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Wait: what? We are supposed to develop a global medical leadership development program in this environment?

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Performance Objectives

01

Design a medical leadership development program for global launch

02

Gain global stakeholder agreement and alignment on a leadership development curriculum

03

Identify content and processes that are specific and important to medical leadership development

Global Medical BMS Environments 2020

- **COVID-19 lockdown**
- **Acquisition of Celgene by BMS**
- **New reporting structure, roles, and responsibilities**
- **Newly formed Worldwide Medical Learning Team**
- **No history of performance or relationships**
- **Lack of an established coaching culture in Medical**
- **Limited resources**
- **Turnover of Medical leaders**

Poll

Do you have a global field medical leadership development program?



Our Approach

1. Establish need
2. Assess current leadership development options
3. Build support
4. Assess gaps
5. Design a flexible, focused, application-based program
6. Measure success
7. Evolve program

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Establish Need

2021 BMS Global Medical Objectives

Establish our new culture and embed our people strategy

*“Attract and retain the best people by implementing a Global Medical Talent & Recruitment strategy that deepens our bench strength in critical roles while **cultivating great managers and leaders**. We will also continue to **build an innovative and engaging culture of inclusion that embraces diverse talent and ways of working that foster colleagues’ well-being.**”*

Current Medical Leader Turnover – Why Do Good People Leave an Organization?

- Lack of leader empathy
- They don't feel valued
- Unprepared managers
- Lack of trust and transparency
- They don't feel heard
- No regular feedback on their performance
- Their strengths were not being used
- They don't get the skills and experience they want

Harvard Business Review

“Most people don't quit their jobs, they quit their managers...”

Lack of a Coaching Culture

- Collegial culture vs. coaching culture
- Limited use of a coaching tool
- Little evidence of coaching occurring
- Low observable instances of coaching skills and behaviors during role-play sessions
- Limited financial commitment to assessing and developing coaching abilities in Medical

Do you have a coaching culture within your organization?

Leadership Development Options at BMS

EDGE Program – Owned by Commercial Training

Pro: Established program, medical has attended, has application-based components

Con: Program designed for Commercial needs using commercial language, limited seating for Medical, more event vs journey, live delivery only

Nomination-based development programs

Pro: Well-funded effective sessions using high-quality vendors, prestige factor, senior leader recognition, virtual or live sessions

Con: Limited availability, focuses on senior-level knowledge, skills, & behaviors, used for succession planning

HR Enterprise-wide programs

Pro: Standard approach across BMS, cost-effective, many learning options & delivery methods

Con: Very high level, little-to-no application, no set curriculum, too many choices, facilitator variability

Third-party programs

Pro: Name recognition, ease of delivery, cross-pollination with non-pharma colleagues

Con: Theory vs. application, costly, may not be as relevant to FLM daily challenges

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Assess Gaps

Needs Assessment Process

Three-phase needs assessment

- National directors and senior leaders
- Existing front-line managers
- Front-line managers with 6 months of experience or less

Common set of needs assessment questions

- Greatest challenges as a leader are in 1st 6 months
- Most important people skills, technical, and leadership skills
- Greatest challenges in team leadership, most important people, technical, leadership skills, BMS organizational savvy skills, what they need to do well the first 6 months on the job

Information gathered in one-to-one sessions, group sessions, or online survey

Word Cloud

If you had to pick 3 current leadership development needs of your field medical leadership teams, what would they be?



Leadership Development Needs Assessment Results

New Managers

- Flexing leadership to different social styles
- Enterprise Mindset
- Establishing trust
- Honesty and transparency
- Managerial courage
- BMS culture and organization overview (*new to BMS*)
- Fluency in Manager technology and Metrics

All Managers

- Emotional Intelligence
- Listening skills
- Effective coaching
- Understanding and leveraging manager reports/systems
- Communication skills (*written and remote*)
- Diversity/inclusion

US Field Medical Leadership Development Program

Building Support

- **Identify and energize your advocates**
 - Commercial Training
 - Human Resources
 - Field Medical Sr. Leadership
 - Field Medical Excellence
 - Influencers
- **Develop your plan and supporting materials**
 - Tell a story
 - No more than 6–8 slides
 - Anticipate blockers and their objections
 - Use data to support your plan (turnover, corporate health surveys)
- **Choose your battlefield – Senior leadership core team meetings**

Any tips you can share for building support from your experience?

