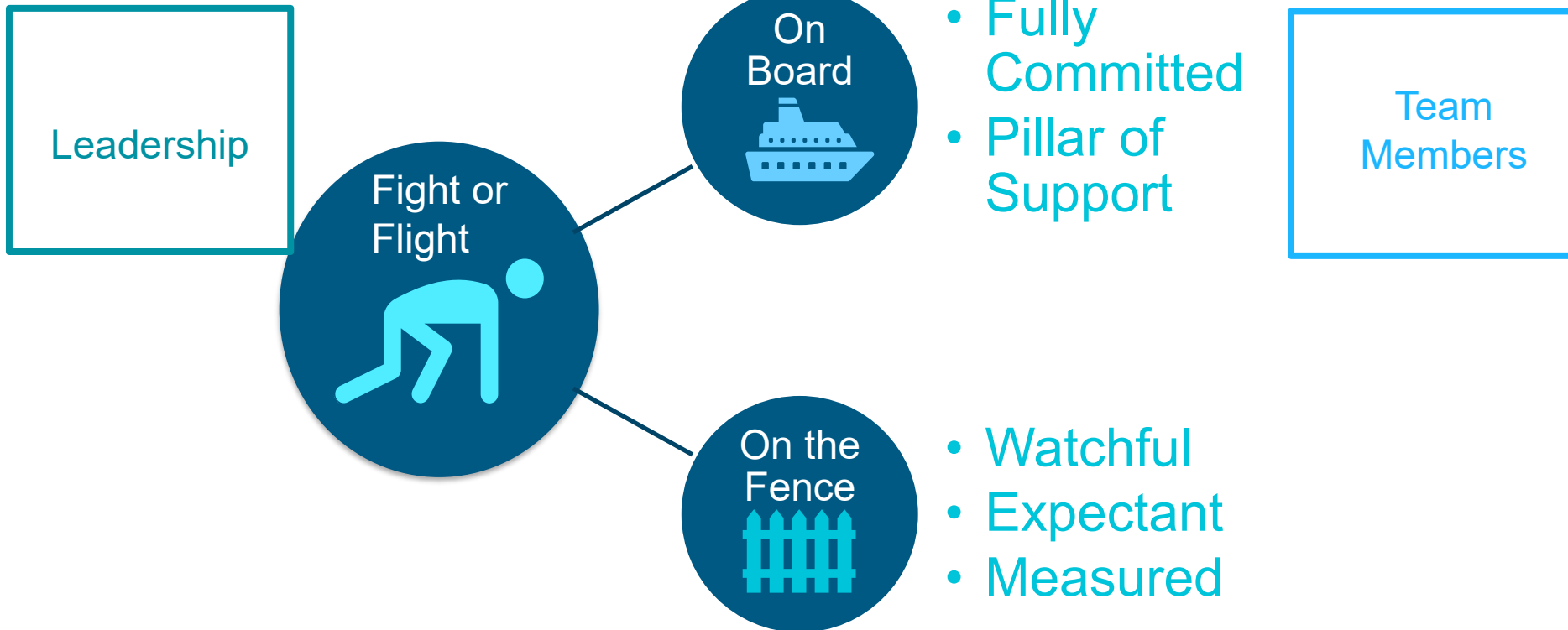
Team Members

- Supportive of M&A
- Supportive of management and peers alike
- Curiosity

Coupled with:

- Lots of questions and worry around security, roles, processes, loss of benefits
- Sometimes diving feet-first, and not using head or supportive functions

Beyond the Valley





Kim Hacquoil



Frances Denny



Panel Discussion – Status Quo and Disruption



Lucy Rowell



Sam Ruddell



Exploration

Lucy Rowell

Exploration is the turning point



Try new ways of
working



Look for ways the
change *might* work

A fragile stage and support matters

What Exploration Looks Like in Practice



Asking practical questions



Testing new workflows or tools



Comparing the old vs the new



Sharing learnings with positivity



Trying small adjustments

Often **messy and imperfect** and that's **normal**

Leaders Roles



Create psychological safety



Encourage small pilots and learning



Embrace imperfection



Remove barriers quickly



Highlight early wins



Understand all our journeys are different

Individual Roles



Support your
colleagues



Try small
experiments



Share your
learnings



Approach with
Curiosity



Take accountability for
what you can control

Functional Strategy Shift



"We are a community dedicated to leading and promoting the use of statistics within the healthcare industry for the benefit of patients."

