USMA

US MEDICAL AFFAIRS

Onboarding Playbook

FIELD

Introduction

"
"…employees who have a positive onboarding experience are almost **3Xs** as likely to feel **prepared** and **supported** in their role, **boosting their confidence** and improving their **ability to perform** their role well."

– *Onboarding Can Make or Break a New Hire's Experience*
by Sinazo Sibisi and Gys Kappers
"

Acronyms & Glossaries*

**Find an additional glossary (i.e., Key Tools/Links & Systems Glossary) in the Key Sites & Contacts section of this playbook.*

Acronyms & Glossaries

AbbVie Glossary

- Located on the AbbVie homepage

Acropedia (go/acropedia)

- Acropedia is an online resource comprised of an easily searchable library of AbbVie acronyms used across enterprise. To search for an acronym, simply type into the search box.

Clinical Trials Acronym Quick Guide

- This quick one-page reference displays some of the most encountered clinical trials-related acronyms for Medical Affairs personnel.

Field Medical Dictionary

The following is a list of commonly used terms within the USMA Field Medical Organization and is intended to provide a point of reference for field medical employees regarding what these terms mean. For ways of working, protocols, and procedures, please see OEC guidance documents/references within the definition. This document is not intended to replace the current OEC policies and procedures or be used as guidance on how to interact with healthcare professionals.

Customer Terminology

- **Expert Panel** – consists of the External Experts as determined below within an MSL territory. These are considered high priority for scientific exchange activities as to propagate continuous education and gather insights on provider behavior. The Expert Panel should contain a minimum of 60 healthcare providers and should be seen a minimum of 2+ times a year, with an average closer to 3. *(Previously called medical panel, HCP panel, or core panel)*

- **Expertise Designation** – the level of influence, reach, or association of a healthcare professional as determined by the field medical employee. Expertise designation includes National, Regional, Local, and Emerging Expert. Expertise is determined by multiple factors such as peer influence, publications, and clinical research and may also encompass elements of practical experience, eg, history within the specialty, size of patient population, etc.

- **External Expert (EE)** – an HCP who because of his/her professional qualifications and/or stature in the medical community, is considered an expert in the field (eg, Key Opinion Leader [KOL], Thought Leader [TL]) (see Q-18-03-100). EEs have a designated expertise and are included in the expert panel. These include National, Regional, and Local Experts.

- **Healthcare Professional (HCP)** – a person or entity (including state or other governmental entity) in a position to study, diagnose, treat, and prevent human illness, injury, and other physical and mental impairments. They advise on or apply preventative and curative measures with the goal of promoting and improving health outcomes.

- **Local Expert** – a healthcare professional and External Expert that is influential within a limited radius. Local Experts must meet a majority of the following attributes:
  1. Sphere of influence tends to be limited to practicing city, county, and/or state
  2. Significant experience treating the disease for which they speak to or provide consulting services for during local events/dinners/journal clubs
  3. Limited clinical research and publication experience (may be involved in registry trials)
  4. Highly involved in patient care, the education of patients, and/or serves as a local source for patient referrals
  5. Motivated/influenced by new data and/or guidelines (may attend conferences)
  6. Requests information beyond the scope of medical information or commercial representatives
  7. Affiliated with Academic Institution or Key Accounts

Field Medical Dictionary

Customer Terminology, continued

- **Medical Universe** – any HCP within the territory that has had an interaction with field medical within the given year. This includes 60-80 Expert Panel + ~20-25% from Potential Experts + attendees from Med Ed programs + reactive HCP requests.

- **Potential Experts** – any healthcare professional that is being vetted or considered by the field medical employee as a priority for planned scientific exchange activities. These are usually determined by patient diagnostic codes (D8+) or affiliated HCPs with the Experts or supporting clinical research staff. This usually include between 50-150 per MSL territory.

- **Regional Expert** – a healthcare professional and External Expert that is influential within a state(s). Regional Experts must meet a majority of the following attributes:

  1. Regionally recognized as a peer leader based on ability to drive clinical practice utilizing new information. Not specific to geography, but a general sphere of influence (in a state/multiple states)
  2. Maintains affiliation or associate-level appointment at academic institutions
  3. Lead clinician at a practice that receives disease-specific referrals from other HCPs
  4. Participates as an investigator in clinical trials (eg, Registrational, IISs)
  5. Member of national association and/or chair for regional disease state associations
  6. Published in peer reviewed journal(s) in recent years; serves as occasional journal entry reviewer (vs member of editorial board for peer reviewed journal)
  7. Speaker at regional medical congresses and/or grand rounds
  8. Limited, if any ,involvement on national guideline panels

Customer Terminology, continued

- **VEEVA Ancillary Definitions**– any HCP within the territory that has had an interaction with field medical within the given year. This includes 60-80 Expert Panel + ~20-25% from Potential Experts + attendees from Med Ed programs + reactive HCP requests.
  - *Attendee Interaction* – a count assigned to accounts added to interactions as attendees, also known as the "child call"
  - *Activity/Record Type* – used throughout the definitions to refer to any recorded Scientific Interaction, Educational Program, Clinical Trial Visit, Introductory Visit, RTUR Fulfillment
  - *Business Account* – Veeva Healthcare Institution or Healthcare Organization account (Dimension is 'Contact is Account' = No)
  - *Person Account* – Veeva Prescriber and Non-Prescriber accounts
  - *Total Customer* – the total number of HCPs a field medical employee engages throughout a calendar year. (For example: 3 scientific interactions with a single HCP = 3 total customers; 1 medical education program with 10 attendees = 10 total customers). Any HCP is included in the total customer count and is not limited to the Expert Panel or Medical Universe
  - *Unique Customers* – the number of unique HCPs a field medical employee engages throughout a calendar year. Frequency of activity does not apply. (For example: 3 scientific interactions with a single HCP = 1 unique customer)

Field Medical Dictionary

General Definitions

Field Medical – all MSLs and MOSLs of the USMA organization. Note: This does NOT include Neuroscience Nurse Educators (see Q-18-03-102).

Non-promotional – not intended or designed to sell or market, promote, or to be used in promotions of an AbbVie product. Not intended to influence a HCP's prescribing or use of an AbbVie product, or an HCDM's granting or recommending favorable access and/or reimbursement for an AbbVie product (see M01.AV, Q-18-03-100).

Promotion - to make claims about or recommend or suggest the use of an AbbVie product, explicitly or implicitly. Note: Definition of "promote" and "promotion" may vary based on local law, and this definition should be updated accordingly (See QPP18).

Off-label – any information or data for an AbbVie product that are not consistent with the official prescribing information approved by the relevant regulatory authority in that country (see QPP18). Inconsistencies may include, but are not limited to:

- Differences in intended use
- Special patient subgroups
- Unapproved dosage and administration
- The safety and effectiveness profile outside of approved indication

Investigational/pipeline products do not have approved prescribing information and are considered off-label (see Q-18-03-100).

On-label – any use, information, or data consistent with the product's current approved US prescribing information. If such use, information, or data are not On-label as defined, they are considered Off-label (see Q-18-03-100). Any data that do not extend claims of efficacy, safety, or patient suitability found in the label.

Therapeutic Area – a specialized/area of medical practice that focuses on research and development of treatments for specific diseases and pathologic findings. An area of medical practice that encompasses groupings of specific diseases and/or disorders treated by a specific medical specialty.

Field Medical Dictionary

Interaction Content

Medical Discussion Topic – a scientific, disease state, or product information topic specific to a therapeutic area that informs the proactive scientific interaction between an HCP and field medical employee.

Unsolicited Request – a specific question or request for medical or scientific information that has not been prompted in any way by an AbbVie employee (see QPP18).

- This can originate from the field sales force through the GMI request process and may be related to an on- or off-label topic.
- This can also be asked by the HCP directly to the MSL during a proactive interaction. These should be captured as an RTUR when the question asked by the HCP is off-label and/or cannot be answered by an approved Medical Discussion topic or with an approved proactive resource.

Meeting Types

AbbVie Day – While uncommon, there are certain HCP offices that restrict more than one engagement per month with their HCPs. Where HCP offices impose this restriction, Commercial members (eg, sales representatives, Account Executives) and MSLs may conduct separate meetings on the same day. Commercial employees must have separate business discussions and ensure that there is no bridging of conversations. The conversations must not be leading in any form or fashion to support the accompanying group. The engagements must either be at different times during the day or at a minimum in separate rooms. If this cannot be accommodated, then one function should not attend or excuse themselves. See Q-18-03-100 and QPP-18 for OEC guidance.

Clinical Trial Visit – A meeting with an AbbVie contracted investigator or contracted clinical trial site and a field medical employee in which there is an exchange of information regarding current participation in clinical trials with AbbVie. These may include clinical development led studies, IIS, and GMA research. Clinical trial visits can include, but are not limited to:

- Site-identification
- STV
- Recruitment follow-up
- Trial awareness
- HQ visit

Field Medical Dictionary

Meeting Types, continued

Facilitated Education Exchange (FEE) – a meeting in which the field medical employee facilitates fair and balanced, unbiased discussion of data/information with multiple HCPs. The 5:1 ratio applies with these discussions and an approved resource is usually utilized. See OEC Guidance for FEEs.

Introduction – a first meeting between a field medical employee and HCP in which exchange of names, roles, office locations, and/or contact information occurs. Introductions can be facilitated by commercial representatives or other medical employees. See Q-18-03-100 and QPP-18 for OEC guidance.

Journal Club – a proactive scientific meeting in which the field medical employee facilitates scientific discussion around an AbbVie-approved published manuscript. See OEC Guidance for Journal Clubs.

MSL-Led Medical Education Program – a didactic scientific presentation in which the field medical employee discusses data/information with a group of HCPs (usually > 5). Must be accompanied by an approved resource.

Proactive Scientific Interaction – the exchange of knowledge through data or information between a field medical employee and healthcare professional(s); usually, but not always, accompanied by displayed approved materials/media. Scientific interactions can occur with a single HCP (ie, 1:1 meeting) or with multiple HCPs (ie, facilitated education exchanges, journal clubs, 1:many).

Response To Unsolicited Request (RTUR) – a scientific interaction in which a field medical employee answers/responds to an HCP unsolicited request. RTURs can be completed through inquiries from Global Medical Information (GMI) or directly to an HCP during an MSL interaction.

Response To Unsolicited Request (RTUR) – any meeting between the field medical employee and key information stakeholders including HCPs, principle investigators, fellows/residents, and relevant healthcare staff in which data or information are shared. Scientific meetings can occur as:

- Proactive Scientific Interactions
- MSL-led Medical Education Programs
- Clinical Trial Visits (CTV)
- Response To Unsolicited Requests (RTUR)

Unsolicited Request – a specific question or request for medical or scientific information that has not been prompted in any way by an AbbVie employee (see QPP18).

Key Sites & Contacts

Communications

What tools should I use?

- Outlook email
- Microsoft Teams
- Zoom Platform
  - Creating and guidelines for Zoom calls including retention of recording
  - Request Ability to Record Teams and Zoom
- Ordering Your Corporate Phone

Who is responsible for enterprise communications?

