Learning Agility: The Path Forward for Medical Affairs

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This webinar, as with all previous ones, will be available next week on-demand for members via the MAPS website content hub.

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Educational Objectives

This session will provide a learning opportunity for our audience by:

- Outlining the value of Learning Agility
- Highlighting real world applications of Learning Agility
- Delineating how to leverage Learning Agility to optimize organizations

Introduction of Learning Agility

What is Learning Agility?

Learning agility is the <u>desire</u> and <u>capacity</u> to integrate past experience and current information to navigate change, uncertainty and learning

In other words, learning agility is being able to figure out what to do when you don't know what to do.
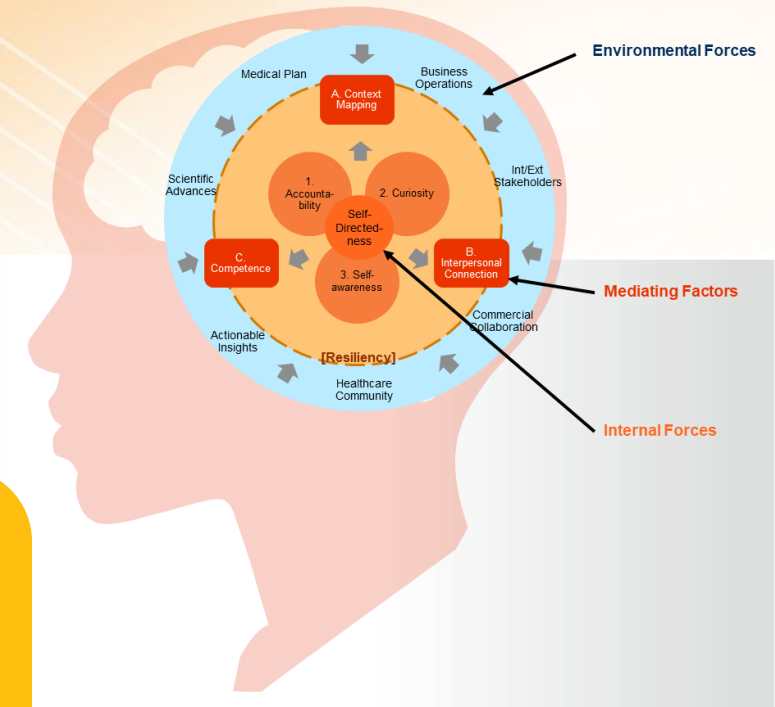
What is the need for Learning Agility?

Sales and Medical Field Deployment have shifted from "boots on the ground" to **virtual and hybrid engagement**, which requires new and enhanced skills

Focus on **improving launch performance**, including enhanced compliant, cross-functional collaboration and decision-making

Digital enablement is central to omnichannel engagement—smoothing ways of working and meeting stakeholder demands for data-driven insights

These landscape dynamics require a different set of talent capabilities.

Building greater learning agility can help.

Increase in HCP requests for **on-demand content** pieces and the establishment of hybrid relationships is requiring teams to customize each interaction

EQ is required for a deeper understanding of patient journeys in order to bring **patient centricity** into the heart of business objectives

Navigating the ambiguity of complex global drug launches expected in the next 3 years and increasing rare diseases requires more than scientific expertise

Broadening and **diversification of stakeholders** (both internal and external) has led to a more complex landscape
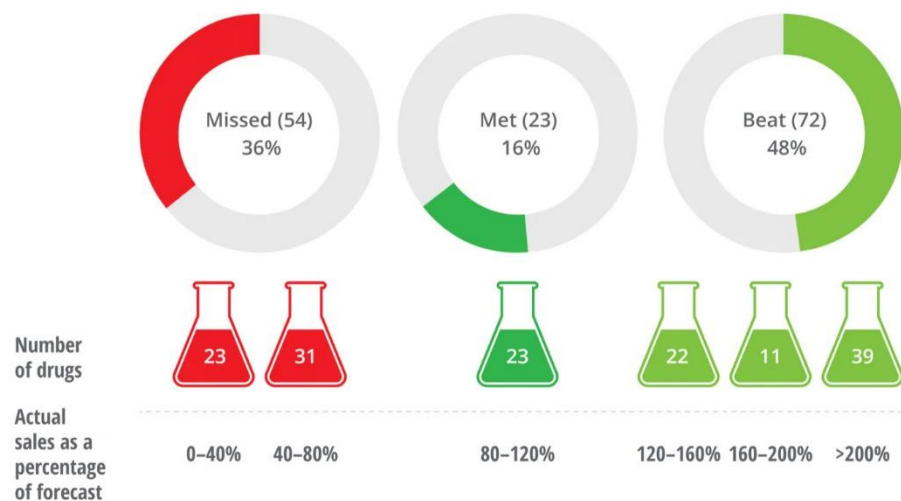
Real World Application of Learning Agility

