LTEN 2023

Cultivating an Inquisitive Mindset
Intentional Learning Design Informed by Data

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Objectives

1. Understand different ways to uncover learning gaps.

2. Discuss a program (e.g., Cultivating an Inquisitive Mindset) that addresses a specific learning gap including design, deployment, and measures of success.

3. Explore elements of the program that make it useful in skill development.
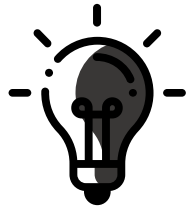
Today's Journey

Medical Affairs
Role in the pharma industry and importance of insights

Learning Design
Inclusive, flexible, adult learning principles

Effective and Sustainable
Measures of success and long-term application

The Evolving Role of Medical Affairs

- Broadened definition of value
- New decision makers
- Informed and engaged patients
- Expansion of number, types and end-users of medical data
- Demands for more transparency

Evers, M., Fleming, E., Ghatak, A., Hartmann, J. P., Nathoo, A., Piervincenzi, R., Suresh, B., Wai, L., & Westra, A. (2018, January 8). *Pharma Medical Affairs: 2020 and beyond*. McKinsey & Company. https://www.mckinsey.com/industries/pharmaceuticals-and-medical-products/our-insights/pharma-medical-affairs-2020-and-beyond

- Digital transformation in healthcare
- Unlock significant value with better insights and evidence generation
- Accelerate access to treatments: Articulating clinical and economic value to make our products
- Personalize medical engagement
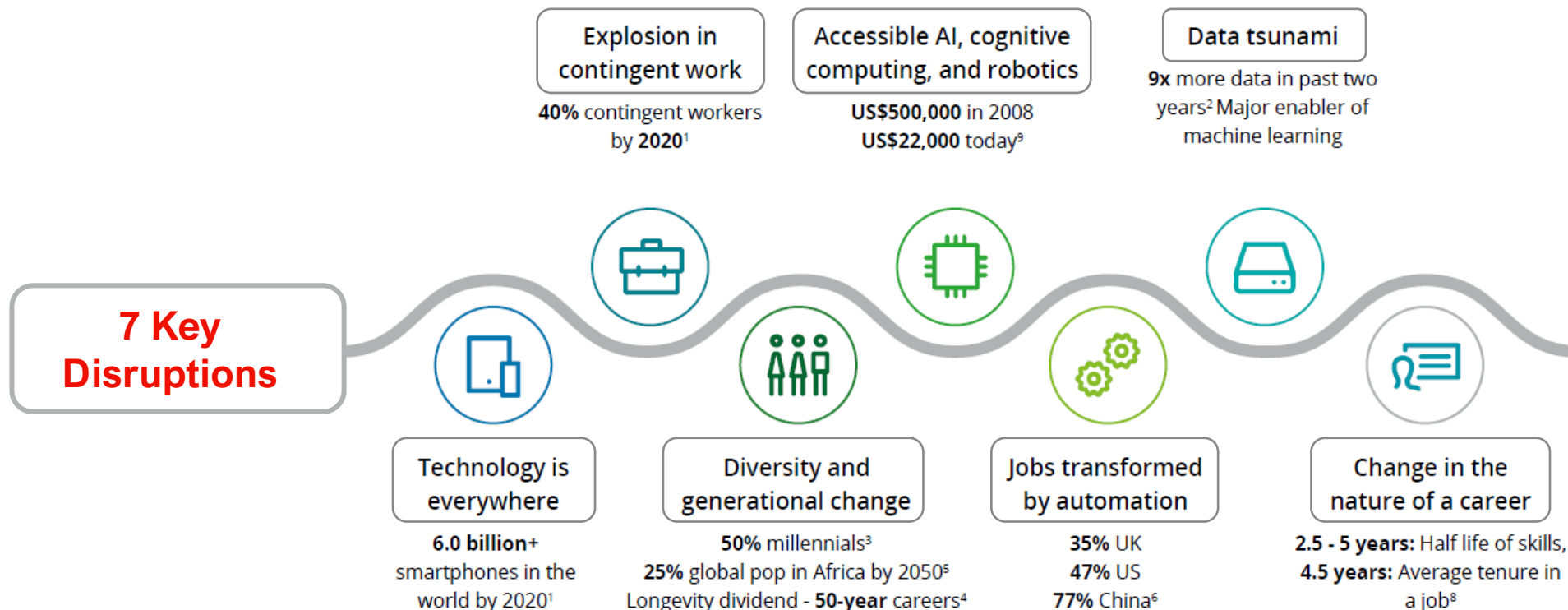- Elevate internal medical leadership
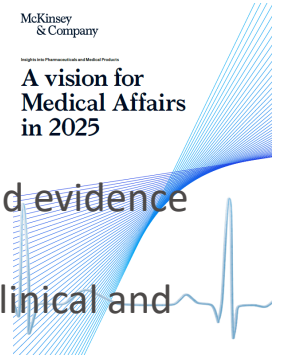
Evers, Matthias, et al. "A Vision for Medical Affairs in 2025." *McKinsey & Company*, McKinsey & Company, 6 Aug. 2019, www.mckinsey.com/industries/pharmaceuticals-and-medical-products/our-insights/a-vision-for-medical-affairs-in-2025.