Our Corporate Communications team is responsible for enterprise internal and external communications to enhance and protect AbbVie's reputation.

- The team serves as communications advisors to executive leaders and manages enterprise-wide employee communications.
- The team also leads the collaborative strategy for innovation-driven and patient-centered communications and executes the company's media relations to help enhance the company's image and reputation.

Field Help Desk

AbbVie hosts a special hotline for field medical employees to call for assistance with a variety of issues, including Veeva. The Field Help Desk employees are specially trained to support field personnel and act as a single point of contact for questions. The Field Help Desk can help with virtually any issue, including (but not limited to) the following topics:

- Veeva CRM
- Veeva Vault/MedComms
- Computer Hardware Issues
- VPN and Remote Connectivity
- Mobile Apps and Devices (eg iPad and iPhone)

Contact Information

- Ph: 800-344-6776
- Email: fieldhd@abbvie.com

Hours

- Monday-Friday: 7 a.m. to Midnight ET
- Saturday: 8 a.m. to 8 p.m. ET
- Sunday: Noon to Midnight ET

Key Tools/Links & Systems Glossary

Citrus

What is Citrus?

AbbVie's online database to collect and share site/investigator intelligence recommendations; created through collaboration with:

- Information Technology Quick Hits Team
- Clinical Site Management
- US Medical Affairs

How can I access Citrus?

- Access Citrus here or at go/citrus (must be on VPN)

Where can I find Citrus Training?

Click here

Compliance Wire

What is Compliance Wire?

Compliance Wire is used by US Medical Affairs to assign and track important compliance training on procedures and policies related to our business. You can find your current assignments on the "To-Do" tab and access prior trainings on the "History" tab.

How can I access Compliance Wire?

- Access Compliance Wire here or at go/compliancewire

LERN

What is LERN?

LERN is the Legal and Ethics Resource Network. Employees are assigned important compliance training within the LERN system. You can also access important resources here such as the AbbVie Code of Business Conduct and the Compliance Global Helpline Portal, a confidential option for sharing questions and concerns 24/7.

How can I access LERN?

Access LERN here or at go/LERN

Key Tools/Links & Systems Glossary

Library Services

What is Library Services?

AbbVie's Library Information Science group has thousands of information resources to help you in your role. Some important tools frequently used by USMA include:

- Accessing full-text articles from a vast variety of scientific journals
- Setting up literature alerts for your therapeutic area of interest
- Conducting literature searches to answer scientific questions
- Checking copyright permissions
- Accessing AbbVie posters presented at conferences or congresses

How can I access Library Services?

You can access Library Services here or at go/library. You can also contact a librarian for additional help.

Where can I find Library Services Training?

Access training here

Pronto

What is Pronto?

Pronto is a library of short videos and documents to support your learning at point-of-need in the field. Pronto includes information (assets) on:

- Products
- Disease states
- Competitors
- Business tools such as Veeva CRM, CTE, and Outlook
- Many other topics

How do I access Pronto?

On your Field start date, Pronto will be in your AbbVie App Store for installation on your iPad. Login using your network 5-1-1 and password.

Who do I contact for issues or questions?

pronto@abbvie.com

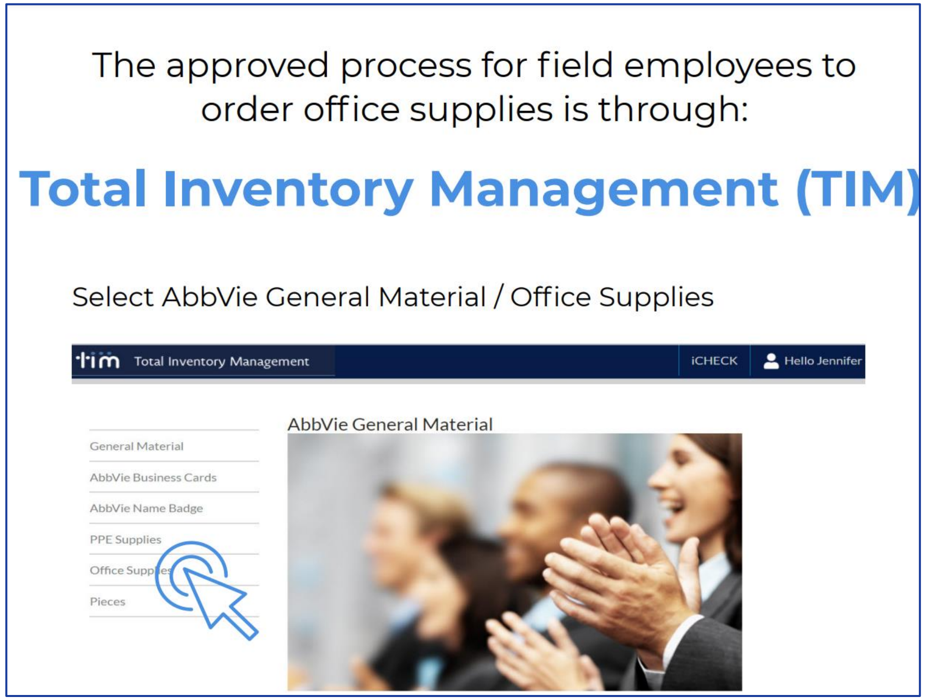
Key Tools/Links & Systems Glossary

Total Inventory Management System (TIMS)

What is TIMS?

The TIM system makes the office supply ordering process more efficient and is easy to use. Utilizing TIMS also adds guardrails to ensure that only business essential items intended for individual business use can be ordered. TIMS is the only approved system for purchasing office supplies. Please contact your manager if you need items outside the ordering system to have these items added to our list.

You do not need to expense items ordered through TIMS with your corporate credit card as they are charged back directly to your department.



How can I access TIMS?

Field Employees Only for Ordering Office Supplies/PPE Supplies/Business Cards

hcpdirect.com

MyAbbVie & Other Internal Sites

- AbbVie Culture: go/culture
- AbbVie Home Page
- Abbott House Info
- Compliance, Policy, and Procedure
- Concur Travel
- Employee Signature Guide
- HRConnect
- Learn, Develop, Perform: go/LDP
- Talent Link
- USMA Home Page (or access via go/usma)
- US Medical Excellence (or access via go/usmedex)

Open Door

OpenDoor is both an internal team and AbbVie website that supports US Commercial, Global Medical Affairs (GMA), Research & Development (R&D), Allergan Aesthetics, and Pharmacyclics (PCYC) external facing teams.

OpenDoor is THE destination for external references that impact the way in which you interaction with HCPs/Customers.

The OpenDoor site offers additional information about:

- Restrictive states
- Access to hospital credentialing information
- Hospital and vendor policies
- Other documents and references to help you be compliant

OpenDoor believes that compliant access is a competitive advantage.

With OPENDOOR (Benefits)	Without OPENDOOR (Risks)
✓ Using OPENDOOR keeps us all working with access to our customers	× Company-wide lock out due to noncompliance
✓ Consistent documents/ responses at an enterprise level	× Inconsistent access due to differing responses
✓ Review of individualized hospital policies before signature	× Representative and AbbVie unable to contract at hospital*
✓ Turnaround time less than 2 business days	× Getting lost in the shuffle

Access & Contact Information

- Access: go/opendoor
- Email: OPENDOOR@abbvie.com

Programs & Processes

AbbVie Employee Perks

AbbVie Vitality

Tools, resources, and support to help you be your best self, at work and at home

AbbVie Benefits

Access your health care, retirement, insurance, and other program information

Perks, Discounts, and Services

- Perk Spot
- Circle Concierge
- AbbVie Product Shop
- Abbott Nutrition Store
- Employee Resource Groups (ERG)

AbbVie Excellence

Access

Access AbbVie Excellence at go/AbbVieExcellence

Program guidelines

The AbbVie Excellence Awards Program recognizes, acknowledges, and celebrates employees who consistently demonstrate and uphold The AbbVie Way, drive AbbVie's goals, and go above and beyond in their contributions to the company's success.

The foundation for the AbbVie Excellence Awards Program is in the Ways We Work.

Eligibility

All regular, active AbbVie employees are eligible to participate in the AbbVie Excellence Awards program.

The program enables you to reward and recognize ***whomever, whenever, worldwide***.

Senior level leaders (VPs) are eligible to receive Thank You awards.

Nominate

The AbbVie Excellence Awards Program delivers timely, personalized, and meaningful recognition to the recipient. Applaud a peer, a co-worker, someone who works for you, who you work for, or an entire team.

You may select from seven different award levels that have been established to recognize varying degrees of achievement and contribution. If you are unsure about what award level to choose, the Award Advisor will guide you through a series of questions to help determine the appropriate award amount based on the nominee's achievements and contributions.

The AbbVie Excellence Awards program puts the power of recognition in your hands. All employees are strongly encouraged to use the AbbVie Excellence Awards program and nominate someone today!

Redeem

Recognition awards are delivered as gift certificates, where applicable, providing employees access to different award options across all five continents such as gift cards or in-country fulfilled merchandise.

Enjoy!

Adding Your Photo to MySite

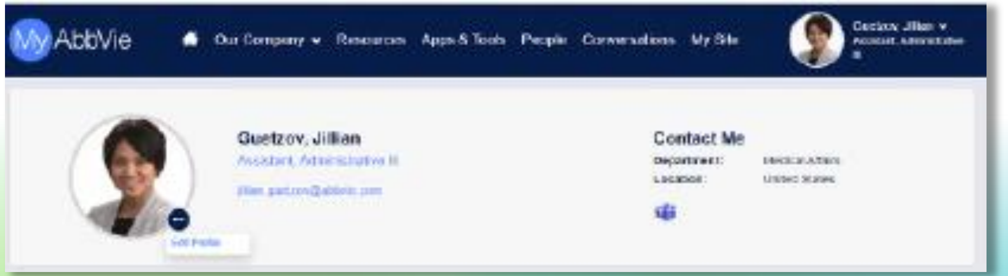
Instructions To Add/Change Photo For Org Charts

OrgChart photos are pulled from the AbbVie MySite.

Below are the instructions to add a photo to your MySite page so that the photo can be uploaded to the Org Charts.

1. Log into AbbVie MySite at go/abbvie.
2. Go to your current picture at the top right.
3. Click the drop-down arrow next to your name and choose View Profile.