Let's talk about Missed Opportunities

Pre-pandemic data on launch performances

FIGURE 1

Launch performance was a mixed bag, with more than one-third of drugs missing and about one-half beating expectations in the first year

Missed (54) 36%
Met (23) 16%
Beat (72) 48%

Number of drugs: 23 | 31 | 23 | 22 | 11 | 39

Actual sales as a percentage of forecast: 0–40% | 40–80% | 80–120% | 120–160% | 160–200% | >200%

Note: Numbers in parenthesis indicate number of drugs.
Source: EvaluatePharma® December 2019, Evaluate Ltd.

Typical reasons for missing analyst expectations in year 1

50% Limited market access

46% Inadequate/incomplete understanding of market and customer needs

44% Poor product differentiation

36% Unfavorable safety profile

24% Low prioritization/resource allocation

6% Unexpected events

Note: Based on the analysis of 50 drugs out of 54 that missed expectations in year 1.
Source: EvaluatePharma® December 2019, Evaluate Ltd.

Polling Question

How complex do you think the medical landscape will be following the pandemic?

– **More complex**

– **Less complex**

– **No different**

How complex do you think the medical landscape will be following the pandemic? (Select one)

More complex	88.5%
Less complex	0.0%
No different	11.5%

The Evolution of Thinking

The bottom line is that capabilities needed to win in the marketplace are

MUCH BROADER

than they were in the past

- Expertise and experience from **multiple** areas

- Ability to see the **big picture**

- Understand and synthesize the **full scope at hand**

- Fueled by curiosity and the **ability to learn and unlearn**

Thinking Differently – All Hail the Generalists

What organizations really need are

GENERALISTS

with new and agile skills

- They **connect teams** of experts
- They are **strong communicators** and help us to visualize our future
- They **encourage and promote change** from within
- They are courageous, balanced and **strategic** thinker

What is one thing you have learned about yourself from being stretched outside of your professional comfort zone over the past year?

Thinking Differently – Learning Agility

THINK DIFFERENTLY
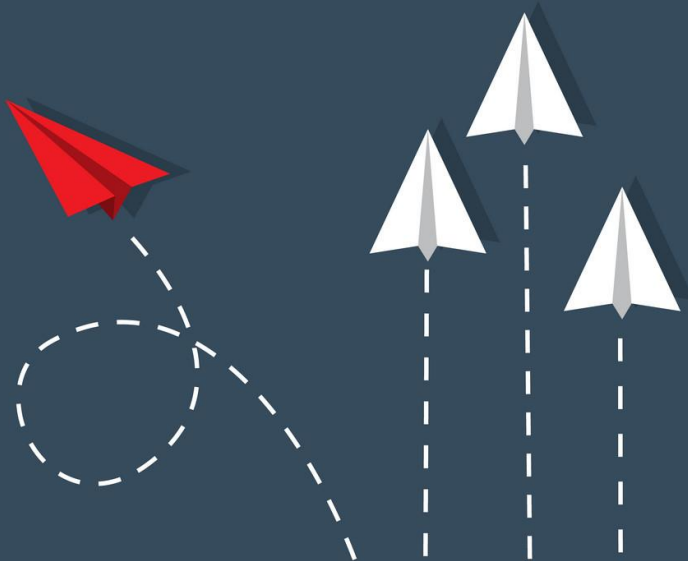
- Learning Agility identifies strengths and areas of improvement at the individual level, functional area level, and organizational level.