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The Changing Workplace is "The New Normal"

Confluence of Technology & People-related Disruptions ▶ **Challenge To Reimagine Learning**

7 Key Disruptions

Explosion in contingent work
40% contingent workers by **2020**[1]

Accessible AI, cognitive computing, and robotics
US$500,000 in 2008
US$22,000 today[9]

Data tsunami
9x more data in past two years[2] Major enabler of machine learning

Technology is everywhere
6.0 billion+ smartphones in the world by 2020[1]

Diversity and generational change
50% millennials[3]
25% global pop in Africa by 2050[5]
Longevity dividend - **50-year** careers[4]

Jobs transformed by automation
35% UK
47% US
77% China[6]

Change in the nature of a career
2.5 - 5 years: Half life of skills,
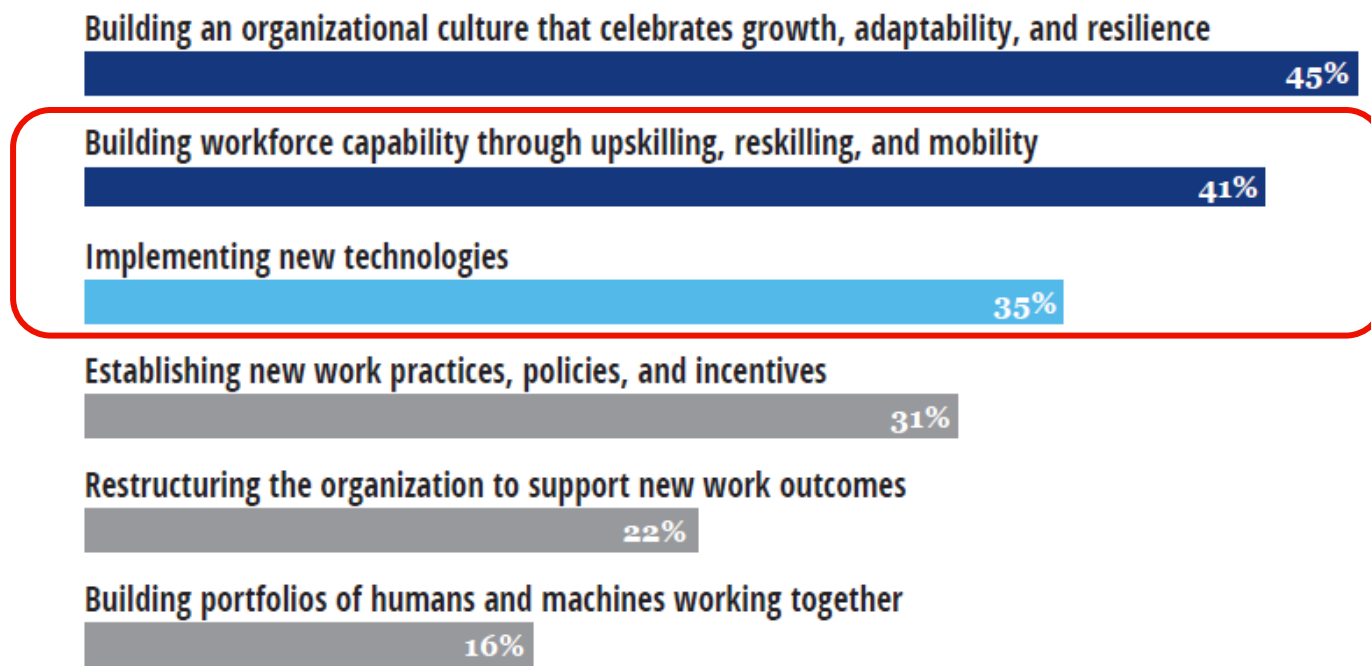**4.5 years:** Average tenure in a job[8]

Source: Future of learning in the wake of COVID-19. Deloitte. Jan 2021.