4. The screen will jump to your profile.



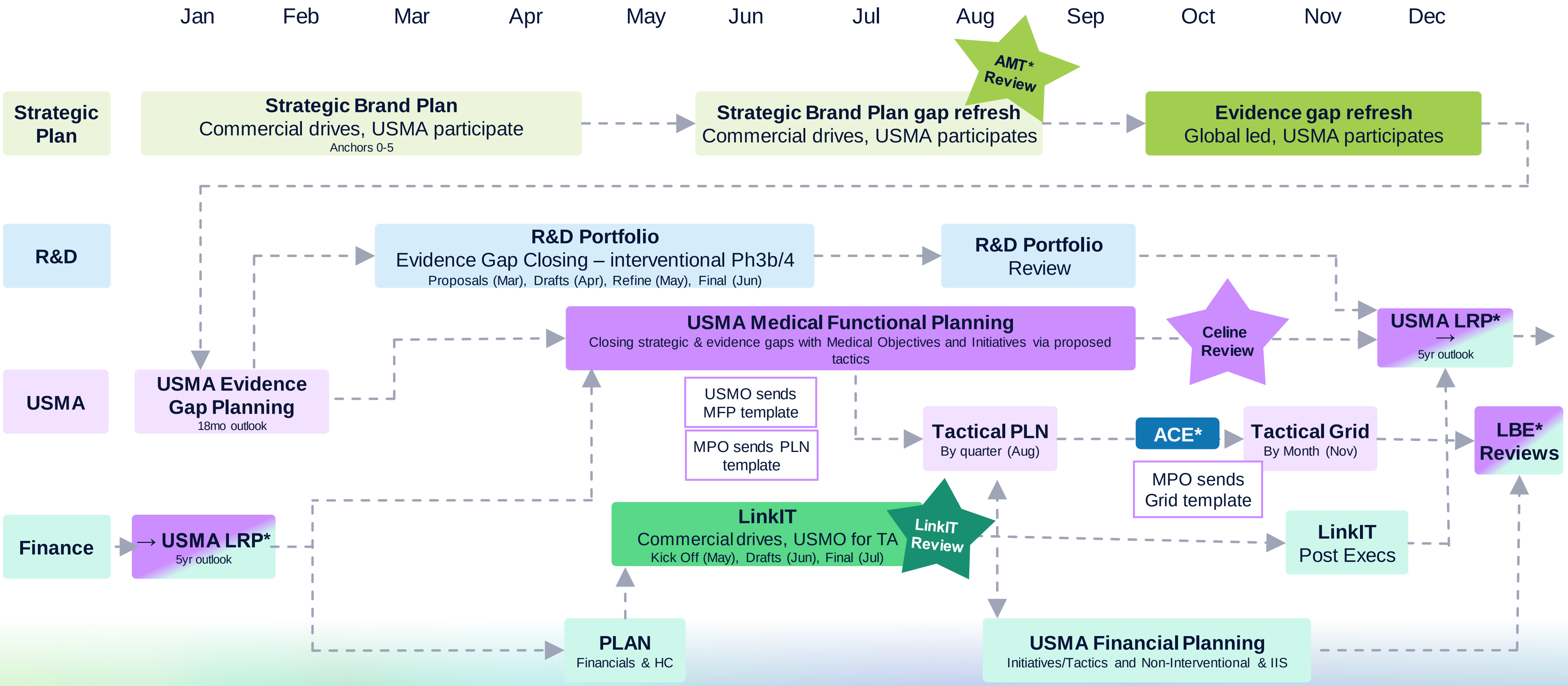
5. Scroll to the bottom of the page until you get to Profile Image.
6. Click on the icon on the bottom right, choose a new image from your library/destination, and press Save changes.

NOTE: Blurry photos, photos of pets, high contrast photos, or low contrast photos may not be able to be used. Please use a clear photo of yourself where you do not blend into the background (eg, white shirt on a white background).

Annual Planning Process

AdHoc Funding Sources

- USMA RTG
- R&D SFR
- Commercial +/- or 'Blue Plan'

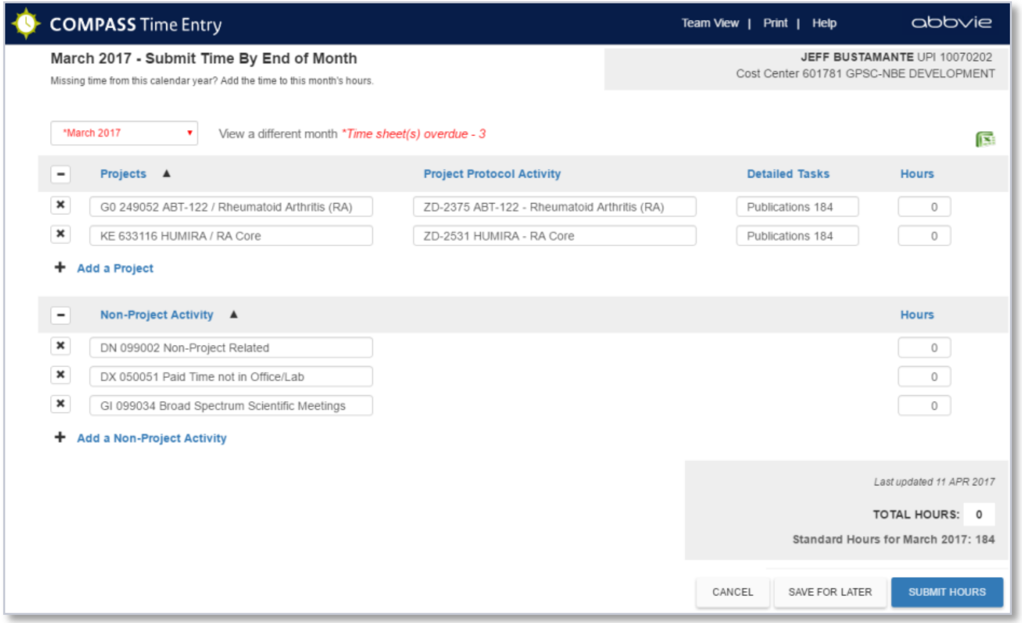


*AMT: Area Management Team; LRP: Long Range Plan; ACE: AbbVie Consulting Express; LBE: Latest Best Estimate

Compass

Reporting tool for project expense and FTEs

Recording your time



- Manager will provide you with COMPASS codes specific to your TA activities.

Access

How to access the COMPASS Time Entry tool?

1. Must be logged into the network
2. Open Chrome or Safari browser
3. In the URL field, enter go/2compass
   (*Actual URL: http://rdapps.abbvienet.com/compass*)

Device Options
Access using company issued PC, Mac, iPad, and/or iPhone

Availability
Time sheet entry for the current month is available after the 15th through the end of the month.
From the 1st – 15th of the month, Finance month-end close activity is in progress.

Need help? Email compasstimeentry@abbvie.com

Training

Compass Time Entry Training October 2021

Effective Meetings

Effective Meetings

Hosting effective meetings is a critical skill at AbbVie. *Elevate and Empower* is a program designed to focus on the way and the speed in which we make decisions, communicate, and collaborate. Here, you will find resources to help you have better, fewer meetings. This allows us to save time, create focus, energize people, and drive action. Review our Meeting Culture here to get started.

Field Observations

SIEM: Field Observations Guide

During your onboarding experience, you will watch peers interact with Healthcare Professionals (HCPs) during Field Observations (FOs). As you observe your peers use the steps of the Scientific Interaction Excellence Model (SIEM) to ensure a meaningful and impactful scientific interaction, you, too, should engage in the same steps to optimize your time during each FO.

PLAN

- Plan with the peer you will be observing to understand:
  - What their preferences are for how you will engage with them and the HCP during the interaction
  - The HCP they will be interacting with
  - How they planned for the interaction (see first section of each checklist and your SIEM Quick Guide)
- Bring the Field Observation Checklist with you (printed or access via iPad)
- Review and have the following materials available for reference:
  - SIEM Quick Guide

PRESENCE

- If required for the interaction, help peer set up technology, practicing with each piece of equipment by the end of your Onboarding Journey to ensure success once you are in the field on your own
- Observe and conduct yourself as agreed upon with the peer leading the interaction
- Record observations while present if appropriate

PULL THROUGH

- Complete the form
- Debrief with your peer following the interaction
- Discuss with your Mentor and FD the following week

Field Observations

Field Observation Types

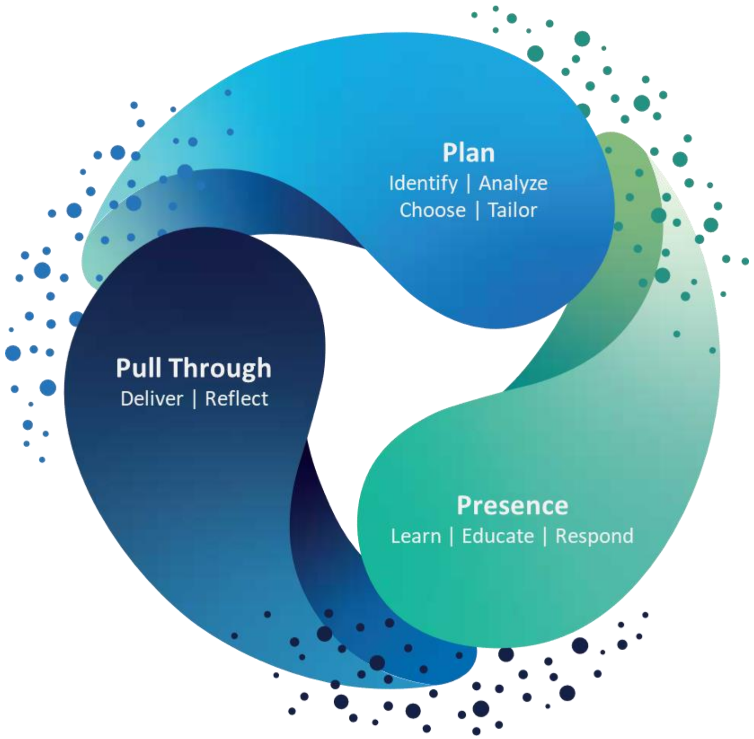
Below is a list of FO types that your Mentor can help you find to create a varied schedule during your onboarding experience. As you grow as an MSL, you will notice additional opportunities to expand your exposure to different types of interactions. When these opportunities arise, coordinate with your FD and Mentor to add these FOs to your calendar. In doing so, be sure to keep the priorities you have between your TA-specific requirements and this calendar on track.

- Introduction – facilitated by a Commercial representative or other medical employee
- Scientific Meeting – with External Experts with different levels of expertise (eg, National, Regional, Local)
    - Proactive Scientific Interaction
    - MSL-led Medical Education Program
    - Clinical Trial Visit (CTV)
    - Response to Unsolicited Requests (RTUR)
- AbbVie Day
- Journal Club
- Facilitated Educational Exchange (FEE)
- Internal Meetings with Commercial In-Field Team partners – without HCPs
- Conference Booth Staffing – at a Medical Booth

Field Observations

Field Observation Checklist

- Early in your Onboarding Journey, you may have the opportunity to observe peers outside of your TA so that you can focus on observing the professional skills that are critical to building trusted partnerships between your HCPs and AbbVie through impactful, tailored two-way scientific interactions.
- Throughout your Onboarding Journey, you will also observe peers within your TA and focus on observing both professional skills and clinical acumen. While clinical acumen specific to your TA is not listed in this checklist, be sure to note how your peers communicate the scientific information from your TA-specific Home Study curriculum and how they use approved resources. In addition to this checklist, use a TA-provided checklist (if available).
- For each FO, you will be preparing with your Mentor and your peer to help you understand each of the elements you will be looking for. As you progress, you will become increasingly adept at understanding what good looks like. Have fun on this journey as you learn from your peers and prepare for your own work in the field.



