



# GMA Field Medical Center of Excellence

LEARN. ENGAGE. SUCCEED.

## CORE SKILLS & CAPABILITIES

Learning Framework





## WELCOME!

The Core Skills & Capabilities Learning Framework serves as a 12-week guide to level-up core competencies required for success in the field medical role.

Learning activities included in the framework, include webinars, eLearning modules, videos, document review, worksheets, competency assessments, leader check-ins, and more.

Each is designed to power your proficiency journey with each core competency.



## ROLES & RESPONSIBILITIES

During your learning journey, you are encouraged to work closely with your manager, who plays an important role in fostering your development as you advance through the framework and continuously assesses your progress developing proficiency.

Successful manager/MSL relationships are based on a clear understanding of responsibilities (shown below):

Topic	Manager	MSL
<b>Expectations</b>	Set training expectations and timing for completion of the framework	Complete assigned activities as per recommended timelines
<b>Participation</b>	Guide, coach, and provide feedback on completed activities	Fully participate in each activity
<b>Touchpoints</b>	Conduct weekly touchpoints to monitor progress	Come prepared to touchpoint meetings with completed work and questions
<b>Development</b>	Monitor and align on development progress	Complete competency self-assessments
<b>Support</b>	Engage other stakeholders as needed to support training	Proactively reach out with concerns and identified knowledge gaps





## GUIDANCE FOR MANAGER CHECK-INS

Throughout this learning journey, you are encouraged to have frequent check-ins with your manager to discuss what you've learned and how it will apply to success in your role. This starts with an introductory conversation regarding your baseline competency self-assessment. Please keep in mind this self-assessment is only for you, so make the most of it by honestly determining your proficiency comfort level. The 12-week Learning Journey Checklist prompts a manager check-in every 2 weeks and provides you space (shown below) to record key learnings and questions as you go, to make this conversation more productive.

Capture key insights, learnings, notes and questions to discuss application to your role during your manager check-in

## NAVIGATING THE FRAMEWORK

Throughout the framework, you will encounter icons to help you easily identify status of the learning asset and type of training (explained below).

### STATUS ICONS

Mandatory	Optional	New Content

### TRAINING TYPE ICONS

Training Modules	A/V Recordings	Additional Resources	Publications
Manager Check-in	Competency Self-assessment	Axonify Resources	GST Framework

Additionally, there are embedded hyperlinks and buttons in the lower right-hand corner to help you navigate through the document. At any time, you may select the checklist icon to return to your Learning Journey Checklist.





## HOW TO USE THIS FRAMEWORK

1. Ensure that you are connected through the Merck VPN prior to accessing any content.
2. When navigating to content, simply select the hyperlinked Asset name to navigate to the content within the Merck network.
3. If prompted, provide your corporate email address and submit.

If you have problems accessing any of the content, please contact the [FM CoE Mailbox](#) with your name, email address, asset name, and page number and we will be happy to help resolve the issue.

## GETTING STARTED



Prior to beginning, it is important to orient to the contents within the framework. Then, proceed with your individual development as discussed with your manager.



The training is intended to take approximately 2 to 4 hours per week but may be accelerated or slowed at the discretion of the participant and manager. Though the framework is set to be completed in biweekly installments, you may also extend that time due to competing priorities. Just communicate with your manager.



If you have questions, your first source should be your manager—your partner in your development.



Your training team is also here to support your learning journey. Please reach out to the [FM CoE Mailbox](#) for any questions or concerns or technical difficulties.





# LEARNING JOURNEY CHECKLIST

## INSTRUCTIONS FOR USE

Step 1: Review the [Field Medical Competency Model](#).






Step 2: Complete your [Competency Baseline Self-assessment](#).

Step 3: Review the results with your manager to align on key areas for individual development.

Step 4: Use this Learning Journey Checklist as your master guide to progress through the 12-week curriculum by accessing the weekly links below.

Step 5: Once the 12-week curriculum is complete, prepare for your final manager check-in by accessing the [Final Check-in Worksheet](#).