How To Enable Our Team Under This "New Normal"

What Are The Most Important Actions You Are Taking Or Will Take To Transform Work?

Building an organizational culture that celebrates growth, adaptability, and resilience — 45%

Building workforce capability through upskilling, reskilling, and mobility — 41%

Implementing new technologies — 35%

Establishing new work practices, policies, and incentives — 31%

Restructuring the organization to support new work outcomes — 22%

Building portfolios of humans and machines working together — 16%

Note: n=3,630 (executives).
Source: The 2021 Deloitte Global Human Capital Trends survey.

Both human capability and technological capability are critical to transforming work

Source: The social enterprise in a world disrupted. 2021 Deloitte Global Human Capital Trends.

The Case

A US Field Medical organization sponsors research to benchmark and quantify field medical performance on scientific exchange including perception of the HCP experience, pre-interaction mindset and planning, demonstration of exchange that elucidates insights and seeks to understand gaps in knowledge and interests of the HCP.
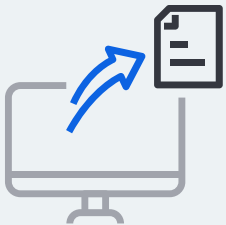
How as the need or gap identified? What other considerations should be included in the needs assessment?

How can a learning intervention fill that gap or need?

What are the steps to make the learning intervention impactful and meaningful?

How will we know the learning intervention is successful and provides sustainable behavior change?

Note: This case study outline serves as a guide. It can be customized, changed, or expanded based on the specific context and target audience of the program

Assessing Needs

Identifying the gap.......

Survey

Benchmark Data

Research

?

Discussion

Observation

The Actual Need or Gap

- Field medical colleagues excelled at asking descriptive 'what' questions during scientific exchange and were above the industry standard by +11%

- Field medical colleagues lagged in their ability to uncover HCP rationales and understanding the 'why' during scientific exchange by -20% compared to the industry standard

Motivations and Challenges Related to Curiosity and Inquiry

What could prevent you from asking questions to further understand the stakeholder POV or rationale for opinions or beliefs?

Mentimeter

stakeholder receptivity
lack of hcp awareness
lack of understanding
embarrassment
contrarian
lack of expertise
hcp-disinterest
nothing
intimidated
timer
conversational
afraid
time-crunch
compliance 1984
fear
time
opinion
respect
thought inertia
confidence
flow
lack of knowledge
judgement
promotional
97668641
kol manner
time limit
compliance
time limitations
resistance
relationship isn't there

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Curiosity and Brain Activity

Lateral prefrontal cortex (PFC)

Caudate (part of Striatum)

Natural History Magazine. (n.d.). *Curious about curiosity*. Curious about Curiosity | Natural History Magazine. https://www.naturalhistorymag.com/features/123206/curious-about-curiosity

Define Learning Objectives

In pairs at your table, take 5 minutes to discuss what the three learning objectives might be for a course where improving curiosity and inquisitive mindset are the outcomes.

1. Understand the value and power of questions in KOL engagement
2. Explain how different types of questions impact conversations
3. Demonstrate how to probe for deeper understanding and perspective
4. Leverage questioning to gain higher levels of trust and respect in stakeholder relationships

EXAMPLE

Instructional Design Strategies

Review a few instructional design models (e.g., ADDIE, SAM, etc.) and select the most suitable one for the program.
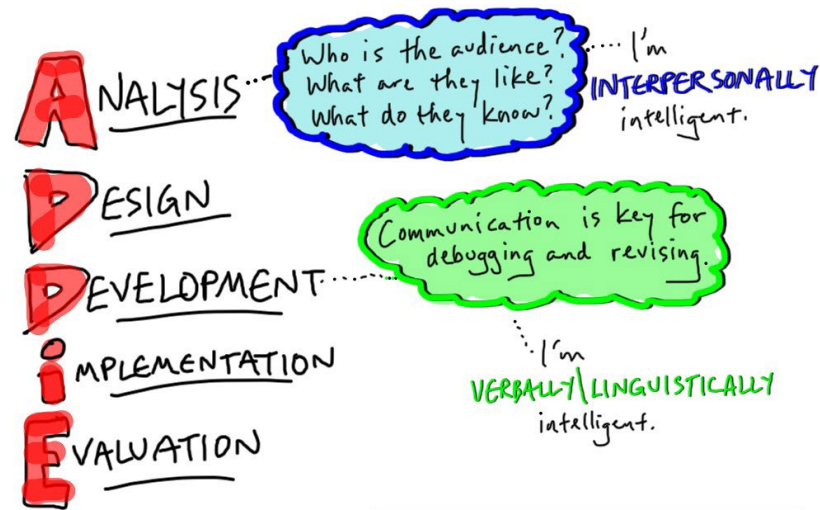
A concept map of the ADDIE Model and 2 reasons why, based on my MI scores, I like it.
By Tyler Stubenhofer
Source: http://www.instructionaldesign.org/models/addie.html