Field Observation: PLAN

PLAN:
Learn from Peer Planning

Before or after each interaction you observe, ask your experienced peer these questions to understand their best practices for planning every interaction.

Based on your experience, what best practices should I use to:

1. Prepare so that the interaction aligns with the needs of the HCP and advances the TA strategic objectives within my territory?
2. Identify the interaction objective(s) and type of presentation to be delivered?
3. Analyze data and HCP needs, drivers, and preferences?
4. Choose resources to leverage?
5. Plan powerful questions, a tailored scientific story, and responses to complex questions?

Field Observation: PRESENCE

PRESENCE: Observe Peer Interaction

What best practices did I learn from observing my experienced peer demonstrate the following professional skills during their interaction?

Professional Skill	What I Learned
1 Capturing HCP's attention	
2 Asking powerful questions to uncover underlying beliefs and assumptions	
3 Active listening	
4 Delivering a tailored scientific story using approved resources	
5 Presentation skills	
6 Answering complex questions	

Field Observation: PRESENCE

PRESENCE:
Observe HCP

During each observation, practice getting to know HCPs by noting:

1. What HCP reactions/behaviors did you notice?

2. What did the HCP seem most interested in? Least interested in?

3. How did these reactions/behaviors align with your peer's description of the HCP?

Field Observation: PULL THROUGH

PULL THROUGH: Debrief and DEPOs

After each interaction you observe, ask your experienced peer these questions to understand their best practices for pull through following every interaction.

Based on your experience, what best practices should I use to:

1 Assess if the meeting objective(s) were accomplished?	
2 Compliantly capture quality DPO(s) and interaction in Veeva?	
3 Report adverse events (if applicable)?	
4 Fulfill Global Medical Information (GMI) request (if applicable)?	
5 Establish next meeting objective and plan follow-up support (if needed)?	
6 Follow up with HCP and my IFT based on the interaction?	

Field Observation: PULL THROUGH

PULL THROUGH:
Record Your Own DPOs

(for TA-specific Field Observations only)

In the space below, practice recording your own DPOs based on the interaction and compare with the DPOs uncovered and recorded by your peer.

Fleet

- Order your fleet vehicle and arrange for rental if needed
- Download the Donlen Driver app to your phone/iPad
  - Mileage reporting
  - Contact numbers
- Use the credit card that comes with your fleet vehicle for fuel
  - For rental cars ONLY, use your corporate card and expense through Concur
- Mileage (business vs personal) reporting is required at the end of every month

Ordering Business Cards

Ordering Business Cards

Check with your Manager or Mentor to select the appropriate design option for your therapeutic area. For expensing purposes, you can find your cost center under “My Profile” in Talent Link at go/TalentLink.

Performance Management

Performance & Rewards Cycle

At AbbVie, we follow an annual Performance and Rewards Cycle. Talk with your manager to ensure you understand each touchpoint throughout the year and what is expected of you.

Performance Management

How Performance is Measured

We consider goal results, the what (ie, behaviors), the how, and other inputs to arrive at an overall performance rating. There is no specific formula to determine an overall performance rating. Reach out to your manager to discuss their expectations for your *Goal Results* and *Ways We Work*.

Scientific Interaction Excellence Model (SIEM) Quick Guide

Quick Guide Introduction

Scientific Excellence—it's what all of us in the AbbVie Field Medical team strive for. We are scientific experts. We have the honor of building a trusted partnership with EE/HCPs to improve quality of care, address clinical care gaps, and advance clinical outcomes while gathering observations that are critical to AbbVie insights and strategies.

The Scientific Interaction Excellence Model outlined in this *Quick Guide* was developed to:

- ✓ Provide a consistent framework for excellence in MSL interactions with EE/HCPs
- ✓ Align expectations and coaching across therapeutic areas (TAs)
- ✓ Anchor existing tools, tactics, and training

The sections found in this *Quick Guide* include

- Scientific Interaction Excellence Model
- Strategic Inputs
- Components of the Scientific Interaction Excellence Model

Making Every Interaction Count

SIEM Quick Guide: Model

Scientific Interaction Excellence Model

The model has 3 components:

- **Plan:** Prepare and plan for a tailored two-way scientific interaction
- **Presence:** Conduct the tailored interaction with the EE/HCP through an impactful two-way conversation
- **Pull Through:** Reflect on the quality and outcomes of the interaction, communicate information back to AbbVie, and deliver on next steps

Use the 3 interdependent components of the model to build and solidify trusted partnerships between your EE/HCPs and AbbVie.

The model is a framework to optimize impactful interactions with EE/HCPs

SIEM Quick Guide: Strategic Inputs

Strategic Inputs

Use these strategic inputs to inform your planning for every interaction.

Therapeutic Area (TA) Planning

The annual plan for the USMA team detailing the strategic and tactical goals of the organization, including the TA-specific goals intended to fulfill Medical Education and evidence gaps in support of the advancement of science.

Territory Planning

The process of analyzing a territory with the purpose of identifying key HCPs, institutions, clinical care gaps, and opportunities to ensure Field alignment with TA strategy and objectives. A territory plan is a comprehensive summary of a territory's key components.

Engagement Planning

The process of defining key objectives and tactics for an individual Health Care Professional (HCP) or account to ensure Field execution of TA strategy and medical objectives.

Expert Panel

Consists of the External Experts (EEs) within an MSL territory. These are considered high priority for scientific exchange activities as to propagate continuous education and gather insights on provider behavior.

SIEM - Plan

SIEM Quick Guide: PLAN

PLAN

Components of the Scientific Interaction Excellence Model

Before every interaction, define and prioritize specific objectives that align with the needs of the EE/HCP and advance the strategic objectives within your territory, ultimately advancing the TA medical objectives.

IDENTIFY

- Clinical care gap (known or to be explored)
- Interaction objective(s)
- Define what you want the EE/HCP to think, do, or feel as a result of the interaction
- Format in which interaction will be conducted (ie, 1:1, small or large group setting)

ANALYZE

- Information that will help you build rapport
- Decision-making drivers
- EE/HCP area of focus, patient population, practice, account role, institution position
- EE/HCP segmentation (when available)
- EE/HCP preferences for discussing scientific information and its relevance to their clinical practice

CHOOSE

- Resources to leverage
- Powerful questions to challenge the EE/HCPs current beliefs/assumptions

TAILOR

- Compelling opening to initiate dialogue
- Delivery of scientific story leveraging story tools, data, and resources to resonate with EE/HCP
- Anticipate questions EE/HCP may ask and prepare responses

Tactics

Prepare for Success | Cross Collaborate | Tailor for Resonance | Rehearse | Prepare for Objections | Powerful Questions

Tools

TA Medical Objectives | Territory Analysis & Objectives | EE/HCP Medical Panel | Veeva Data & Documentation | Segmentation | Planning Form | Clinical Resources

SIEM Quick Guide: PRESENCE

PRESENCE

Components of the Scientific Interaction Excellence Model

Each interaction with an EE/HCP should serve as a two-way conduit of information from AbbVie and to AbbVie. **HOW** you show up and **WHAT** you do will bring to life the tailored information you share, benefiting both the EE/HCP and AbbVie.

LEARN

- Ask powerful questions to uncover underlying beliefs and assumptions
- Explore needs and clinical care gaps
- Actively listen

EDUCATE

- Start with a compelling opening
- Deliver data in a tailored scientific story using approved resources
- Engage EE/HCP for change to improve outcomes
- Re-frame and use powerful questions to support EE/HCP to explore new data, thinking, and treatment approaches

RESPOND

- Engage in an interactive dialogue
- Answer complex questions appropriately with approved supporting data
- Make concrete plan for next steps

Tactics

Prepare for Success | Cross Collaborate | Tailor for Resonance | Rehearse | Prepare for Objections | Powerful Questions

Tools

TA Medical Objectives | Territory Analysis & Objectives | EE/HCP Medical Panel | Veeva Data & Documentation | Segmentation | Planning Form | Clinical Resources

SIEM Quick Guide: PULL THROUGH

PULL THROUGH

Components of the Scientific Interaction Excellence Model

What you do after an EE/HCP interaction is as important to outcomes as the interaction itself. Communicating what you learn back to AbbVie helps advance medical objectives and improve patient outcomes. Following up on next steps for the EE/HCP is critical to strengthening partnerships.

DELIVER

- Capture quality DPOs (Concise, Complete, Clear and Compliant)
- Compliantly document interaction in Veeva or in system of record
- Follow up as needed to support EE/HCP (eg, specific actions, deadlines)
- Communicate with AbbVie stakeholders as appropriate

REFLECT

- Did you accomplish the meeting objective(s)?
- What did you do well?
- What could you have done differently for greater impact?
- Based on this meeting, what is your next meeting objective with this EE/HCP?

Tactics
Build the Partnership | Concise Communication | Collaborate With In-Field Team | Emotional Intelligence

Tools
Veeva Documentation | DPO Documentation | Medical Information Request Form | EE/HCP Medical Panel

SciReach

The SciReach Hub is an internal web portal to help educate and refresh USMA on multi-channel medical education principles and includes:

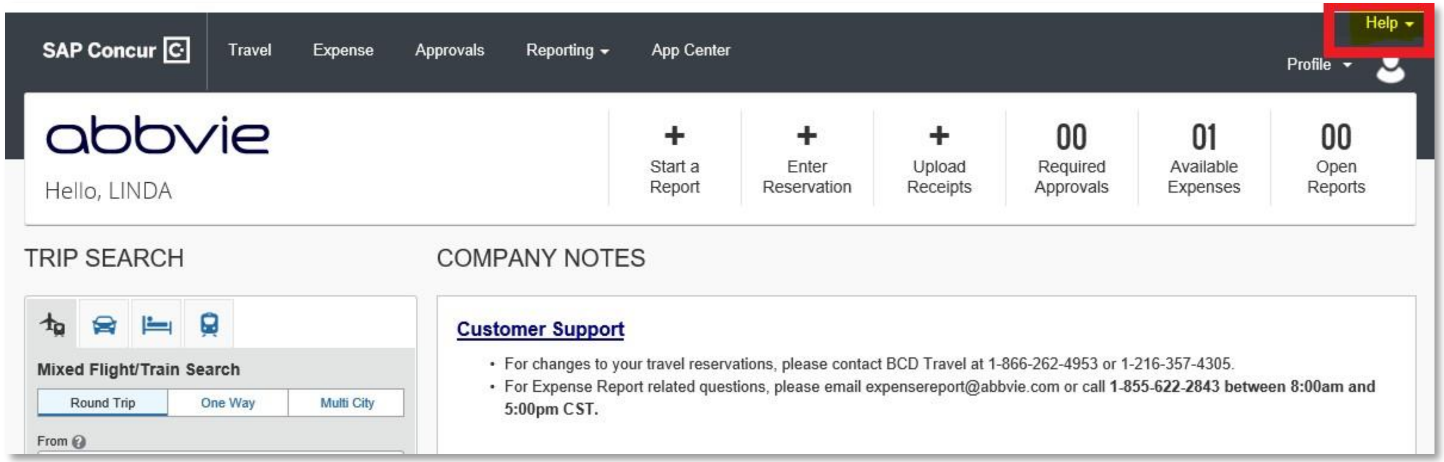
- Channel Playbooks
- USMA Multichannel Medical Education Examples
- SciReach Lunch and Learn Recordings
- SciReach 101 Handbook
- Partners and Processes

You can also access the site while on VPN at go/scireachhub

Travel Information

Concur/Expense Reporting

1. Order Corporate T&E Card
2. Set up Profile in Concur
3. Download the Concur Mobile App
4. Register for TSA Precheck and submit for **United Silver Status** (more information under United Premier)



Need More Help? Contact:

Field Help Desk:
800-344-6776

Expense Help Desk:
855-622-2843 or
expensereport@abbvie.com

Travel Information

United Premier

- United-Premier-Status-Enrollment-Form

When you complete two round trip business trips on United, you can submit the attached United Enrollment form for United Premier status. AbbVie does not solicit airlines and we do not have any other airline upgrades.

