

The background of the slide is the European Union flag, featuring a blue field with twelve five-pointed gold stars arranged in a circle. The flag is shown with a slight wave, giving it a sense of movement.

# Putting European MI into practice

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# Overview

- Value of working with your EU colleagues
- Getting started
- More about virtual teams
- Working together more effectively

# We're off to Europe!



It's lots of very different countries



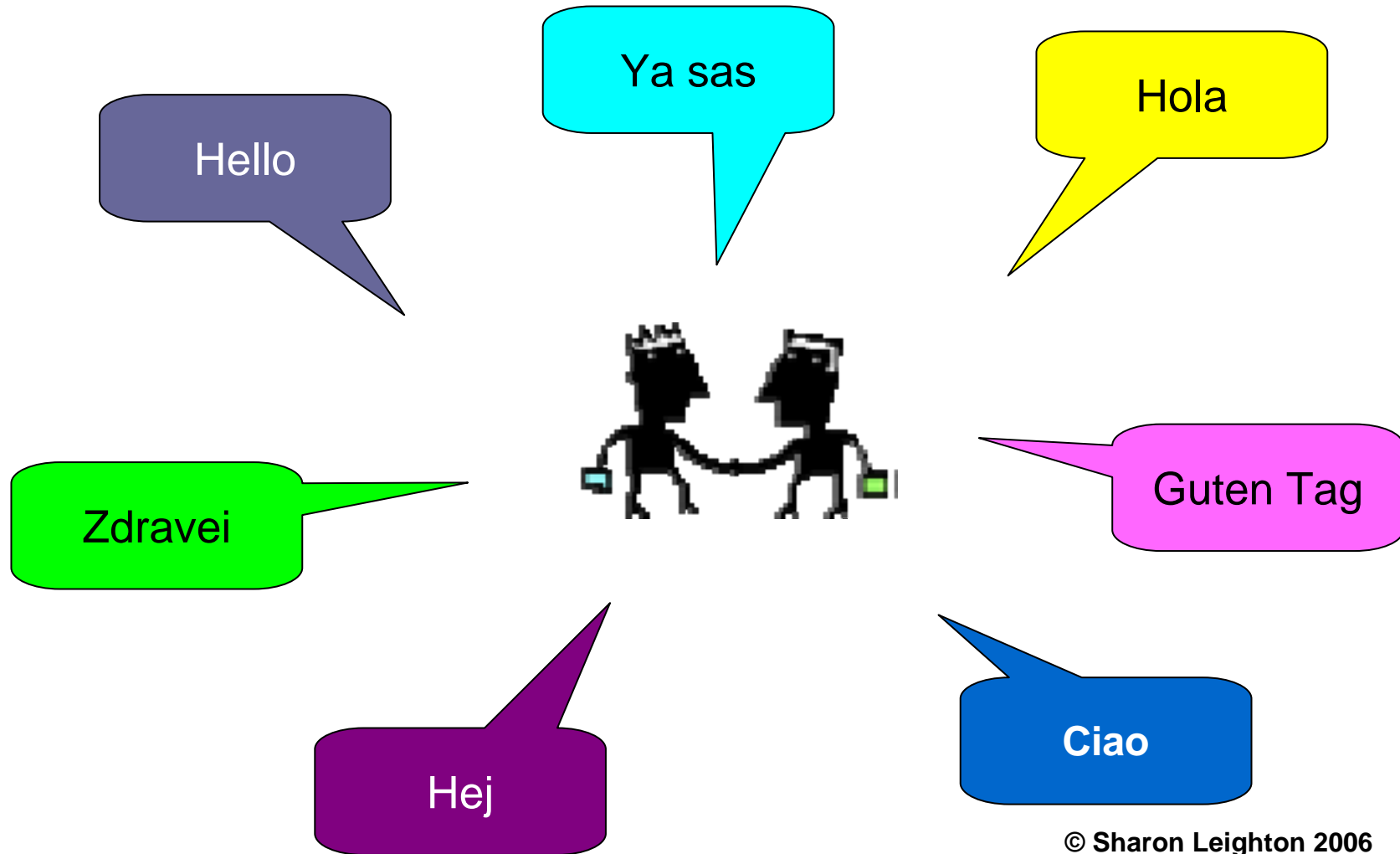
**You can get to the same place  
in many different ways, via  
alternative routes at variable  
cost**



# It's diverse.....



# The languages vary...



# Our cultures differ...



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# But is it so different?



