

**LTEN**<sup>®</sup>2023

**FOCUS  
FORWARD**

**Welcome and Thank You for Attending**

# LTEN<sup>®</sup>2023



## Expanding the Learning Zone:

How Merck & Fairplay collaborated to help teams reconnect, retune and readjust to new ways of working



# Your facilitators...



**Melissa Harbold**

Learning Partner,  
Global Learning & Development

*Merck*



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Founder & Creative Lead  
*Fairplay Communications*



# Check in: Raise your hand if you...



**Are asked to create programs that build skills in a minimal amount of learner time?**

**While also incorporating organizational initiatives?**

**While also driving culture?**

**While also being engaging?**

# Roadmap for today...

Warm Up

Project Background

The Program

Application: Design Lab



Warm up...

People who...



# Insight Number One

**There is a real need right now for teams to get to know each other across global and virtual boundaries.**







# Project Background

# Business Need

## Winning as One Team: Collaboration & Connection

- **September 2022:** Merck's "reorganized" Business Development & Licensing Team engaged in their first live event since 2019
- Focus was on refreshing the ways the team communicates and works together across boundaries
- Areas of intent included
  - Pushing against siloes
  - Bolstering collaboration
  - Learning personal tactics for fostering a speak up culture
  - Reenergizing Merck's Ways of Working with the team



# Project Background: The Fairplay Approach



## Activity

Create 'a-ha' moments through constructive discomfort

## Variety

Surprise learners through embodied activities, visual storytelling, reflection and dialogue

## Stackable components

Build fast and responsively with activities that stack in different ways

## In-room flexibility

Facilitate with the ability to adjust on the fly to learner needs and emerging insights

# How we collaborated...

Deep listening



Iterating at every stage



Fast moving



Two-way trusting



A group of diverse people, including a woman in the foreground with curly hair and a man with glasses to her right, are laughing joyfully. The scene is bathed in a warm, orange-red light, creating a sense of happiness and community. The text 'The Program' is overlaid in white on the left side of the image.

# The Program

# Program objectives...

- **Strengthen fundamental communication skills that support collaboration through change**
- **Recognize opportunities to flex outside of siloes**
- **Find new ways to model the Merck Ways of Working in day-to-day behaviors**
- **Build relationships with colleagues as a foundation for trust and collaboration**



# Program outline...

## Format:

- Live, instructor-led delivery
- 3 concurrent breakouts of 60
- Paired and small-group activities with full group debriefs



## Program flow:

- Welcome, Context & Roadmap (10 mins, in plenary)
- Building Trust Through Attuned Listening (20 mins)
- Mindsets of Change (20 mins)
- Task Force: How We Show Up (30 mins)
- Close & Questions (5 mins)

# Demonstration: Listen to WIN

- Work in pairs
- Talk about your favorite kinds of vacations
- Each time you respond, start with “actually...”

Your goal: Listen to **WIN**





# Demonstration: Listen to UNDERSTAND

- Work in pairs
- Talk about your favorite kinds of meals
- This time, listen to **UNDERSTAND**

**Pro-tip:** check for your own understanding from time to time



# LAB Listening



## Listen

Listen to understand  
Shift your focus to another



## Affirm

Acknowledge what's true for  
the other person  
Check for understanding



## Build

Build upon what you've heard  
Ask questions, add  
information

## Insight Number Two

**There is a need to build and reinforce fundamental skills like listening, empathy, self-awareness and awareness of others.**



# Session Feedback & Recommendations

## Feedback

- Learners were engaged, involved and entertained
- Learners reported key take aways on communication and collaboration

## Recommendations

- Key recommendations and insights about learners were shared in a condensed report

Very good session- the exercises reinforced the concepts in a fun and engaging way.

Was engaging from start to finish while learning important points on working as a team.

Great session! It was valuable meeting others on the team and learning with them how to better work together as a team.

This was a very good opportunity to get to know BD&L colleagues through group work!

### Recommended Next Steps:

#### Idea sharing between departments

- What if – there were more creative ways to share learning & ideas between departments?

#### Opportunities to 'get to know' each other

- What if – meetings, 1:1s and gatherings incorporated short, impactful opportunities to share and get to know each other – whether we're in-person or remote?

#### Remove Barriers for Speaking Up

- What if – Folks had the power to recognize and disrupt the subtle power differences that get in the way of folks speaking up in meetings, e-mail, etc?

#### Skill Building

Possible future program ideas:

- **Make or Break Inclusion Moments** – How are you setting your meeting norms in a way that work for everybody? Are you creating an atmosphere where everybody has an equitable opportunity to speak up and share ideas?
- **Prioritize and Align** – Are you able to have the (uncomfortable) conversation when priorities clash? How can you coordinate your focus around strategic shared goals while making sure everybody is heard?
- **Imperfection: Embracing Creative Problem-Solving techniques** – How do you move fast to try out ideas while maintaining a high level of performance? Do you recognize your own preferences (and biases) in a problem-solving process that hold you back from moving from idea into action steps?