Learning Tactics

Identify strategies for creating an engaging and interactive learning experience (e.g., gamification, case studies, peer-to-peer discussion, collaborative exercises, etc.).

Applied Activities

Incorporate real-world examples and practical application of concepts, theories and/or skills.

Content Development
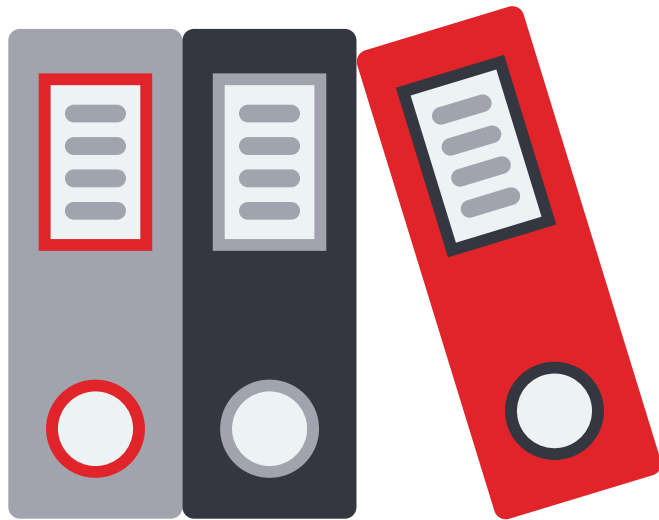
What types of content ideas and topics promote curiosity, critical thinking and problem-solving skills?

What examples of relevant resources including books, articles, videos and online platforms can participants explore during and after the program?

How will you integrate theoretical knowledge, practice and self-reflection activities?

Training Delivery

- Identify the most appropriate deliver methods based on audience, location, schedules, etc.

- Establish a safe and inclusive learning environment that encourages learner to ask questions and engage in discussions

- Provide guidelines for effective facilitation, including active listening, fostering open dialogue and managing group dynamics.

Program Timeline: Cultivating an Inquisitive Mindset

July 12th – August 23rd

Formulating Questions

Share & Refine

Share & Refine (Appreciative Inquiry in Practice)

Small Group – Peer-to-Peer Discussions

Small Group – Peer-to-Peer Discussions

Small Group – Peer-to-Peer Discussions

Field Medical Deployment

ILT – Foundations of Insight Gathering
(June 29th - 90 min)

Microlearning (Mindtickle)
Strategic Questioning
Inspiring Trust and Openness
(June 28th – July 16th)

ILT – Appreciative Inquiry Workshop
Field Medical Affairs Summit

Microlearning (Mindtickle)
Insights Mining
Storytelling & Communicating Insights
(week of August 9th - 60 min)

Hands On Group Debrief
(week of August 30th - 60 min)

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Program Resources: Cultivating an Inquisitive Mindset

CREATING YOUR QUESTIONS

OPENING QUESTIONS

To get the conversation started

Tell me a little about...?
What's your understanding of....?
I understand you were involved in some research on X..
How's it going?

DESCRIPTIVE QUESTIONS

Information Gathering

Can you give me an example?
What alternatives have you considered?
What are your thoughts on....?
What's the difference between?
Who do you trust for consults?

EXPLANATORY QUESTIONS

Reasoning or Interpretation

How could you look at this another way?
Tell more about..
Why is .... important?

Coaching for Curiosity
Conversation planning tool

Curiosity is [.....]

"Remember, its not about what you as the coach think curiosity is – the focus is how the coachee experiences curiosity"

"**Mentoring** is about sharing with a mentee what you have done or would recommend in a given situation."

"**Coaching** is about asking key questions that help the coachee find their own best answer for a given situation."

Deconstruct	Focus	Explore	Commit	Strengthen	Envision	Verify

1. What does it feel like for you when your curiosity is engaged?

2. What do you notice about your insight generation process when you are in the curiosity zone?

3. What gets in the way of you asking questions or what prevents you from engaging in curiosity mindset?; How do you stay engaged in the moment?