- We all use English as a common language
- Airports, taxis, hotels and offices are very similar throughout the world
- Most people are friendly
- Most countries use/accept a common currency



In Pharma....

- We share similar regulations and regulatory mechanisms
- We face similar issues and challenges

We are more the  
same than we are  
different.....

# Value of networking across the EU

1. European consistency vs label
2. Sharing of expertise
  - Brand knowledge & materials
  - Competitor strategy & activity
  - MI & PV practice
3. Business benefit
  - Aid competitiveness
  - Access the company talent pool
4. Your personal development

It's fun!

# EU Networking – getting started

- Do you have a global or regional group who can help?
- Relevant countries
  - pre- or post-launch stage?
- Function size
  - France vs Finland
  - Assumptions; small company = generalists
- Who looks after Medical Information or Pharmacovigilance in that country?



# Tips on EU Networking

1. Be clear about your goal
2. Gain your manager's support
3. Meet face to face – conferences?
4. Be prepared to learn – you may be out of your own comfort zone!
5. Listen as much as you speak
6. Make the most of technology or different ways of working

You've got a team!



.....Now what?

# Let's assume...

- You've agreed why you are working together
- Agreed on some common targets for short term (e.g. share reference documents)
- Agreed membership

Now.....

**Draw upon best practice in  
team working for virtual teams**

# Successful virtual teams

- Have a clear shared purpose & goals
- **Include the right people in the team – motivation, skills, knowledge**
- Agree on team behaviour & performance – openness, trust & honesty
- Set clear & defined responsibilities for members
- Use project management techniques
- Have frequent communication, get involved and stay involved
- **Met face to face occasionally**
- **Encourage social interaction of the team**
- Provide more formal communication than usual
- **Make sure *their* managers support their membership**
- Regularly review performance and encourage feedback

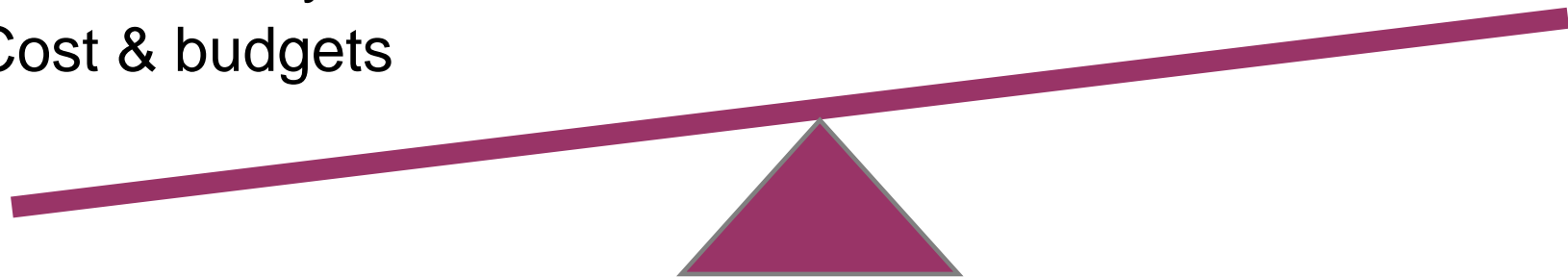
# The virtual team

## TASK FOCUS

Objectives; set and review  
Clear outcomes  
Review performance  
Different ways to achieve result?  
Cost & budgets

## SOCIAL FOCUS

Support for team members  
Build loyalty & trust  
Resolve conflict  
Promote interaction  
Learning & innovation

