

CPD Exemplar Cycle: Industrial Pharmacy

Cycle name: Cross functional communication within the pharmaceutical industry

Scheduled Cycle: YES

This learning activity is within my current scope of practice: YES

This learning activity is relevant to the safe and effective practice of pharmacy YES

All criteria are essential and must be completed successfully for the cycle to meet the required standard.

Reflection

1. I identified the following specific learning need(s)... (500 word maximum)

I need to learn the skills to communicate cross-functionally with colleagues who have different competencies, experience, and backgrounds. Specifically, I need to learn:

1. Key strategies for cross functional communication
2. How to communicate complex topics to a non-scientific audience

2. I wanted to learn about this because (give context for learning activity / activities)...

I need to learn about this because I am currently the technical and scientific lead for a marketed medicine. This is a role which requires me to communicate very complex scientific concepts to multiple different corporate functions and colleagues, each with various educational backgrounds and disciplines. This communication can be for the purpose of reporting, escalation of challenges or for information. This learning will improve my competencies in cross-functional communication and enable me to perform my role more effectively. This has been identified as a key career development goal by my director.

Planning

3. I plan/planned to complete the following learning activity/activities to meet the identified learning need(s). (Please describe the learning activity/activities and the planned completion date(s)).

I plan to complete the following activities to meet my identified learning needs:

1. Take the online “Insights Discovery” evaluator activity on 18th October 2024. This activity is designed to determine my “communication profile”, and key strategies for me to improve the effectiveness of my communication. Website - Insights Discovery® | Official flagship product | Insights
2. Attend career development meetings to learn key strategies for cross functional communication and how to communicate complex topics to a non-scientific audience through mentoring from my director. This will take place over Microsoft Teams and in person in October and November 2024. I plan to complete these activities by 9th November 2024
3. Attend the “Insights Discovery” group training session in Copenhagen at Pharma headquarters with my teammates on 11th November 2024. The purpose of this session is to discuss the results of the evaluator activity profile and go through examples of how to effectively communicate to different audiences. This training session will be facilitated by a trained HR representative.

Action

4. In meeting the identified learning need(s), I completed the following learning activity/activities

Activity	Insights profile evaluator activity conducted on Insights Discovery Website
Hours	1
Start date	18/10/2024
End date	18/10/2024
Evidence Type	Notes/Handouts
Evidence	Self-Study

Evidence upload (optional)	Scanned copy of my summary notes. Email confirmation of attendance Copy of completed Insights Booklet
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Activity	Mentoring sessions with my director at development meetings held over Microsoft Teams.
Hours	1.5
Start date	09/10/2024
End date	09/11/2024
Evidence Type	Notes/Handouts
Evidence	Self-Study
Evidence upload (optional)	Scanned copy of my signed off development plan. Summary notes made during training sessions.

Activity	Insights Group Training session held at Pharma headquarters, Copenhagen.
Hours	2.5
Start date	11/11/2024
End date	11/11/2024
Evidence Type	Notes/Handouts
Evidence	Workshop
Evidence upload (optional)	Scanned copy of my summary notes. Scanned copy of Insights Training Booklet

Summary of what has been learned in relation to the identified learning need(s).

Learning need 1 - Key strategies for cross functional communication

It is best to remember the audience and focus on what each member needs to get from the communication. Avoid fast communication, it is often best to “slow down” and take the audience with you rather than expecting them to "keep up". -
When communicating with a cross functional group, pitch the topic at a level which is accessible to everyone in the group.

Further detail can be provided when asked. Begin with a brief introduction to the topic so that everyone has a common understanding and basis for the discussion.

Be concise and to the point. Avoid long explanations as the audience may lose focus.

When communicating to a group of subject matter experts it is best to put a firm emphasis on detail and process rather than being high level.

When communicating to operational staff such as colleagues who work on a manufacturing line it was recommended to communicate at a very practical level and avoid academic or overly convoluted “jargon”.

When discussing with Senior management, focus on key points and risks. Avoid overly detailed information unless asked. Be outcome and solution focused.

Learning need 2 - how to communicate complex topics to a non-scientific audience

Scientific language and too much detail can make it difficult for colleagues from non-scientific functions to follow the conversation. Therefore, it is best to avoid detailed information and long explanations; distil key concepts and details into easy-to-understand points. Rather than focusing on the complex science of a topic, focus on the “real life impact”. For example, if there is an issue with a scientific piece of equipment, clearly state the impact on the business such as a delay to the manufacturing of a medicine which may lead to reduced market supply. - It is best to avoid text heavy presentations. Use of visualization aids such as figures is much more effective than explanations using text in presentations.

Evaluation

5. Having met the specific learning need(s) identified, my practice has changed or will change as follows:

My specific learning needs have been met. I have successfully learned about (1.) key strategies for cross functional communication and (2.) how to communicate complex topics to a non-scientific audience. I have applied my learning by presenting on a complex manufacturing issue to a cross functional board of senior management on 21st November 2024. The manufacturing issue had an impact on multiple parts of the business and many of the managers attending the board were not from a scientific background. Therefore, prior to presenting to the board I prepared by clearly identifying the key points that I wished to convey to each manager. I made a presentation slide deck that used visual figures rather than text heavy slides and

successfully communicated the issue to the board as well as the recommended solution, summarising a complex topic at an accessible level for everyone in attendance. I avoided detailed information and long explanations and focused on the “real-life” impact. The presentation was concise with a clear focus on the key points and risks involved. I successfully communicated a complex issue to a cross functional team, who then used that information to successfully mitigate the manufacturing issue. In summary, having met my specific learning needs my practice has changed. Now I can communicate effectively to a cross functional audience and communicate complex topics to a non-scientific audience, as demonstrated by the application of my learning in the scenario above. Furthermore, my development goal has been met and confirmed by my director (email evidence can be provided).

6. I confirm that the identified learning need(s) has/have been fully addressed in this CPD cycle: YES

Your selection of “direct” or “simulated/future” evaluation (tick boxes below) must reflect the application of your learning described in (5) above.

This CPD cycle has been directly evaluated within my current practice and environment (minimum of 75% of cycles submitted) ✓

Community

Pharmacy Prescriber

Primary Care / Practice

Training

Hospital

Industry ✓

Academia

Other

I have recently returned to practice (within the last 12 months): NO

I have changed my scope of practice within the last 12 months: NO