Corporate Travel and Policies

- Travel and Expenses policy_ 7.1.21.pdf

Training Information

Agility with Technology

AbbVie Digital Workplace

go/adw

Live, virtual, and on-demand classes

Learning Pathways for the Microsoft Office Suite & more

Note: Costs may be affiliated for individual and group classes

Learn, Develop, Perform

Learn, Develop, Perform (LDP) is an award-winning program operated by Talent Development and assists employees with their professional development. Learn key new skills, grow your professional network, and build a career that is aligned with your goals and values utilizing the robust resources available through LDP.

You can register for live webinars and access a comprehensive library of videos and podcasts sorted by focused development areas to help you raise the bar.

Access LDP here or at go/LDP.

Payer Academy

Payer Academy

On the USMA Sharepoint site, you can access *The Payer Academy*, a learning engagement platform owned by the Value and Access team. Within *The Payer Academy*, you can learn more about the business of healthcare and how our products get into the hands of patients. From Pharmacy Benefit Managers to Medicare to Group Purchasing Organizations – learn about it all and more in *The Payer Academy*!

Leader Resources

Coaching vs Feedback

Simple coaching techniques improve skills to drive higher team performance. Quality feedback is proven to make a meaningful impact on employee engagement and performance. What is the difference? When can you use each approach to effectively develop your team?

COACHING is designed to help enhance strengths, develop skills, improve performance and achieve long-term goals.

FEEDBACK is a specific part of the coaching process, focused on adjustment and can be positive or negative. Feedback seeks to correct or elevate specific behaviors.

COACHING is:

- Discussion-oriented
- Focused on motivation with ongoing support and training
- Mentoring with constructive advice
- Receiving direction toward your future goals
- Simple and progressive guidance to achieve long term success

FEEDBACK is:

- Observation-oriented
- Rating and commenting on observations
- Focused on sharing ideas and opinions
- Surveying for questions
- Responding thoughtfully with constructive advice
- Designed to foster specific and quick results

Coaching vs Feedback (cont.)

Through coaching, employees identify areas of strength and opportunities for development, leading to increased performance. Read more about The Importance of Coaching.

There are six elements that differentiate talent-building leaders. Read Becoming a Talent6 Leader to learn more on how to utilize these elements in your coaching and feedback.

Webinars on Feedback are also available through Learn. Develop. Perform:

- Feedback: What were you thinking? (Utilize the Viewer Guide to workshop through the webinar)
- Acting on Feedback

Interested in diving deeper into Coaching and Feedback? Sign up for LDP Workshops HERE!

Guide My Learning

Access Guide My Learning here or at go/guidemylearning.

Leadership Transition Onboarding Playbook

As a new people leader or new leader to AbbVie, it is required that you attend Leading at AbbVie workshops. New Leaders will automatically be invited to Leading at AbbVie. You will receive an email from AbbVie Talent Development with program dates. You will need to confirm your participation, so be on the lookout for the email from Talent Development.

Questions?

- Reach out to abbvie_talentdevelopment@abbvie.com.

Resources

The following resources will ensure that you are set up for success.

- **go/GuideMyLearning**: When a learning solution is needed to support your development as a people leader, this reference can guide you to specific workshops delivered at AbbVie.

Leadership Transition Onboarding Playbook (cont.)

Resources

New People Leader Resources

As a new people leader, your daily workday is different. This may require you to develop new skills – ones that will help you lead team members effectively and develop a high performing team.

- Use the resources on this site help you get started in your role
- *Leadership Transition Guide*: Navigate to go/guidemylearning and download the *Leadership Transition Guide* to help you develop your Leadership Strategy

Established People Leader

Leaders accelerate best when they are constantly raising the bar.

- Explore this site for additional learning content to develop new skills or brush up on existing ones
- *Leadership Transition Guide*: To assist you in transitioning into a new function or leadership capacity at AbbVie, we recommend that you download the *Leadership Transition Guide* from go/guidemylearning and complete the transition assessment which will recommend a learning path for you to help you develop your Leadership Strategy

Scientific Interaction Excellence Model (SIEM) Coaching Guide

Scientific Excellence

It's what all of us in the AbbVie Field Medical team strive for!

We are scientific experts. We have the honor of building a trusted partnership with EE/HCPs to improve quality of care, address clinical care gaps, and advance clinical outcomes while gathering observations that are critical to AbbVie insights and strategies.

The Scientific Interaction Excellence Model outlined in this *Coaching Guide* was developed to:

- ✓ Provide a consistent framework for excellence in MSL interactions with EE/HCPs
- ✓ Align expectations and coaching across therapeutic areas (TAs)
- ✓ Anchor existing tools, tactics, and training

As a Medical Affairs Field Director, you have a direct influence over the success of our MSLs. Your coaching will help team members use the Scientific Interaction Excellence Model in every interaction with external experts (EEs) and health care providers (HCPs).

Use this Coaching Guide to structure coaching conversations that support your MSLs as they pursue scientific excellence.

The sections found in this Coaching Guide include:

SIEM Coaching Guide: Your Role

Your Role

The Scientific Interaction Excellence Model is a framework to optimize impactful interactions with EE/HCPs. Your coaching will help MSLs build a trusted partnership with EE/HCPs to improve quality of care, address clinical care gaps, and advance clinical outcomes while gathering observations that are critical to AbbVie insights and strategies.

The model has 3 components:

1. **PLAN:** Support MSLs in the expectation to prepare and plan with specific objectives before every tailored two-way scientific interaction with EE/HCPs
2. **PRESENCE:** Observe HOW MSLs conduct the tailored interactions they planned for using the skills listed to meet their objectives
3. **PULL THROUGH:** Coach MSL/MOSLs to evaluate the quality and outcomes of interactions, bring information back to AbbVie, and deliver on next steps

Set the Expectation

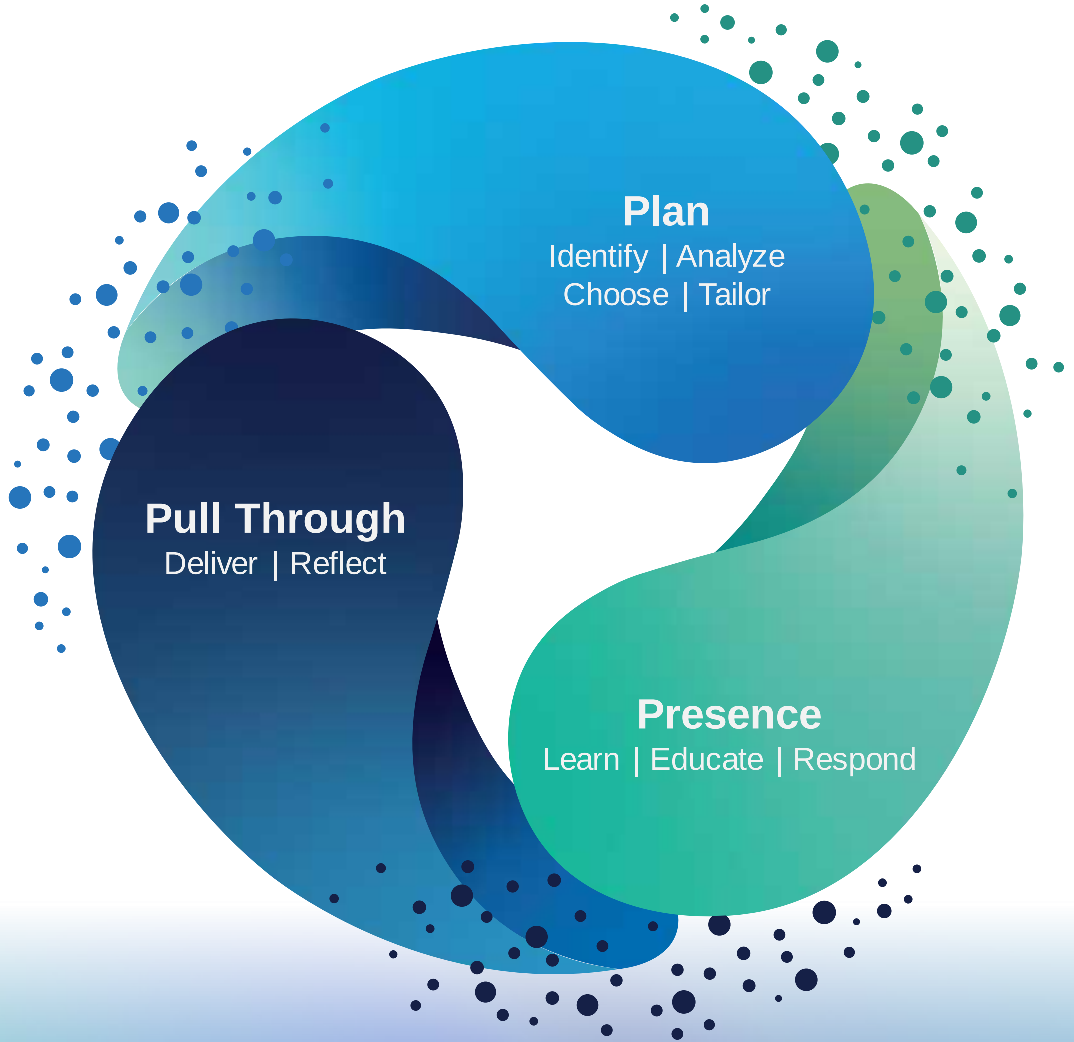
Let team members know that you will be observing their use of the Scientific Interaction Excellence Model in their scientific interactions.

SIEM Coaching Guide: Model

MSLs play a critical role in the two-way communication of scientific information between AbbVie and EE/HCPs. You should coach MSLs to use the 3 interdependent components of the model to build and solidify trusted partnerships between your EE/HCPs and AbbVie.

The model has 3 components:

- **Plan:** Prepare and plan for a tailored two-way scientific interaction
- **Presence:** Conduct the tailored interaction with the EE/HCP through an impactful two-way conversation
- **Pull Through:** Reflect on the quality and outcomes of the interaction, communicate information back to AbbVie, and deliver on next steps



The model is a framework to optimize impactful interactions with EE/HCPs

Strategic Inputs

Use these strategic inputs to inform your planning for every interaction.