- This information allows for the development of capabilities of the team while maintaining alignment to the overall medical vision and business objectives

What business challenge are we facing in Medical Affairs where a strong capability in learning agility would have a significant impact?

# Leveraging Learning Agility to Optimize Organizations

Assessing Learning Agility in Medical Affairs

Measuring Learning Agility

Agility Index

Dimensions	Context mapping	Interpersonal connection	Competence	Accountability	Curiosity	Self awareness

Based on the learning agility index each respondent will be placed in a defined archetype

Very Agile | Agile | Moderately Agile | Focused | Very Focused
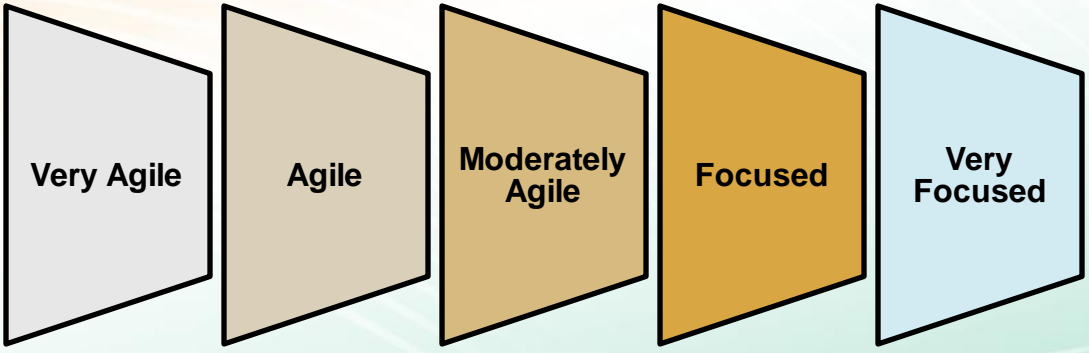
Each archetype will consist of a customized professional developmental plan which will include activities such as
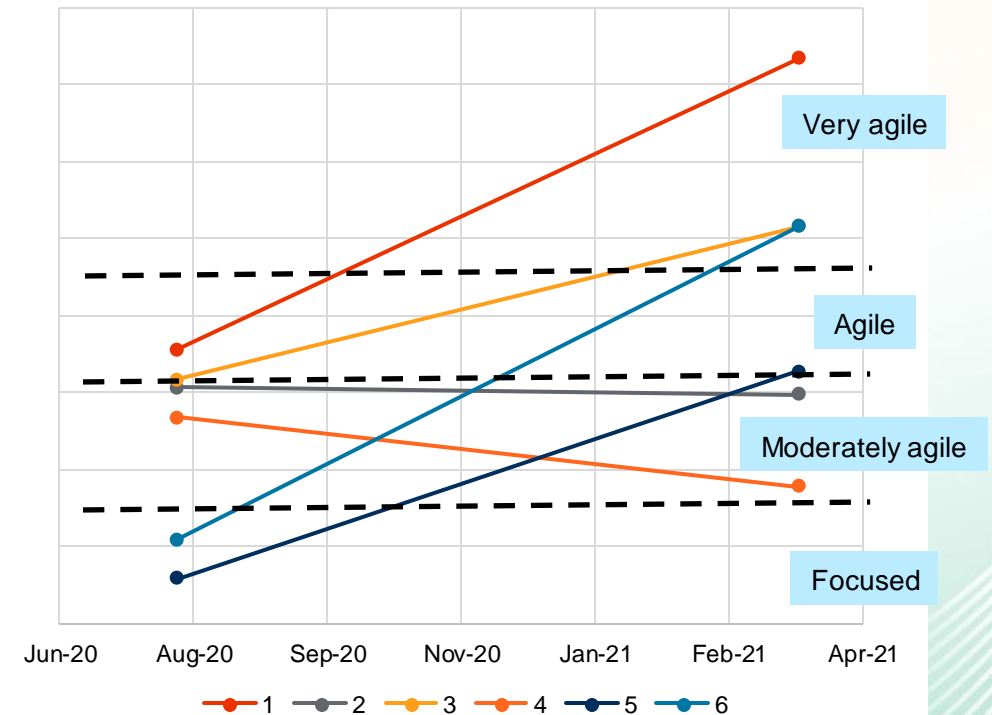- Leadership development
- Succession planning
- Change ambassador initiatives