4. What do you notice about your ability to stay curious during conflict?

5. What are the risks when you are too inquisitive or not curious enough?

What area of questioning or curiosity would you like to focus on today?

1. What are things you can do or have done in the past that worked well when asking questions during a scientific engagement?

2. What questions might you ask regardless of the scenario?

3. Can you think of someone who you would consider a master at KOL engagement? Have you considered asking them to be an accountability partner?

4. What beliefs or assumptions might you need to set aside to really liberate the power of your curiosity?

What does commitment to an inquisitive mindset look like for you?

1. What will it look like in practice when you fully come into your curiosity zone?

2. Will anything be different and if so, what?

3. How will you plan for conflict or mitigate fear of asking questions during scientific exchange?

4. How will you use reflection to identify different approaches to questioning and inquiry during scientific exchange?

What does good to great look like? How will you get there?

1. What difference will it make for your stakeholders when your curiosity is fully engaged; for you?

2. What will you specifically do different next time to expand approach to seek to understand new perspectives and points of view during KOL engagements.

3. How might you hold yourself accountable to yourself to stay in the curiosity zone?

Strategic Questioning
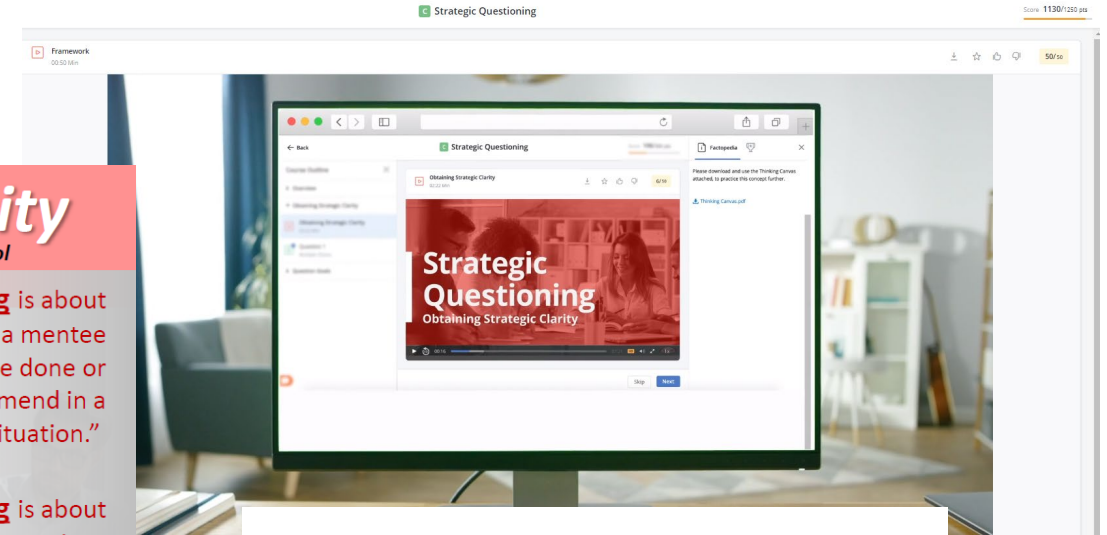
Better Health, Brighter Future

Takeda

Participant Guide

Practice: Formulating Questions
FOR INTERNAL TRAINING PURPOSES ONLY.

Assessment and Evaluation

- Outline methods for assessing learner progress and evaluating the effectiveness of the program.

- Introduce formative and summative assessment techniques including quizzes, group projects and/or self-assessment tools.

- Discuss the importance of soliciting feedback from participants to identify areas of improvement.

- Share feedback with learners and relevant stakeholders

Implementation and Sustainability

How might you reinforce the learning and support retention and application of new knowledge and skills?

What's Next: Cultivating an Inquisitive Mindset

Share &
Reapply
Best Pracitce
Sharing
(via Team)

Share &
Reapply
Best Pracitce
Sharing
(via Team)

Field Medical Deployment

Appreciative Inquiry and
the Power of Active
Listening
(September 30th)

LinkedIn Learning
Using Questions to
Foster Critical Thinking
and Curiosity
(October – 31 minutes)

HBR IdeaCast (Podcast)
https://hbr.org/podcast/
2018/05/ask-better-
questions
(November – 22 minutes)

Appreciative Inquiry /
Questioning Simulations
(December – March 2022)
On-Demand Learning via
Mindtickle

What's Missing?

Thank You