Therapeutic Area (TA) Planning

The annual plan for the USMA team detailing the strategic and tactical goals of the organization, including the TA-specific goals intended to fulfill Medical Education and evidence gaps in support of the advancement of science.

Territory Planning

The process of analyzing a territory with the purpose of identifying key HCPs, institutions, clinical care gaps, and opportunities to ensure Field alignment with TA strategy and objectives. A territory plan is a comprehensive summary of a territory's key components.

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Expert Panel

Consists of the External Experts (EEs) within an MSL territory. These are considered high priority for scientific exchange activities as to propagate continuous education and gather insights on provider behavior.

SIEM - Plan

SIEM Coaching Guide: iGROW

iGROW Coaching

Remember to employ iGrow coaching skills and techniques when working toward scientific excellence with your team members.

You and your coachee:

- ✓ **I**DENTIFY: Decide on the subject area to be covered through coaching
- ✓ **G**OAL: Agree on the desired outcome to be achieved and how to accomplish this within the allotted timeframe
- ✓ **R**EALITY: Determine the gap by comparing the current state to the desired goal, and identify coachee strengths that can be leveraged to help fill the gap
- ✓ **O**PTIONS: List choices and possibilities and then select which ones to work on to achieve the goal
- ✓ **W**ILL: Decide which actions the coachee has the "will" to do, and then capture plan in a:Coach.

BUILDING TRUST

Draw on your character and competence to develop confidence between yourself and your team members.

LISTENING & QUESTIONING

Pay attention with intent to what you hear and to subtle nonverbal cues. Use powerful questions to respectfully challenge and inspire.

POSITIVE GOAL-SETTING

Focus on moving toward a positive future rather than away from a painful past or present state.

FLEXING AND ADAPTING

Adjust your behavior to adapt to what works and what doesn't.

SIEM Coaching Guide: iGROW (cont.)

The iGROW Coaching Model

identify	You and your Coachee decide on the subject area to be covered through coaching.
Goal	You and your Coachee agree on the outcome to be achieved and how to accomplish this within the allotted timeframe.
Reality	Compare the current state to the desired goal and determine what issues need to be addressed to fill the “gap.”
Options	List choices and possibilities, and then select which ones to work on to achieve the goal.
Will	Decide which actions the Coachee has the “will” to do, and then get motivated to begin!

SIEM Coaching Guide: iGROW (cont.)

Powerful Questions and iGROW

i — identify

- What would you like to get out of this conversation?
- How can I best help you in this discussion?

G — Goal

- What would be your ideal outcome?
- How would you define success?
- What does the perfect resolution to this issue look like?
- What is a realistic outcome?

R — Reality

- How would you describe the current state?
- What are the specific gaps between where you are today and your ideal outcome?
- What have you done to contribute to the current situation?
- What can you take responsibility for regarding the current state?

O — Options

- What are some possible solutions you've contemplated?
- What are some other solutions?
- What other ideas could you try?
- Of the options we've discussed, which one do you think is best?
- How can we make this option S.M.A.R.T. (Specific, Measurable, Actionable, Realistic, Time-Bound)?

W — Will

- Can you start and maintain this plan?
- What resources/help do you need?
- What barriers could inhibit your plan, and how could you overcome them?
- How will you celebrate your successes?
- How will you hold yourself accountable?
- Could you please recap your plan for me?
- When should I check in with you on this?

SIEM Coaching Guide: PLAN

PLAN

Components of the Scientific Interaction Excellence Model

Before every interaction, define and prioritize specific objectives that align with the needs of the EE/HCP and advance the strategic objectives within your territory, ultimately advancing the TA medical objectives.

IDENTIFY

- Clinical care gap (known or to be explored)
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- Define what you want the EE/HCP to think, do, or feel as a result of the interaction
- Format in which interaction will be conducted (ie, 1:1, small or large group setting)

ANALYZE

- Information that will help you build rapport
- Decision-making drivers
- EE/HCP area of focus, patient population, practice, account role, institution position
- EE/HCP segmentation (when available)
- EE/HCP preferences for discussing scientific information and its relevance to their clinical practice

CHOOSE

- Resources to leverage
- Powerful questions to challenge the EE/HCPs current beliefs/assumptions

TAILOR

- Compelling opening to initiate dialogue
- Delivery of scientific story leveraging story tools, data, and resources to resonate with EE/HCP
- Anticipate questions EE/HCP may ask and prepare responses

Tactics

Prepare for Success | Cross Collaborate | Tailor for Resonance | Rehearse | Prepare for Objections | Powerful Questions

Tools

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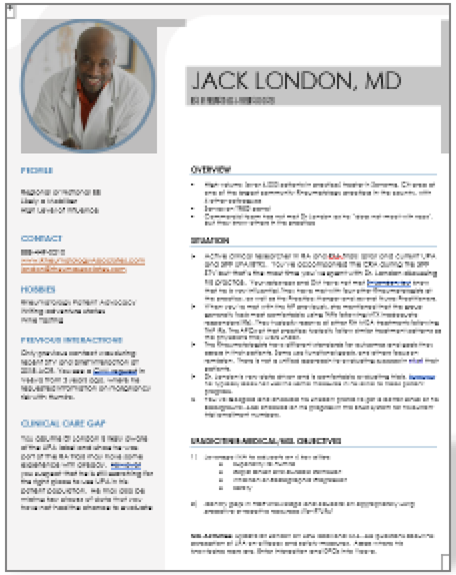
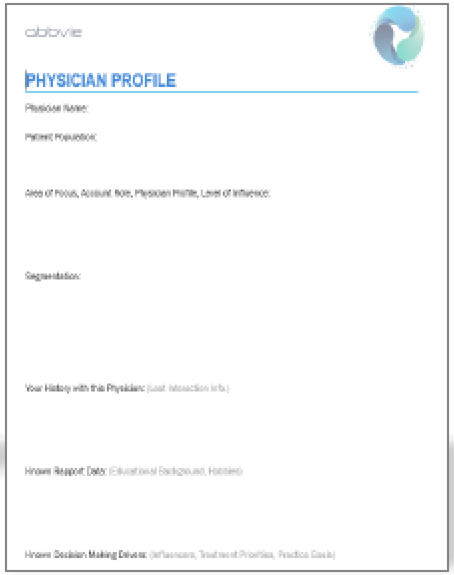
SIEM Coaching Guide: PLAN (cont.)

MSL Interaction Planning


JACK LONDON, MD

OVERVIEW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PHYSICIAN PROFILE

Physician Name:

Patient Population:

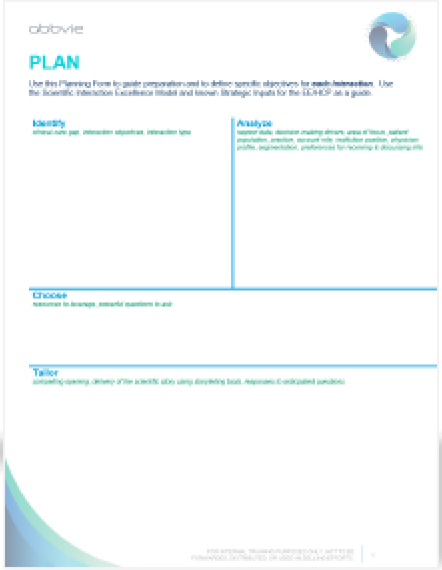
Area of Focus, Account Role, Physician Profile, Level of Influence:

Segmentation:

Your History with this Physician: (Last Interaction Info)

Known Rapport Data: (Educational Background, Hobbies)

Known Decision Making Drivers: (Influencers, Treatment Priorities, Practice Goals)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PLAN

Identify

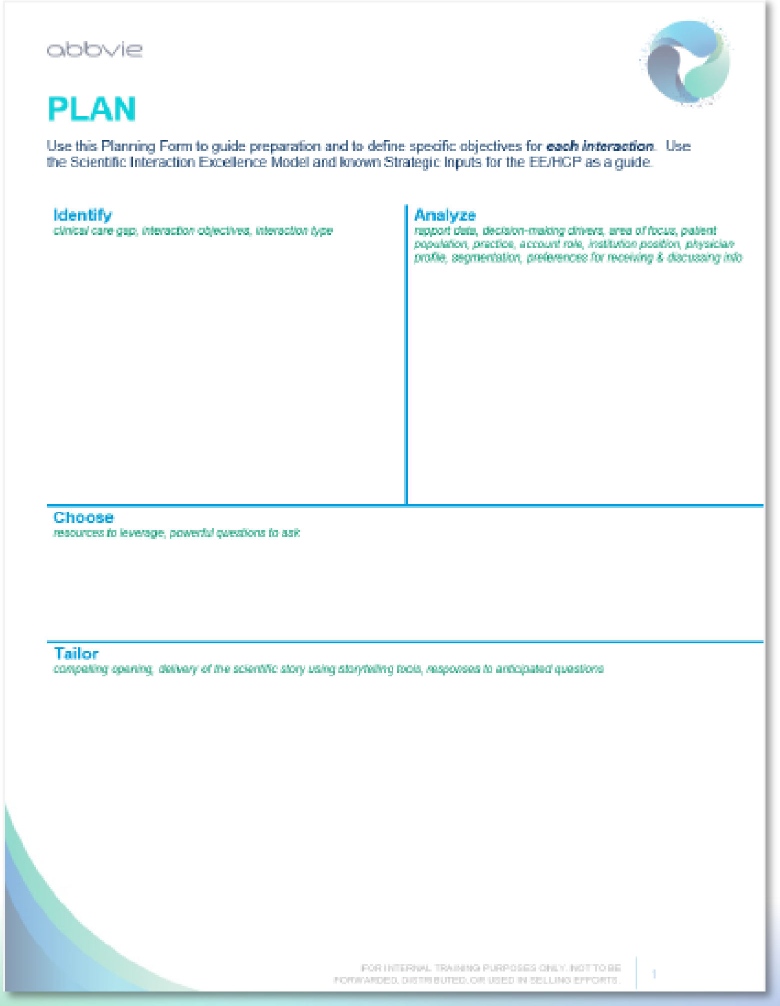
Analyze

Choose

Tailor

SIEM Coaching Guide: PLAN (cont.)

MSL Interaction Planning


abbvie

PLAN

Use this Planning Form to guide preparation and to define specific objectives for ***each interaction***. Use the Scientific Interaction Excellence Model and known Strategic Inputs for the EE/HCP as a guide.

Identify
clinical care gap, interaction objectives, interaction type

Analyze
rapport data, decision-making drivers, area of focus, patient population, practice, account role, institution position, physician profile, segmentation, preferences for receiving & discussing info

Choose
resources to leverage, powerful questions to ask

Tailor
compelling opening, delivery of the scientific story using storytelling tools, responses to anticipated questions

FOR INTERNAL TRAINING PURPOSES ONLY. NOT TO BE FORWARDED, DISTRIBUTED, OR USED IN SELLING EFFORTS. | 1

SIEM Coaching Guide: PLAN (cont.)

Coaching to PLAN with iGROW

BEHAVIORS

Look for the following behaviors and coach for development.