This Learning Journey At-A-Glance provides a look at which competency you will be focusing on each week. Select each week's link to complete your learning activities. Once finished, check off completion in the right-hand column for that week.

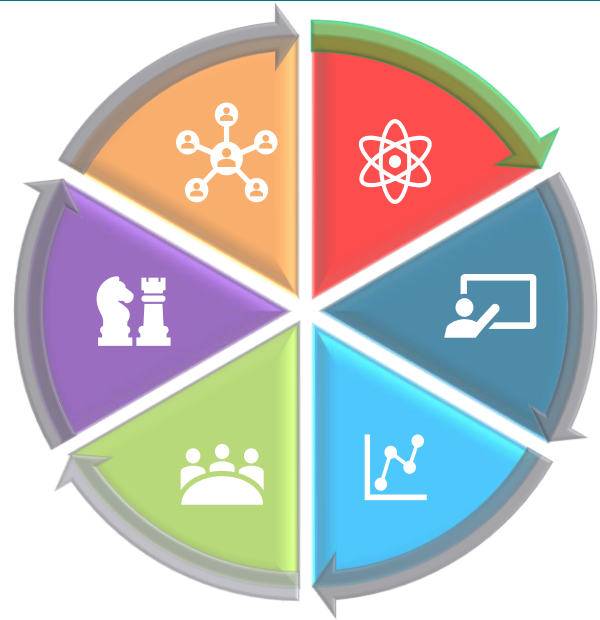
<b>Start Date:</b>			
<a href="#">WEEKS 1-2</a>	<b>DISEASE STATE &amp; PRODUCT KNOWLEDGE</b>		<input checked="" type="checkbox"/>
<a href="#">WEEKS 3-4</a>		<b>COMMUNICATION &amp; PRESENTATION EXPERTISE</b> 	<input checked="" type="checkbox"/>
<a href="#">WEEKS 5-6</a>		<b>DATA REVIEW, INTERPRETATION, &amp; COMMUNICATION</b> 	<input checked="" type="checkbox"/>
<a href="#">WEEKS 7-8</a>		<b>BUSINESS ACUMEN</b> 	<input checked="" type="checkbox"/>
<a href="#">WEEKS 9-10</a>		<b>STRATEGIC THINKING</b> 	<input checked="" type="checkbox"/>
<a href="#">WEEKS 11-12</a>		<b>EXTERNAL STAKEHOLDER ENGAGEMENT</b> 	<input checked="" type="checkbox"/>
<b>Completion Date:</b>			



# FIELD MEDICAL COMPETENCIES

## CORE COMPETENCIES

The Field Medical competencies serve as the foundation for this framework and the training and development offered within. It is important to understand what each encompasses and where your current competency level is in order to best guide your individual development journey. Select the titles below to learn more.



### EXTERNAL STAKEHOLDER ENGAGEMENT

The ability to understand, organize, and/or execute the design, planning, and execution of scientific-engagement activities (e.g., expert input, scientific exchange).

Ability to understand and apply strategic planning, needs assessments, and compliance obligations to add value in stakeholder interactions.

The ability to identify, build, and maintain compliant, long-term, sustainable relationships with external stakeholders through a variety of approaches (e.g., face-to-face scheduled interactions, use of technology to connect as needed, structuring meetings to support appropriate scientific exchange).

### STRATEGIC THINKING

Visualizes the way forward, identifying opportunities that add scientific value to the work, to the business, and to our external stakeholders. Has broad knowledge and perspective.

### BUSINESS ACUMEN

Knows how the business works and understands the priorities, issues, and concerns of key stakeholders.

Understands how strategy and tactics work in the organization.

Knowledgeable in current policies, practices, trends, technology, and information affecting the organization and the pharmaceutical industry.