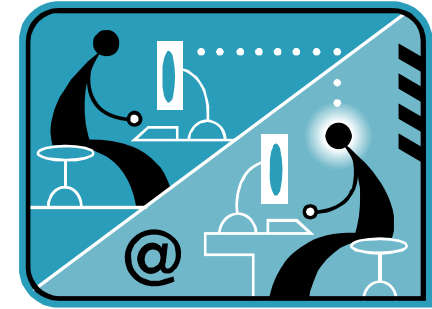


# Ways of working



- Face to face communication is ideal but often unrealistic (cost, time)
- Choosing the next best form of communication
  - Email
  - Phone & teleconferencing
  - Videoconferencing
  - Virtual meetings – netmeeting, WebEx
  - Groupware – e-rooms

# E-mail



- ✓ Blanket communication – everyone can get the same
- ✓ Keep short!
- ✓ Gives others time to read and translate
- ✓ Confirming arrangements
- ✓ Distribution of documents
- ✓ (Overcomes different time zones)
- × Easy to be misunderstood or convey the wrong tone
- × Temptation to write too much or too little
- × Interactive?

# Videoconferencing



- ✓ Opportunity to “see” the other people/person
- ✓ Works best if you already know some/all of the people
- × Cost
- × Picture and sound quality
- × Mixed attendance (some telecon, some video)

# Teleconferencing



- ✓ Low tech
- ✓ Dedicated telecon numbers & passcodes
- ✓ Location independent
- ✓ Establish a protocol
- ✓ Have a good chairman
- ✓ SPEAK CLEARLY!
- ✓ Summarise what others may have said if strong accent
- ✓ Use silence effectively – give time for people to translate & interact
- ✓ Check understanding
- × Emphasises accents
- × Relies on understanding and speaking a common language
- × Cannot see or hear if others are understanding, participating or even listening

# Virtual Meetings



- Can hold a meeting using telecon combined with sharing a common pc desktop.
- Examples include Netmeeting, WebEx ([www.webex.com](http://www.webex.com))
- Can swop presenters, add notes to presentations or documents; collaborate

# Collaborative tools

- Workspace – e.g. e-room (Documentum)
- Shared areas with defined users, user rights (administrator, reader, editor etc)
- Ability to share documents, create libraries, allow editing & version control
- Easier to use and share documents than via websites

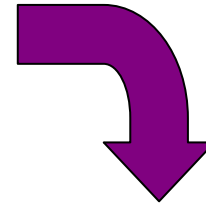
# Face-to-Face



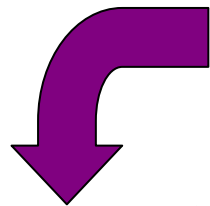
- Best!
- Ideal for building rapport and team cohesion
- Prepare for cultural differences in basic customs (Global rather than European)
- Opportunities
  - European/Global MI or Pharmacovigilance meetings
  - Disease or Therapy Area conferences

# It's not easy sometimes

- Lack of commitment
- Changing membership
- Conflict with day job
- Silent members, status members



**Use your leadership, honesty & openness to tackle the tough issues**



- Encourage contribution
- Find out what the issues are
- Delegate projects
- Have specific roles for members

# Success!

## Reached your goals

- Delivered projects/plans
- Strong Brand team
- Regional MI or Pharmacovigilance community



## Received recognition



## Grown in skills & knowledge

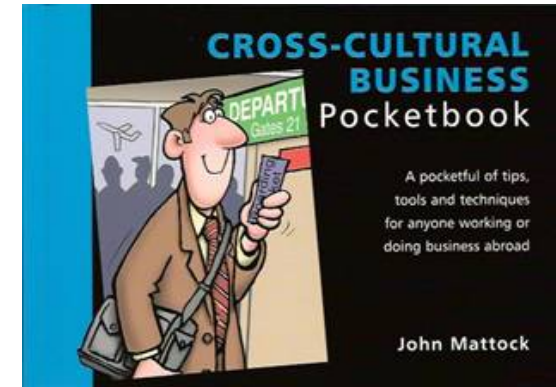


# UK...EU...The World?



# More Information

Cross Cultural Business Pocketbook.  
John Mattock. 1999  
Management Pocketbooks Ltd  
ISBN 1-781870-471732



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