



*for the pharmaceutical industry*

APLA focuses on developing medical/scientific leaders in the following transformative areas based on our trademarked leadership success model:

#### **LEADING SELF**

*Exhibits emotional connectedness with oneself and strives to continuously improve in an effort to create win-win scenarios*

#### **LEADING OTHERS**

*Engages, inspires, and motivates individuals and teams to collaborate toward organizational goals*

#### **LEADING CHANGE**

*Exhibits creativity, innovative thinking and courage to take calculated risks to meet change objectives*

#### **LEADING RESULTS**

*Demonstrates a systems approach coupled with keen business acumen to drive projects forward*

# Applied Physician Leadership Academy™ for the Pharmaceutical Industry

## Background

Sustainability in the pharmaceutical industry requires a fundamentally different approach to the business – and a new breed of medical/scientific executives to lead the charge.

Today, success in the pharmaceutical industry is contingent not only upon scientific productivity, but also the ability to meet payers' expectations while responding to patients' needs. New demands and expectations require a radical, new breed of medical and scientific leaders, those who are innovative, collaborative, engaging of key stakeholders and colleagues, and have strong business acumen to continually assess risk and reward.

The future of the pharmaceutical industry is predicated on strong medical/scientific leadership. The Applied Physician Leadership Academy™ (APLA), designed for the pharmaceutical industry, is a transformative leadership development program for medical and scientific leaders designed to close the gap between the rigorous demands of a changing pharmaceutical industry and the traditional R&D business model paradigm.

## What is APLA ?

APLA™ is a multi-faceted leadership development program which is entirely customized to deliver high value and high impact to medical/scientific leaders of pharmaceutical companies. APLA is designed to develop specific leadership competencies (see sidebar) required for success in the changing R&D landscape. Our renowned faculty of content experts, PhD/MD leaders and certified PhD/MD executive coaches come to your location on a scheduled cycle to enable ease of learning and a community forum for continued development, while maintaining participant productivity. APLA can be delivered over a six- or twelve-month period and encompasses a range of learning modalities based on the 70/20/10 best practice adult learning methodology including:

- **70% On-the-Job Training:** We apply learning on the job while developing leadership skills by assigning participants to work on an initiative that has been identified by the organization / department as a strategic imperative.
- **20% Coaching and Mentoring:** Each medical/scientific leader is paired with a seasoned executive coach with deep expertise in behavioral change. The coaching process is tailored to draw upon the leader's strengths and development opportunities that are identified as a result of a robust and tailored assessment process. We also identify internal mentors to sustain learning after the conclusion of the APLA curriculum.
- **10% In-Classroom/Formal Training:** We customize case analyses, small group learning exercises, interactive lectures and discussions, and application-based readings which are delivered in a workshop setting over the course of the program.

## The APLA™ Approach:

We partner with our clients and HR/OD professionals, as appropriate, to customize the program design to enable you to differentially invest development dollars. Our approach:

- Creates a compelling and well-articulated case for support and commitment through our robust organizational priorities assessment conducted with the senior leaders of the organization. The assessment reveals key leadership initiatives for the customized APLA program and acts as a mechanism to ensure APLA is aligned with the organization's mission and priorities.
- Collects baseline measures of each leader's competency strengths and development areas based on our multi-faceted assessment process that includes psychometric evaluation(s), 1:1 interviews with key stakeholders, and online 360° assessment based upon the organization's or our trademarked leadership success model.



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- Develops tailored action plans for each of the participants and provides ongoing coaching, mentoring and other individual development support.
- Utilizes the composite assessment results to develop tailored curriculum and training modules that focus on the broadest gap areas for each APLA cohort.
- Provides for ongoing evaluation and refinement, using metrics tied to organizational performance.
- Provides support to ensure APLA is sustainable over time using internal resources to drive the program forward year after year.
- Offers train the trainer approach to ensure long-term sustainability of the program.
- **National Experts and Faculty:** We draw upon our dedicated Academy faculty of national industry experts with deep expertise in medical/scientific leadership development, organizational development, healthcare trends, academia and research spanning all regions and industry topics. In addition, members of your organization often serve as Academy faculty and mentors.
- **PhD/MD Executive Advisorship & Coaching:** Participants are matched to our dedicated cadre of accomplished advisors and medical/scientific executive leadership coaches to create and implement the APLA approach. This partnership accelerates the learning process and reinforces ownership of personal development.

### Why Choose APLA™?

- **Key Differentiators:** Our approach differs from other medical/scientific leadership development and coaching programs in the following ways:
  - ▷ Takes the organization's priorities as well as individual leadership development goals into consideration.
  - ▷ Evaluates leaders against an empirically-based competency model that differentiates medical/scientific leadership effectiveness.
  - ▷ Customized to focus on the areas upon which leaders need to concentrate.
  - ▷ Draws upon best practices in adult learning.
  - ▷ Can be used for succession planning for leaders within an organization.
- **Return on Investment:** In addition to positioning an organization for the future, APLA can lead to significant improvements in employee satisfaction and engagement, collaboration and teamwork, integration across silos, and boosts in productivity and financial strength. APLA also enhances the organization's ability to promote internally and reduce turnover which translates to significant savings.
- **Organizational Priority Projects:** Working either independently or in cross-functional teams, participants have the opportunity to improve their leadership skills while driving tangible results in structured experiential learning. In addition, medical/scientific leaders learn the skills of collaboration and coordination toward a common goal. Each project team is assigned a project champion (organizational sponsor) and an external advisor.
- **Coordinated Networking with Peers and Other Business Leaders:** Given the active, participatory nature of the Academy, learning with and from your classmates is one of the most important aspects of the program. Participants learn as much from each other as they learn from the faculty, thereby creating a strong support system and a network of colleagues and friends that will be sustained well beyond the conclusion of the APLA curriculum.

### Who is the Target Audience?

Our program targets senior level medical and scientific leaders across pharmaceutical companies including: Discovery, Research, Clinical Development, Regulatory, Alliance Management, Biostatistics, Modeling & Simulation, Pharmacovigilance, Health Economics and Outcomes Research, and Medical Affairs. Participants have leadership potential, are motivated to grow and learn, have a passion for and are committed to the organization, and are characterized as people-oriented, resilient, tenacious and energetic.

### CONTACT US FOR MORE INFORMATION

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