How did we Explore during this Strategy Change



Re-use work around
the Company



Built (& disbanded)
different Community
Groups



Decision Making
for Experiments



Individual Contributor
Steering Group



Understand each
other & Have Fun

Personal Learning - Be the rock of stability for the team



Bring structure to the mess

**Prioritise learning over
perfection**

**Focus on what you (& your
team) can control**

Progress through change rarely happens in one step



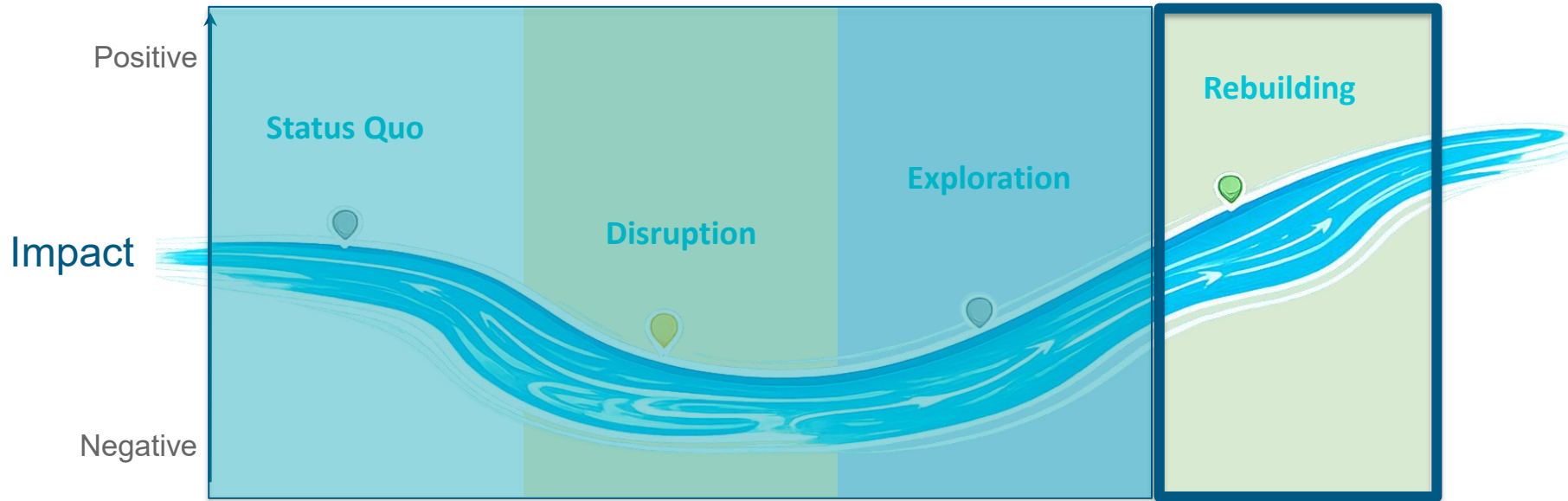
Enjoy this
Exploration Phase



Rebuilding

Sam Ruddell

The Küber-Ross Change Curve





Smooth Sailing?

Rebuilding brings opportunities and risks

For the individual

Confidence
Problem Solving
Re-engagement

Skill gaps
Burnout
Residual mistrust

For the organisation

Stabilisation
Efficiencies
Culture

Policy vs Practice
Fragmentation
Change Fatigue

What to do...

Leaders

Team Members

- Celebrate success
- Acknowledge the journey
- Invest in training
- Build a stabilisation plan

What to do...

Leaders

Team Members

- Celebrate wins
- Flag ambiguity
- Align goals

In practice



Embraced
Flexibility



Found the
small wins



Reinforced
the benefits



Still a
preference
for WFH



Kim Hacquoil



Frances Denny



Panel Discussion – Exploration and Rebuilding



Lucy Rowell



Sam Ruddell



Summary/Wrap up



"We are a community dedicated to leading and promoting the use of statistics within the healthcare industry for the benefit of patients."



Thank You
