Enhancing Infrastructure for Growth

Amber Randall, MSPH
William Coar, PhD
Axio Research
Abstract

- Long term training and growth are essential, but are often deemphasized.
- Training and growth needs to be intentional.
- Leaders should provide opportunities and environments to encourage success.
- Motivation for growth should be considered as a necessary component of infrastructure.

Objectives

- Identify common challenges
- Examine available opportunities
- Establish self motivation as a key factor
- Suggest other enhancements and tools for success

Challenges

- Current trends to produce more deliverables with fewer resources on tighter timelines
- Fixed and/or limited budgets
- Diverse cultures and experiences
- Available training options are not always appropriate for individual needs/aspirations

Conclusions

- Infrastructure for training and growth should be actively reviewed and enhanced.
- Concepts consistent with common leadership principles emphasizing motivation provide a reasonable strategy.
- Leaders can assist with motivating each employee to excel in an individual manner.
- Opportunities do exist for almost any budget.
- There is no easy solution – takes focus and deliberate effort.

<What's different in Phama?>

End
Opportunities

You can take somebody to the pond…

Opportunities Exist

- Conferences
- Self-learning
- SAS User Groups
- SAS Global Forum webinars
- SAS Support webinars
- Onsite group instruction
- Off-site programming classes
- Web-based programming classes
- Studying information on personal growth: Readings such as [3], [4], and [5]

Increase Awareness

**SMART goals**

- Add an opportunity as an annual goal
- Increase the impact and support by tying strategic individual goals to company goals

**Encourage participation in learning opportunities**

- Local SAS User Groups
- Webinars
- Self learning

**Provide dedicated time for employee exploration**

- Record goals
- Create timeline
Motivation

…but you can’t make them drink the water

Extrinsic
- Often initiated by rewards or consequences
- May be useful in helping an individual identify an area of interest
- Often pushes toward an external goal
- Common component of SMART goals

Intrinsic
- Important for maintaining long term progress
- Facilitates the accomplishment of greater goals or self-enhancement
- Individuals are more likely to contribute to something that matters personally
- Consider the following principles of motivation presented by Pink [1] [2]

Autonomy
- When work is done
- How work is done
- With whom work is done

Mastery
- Become skilled at something that matters personally
- Focus on solutions to make assigned tasks easier and more efficient
- Challenging, but achievable

Purpose
- Natural desire to contribute to a greater cause
- Why one’s work is important
- How one’s work adds value
Enhancements to Growth Infrastructure

<table>
<thead>
<tr>
<th>Responsibilities of Supervisor</th>
<th>Increase Motivation</th>
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</thead>
<tbody>
<tr>
<td>• Apply leadership principles</td>
<td>• Facilitate the identification of individual purpose</td>
</tr>
<tr>
<td>• Promote big picture rather than individual task</td>
<td>• Draw on inherent human desire to contribute to greater good</td>
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<tr>
<td>• Draw on unique skills and contributions of each employee</td>
<td>• Provide opportunities that enhance both organizational goals and career development</td>
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<td>• Help employees define focus and long term plan</td>
<td>• Identify and recognize an individual’s contributions to the group</td>
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<td>• Facilitate repetitive evaluation of development and tasks through self-assessment and external feedback</td>
<td>• Make value known to colleagues</td>
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<td>• Maintains momentum and relevance</td>
<td>• Use as example to encourage motivation in others.</td>
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<td>• Provides continued access to knowledgeable and experienced colleagues</td>
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<tr>
<td>• Provide time for progress</td>
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Pharmaceutical Industry Specifics

Many growth concepts may not be practical in the pharmaceutical industry which emphasizes the need for continued organizational evaluation and creativity.

Constraints

- Programmers in the pharmaceutical industry face specific challenges
  - Can’t have full autonomy.
  - Constrained by industry requirements.
  - Need to work in validated environment
  - Often subject to strict timelines
- Responsibilities and priorities may often change
  - Especially at a CRO
- Employees are often forced into leadership roles out of necessity without adequate leadership training
  - Consequential to other staff
  - Affects availability of time and resources for growth opportunities.
References and Contact Info

References


Contact Info

Amber Randall
Director, Statistical Programming
(amberr@axioresearch.com)

Bill Coar
Director, Statistical Consulting
(billc@axioresearch.com)

The authors welcome your contributions to the discussion.