

CLAIRE DRIAUT

TALENT & CAPABILITY DEVELOPMENT | CONSULTANT LEADERSHIP | LIFE SCIENCES TECHNOLOGY

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TALENT MANAGEMENT & ORGANIZATIONAL EFFECTIVENESS

Supporting Portfolio

SECTION 1: EXECUTIVE OVERVIEW

Claire Driaud is an experienced Talent and Capability Development Manager with a strong background in developing consulting professionals, strengthening organizational capability, and supporting structured career progression within life sciences technology and professional services environments.

Operating at the intersection of talent development, people leadership, and life sciences technology, Claire brings hands-on experience in building capability frameworks, supporting performance management processes, and leading early- to mid-career consultant development. Her career includes impactful roles at Veeva Systems, Ubaq, and Westmill Business Coaching, where she has enabled teams to transition from onboarding to active billable client delivery. By combining operational consulting experience in clinical operations with a structured approach to talent enablement, Claire offers a practical, business-aligned perspective on performance governance, skill readiness, and cross-functional stakeholder collaboration across European life sciences markets.

SECTION 2: TALENT AND CAPABILITY DEVELOPMENT

Developing sustainable professional capability requires aligning structured onboarding, explicit competency benchmarks, and targeted learning pathways with operational demands. Across her leadership roles within Veeva Systems' Consultant Development Program (CDP) for R&D and Quality practice areas, Claire has systematically implemented development models that support consultant readiness for technical client engagements.

Claire's approach to capability building begins at talent acquisition and onboarding, evaluating candidates for both technical aptitude and consulting readiness. She has developed and refined competency evaluation approaches that map domain knowledge in clinical operations and R&D suite functionality against client-facing consulting methodologies. Rather than relying solely on static training modules, Claire developed and supported structured learning paths and regular performance check-ins that evaluate practical skill application. By partnering with practice directors and senior consultants, she identified domain capability gaps and established targeted enablement programs that directly reinforced consultant readiness for billable client engagements.

This methodology was previously demonstrated during her tenure at Ubaq, where as Training Manager she instituted structured learning paths, user onboarding frameworks, and client training programs that supported software enablement and user adoption. Similarly, at Westmill Business Coaching, she managed a resource center supporting over 800 professional trainees, conducting strategic needs assessments and establishing high-quality learning infrastructure to support continuous skill acquisition.

SECTION 3: PERFORMANCE, DEVELOPMENT AND CAREER PROGRESSION

Effective performance management extends beyond annual evaluations; it relies on structured governance, objective competency assessment, and clear career pathways. In her leadership capacity at Veeva Systems, Claire oversaw the performance execution, professional development, and career advancement of a cohort of 39+ Associate Consultants, having previously directly line-managed and coached a team of 12+ Associate Consultants.

Claire implemented structured coaching frameworks and regular check-in cadences centered on actionable goal setting, constructive feedback, and continuous skill evaluation. She developed and refined competency evaluation approaches that evaluated domain expertise, software configuration capability, customer engagement readiness,

and collaborative behaviors. These structured assessments provided objective talent data that directly informed formal promotion review processes, career pathway transitions, and advancement decisions into specialized consulting roles.

By partnering with professional services leadership and practice directors, Claire ensured that promotion recommendations were grounded in verified client readiness and demonstrated competency. This structured performance framework provided consultants with clear growth trajectories while assuring practice leadership that advancing talent met established quality and delivery standards.

SECTION 4: PEOPLE LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

Claire's leadership approach centers on establishing clear operational expectations, fostering team engagement, and aligning individual growth with team priorities. Her direct leadership experience encompasses both technical consulting environments and multicultural operations.

As Manager and Practice Manager within Veeva's Consultant Development Program, Claire cultivated a high-accountability environment for associate consultants. She guided individuals through professional transitions, balancing intensive skill acquisition with delivery expectations. Her leadership focused on structured development, coaching, performance expectations, and readiness for progression into active consulting assignments.

Prior to Veeva, Claire served as Resource Center Manager at Westmill Business Coaching, where she led a multicultural team of 12 personnel and managed an annual operating budget of €410,000. In this role, she managed key account relationships, vendor partnerships, and operational infrastructure while leading a diverse team through strategic needs assessments and professional development initiatives. Across both settings, Claire demonstrated that organizational effectiveness is supported when team members have role clarity, structured development support, and cross-functional enablement.

SECTION 5: STAKEHOLDER AND MATRIX COLLABORATION

Navigating complex, matrixed business environments requires cross-functional alignment and collaborative stakeholder management. Throughout her career, Claire has worked closely with professional services leadership, practice directors, project managers, software enablement teams, and external client stakeholders.

Within Veeva Systems, Claire collaborated closely with Practice Directors across the European R&D and Quality practices to understand pipeline requirements, emerging technical skill demands, and regional staffing needs. She worked alongside Project Managers to monitor resource performance, resolve client engagement challenges, and assess individual readiness for project assignments. This ongoing dialogue ensured that enablement programs remained aligned with business requirements and customer delivery expectations.

Her collaborative approach extends to client-facing environments. As a Clinical Operations Consultant and Product Trainer, Claire worked directly with life sciences client teams to analyze business processes, deliver system configuration support, and facilitate end-user adoption. Her ability to translate technical specifications into actionable user learning requirements established her as a trusted partner to both internal leadership and external client teams across European life sciences ecosystems.

