

SAS® GLOBALFORUM 2015

The Journey Is Yours

Enhancing Infrastructure for Growth

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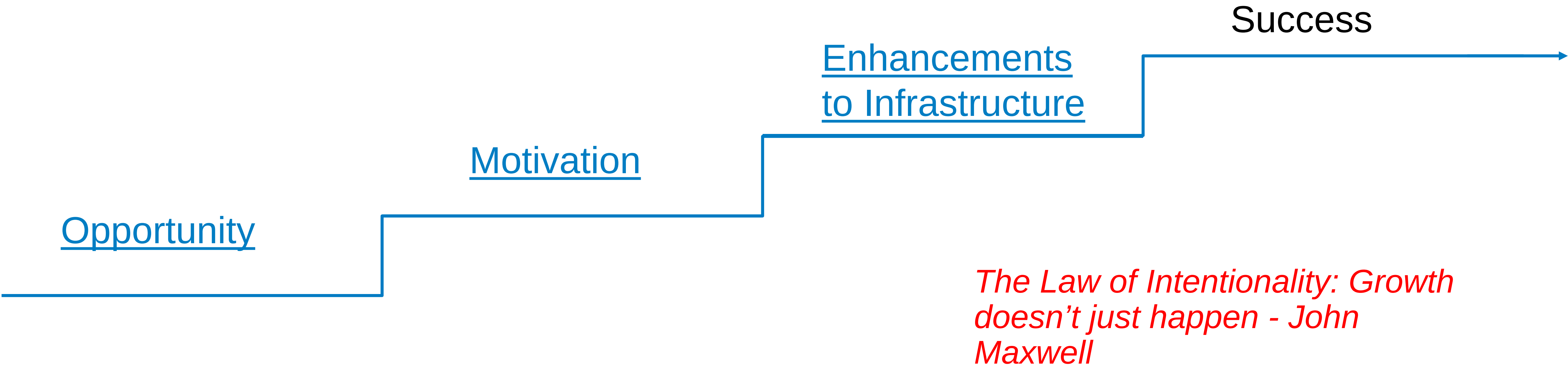
Enhancing Infrastructure for Growth

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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

<What's different in Phama?>

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

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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

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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

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Enhancements to Growth Infrastructure

Responsibilities of Supervisor

- Apply leadership principles
 - Promote big picture rather than individual task
 - Draw on unique skills and contributions of each employee
 - Help employees define focus and long term plan
- Facilitate repetitive evaluation of development and tasks through self-assessment and external feedback
 - Maintains momentum and relevance
 - Provides continued access to knowledgeable and experienced colleagues
- Provide time for progress

Increase Motivation

- Facilitate the identification of individual purpose
 - Draw on inherent human desire to contribute to greater good
 - Provide opportunities that enhance both organizational goals and career development
- Identify and recognize an individual's contributions to the group
 - Make value known to colleagues
 - Use as example to encourage motivation in others.

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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.

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References and Contact Info

References

- [1] Pink, D., The Puzzle of Motivation, TED Global 2009
- [2] Pink, D., “Drive: The Surprising Truth about What Motivates Us”
- [3] Maxwell, J., “The 15 Invaluable Laws of Growth”
- [4] Covey, Stephen, “The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change”
- [5] Hardy, Darren, “The Compound Effect”

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