

Executive Briefing on Team Training  
for Project Team Leaders and HR Executives

- In the pharmaceutical industry, **innovation happens in R&D project teams** – or it does not happen. But in order for innovation to happen, **teams need to function well – now** that is a challenge.

- To start with, R&D projects are often highly undetermined and **complex** endeavours which require multiple types of expertise and contribution from a large group of different specialists.

- Pharmaceutical R&D projects are usually run by project teams, which face a **myriad of difficulties** in their daily work:

Team members tend to be very busy, often assigned to multiple teams, with little time to keep up with the relevant literature on the field and news on the competition;

Team members are often located in different sites, time zones, continents and speak different mother tongues and functional languages;

There is precious little time and scope to understand other team members' background and (functional) concerns, "paradigms" and specific languages, let alone to challenge them on their own ground;

Constant pressure and different, sometimes shifting priorities from line management and senior management do not make life any easier;

Not to mention different personalities on the team!

- Over the last fifteen years, at Catenion we have worked with more than **750 R&D project teams** in the pharmaceutical industry across all stages of the R&D value chain – and we have gained **unparalleled insight** into the day-to-day real life challenges and dynamics of these teams.

- As a result of what we have seen, we have developed a **suite of training courses** specifically designed for the needs of pharmaceutical R&D project teams – as far as we know this is a unique training offering in that it is addressed to entire R&D project teams as opposed to individual team members.

- Our course offering obviously cannot solve all problems, instead we target **two core needs** of project teams:

**The need for a rigorous structuring of discussions;**

**The need for content-based team-building.**

- **Rigorous Structuring of Discussions:** Our courses are designed to help teams develop a joint conceptual framework and shared language to enhance mutual understanding and ensure cogency and efficiency of team deliberations.

- **Content-based Team Building:** Over three to four days, teams have to address and solve together all project-related aspects, spanning from project strategy to R&D risk assessment, commercial and financial attractiveness, as well as strategic fit, and to do so independently of functional or other qualification – now that is a change from the way most teams work in practice, where every team member tends to focus on and limit him- or herself to his or her special competence.
- Here is how it works:

We use the case method pioneered by Harvard Business School and successfully used by countless business schools all over the world for decades;

The courses are based on the tools, methods and processes which we have developed and validated at Catenion over the course of the last fifteen years;

These are used in whole or part and may be somewhat reduced in scope in order to accommodate the limited time available for the course – eg.: We use only 100 out of 500 criteria of our R&D Risk assessment tool – importantly, participants learn to understand and deal with the involved complexities across all relevant functions, from science to medical, commercial, regulatory and financial;

The courses are facilitated by Catenion partners and senior consultants who use these tools, methods and processes in their everyday work with clients.
- Note this is not an arm-chair exercise; experience shows that with the time pressure involved, discussions can get very heated (as they do in real life) but this is exactly the point.
- Training courses come in three different modules for late stage Discovery, early stage Development and full Development Teams.
- The courses mix lectures with “work-out sessions”, last from three to four days, accommodate between five and ten team members and are ideally held off-site at our offices or in a professional venue.
- The cost varies between 2.250 EUR and 3.250 EUR per participant depending on course. Customisation is available upon request and is charged separately.
- What you and your team colleagues take away is this:
  - To understand and work with the other team members;
  - To understand an R&D project in its entirety, including scientific and medical aspects, technical risk, commercial and financial viability and strategic fit;
  - To make a cogent presentation to management comparing and prioritizing project strategy alternatives.

#### Interested?

- Call Dr. Matthias Krings at + 49 30 20 63 996 – 0 or email us at [info@the-catenion-academy.com](mailto:info@the-catenion-academy.com)
- Leaflets describing specific course structure and content are available on our website at [www.the-catenion-academy.com](http://www.the-catenion-academy.com)

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