### DISEASE AREA & PRODUCT KNOWLEDGE

The ability to understand the therapeutic area, company and competitor products//, therapeutic options, and the disease environment as it relates to patient and population characteristics, disease epidemiology, biomarkers, disease pathophysiology, genetic variation, comparative effectiveness, emerging trends, treatment practices, and unmet needs.

### COMMUNICATION & PRESENTATION EXPERTISE

The ability to present data with an organized and meaningful approach that enables the audience to easily understand science and data from clinical studies.

The ability to effectively prepare and deliver presentations to convey information in a meaningful and clear manner that is aligned to the needs of the audience and company.

Is effective in a variety of formal presentation settings: one-on-one, small and large group, with peers, and managers.

### DATA REVIEW, INTERPRETATION & COMMUNICATION

The ability to consolidate and understand data, plan and/or execute data analyses, summarize or synthesize data, and objectively interpret results.

The ability to objectively communicate analysis and results in terms that can be understood by a variety of stakeholders.

Note: On the following pages, select the pie chart icon in the lower right to return to this page.






# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<p><b><u>DISEASE AREA &amp; PRODUCT KNOWLEDGE</u></b></p> 	<p>Demonstrates awareness of company and competitor products and therapeutic options.</p> <p>Leverages available resources to build knowledge of the disease environment as it relates to patient and population characteristics, disease epidemiology, biomarkers, disease pathophysiology, genetic variation, comparative effectiveness, emerging trends, treatment practices, and unmet needs.</p> <p>Understands the importance of staying abreast of emerging trends/innovations related to a disease area.</p>	<p>Demonstrates knowledge of company and competitor products and therapeutic options through interactions with internal/external stakeholders.</p> <p>Demonstrates understanding of the disease environment as it relates to patient and population characteristics, disease epidemiology, biomarkers, disease pathophysiology, genetic variation, comparative effectiveness, emerging trends, treatment practices, and unmet needs.</p> <p>Applies understanding of emerging trends/innovations related to a disease area.</p>	<p>Applies advanced knowledge of company and competitor products and therapeutic options to share targeted information with internal/external stakeholders as appropriate.</p> <p>Responds to complex medical and scientific inquiries specific to the disease environment across different regions, key markets, and local standards of care.</p> <p>Demonstrates advanced knowledge of emerging trends/innovations within a disease area by interacting with experts within a disease area, and/or acting as a speaker internally or externally (consistent with MRL Policy 19 and Scientific Exchange Policy #TBD ) on specific topics within a therapeutic area.</p>	<p>Viewed as an expert on the medical and scientific profile of company and competitor products and therapeutic options and advises others on complex product attributes as appropriate.</p> <p>Applies extensive knowledge of the disease environment to provide insight to inform medical affairs strategy as appropriate.</p> <p>Viewed by internal and external stakeholders as a subject matter expert related to emerging trends/innovations specific to a disease area.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE				
POST-TRAINING				






# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<b>COMMUNICATION &amp; PRESENTATION EXPERTISE/</b> 	<p>Demonstrates ability to speak and write clearly and concisely.</p> <p>Demonstrates awareness of different stakeholder groups.</p> <p>Demonstrates ability to distribute accurate information but may need guidance in appropriately crafting messages for target audience.</p> <p>Plans presentation/meeting objectives.</p> <p>Understands the importance of anticipating audiences' information needs.</p>	<p>Demonstrates ability to craft both written and oral presentations in a way that compliantly emphasizes key points and ideas.</p> <p>Demonstrates an understanding of different audiences' information needs (external vs internal, junior level vs peer level vs executive level) and formats (one-on-one vs group) when communicating with and presenting to them.</p> <p>Demonstrates ability to proactively share information through appropriate mediums and communication style to keep others informed.</p> <p>Prepares SLE objectives in advance of interaction.</p> <p>Adapts communication style as needed.</p>	<p>Demonstrates ability to articulate complex thoughts and ideas accurately and clearly, being able to quickly detect and correct instances of miscommunication.</p> <p>Demonstrates the ability to effectively articulate/present scientific/technical data in a meaningful and clear manner that is aligned to the needs of the audience and company.</p> <p>For internal meetings and external meetings as appropriate, plans meeting objectives and prepares effective presentation materials based on the information needs of different presentation audiences (external vs internal, junior level vs peer level vs executive level) and formats (one-on-one vs group).</p>	<p>Demonstrates ability to effectively articulate/present scientific/technical data in a meaningful and clear manner that is aligned to the needs of the audience and company.</p> <p>Demonstrates the ability to listen to others and integrate alternate points of view in decisions and ideas.</p> <p>Commands attention and can manage group process during a presentation.</p> <p>Drives active engagement and effectively navigates the conversational flow to achieve meeting/presentation objectives.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
POST-TRAINING	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>








# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<b>DATA REVIEW, INTERPRETATION &amp; COMMUNICATION</b> 	<p>Aware of data consolidation tools and analysis techniques.</p> <p>Completes basic summarization and synthesis of data and makes high-level inferences where appropriate.</p> <p>Communicates basic data and interpretation using audience-appropriate terms.</p>	<p>Able to consolidate and understand data and applicable analysis techniques and tools.</p> <p>Synthesizes data objectively and appropriately interprets results to provide clarity to stakeholders.</p> <p>Communicates advanced data and interpretation appropriately for a given stakeholder.</p>	<p>Consolidates and understands data, applicable analysis techniques and tools, and coaches team members and colleagues on appropriate methods and tools.</p> <p>Teaches/coaches/mentors others to synthesize and critically evaluate data.</p> <p>Uses data to communicate insightful results to a variety of external stakeholders.</p>	<p>Able to consolidate and understand complex data sets and advise others on the use of complex data synthesis technologies and tools.</p> <p>Interprets sophisticated data results against the perspective of enterprise-wide initiatives and objectives and uses data to aid complex decisions internally.</p> <p>Expertly uses data and key results to communicate insights that drive results internally.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
POST-TRAINING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>














# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<b>BUSINESS ACUMEN</b> 	<p>Demonstrates basic knowledge of company's core business structure and major functions.</p> <p>Demonstrates preliminary understanding of drivers and trends in the industry.</p>	<p>Demonstrates understanding of business facts and is able to use these data when making decisions.</p> <p>Demonstrates working knowledge of company's core business structure and how MSL function contributes to and works within the organization.</p> <p>Demonstrates understanding of changing industry trends, economic drivers, and their implications for company's business.</p>	<p>Demonstrates skill incorporating deep industry knowledge to identify key opportunities.</p> <p>Demonstrates skill using business knowledge and knowledge of company operations to weigh risks and trade-offs for implementing innovations.</p> <p>Demonstrates ability to use industry trends and knowledge of company operations to determine own function's strengths and weaknesses.</p>	<p>Demonstrates ability to use knowledge and experience to foresee market and economic trends and create recommendations to take advantage of these trends.</p> <p>Demonstrates ability to use in-depth industry knowledge and experience to identify gaps in company's capabilities to meet future organization needs.</p> <p>Demonstrates ability to function as an expert on company's business, structure, vision, and core strategy.</p> <p>Demonstrates the ability to provide invaluable insight and expertise on the industry and where it is going.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE				
POST-TRAINING				






# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<b>STRATEGIC THINKING</b> 	<p>Demonstrates understanding of how one's job responsibilities contribute to the department's goals.</p> <p>Demonstrates knowledge of the organization's core strategy for long-term success.</p> <p>Demonstrates a willingness to adopt changes to current processes and ways of doing things.</p>	<p>Demonstrates ability to identify and recommend changes to current work processes to meet emerging needs and changes in job responsibilities.</p> <p>Demonstrates ability to evaluate new ideas and proposed methods for practicality and ease of implementation.</p> <p>Demonstrates understanding of how function's goals and strategy aligns with the broader organization's long-term initiatives.</p>	<p>Demonstrates ability to develop plans for one's department/region that align with company's long-term strategy.</p> <p>Demonstrates active skill in challenging the status quo, offering practical alternatives.</p> <p>Demonstrates ability to develop and promote an environment that nurtures creativity and improvement of current ways of doing things.</p> <p>Demonstrates ability to provide guidance to others in development of strategic thinking.</p> <p>Demonstrates ability to actively seek opportunities for improving department processes and increasing efficiency.</p>	<p>Demonstrates ability to champion the evolution and implementation of policies, practices, and core values for continued success of the company.</p> <p>Demonstrates industry foresight that allows prediction of future trends and challenges, identification of long-term opportunities, and development of innovative ideas to lead the organization forward.</p> <p>Demonstrates ability to champion innovation as a core business strategy, providing guidance to others on developing a more strategic mindset and promoting innovation in their function.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
POST-TRAINING	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>






# FM COMPETENCY CHECK-IN

To establish your competency baseline across all 6 competencies, select your current level of proficiency. When finished, share with your manager in your initial development discussion. If you need a reminder of the competency definition, simply select the title or icon at the lower right.

As you complete each section of the 12-week framework, you will return to this check-in to reassess and conduct a manager check-in to share results.

Proficiency Level	LEARNING	APPLYING	ADVANCED	EXPERT
<b>EXTERNAL STAKEHOLDER ENGAGEMENT</b> 	<p>Demonstrates awareness of different external stakeholders within the healthcare landscape.</p> <p>Understands the importance of anticipating external stakeholder needs, perspectives and motivations when interacting/communicating with them.</p> <p>Understands methods and tools to effectively inform stakeholders and compliantly demonstrate scientific/medical expertise.</p>	<p>Able to interact independently with external stakeholders and apply knowledge of their organizational structure and culture to prepare for and engage in a dialogue that is relevant and meaningful.</p> <p>Demonstrates an understanding of an external stakeholder's evolving needs, perspectives and motivations when interacting/communicating with them.</p> <p>Able to articulate an objective position, opinion, or a differing point of view by leveraging methods to effectively inform stakeholders and compliantly demonstrate scientific/medical expertise.</p>	<p>Demonstrates the ability to effectively navigate the current environment to bring long-term, sustainable value to the company's key external stakeholders.</p> <p>Proactively anticipates and articulates an understanding of an external stakeholder's evolving needs, perspectives, and motivations in all interactions.</p> <p>Able to articulate an objective position, opinion, or differing point of view and garner support through key networks and relationships to effectively inform stakeholders and compliantly demonstrate scientific/medical expertise.</p>	<p>Demonstrates expertise in navigating complex environments and aligns the appropriate delivery of medical information on company products and services with the current and future needs of external stakeholders.</p> <p>Expertly navigates complex external stakeholder interactions by anticipating an external stakeholder's unmet needs, perspectives, and motivations and compliantly adapts the engagement approach based on specific stakeholder needs.</p> <p>Demonstrates expertise in interacting with diverse groups of external stakeholders and ability to align objectives and goals across key stakeholder groups.</p>

SELF-RATING	LEARNING	APPLYING	ADVANCED	EXPERT
BASELINE				
POST-TRAINING				





Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Baseline Competency Assessment</a>		<input checked="" type="checkbox"/>
	Manager Check-in – Align on Individual Development Plan		<input checked="" type="checkbox"/>
	Access Global Scientific Training (GST) Learning Framework: Complete Disease State and Product Knowledge Training as agreed with your manager <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<b>Biweekly Manager Check-in</b> – Discuss key learnings and application to your role		<input checked="" type="checkbox"/>

**Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.**





Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Communicating Effectively</a>		<input checked="" type="checkbox"/>
	<a href="#">Negotiation &amp; Influencing Skills</a>		<input checked="" type="checkbox"/>
	<a href="#">Presentation Skills</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	<a href="#">Get Control!: Presentation Skills</a>		<input checked="" type="checkbox"/>
	<a href="#">Advanced Negotiation Skills</a>		<input checked="" type="checkbox"/>
	<b>External Resource:</b> Access a TED Talk on Communication Skills		<input checked="" type="checkbox"/>
	<b>External Resource:</b> Access a TED Talk on Negotiation Skills		<input checked="" type="checkbox"/>
	<b>External Resource:</b> Access Coursera for training on Communication Strategy for a Virtual Age		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	Continue Disease State and Product Training as agreed with your manager via the GST Framework: <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: Communication &amp; Presentation Skills</a>		<input checked="" type="checkbox"/>
	<b>Biweekly Manager Check-in</b> – Discuss key learnings and application to your role		<input checked="" type="checkbox"/>



Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.





Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Biostatistics</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	<a href="#">Statistics Review</a>		<input checked="" type="checkbox"/>
	<a href="#">Podcast: Analyzing Clinical Data – Part 1</a>		<input checked="" type="checkbox"/>
	<a href="#">Podcast: Analyzing Clinical Data – Part 2</a>		<input checked="" type="checkbox"/>
	<a href="#">Podcast: Analyzing Clinical Data – Part 3</a>		<input checked="" type="checkbox"/>
	<ul style="list-style-type: none"> <li><a href="#">Advancements in Analyzing Clinical Papers</a></li> <li><a href="#">Analyzing Clinical Papers Webinar Recording</a></li> <li><a href="#">Worksheets from Webinar</a></li> </ul>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	Continue Disease State and Product Training as agreed with your manager via the GST Framework: <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: Data Interpretation &amp; Communication</a>		<input checked="" type="checkbox"/>
	<b>Biweekly Manager Check-in</b> – Discuss key learnings and application to your role		<input checked="" type="checkbox"/>



**Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.**





Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Building Business Acumen</a>		<input checked="" type="checkbox"/>
	<a href="#">Leadership at All Levels</a>		<input checked="" type="checkbox"/>
	<a href="#">Organizational Awareness: Know your Matrix Team</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	<a href="#">Productivity &amp; Time Management</a>		<input checked="" type="checkbox"/>
	<a href="#">Decision Making</a>		<input checked="" type="checkbox"/>
	<a href="#">Life Cycle Management</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	Continue Disease State and Product Training as agreed with your manager via the GST Framework: <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: Business &amp; Financial Acumen</a>		<input checked="" type="checkbox"/>
	<b>Biweekly Manager Check-in</b> – Discuss key learnings and application to your role		<input checked="" type="checkbox"/>



**Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.**







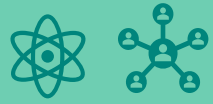
Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Goal Setting</a>		<input checked="" type="checkbox"/>
	<a href="#">Strategic Thinking</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	<a href="#">Change Management</a>		<input checked="" type="checkbox"/>
	<a href="#">Strategic Planning &amp; Execution</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	Continue Disease State and Product Training as agreed with your manager via the GST Framework: <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: Strategic Thinking</a>		<input checked="" type="checkbox"/>
	<b>Biweekly Manager Check-in</b> – Discuss key learnings and application to your role		<input checked="" type="checkbox"/>



Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.





Complete the assigned training in the order listed, placing a checkmark in the completion column when finished. Remember to capture key learnings and questions along the way.

Asset Type	Training Asset	Key	Complete?
	<a href="#">Emotional Intelligence</a>		<input checked="" type="checkbox"/>
	<a href="#">Storytelling</a>		<input checked="" type="checkbox"/>
	Access <a href="#">Axonify</a> for Training Reinforcement		<input checked="" type="checkbox"/>
	<a href="#">Review the Scientific Engagement Model (SEM)</a>		<input checked="" type="checkbox"/>
	Remote Engagement Skills		<input checked="" type="checkbox"/>
	Continue Disease State and Product Training as agreed with your manager via the GST Framework: <a href="#">Oncology Framework</a> <a href="#">Vaccine Framework</a> <a href="#">Global Scientific Training</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: External Scientific Leader Exchange</a>		<input checked="" type="checkbox"/>
	<a href="#">Post-training Competency Check: Disease State &amp; Product Knowledge</a>		<input checked="" type="checkbox"/>
	<b>FINAL Manager Check-in –</b> Discuss key learnings and application to your role Review final competency self-assessment and next steps		<input checked="" type="checkbox"/>



Capture key insights, learnings, notes, and questions to discuss application to your role during your manager check-in.