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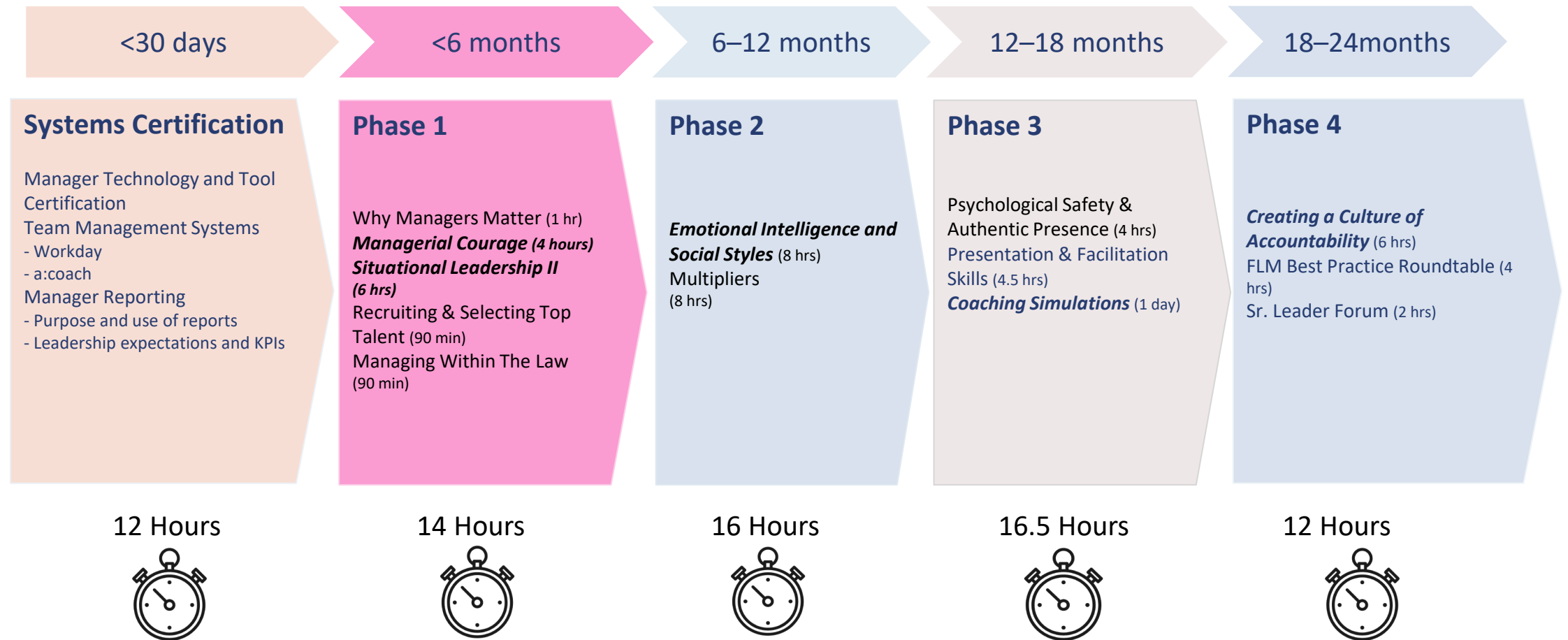


Curriculum Development

Guiding Principles

- Address the identified needs of Field Medical leaders
- Flexible delivery (live, virtual, hybrid)
- “Level-set” leaders regardless of past experience
- Curricula that builds leadership skills in a progressive and measured manner
- Targeted development for senior leaders
- “Red Thread” of open and honest communication, psychological safety throughout program
- Simple, practical tools that can be used in the field
- Delivery in English
- Global vendors where needed
- Internal facilitation for core concepts
- Cost effective

Leadership Development Program – Field Medical



Items in bold/italic; FM LD Core Curriculum

US Field Medical Senior Leadership Development

(National Directors – 11 Total)

Core Classes

- Emotional Intelligence & Social Styles – 8 hrs
- Situational Leadership II – 5 hrs
- Creating a Culture of Accountability – 6 hrs

Role Specific Classes

- Senior Leader Coaching Simulations (4 hours)
- Annual Field Medical National Director's Meeting (1.5 days)
- Coaching Coaches (Romar) – 4 hrs
- Creating a Coaching Culture (Romar) – 6 hrs
- Authentic Presence – 2 hrs
- Multipliers – 8 hrs
- Psychological Safety & Authentic Presence – 4 hrs



55 total hours
of leadership
development time
for senior leaders!