# Sustainment Journey

## Virtual Sessions 5 Cohorts

**90 minutes | 25 participants**  
**Diverse participants in each cohort by level and team**

- Skill reinforcement (listening, mindsets of change)
- Flexing to collaborate
- Appreciating differences
- Simplification



## Manager Sessions 2 Cohorts

**90 minutes | 25 participants**  
**Diverse participants in each cohort by level and team**

- Skill reinforcement through a feedback lens
- Skills for coaching
- Modeling and fostering a mindset of 'winning as one team'



## Toolkit Content

**PDF workbook/reminders for teams and individuals with a manager addendum**

- Ways to activate key skills in day-to-day moments
- Reflection activities
- Frameworks for managers to repeat and extend live session activities in meetings and 1:1s



# Insight Number Three

## Turn your programs into insights-building engines.

*Capture qualitative information on:*

- *How people and teams apply skills*
- *Where they struggle*
- *What additional support they need*



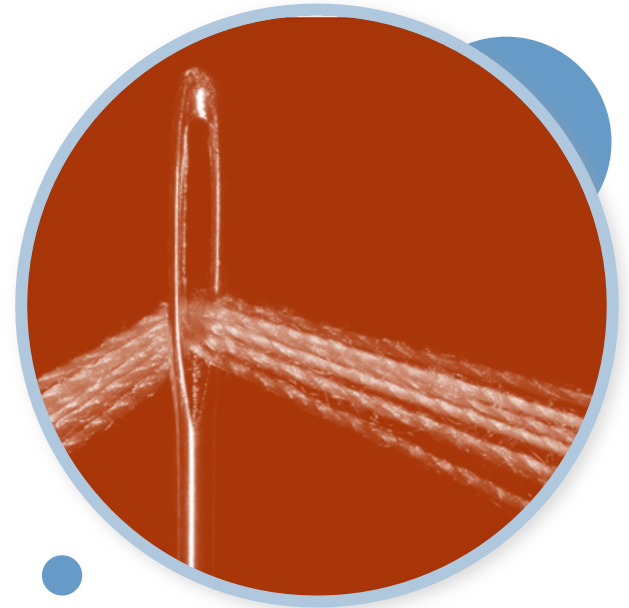
A grid of test tubes, some containing liquid, arranged in rows and columns. The entire image is overlaid with a semi-transparent pink color. The text "Design Lab" is centered in white, bold font.

# Design Lab

# What are the needles you thread in your programs?

- **Corporate initiatives**
- **Cultural aspects**
- **Root skills**

**What else?**





# Not just YES – YES, AND

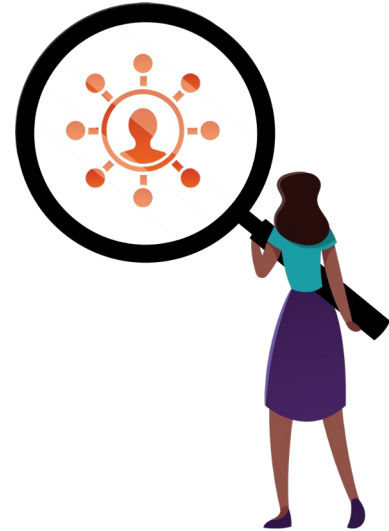


# Demonstration: Small Group Task Force

1. Select a **TIMEKEEPER** and a **SCRIBE**
2. Choose one root skill and one corporate initiative or cultural aspect
3. Quickly brainstorm activities, approaches, ways to create a dialogue
4. Create from abundance - don't worry about perfection
5. Bonus points - if your activity also provides a platform for people or teams to get to know one another better
6. Be ready to share one of your ideas!



# Actually...



## Insight Number Four

**The forum you create models the behaviors and culture you are striving to perpetuate.**



# Our takeaways

## Level up (and down)

Have different levels of content.

Every activity doesn't need to win with everybody.

## Provide opportunities to participate in different ways

We each tend to design from our personal bias of how we learn best.

Balance individual reflection and paired or group dialogue

Recognize 'red zone' discomfort and adapt

## Layer core skills on the way to more complex skills

Isolate individual skills (like listening) before applying them in complex moments (coaching)

# Making it stick...

What is one thing that you'll apply in the next 30 days?

What questions do you have for us?



# Tell Us How We Did

## Take One Minute to Share Your Feedback

### From the app:

1. Select this Workshop
2. Click on Survey to Complete

Every Workshop Survey you submit enters you into a daily drawing for **one of three \$25 Amazon gift cards!**

A screenshot of a survey form titled "LTEN Annual Conference 2023". The form includes a home icon, a "Session Name" field, a question "How valuable did you find the information presented at this session?" with a rating scale from "Poor" to "Excellent" (represented by five stars), a question "What information in this session was most useful to you?" with a text input field, a question "What would have made this session better?" with a text input field, a "Done" button, and a "Privacy Policy" link.

LTEN Annual Conference 2023

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Session Name

How valuable did you find the information presented at this session?

Poor      Excellent

☆ ☆ ☆ ☆ ☆

What information in this session was most useful to you?

What would have made this session better?

Done

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# Thank You!



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