Development of Learning Agility

- Learning Agility is dynamic and can change over time. This change is bi-directional where individuals may become more agile or more focused over a time period

- Development of Learning Agility is an individual journey based on each person's dimensions

- Learning Agility can be developed by:
  - Professional development activities
  - Change in role
  - Change in responsibilities
  - Taking on stretch opportunities

Evolution of Agility Profiles

Very agile

Agile

Moderately agile

Focused

Jun-20 Aug-20 Sep-20 Nov-20 Jan-21 Feb-21 Apr-21

1 2 3 4 5 6

A Future With Learning Agile Individuals

Developing and embedding learning agility in medical affairs organizations can lead to:

Improved Strategic Agility

- Learning agility can contribute to workforce planning where it will assist in identifying talent needed to meet business objectives
- Learning Agility can aid in the identification of internal teams whose members can be flexibly deployed to critical projects that affect that business' organizational health
- Learning Agility can help navigate rapidly changing environments such as failed clinical development activities and acquisitions which lead to addition of pipelines.
- Learning Agility can help organizations to do more with the same resources
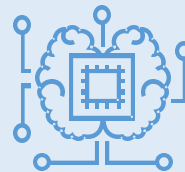
On-Demand Talent Capability

- Anticipated demand of and shortage in supply of "soft skills" such as learning agility, resiliency, and emotional intelligence
- Learning Agility can lead to better hiring practices by enabling identification of attributes that produce long-term, high performing employees
- Learning Agility can help optimize training modes and sources for professional development

Greater Productivity

- Learning Agility can lead to happier employees with increased productivity: Individuals can recognize and leverage their strengthens to increase their impact on the organization. They are also able to understand their areas of improvements and develop them.
- Learning Agility can result in more effective and agile ways of working within teams
- Learning Agility can lead to more impactful cross-functional collaborations and inclusive decision making

Polling Question

Where would having greater learning agility create the most impact for Medical Affairs?

> » Strategic planning and execution
> » Field Medical scientific exchange
> » Internal career mobility for talent retention
> » Other (type answer in the chat box)

Where would having greater learning agility create the most impact for Medical Affairs? (Select one)

Strategic planning and execution	50.0%
Field Medical scientific exchange	50.0%
Internal career mobility for talent retention	0.0%
Other (please send us details via the Q&A box)	0.0%
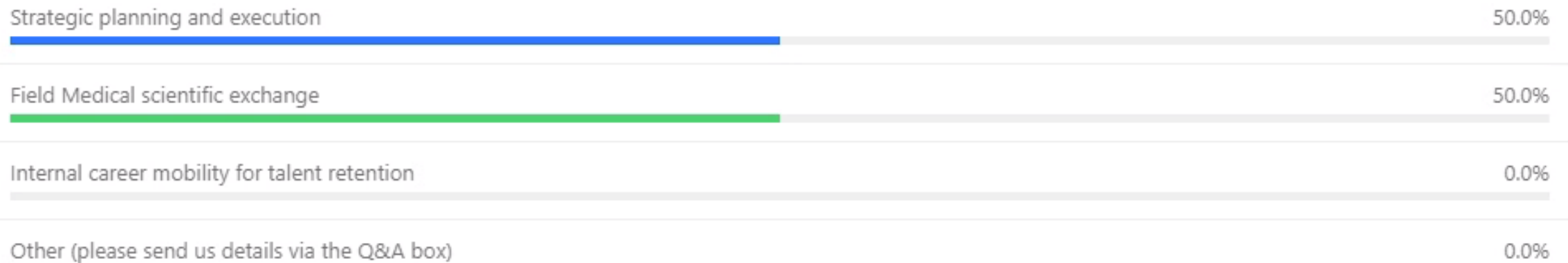
Questions? Comments?

What's one thing you're going to do after this webinar that will build your learning agility muscles?