Pilot Cohort

- **38 US Field Medical Front-Line Managers**
- **11 Field Medical National Directors**
- **4 Therapeutic Area Field Medical Leads**
- **Virtual delivery of Phase 1 Training**
- **Phases 2–4 delivered live at company headquarters**

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Measuring Success

Post-Training Assessment – Pilot Cohort

- **Kirkpatrick Level 2 post-training assessment after each phase of training**
- **Average score of 3.95/5.00 for all questions**
- **Effectiveness of virtual sessions was 4.06/5.00**
- **100% of attendees strongly agreed the program was a valuable investment of their time**
- **100% of attendees strongly agreed the content, exercises, and examples provided relevant and useful insights they can apply in their role**
- **Coaching simulations were the most highly rated session**

“The course was excellent. The pace was great and the content was relevant. I think this will go a long way to helping me and my team improve as managers. I liked the breakout sessions and I liked the examples and discussion. The hardest thing was the time of the year and trying to retain all of the information. I need to make a habit of reviewing the materials often”

“The training was great, very descriptive and detailed and the interactivity and breakout groups helped keep me engaged”

“This was one of the most useful programs that I have participated in so far”

“Too basic for experienced managers”

“It could be beneficial to gauge participant competency and then place in corresponding skills class (i.e., novice vs advanced)”

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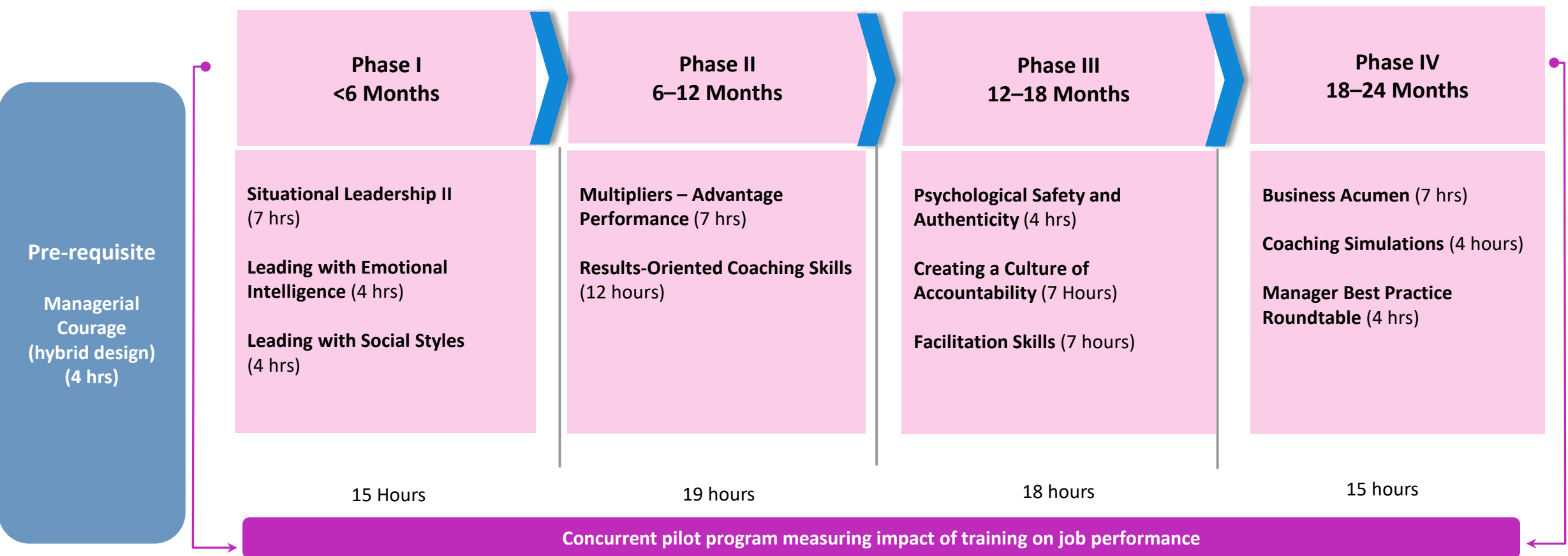