# FINAL MANAGER CHECK-IN

To prepare for the final manager check-in, record key insights and actions on the following:

**Competency Self-assessment: How would you currently rate proficiency with the 6 core FM competencies after completing the framework?**

	Learning	Applying	Advanced	Expert
Disease Area & Product Knowledge				
Communication & Presentation Expertise				
Data Review, Interpretation, & Communication				
Business Acumen				
Strategic Thinking				
External Stakeholder Engagement				

**Where will you concentrate continued development?**

**How will you apply these skills in your field medical role?**

**What resources do you still need?**





# YOUR MATRIX TEAM

Use this worksheet to record your matrix team as you identify them.

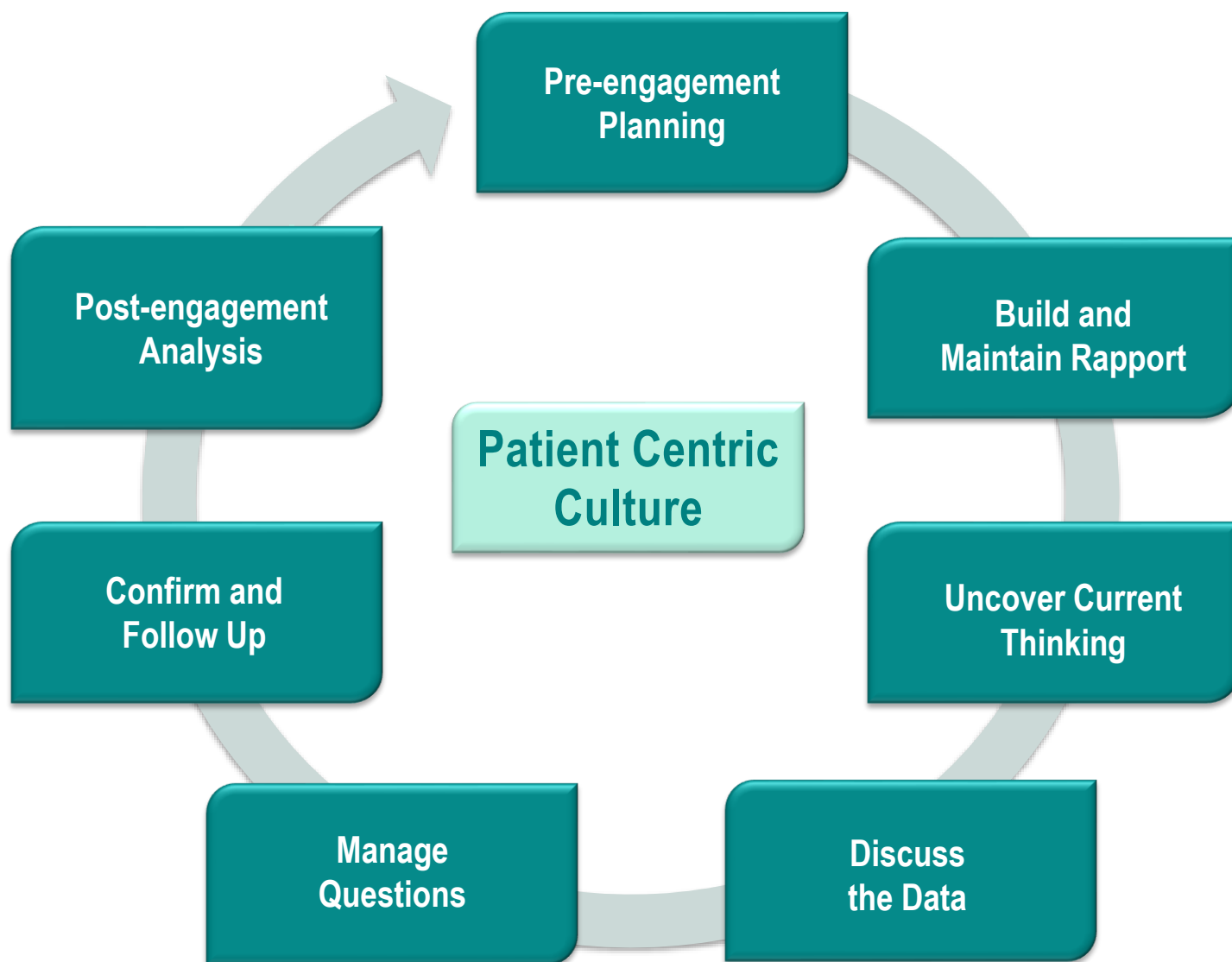
- Seek to understand each teammate's background, responsibilities, and business goals.
- Establish relationship expectations, communication cadence, and preferred method.
- Uncover needs and opportunities for collaboration.