- Uses Strategic Inputs to identify interaction objectives
- Identifies clinical care gap and type of presentation to be delivered
- Sets a results-based objective by defining what they want the EE/HCP to think, do, or feel as a result of the interaction
- Uses this information to plan a tailored interaction which includes:
  - A compelling opening in a communication style that resonates with the EE/HCP
  - Powerful questions to uncover or verify clinical care gaps
  - Leveraging the scientific story using approved data and resources
  - Responses in anticipation of questions EE/HCP might ask

COACHING TIPS

Use these tips to coach for development.

- Encourage MSLs to take time to *plan each interaction*, setting specific objectives to deliver tailored information that will resonate with the EE/HCP
- Prior to each EE/HCP interaction, discuss the pre-interaction planning in detail
- After a meeting, review whether the meeting went according to plan

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

- What is your objective for this interaction?
- Have you identified/confirmed the clinical care gap? If not, how will you?
- How will this interaction support the TA medical objectives?
- What format will interaction be conducted?
- What compelling opening will you use to capture the attention of the EE/HCP?
- How will you tailor your scientific story to resonate with this EE/HCP?
- What resources will you use?
- What powerful questions will you ask?
- What is the most important idea you want to convey to this HCP?
- What questions do you anticipate the EE/HCP asking?
- How are you going to position yourself for a next visit?

identify	Goal	Reality	Options	Will
You and your Coachee decide on the subject area to be covered through coaching.	Coach and Coachee agree to the measurable outcome and actions to achieve it.	Compare the current state to the desired goal and determine what issues need to be addressed to fill the gap.	Choices are generated to identify possible actions.	Decide which actions the Coachee has the will to do and is motivated to begin.

SIEM Coaching Guide: PLAN (cont.)

iGROW Guidance for PLAN

iGROW STEP	GUIDANCE	EXAMPLE
IDENTIFY	If you identify a behavior associated with planning that could be improved, first clearly state what you have observed.	✓ I'm observing that you use approved resources to educate the EE/HCP in your interactions, but it does not seem to be tailored to the specific EE/HCP. ✓ What do you think is going on there?
GOAL	Agree on the desired outcome. Describe what your expectation of excellent planning looks like. Explain why it is important to reach the desired outcome.	✓ So, you've said that you are not really spending a specific amount of time on planning before your interactions. ✓ Planning is so important to your success that I'd like to see you make it a habit, with a goal of creating a specific plan before each meeting with an EE/HCP.
REALITY	Determine the gap by comparing the current state to the desired goal. Identify coachee strengths that can be leveraged to help fill the gap.	✓ We know that scrupulous planning prior to interactions with EE/HCPs helps keep meetings on track and helps improve our meeting outcomes. ✓ That's why it's my expectation that you take time before each interaction to plan the meeting. ✓ What's your current practice? How much time do you spend planning before each meeting? What specifically do you plan?
OPTIONS	List SMART choices and possibilities, and then select which ones to work on to achieve the goal.	✓ How will you start building planning into your day? ✓ What steps will you take? ✓ What will your planning look like? ✓ How can I support you in making this a priority? ✓ What resources will you need? Where will you find them? ✓ When will you begin, and what is your goal?
WILL	Determine which actions the coachee has the "will" to do, and then capture plan in a:coach.	✓ OK, you've agreed that you will start each morning with a 1-hour planning session, and that you will start adding that to your schedule next month. You've decided to use the *Planning Form* for each EE/HCP. ✓ Thanks, that's a great plan! We'll review your progress on this at our next meeting.

SIEM Coaching Guide: PRESENCE

PRESENCE

Components of the Scientific Interaction Excellence Model

Each interaction with an EE/HCP should serve as a two-way conduit of information from AbbVie and to AbbVie. **HOW** you show up and **WHAT** you do will bring to life the tailored information you share, benefiting both the EE/HCP and AbbVie.

LEARN

- Ask powerful questions to uncover underlying beliefs and assumptions
- Explore needs and clinical care gaps
- Actively listen

EDUCATE

- Start with a compelling opening
- Deliver data in a tailored scientific story using approved resources
- Engage EE/HCP for change to improve outcomes
- Re-frame and use powerful questions to support EE/HCP to explore new data, thinking, and treatment approaches

RESPOND

- Engage in an interactive dialogue
- Answer complex questions appropriately with approved supporting data
- Make concrete plan for next steps

Tactics

Prepare for Success | Cross Collaborate | Tailor for Resonance | Rehearse | Prepare for Objections | Powerful Questions

Tools

TA Medical Objectives | Territory Analysis & Objectives | EE/HCP Medical Panel | Veeva Data & Documentation | Segmentation | Planning Form | Clinical Resources

SIEM Coaching Guide: PRESENCE (cont.)

Coaching to PRESENCE with iGROW

SKILLS

Look for the following skills and coach for development.

- Opens the conversation with a compelling opening
- Explores EE/HCP needs and clinical care gaps and tailors the conversation accordingly
- Delivers data in the form of a scientific story, using approved resources
- Engages in an interactive dialogue by asking powerful questions and actively listening to the answers
- Educates the EE/HCP for change to improve outcomes
- Gives the listener an emotional experience
- Uses constructive tension to support EE/HCP to explore new data, thinking, treatment approaches
- Answers complex questions confidently with supporting data
- If presenting to a group, delivers a well prepared, professional presentation
- Supports the EE/HCP to make concrete plan for next steps

COACHING TIPS

Use these tips to coach for development.

- Work on one element of PRESENCE at a time (eg, start with a compelling opener. Feedback on multiple aspects of PRESENCE at once can be overwhelming
- Help MSLs understand the WHY behind each skill
- If you don't observe a specific skill, ask for an example from a previous interaction with that EE/HCP or a different one

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

- How did you capture the attention of the EE/HCP? How could you make that opening even more effective?
- What powerful questions did you ask? What questions could you have asked to further explore the EE/HCP's clinical care needs and gaps?
- How did you demonstrate active listening?
- How did you engage in an interactive dialogue?
- How did you educate EE/HCP for change to improve outcomes?
- How did you use constructive tension to support EE/HCP to explore new data, thinking, treatment approaches?
- How did the EE/HCP react to the tailored scientific story you shared?
- Did you answer complex questions confidently?
- How did you support the EE/HCP to make concrete SMART plans for next steps?

identify	Goal	Reality	Options	Will
You and your Coachee decide on the subject area to be covered through coaching.	Coach and Coachee agree to the measurable outcome and actions to achieve it.	Compare the current state to the desired goal and determine what issues need to be addressed to fill the gap.	Choices are generated to identify possible actions.	Decide which actions the Coachee has the will to do and is motivated to begin.

SIEM Coaching Guide: PRESENCE (cont.)

iGROW Guidance for PRESENCE

iGROW STEP	GUIDANCE	EXAMPLE
IDENTIFY	If you identify a skill associated with presence that could be improved, first clearly state what you have observed.	✓ While you certainly know your data, I didn't observe you using any scientific storytelling techniques during that interaction.
GOAL	Agree on the desired outcome. Describe what your expectation of excellent presence looks like. Explain why it is important to reach the desired outcome.	✓ An effective way of capturing the attention of the EE/HCP is to deliver a tailored scientific story, leveraging data and resources. ✓ We know from experience that storytelling also helps them remember the information you share. ✓ What are your thoughts about that approach?
REALITY	Determine the gap by comparing the current state to the desired goal. Identify coachee strengths that can be leveraged to help fill the gap.	✓ Using scientific storytelling techniques to discuss data helps make data memorable. In the interactions I've observed, you do a great job of presenting data, but do not incorporate storytelling. ✓ I would like you to incorporate scientific storytelling in your interactions, leveraging data and resources.
OPTIONS	List SMART choices and possibilities, and then select which ones to work on to achieve the goal.	✓ In the interaction today, how could you have used a tailored scientific story, leveraging data and resources? ✓ What steps will you take to incorporate scientific storytelling? ✓ How will you demonstrate your progress? How can I support you?
WILL	Determine which actions the coachee has the "will" to do, and then record plan in a:coach.	✓ OK, you've agreed that over the next 2 weeks, you will plan and deliver a tailored scientific story during each interaction, leveraging data and resources. ✓ After that, let's schedule some time to talk about how it worked out. ✓ Thanks! We'll review your progress on this at our next meeting.

SIEM Coaching Guide: PULL THROUGH

PULL THROUGH

Components of the Scientific Interaction Excellence Model

What you do after an EE/HCP interaction is as important to outcomes as the interaction itself. Communicating what you learn back to AbbVie helps advance medical objectives and improve patient outcomes. Following up on next steps for the EE/HCP is critical to strengthening partnerships.

DELIVER

- Capture quality DPOs (Concise, Complete, Clear, and Compliant)
- Compliantly document interaction in Veeva or in system of record
- Follow up as needed to support EE/HCP (eg, specific actions, deadlines)
- Communicate with AbbVie stakeholders as appropriate

REFLECT

- Did you accomplish the meeting objective(s)?
- What did you do well?
- What could you have done differently for greater impact?
- Based on this meeting, what is your next meeting objective with this EE/HCP?

Tactics
Build the Partnership | Concise Communication | Collaborate With In-Field Team | Emotional Intelligence

Tools
Veeva Documentation | DPO Documentation | Medical Information Request Form | EE/HCP Medical Panel

SIEM Coaching Guide: PULL THROUGH (cont.)

Coaching to PULL-THROUGH with iGROW

BEHAVIORS

Look for the following behaviors and coach for development.

- Documents quality DPOs (Concise, Complete, Clear and Compliant)
- Compliantly captures interactions in Veeva or in system of record.
- Follows up as needed to support EE/HCP
- Communicates with AbbVie internal stakeholders as appropriate
- Based on the current interaction:
  - Reflects on the quality and outcomes
  - Plans objectives of next meeting with that EE/HCP
  - Self-evaluates and makes SMART plans for enhanced future interactions

COACHING TIPS

Use these tips to coach for development.

- Encourage MSLs to make a habit of reflecting after each call
- Set the expectation of compliantly capturing DPOs and interactions in Veeva
- Ask specific questions about what the MSL will do for follow up

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

- What DPOs and interaction details will you document in Veeva?
- What details do you need to follow up on to support the EE/HCP? When?
- Which AbbVie stakeholders do you need to communicate with (if any)? On what? When?
- How do you think that interaction went?
- Did you accomplish the meeting objective(s)?
- What did you do well?
- What could you have done differently for greater impact?
- Based on this meeting, what is your next meeting objective with this EE/HCP?