Leadership Development Program Evolution

Pilot Program – Key Learnings

- Leadership development program takes too long to complete
- There is no ongoing development for senior leaders
- SL II is good, but we need a formal coaching model
- The program does not address newly identified gaps
- Coaching simulations should be a capstone event
- Measurement of program effectiveness needs to link to observed on-the-job performance as a people leader

New – Medical Manager Development Phase Program



*In development for 2023

Field Medical National Director Development Meeting

- Yearly live meeting dedicated to second-line leaders
- Flexible agenda able to address current leadership challenges
- Sustainment of core leadership knowledge, skills, and behaviors
- Application-based exercises
- Previous topics include:
 - Coaching Simulations
 - Leadership Journal Club
 - Best Practice Round Table
 - 360 Assessment and Debrief

2023 Topics

- Resiliency
- Leading Teams Through Change
- Best Practice Round Table
- Leadership Journal Club
- Communicating the Value of FM

Results-Oriented Coaching Skills (ROCS)

Performance Objectives:

- Set, support, and coach clear expectations relative to team members' key responsibilities
- Apply a proven coaching process to develop team members' knowledge, skills, and behaviors
- Create an environment that motivates team members to achieve a coaching objective
- Provide effective positive and constructive feedback as part of the coaching process
- Prepare and implement a coaching session to develop and sustain the improvement in team members' knowledge, skills, and behaviors

Builds on:

- Situational Leadership
- Creating a Culture of Accountability
- Leading with Emotional Intelligence

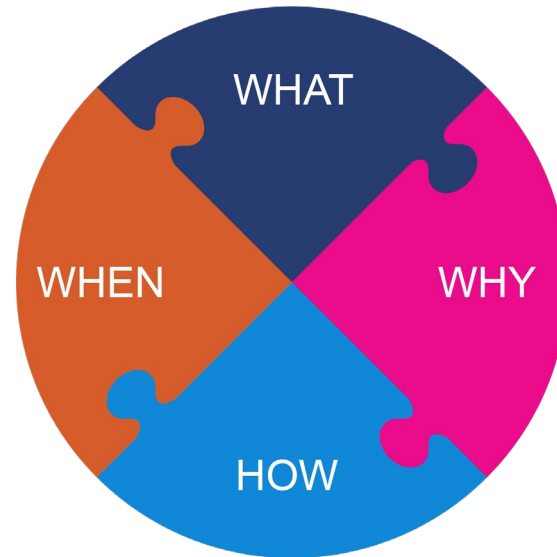
Tips from the BMS Experience

- **Have your team own the needs assessment process and leverage internal corporate health surveys**
- **Identify internal influencers to help remove barriers**
- **Recognize that planning and logistics will take more time than you think**
- **Give participants practical methods and tools they can use**
- **Build in time to apply new skills in the field**
- **Look for opportunities to pull through key concepts**
- **Use vendors where needed**
- **Conduct after-action review and adjust**
- **Promote your successful program**
- **Weigh the benefit of the time and resources needed to create leadership guides**

Learning Log

What is one thing you learned today that you will implement?

When will you apply it in your daily work?



Why will it help you be more effective?

How will you implement this key learning?

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Thank You



Appendix

Phase I: Learning Objectives for Medical Manager Development Program

Prerequisite: Managerial Courage

Participants will be able to:

- Define Managerial Courage and what it means for people leaders
- Describe how to apply Managerial Courage appropriately.

Situational Leadership II

Participants will be able to:

- Describe the three critical elements of task-based coaching (Goal Setting, Diagnosing, Matching Style) to drive performance.
- Explain the factors that motivate individual and team performance and create strong morale.
- Describe the differences between directive and supportive leader behaviors and how they help dictate an appropriate leadership style.