Cross-functional Partner Name	Role	Collaboration Opportunity	Division



# SCIENTIFIC ENGAGEMENT MODEL OVERVIEW

The Scientific Engagement Model (SEM) was built to guide your discussion plan with Scientific Leaders (SLs) and encourage a patient centric culture. This 7-step model focuses on first aligning with the SLs on their current thinking so that you may engage in a data-driven, 2-way dialogue; address questions; and confirm follow-up opportunities for future engagement. Critical to the model is intentional preparation before the engagement and reflection after the engagement. A description of each step follows.



# SCIENTIFIC ENGAGEMENT MODEL OVERVIEW

## Pre-engagement Planning

Begin with the end in mind—what do you plan to cause? How will you know if you have been successful if you do not start with a good quality plan? It is very difficult to be flexible in the moment if you do not have a plan to flex!

- **Set SMART objectives and be clear what success looks like**
- **Conduct appropriate research**

## Build and Maintain Rapport

It takes less than 90 seconds to make a first impression, so why make a bad one? Practice your engaging opening statements to ensure you make the very best first impression.

- **Gain SL's interest through an engaging opening**
- **Establish and maintain rapport**

## Uncover Current Thinking

Uncover current thinking, while maintaining rapport to establish need. Practice active listening to ensure that the scientific leader feels truly listened to and properly understood.

- **Ask insightful questions**
- **Actively listen**
- **Stay focused**
- **Avoid interrupting**

## Discuss the Data

Discuss the data in the most impactful, engaging, fair-balanced, and transparent way.

- **Bring the data to life in a balanced, credible, and objective manner**
- **Maintain 2-way dialogue**

# SCIENTIFIC ENGAGEMENT MODEL OVERVIEW

## Manage Questions

The scientific leader has questions. You have tools on how to listen properly (LACES, MILD) in order to understand the question behind the question and how to properly and succinctly answer the right question.

LACES: Listen, Acknowledge, Clarify, Explain, Sense-check

MILD: Misunderstanding, Interest, Limitation, Doubt

- **Explore the roots of the question**
- **Clarify through effective questioning and respond appropriately**

## Confirm and Follow Up

Ensure that an accurate summary is articulated with relevant actions recorded and follow-up scheduled.

- **Bring visit to an end**
- **Summarize**
- **Confirm next steps**
- **Seek follow-up opportunity**

## Post-engagement Analysis

A few moments of self-reflection. Did you achieve everything you set out to in your plan, and what evidence do you have that this is true? If not, why not? What will you do differently next time to build on what you did well? Understand what needs to be done better next time, and ensure these commitments are recorded for the next meeting.

- **Conduct self-evaluation**
- **Update SL's notes and interests**
- **Share insights in your organization as appropriate**