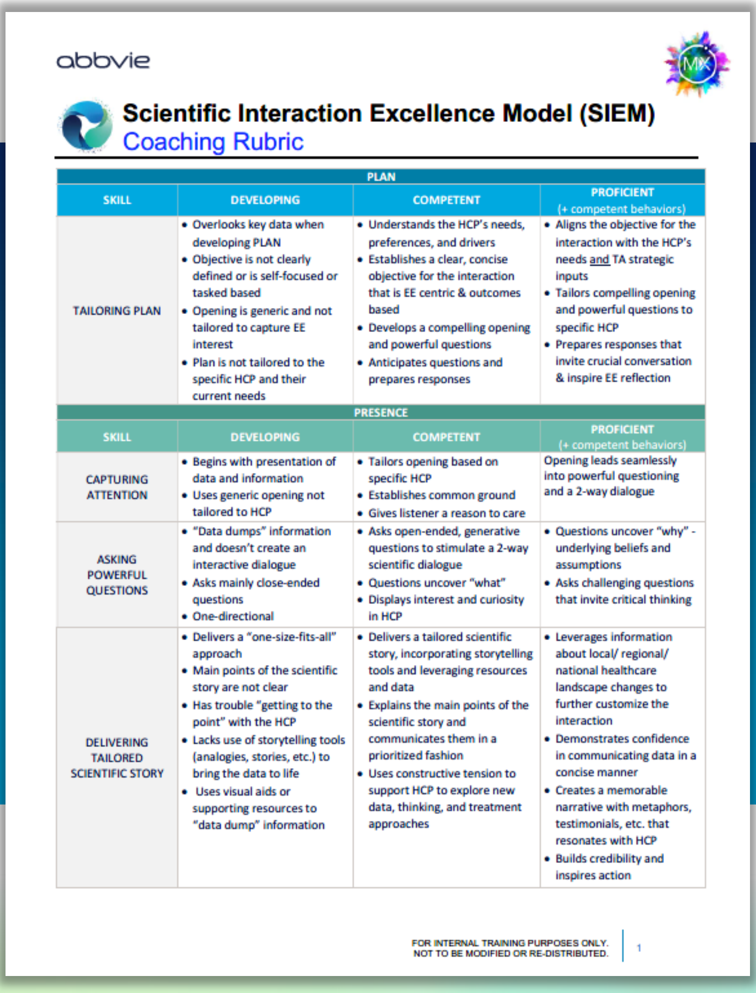
identify	Goal	Reality	Options	Will
You and your Coachee decide on the subject area to be covered through coaching.	Coach and Coachee agree to the measurable outcome and actions to achieve it.	Compare the current state to the desired goal and determine what issues need to be addressed to fill the gap.	Choices are generated to identify possible actions.	Decide which actions the Coachee has the will to do and is motivated to begin.

SIEM Coaching Guide: PULL THROUGH (cont.)

iGROW Guidance for PULL THROUGH

iGROW STEP	GUIDANCE	EXAMPLE
IDENTIFY	If you identify a behavior associated with pull through that could be improved, first clearly state what you have observed.	✓ I've noticed that your DPOs you are capturing are not always concise, clear, or complete. ✓ Why is that?
GOAL	Agree on the desired outcome. Describe what your expectation of excellent pull through looks like. Explain why it is important to reach the desired outcome.	✓ Do you recall what makes a DPO quality? ✓ What do you think you can do to improve the quality of your DPOs so that they could lead to Insights? ✓ Let's review some of your best DPOs, determine what is quality about them, and identify areas of improvement.
REALITY	Determine the gap by comparing the current state to the desired goal. Identify coachee strengths that can be leveraged to help fill the gap.	✓ Quality DPOs inform our strategic objectives and can lead to valuable insights for AbbVie. ✓ Based on our analysis of your DPOs, do you see areas where you could improve the quality of your DPOs so that they are more valuable?
OPTIONS	List SMART choices and possibilities, and then select which ones to work on to achieve the goal.	✓ What's your plan for improving the quality of your DPOs? ✓ How can I support you in accomplishing your plan?
WILL	Determine which actions the coachee has the "will" to do, and then record plan in a:coach.	✓ OK, you've agreed that you will incorporate the best practices we've discussed, and we will review your DPOs for the next 2 weeks. ✓ Thanks! We'll review your progress on this at our next meeting.

SIEM Coaching Guide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Scientific Interaction Excellence Model (SIEM)
Coaching Rubric

PLAN			
SKILL	DEVELOPING	COMPETENT	PROFICIENT (+ competent behaviors)
TAILORING PLAN	• Overlooks key data when developing PLAN • Objective is not clearly defined or is self-focused or tasked based • Opening is generic and not tailored to capture EE interest • Plan is not tailored to the specific HCP and their current needs	• Understands the HCP's needs, preferences, and drivers • Establishes a clear, concise objective for the interaction that is EE centric & outcomes based • Develops a compelling opening and powerful questions • Anticipates questions and prepares responses	• Aligns the objective for the interaction with the HCP's needs and TA strategic inputs • Tailors compelling opening and powerful questions to specific HCP • Prepares responses that invite crucial conversation & inspire EE reflection

PRESENCE			
SKILL	DEVELOPING	COMPETENT	PROFICIENT (+ competent behaviors)
CAPTURING ATTENTION	• Begins with presentation of data and information • Uses generic opening not tailored to HCP	• Tailors opening based on specific HCP • Establishes common ground • Gives listener a reason to care	Opening leads seamlessly into powerful questioning and a 2-way dialogue
ASKING POWERFUL QUESTIONS	• "Data dumps" information and doesn't create an interactive dialogue • Asks mainly close-ended questions • One-directional	• Asks open-ended, generative questions to stimulate a 2-way scientific dialogue • Questions uncover "what" • Displays interest and curiosity in HCP	• Questions uncover "why" - underlying beliefs and assumptions • Asks challenging questions that invite critical thinking
DELIVERING TAILORED SCIENTIFIC STORY	• Delivers a "one-size-fits-all" approach • Main points of the scientific story are not clear • Has trouble "getting to the point" with the HCP • Lacks use of storytelling tools (analogies, stories, etc.) to bring the data to life • Uses visual aids or supporting resources to "data dump" information	• Delivers a tailored scientific story, incorporating storytelling tools and leveraging resources and data • Explains the main points of the scientific story and communicates them in a prioritized fashion • Uses constructive tension to support HCP to explore new data, thinking, and treatment approaches	• Leverages information about local/ regional/ national healthcare landscape changes to further customize the interaction • Demonstrates confidence in communicating data in a concise manner • Creates a memorable narrative with metaphors, testimonials, etc. that resonates with HCP • Builds credibility and inspires action

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SIEM COACHING RUBRIC

Tailoring A Plan
Capturing Attention
Asking Powerful Questions
Active Listening
Delivering Tailored Scientific Story
Presentation Skills
Answering Complex Questions
Quality DPO
Follow-Up

SIEM Coaching Guide (cont.)

Consistently Use a:coach

The a:coach tool is only as effective as the information put into it. Use this tool to consistently document the details of every coaching conversation immediately. It will save you time and provide a useful log of the progress each MSL makes over time.

Best Practices

- ✓ Be specific
- ✓ Tie feedback to SIEM
- ✓ Keep track of SMART goals
- ✓ Link to resources
- ✓ Document progress

Scientific Interaction Excellence Model (SIEM) Rubric

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PRESENCE

SKILL	DEVELOPING	COMPETENT	PROFICIENT (+ competent behaviors)
CAPTURING ATTENTION	• Begins with presentation of data and information • Uses generic opening not tailored to HCP	• Tailors opening based on specific HCP • Establishes common ground • Gives listener a reason to care	• Opening leads seamlessly into powerful questioning and a two-way dialogue
ASKING POWERFUL QUESTIONS	• "Data dumps" information and doesn't create an interactive dialogue • Asks mainly close-ended questions • One-directional	• Asks creative questions to stimulate a two-way scientific dialogue • Questions uncover "what" • Displays interest and curiosity in HCP	• Questions uncover "why" - underlying beliefs and assumptions • Asks challenging questions that invite critical thinking

Scientific Interaction Excellence Model (SIEM) Rubric (cont.)

PRESENCE

SKILL	DEVELOPING	COMPETENT	PROFICIENT (+ competent behaviors)
DELIVERING TAILORED SCIENTIFIC STORY	• Delivers a "one-size-fits-all" approach • Main points of the scientific story are not clear • Has trouble "getting to the point" with the HCP • Lacks use of storytelling tools (analogies, stories, etc.) to bring the data to life • Uses visual aids or supporting resources to "data dump" information	• Delivers a tailored scientific story, incorporating storytelling tools and leveraging resources and data • Explains the main points of the scientific story and communicates them in a prioritized fashion • Uses constructive tension to support HCP to explore new data, thinking, and treatment approaches	• Leverages information about local/regional/national healthcare landscape changes to further customize the interaction • Demonstrates confidence in communicating data in a concise manner • Creates a memorable narrative with metaphors, testimonials, etc. that resonate with HCP • Builds credibility and inspires action
ACTIVE LISTENING	• Displays passive, self-focused listening • Struggles to read the HCP and adapt communication style to meet their needs • Offers solutions before fully understanding the underlying issue/concern	• Demonstrates active listening (high concentration/connection) and is focused on HCP needs • Demonstrates high empathy and inviting body language to engage the HCP • Provides verbal and nonverbal feedback	• Effectively uses pauses and silence to allow the HCP time to think • Effectively manages conflict through listening techniques (paraphrasing, mirroring, empathizing, summarizing, etc.) • Listens with the intent to deeply understand
PRESENTATION SKILLS	• Demonstrates a lack of passion for and connection to information being shared • Lacks confidence and focus • Exhibits inefficient use of space, voice, body, words	• Conveys passion through pitch, tone, inflection, etc. • Displays confidence through posture, eye contact, body movement, facial expressions • Delivers focused message at an appropriate pace with seamless transitions	• Leverages presentation skills to create a meaningful two-way dialogue • Uses pauses strategically to engage HCP
ANSWERING COMPLEX QUESTIONS	• Is unprepared to answer HCP questions • Answers questions without clarifying first • Overexplains and does not pause to allow for HCP response	• Uses in-depth knowledge of HCP and data to answer questions • Listens and acknowledges before clarifying • Clarifies by restating what the HCP asked • Provides concise answer using appropriate resources if needed	• Uses a powerful question to clarify, getting to the "why" behind the question • Creates critical thinking and supports HCP to reframe thinking and explore new data • Creates two-way dialogue in response to question

Scientific Interaction Excellence Model (SIEM) Rubric (cont.)

PULL THROUGH			
SKILL	**DEVELOPING**	**COMPETENT**	**PROFICIENT** (+ competent behaviors)
IMPACTFUL DPOs	• Documents observations that are too general or vague • Includes extraneous information • Not compliant with AbbVie policies	• Contains all information relevant to understand the observation • Comprehensive yet brief, focused on the most pertinent information • Consistent with AbbVie compliance policy	• Clearly communicates the “why” behind HCP opinions on data • Utilizes TA strategy and priorities to listen for and identify highly impactful DPO
FOLLOW-UP	• Plan for follow-up does not include specifics (deadlines, actions) • AbbVie internal communication necessary but unplanned	• Plans specific follow-up with HCP • Establishes clear objective for next meeting based on this interaction • Communicates with AbbVie internal stakeholders to meet HCP needs	• Follow-up plan includes long-term considerations

Congratulations!

We hope you found this playbook helpful during your onboarding journey and beyond.

We are excited to have you on the team.

This is only the beginning!