Leading with Emotional Intelligence

Participants will be able to:

- Describe the four domains and twelve key competencies of emotional intelligence
- Explain how EI contributes to personal and team performance
- Identify their own strengths and areas for improvement with the four EI domains
- Demonstrate approaches for developing adaptability and empathy in times of change
- Address manager challenges in employee scenarios requiring the use of EI to escalation or conflict and improve relationships and performance

Leading with Social Styles

Participants will be able to:

- Describe how they display their own social style and why they react to others in predictable ways
- Explain the importance of adaptability when dealing with manager's direct reports, colleagues, or stakeholders
- Anticipate behaviors and explain how to avoid mistakes in dealing with them
- Develop a strategy for dealing with less satisfactory relationships
- Select and use behaviors which connect more effectively with team members
- Coach direct reports on how to be more versatile in their engagements with internal and external stakeholders

Phase II: Learning Objectives for Medical Manager Development Program

Multipliers

Participants will be able to:

- Describe the three critical elements of task-based coaching (Goal Setting, Diagnosing, Matching Style) to drive performance.
- Explain the factors that motivate individual and team performance and create strong morale.
- Describe the differences between directive and supportive leader behaviors and how they help dictate an appropriate leadership style.

Results-Oriented Coaching Skills

Participants will be able to:

- Sustain the value of coaching through continued modeling and feedback loops
- Establish coaching expectations
- Employ a sophisticated coaching-and-development model to develop team members' coaching skills and to use those skills to attain the results they want to achieve in their areas
- Provide a forum for their team members to develop and apply coaching skills

Phase III: Learning Objectives for Medical Manager Development Program

Psychological Safety and Authenticity

Participants will be able to:

- Describe factors which affects our sense of safety in the workplace
- Explain the personal and organizational performance benefits of psychological safety
- Examine the current levels of psychological safety and Authenticity within their teams
- Identify specific actions they can take to build greater psychological safety within their teams
- Describe how they will create a culture of Authenticity in their team
- Create a vision for how they will lead using principles of Psychological Safety and Authenticity

Accountability

Participants will be able to:

- Describe the factors required to create a culture of accountability
- List the Steps to Accountability
- Recognize how the limited perspective we hold requires leaders to seek more feedback in a result-oriented environment
- Give and receive feedback using Feedback Methodology
- Discuss the Four Levels of Ownership and how they are applied
- Use the SOSD Accountability Tool to address an accountability gap which is preventing the organization from achieving a Key Result

Facilitation Skills

Participants will be able to:

- Demonstrate authentic presence and leadership in facilitating group activities to achieve business outcomes
- Create actionable meeting agendas that lead to deliverables
- Use facilitation techniques that encourage balanced participation
- Facilitate learning activities and skill practice
- Manage challenging meeting behaviors and situations
- Effectively conclude meetings, creating alignment on next steps

Phase IV: Learning Objectives for Medical Manager Development Program

Business Acumen

Participants will be able to:

- Describe how businesses create value through firm specific actions
- Explain Shareholder Value and Growth
- Describe how Financial Analysis is used for Decision Making
- Experience the tradeoffs of value creation throughout the R&D process, manufacturing, and commercialization of a new drug
- Gain a complete understanding of how to read, interpret, and analyze the P&L to make improved decisions as a business leader

Coaching Simulations

Participants will be able to:

- Apply listening skills and empathy to uncover needs and assess the readiness of an individual to engage in a coaching discussion
- Use open and closed probing techniques to identify a current situation from another's perspective
- Based on an employee discussion, partner with the employee to identify areas of coaching
- Provide coaching to an employee to resolve an issue or support a plan of action with expectations clearly communicated
- Identify situations where coaching should be postponed or triaged to another resource due to the current emotions or situation

Manager Best Practice Roundtable

Participants will be able to:

- Discuss relevant management issues with peers and leaders to formulate plans of action or best practices
- Provide input and feedback on relevant management issues related to driving performance with complex teams and developing people
- Present a topical management case scenario and facilitate a group discussion to define recommended courses of action
- Respond to complex senior leader scenarios and develop plans of action to address common and extraordinary business challenges

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