SECTION 6: LIFE SCIENCES TECHNOLOGY AS A DIFFERENTIATOR

What distinguishes Claire in the talent and capability landscape is her direct operational experience within life sciences software and technology consulting. Having served as a Clinical Operations Consultant and Product Trainer at Veeva Systems, Claire possesses firsthand knowledge of the operational processes, consulting practices, and technical environments faced by consulting professionals in the field.

Her hands-on experience configuring and supporting clinical trial solutions (including Vault Platform credentials: Vault Platform Associate Administrator, 2024; Vault Platform Associate White Belt, 2022) provides her with practical understanding when evaluating consultant technical readiness. She understands the specific competencies required

for a consultant to support customer business process analysis, system configuration, and end-user readiness in life sciences environments.

This domain-grounded perspective ensures that enablement activities remain aligned with field requirements. When Claire designs learning paths, conducts competency reviews, or facilitates performance check-ins, her guidance is rooted in practical understanding of professional services delivery, client engagement, and software implementation.

SECTION 7: TRANSFERABLE VALUE FOR TALENT MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS

To provide absolute transparency and credibility for executive search and hiring teams, the table below delineates Claire's direct, verified experience alongside her transferable capabilities and potential future contribution areas within broader Talent Management and Organizational Effectiveness frameworks:

Functional Pillar	Direct Verified Experience	Transferable Capability & Potential Future Contribution
Talent & Capability Development	• Managed consultant development programs (Veeva CDP). • Built structured onboarding, competency assessments, & enablement paths. • Managed learning infrastructure for 800+ trainees (Westmill).	• Applying experience to broader capability development frameworks. • Supporting structured upskilling & enablement initiatives for technical workforces. • Applying experience in consultant onboarding, capability development, and professional enablement to support broader workforce development initiatives.
Performance Governance & Development	• Executed performance governance, check-ins, & goal setting for 39+ Associate Consultants. • Supported formal performance reviews & promotion readiness evaluations.	• Contributing to structured performance management framework enhancement. • Applying structured performance assessment, feedback, and progression experience to support consistent talent evaluation processes. • Strengthening continuous feedback mechanisms across teams.
Career Progression & Frameworks	• Supported structured promotion pathways from Associate to specialized Consultant roles. • Formulated domain & technical competency evaluation criteria.	• Supporting competency-based career progression frameworks. • Assisting in career pathway definition & competency matrix development. • Applying experience in career progression, competency assessment, and promotion readiness to support clear professional development pathways.
People Leadership & Enablement	• Directly led and managed a team of 12+ Associate Consultants (Veeva) and 12 staff (Westmill). • Managed €410k annual operating budget & key vendor relationships. • Structured one-to-one coaching & mentoring frameworks.	• Leading talent, learning, or enablement teams. • Fostering engagement, role clarity, & professional growth. • Managing operational L&D budgets & vendor partnerships.

Functional Pillar	Direct Verified Experience	Transferable Capability & Potential Future Contribution
Cross-Functional Stakeholder Alignment	• Partnered with Practice Directors, PMs, & Professional Services leaders. • Managed client-facing training & business process alignment in Life Sciences.	• Partnering with cross-functional leadership on talent & capability initiatives. • Supporting the adoption of structured processes and capability development approaches through practical stakeholder collaboration. • Using competency and readiness assessments to support informed discussions around consultant development and delivery readiness.

SECTION 8: SELECTED CAREER IMPACT

- **Cohort Talent Advancement:** Supported performance governance, structured coaching, and career progression frameworks for a cohort of 39+ Associate Consultants in Veeva Systems' R&D and Quality practices.
- **Direct Team Leadership:** Successfully managed and coached line teams of 12+ Associate Consultants, guiding their onboarding, technical skill development, and readiness for active client projects.
- **Multicultural Operations & Financial Management:** Led a multicultural team of 12 personnel and managed an annual operating budget of €410,000 as Resource Center Manager at Westmill Business Coaching.
- **Large-Scale Professional Enablement:** Oversaw strategic needs assessments and learning infrastructure supporting professional development and training for 800+ trainees at Westmill Business Coaching.
- **Competency Assessment Execution:** Developed and refined competency assessment approaches evaluating domain knowledge, customer engagement, and technical system configuration readiness.
- **Promotion Review Support:** Provided structured promotion review inputs and objective talent data that directly supported consultant advancement into specialized consulting practice roles.
- **Software & Client Enablement:** Designed and delivered structured learning programs, user onboarding, and software enablement curricula at Ubaq and Veeva Systems to support end-user adoption.

SECTION 9: PROFESSIONAL VALUE PROPOSITION

Claire Driaut offers a strong combination of practical professional services experience, proven capability building expertise, and dedicated people leadership. Her track record demonstrates an ability to translate business and technical requirements into structured talent enablement programs that support readiness, foster engagement, and govern career progression.

Organizations seeking to strengthen their talent development practices, refine performance management approaches, and build capable professional workforces will benefit from Claire's operational rigor, collaborative stakeholder management, and commitment to professional development. She is well-positioned to contribute effectively to Talent Management, Capability Development, and Organizational Effectiveness initiatives.