

Structured Learning from Colleagues

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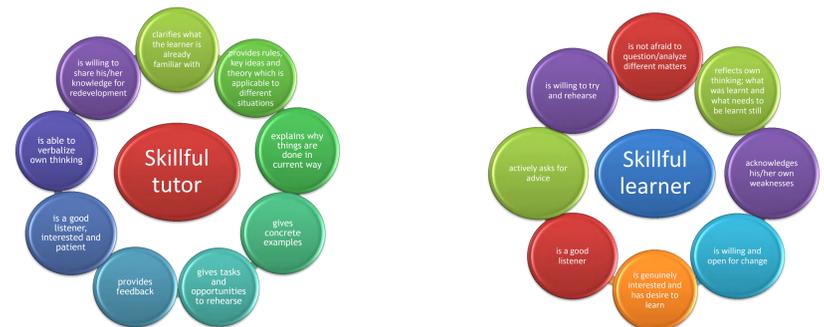
Introduction

It is widely acknowledged that people learn best by doing and indeed by a commonly accepted rule 70% of all continuous professional development takes place by actually working, 20% by learning from colleagues and only 10% by taking relevant training courses. Training courses for specific needs are available both internally and externally but additionally, we have developed structured methods for learning from colleagues. First of these methods, **mentoring**, has been used both within organizations and cross-functionally so that e.g. R&D professionals have received mentoring from business side or vice versa and the employees have therefore developed deeper and wider understanding of pharmaceutical industry. The mentoring program starts with careful planning and definition of learning objectives and goals, and the initial steps are facilitated by HR professional. The program typically lasts for 8 months and the mentor and actor will meet each other with 4-6 week intervals. Mentoring has proved to benefit significantly both mentors and actors and the structured process has ensured successful completion of the program. The second method, which we call **CrossTraining**, is also carefully planned and involves facilitation by HR professional but it is more practical in nature. The core idea of CrossTraining is to tackle real issues and to reflect on actions with a colleague. Typically two scientists from close disciplines, e.g. pharmacokinetics and formulation development, will form a CrossTraining pair and they will provide each other with suitable reading, will visit each other's laboratories to work side-by-side and have dedicated discussion sessions. Even unofficial exams can be arranged to each other if deemed useful. The wider understanding of drug development process gained by CrossTraining has increased the individual's competence and motivation but additionally it has resulted in faster and more streamlined working practices and at best case even in new process innovations within R&D.

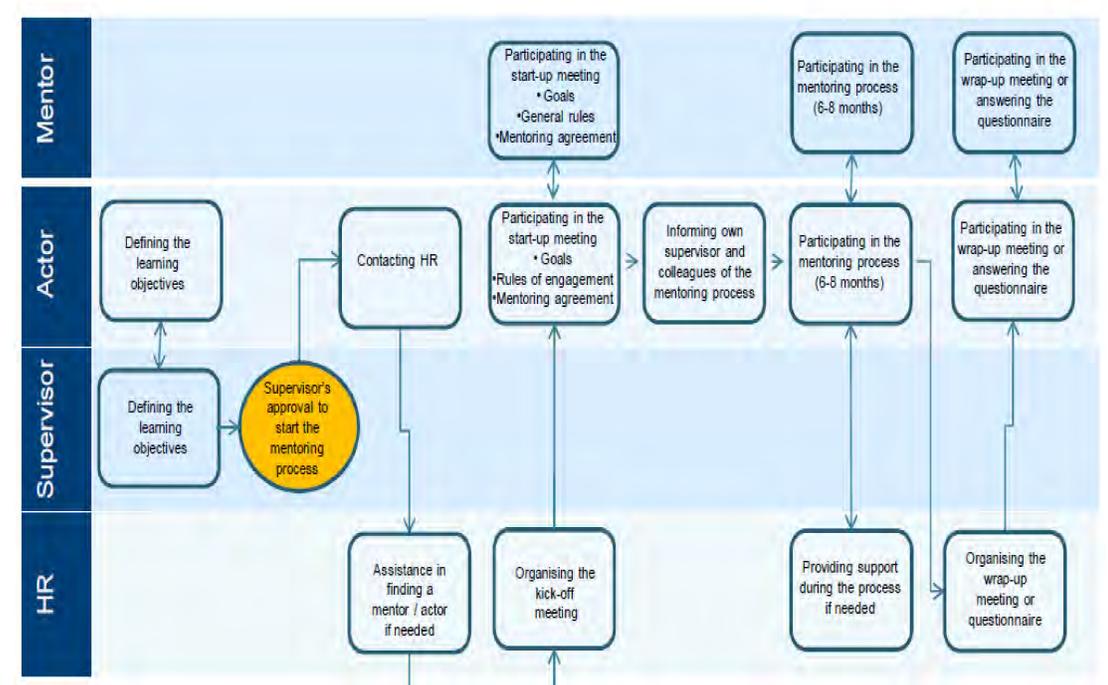
CrossTraining principles



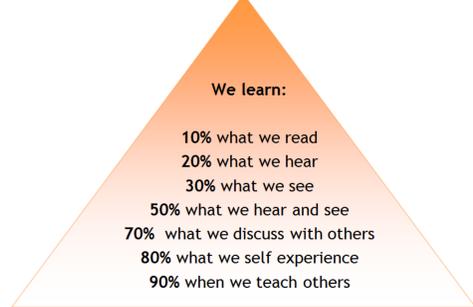
Ideal CrossTraining tutors/learners



Mentoring process



CrossTraining case: Johanna (Sr Research Scientist, Formulation R&D) and Outi (Research Scientist, DMPK)



From: William Glasser