



Scientific Interaction Excellence Model

Making Every Interaction Count

MOSL 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 trusted partnerships with health care decision makers (HCDMs) to improve patient access 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 MOSL interactions with HCDMs
- ✓ 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 MOSLs. Your coaching will help team members use the Scientific Interaction Excellence Model in every interaction with HCDMs.

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

The sections found in this Coaching Guide include:

[Your Role](#)

[iGrow Coaching](#)

[Scientific Interaction Excellence Model](#)

[Coaching For PLAN](#)

[Coaching For PRESENCE](#)

[Coaching For PULL THROUGH](#)

[Consistently Use a:coach](#)

Your Role

The Scientific Interaction Excellence Model is a framework to optimize impactful interactions with HCDMs. Your coaching will help MOSLs build trusted partnerships with HCDMs to improve patient access and advance clinical outcomes while gathering observations that are critical to AbbVie insights and strategies.

The model has 3 components:

1. **PLAN:** Support MOSLs in the expectation to prepare and plan for a tailored 2-way scientific interaction with HCDMs
2. **PRESENCE:** Observe HOW MOSLs conduct the tailored, impactful interactive presentation they planned for using the skills listed to meet their objectives
3. **PULL THROUGH:** Coach MOSLs to reflect on the quality and outcomes of the interaction, communicate 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.

iGROW Coaching

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

You and your coachee:

- ✓ **IDENTIFY:** Decide on the subject area to be covered through coaching
- ✓ **GOAL:** Agree on the desired outcome to be achieved and how to accomplish this within the allotted timeframe
- ✓ **REALITY:** Determine the gap by comparing the current state to the desired goal, and identify coachee strengths that can be leveraged to help fill gap
- ✓ **OPTIONS:** List SMART 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 record 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.

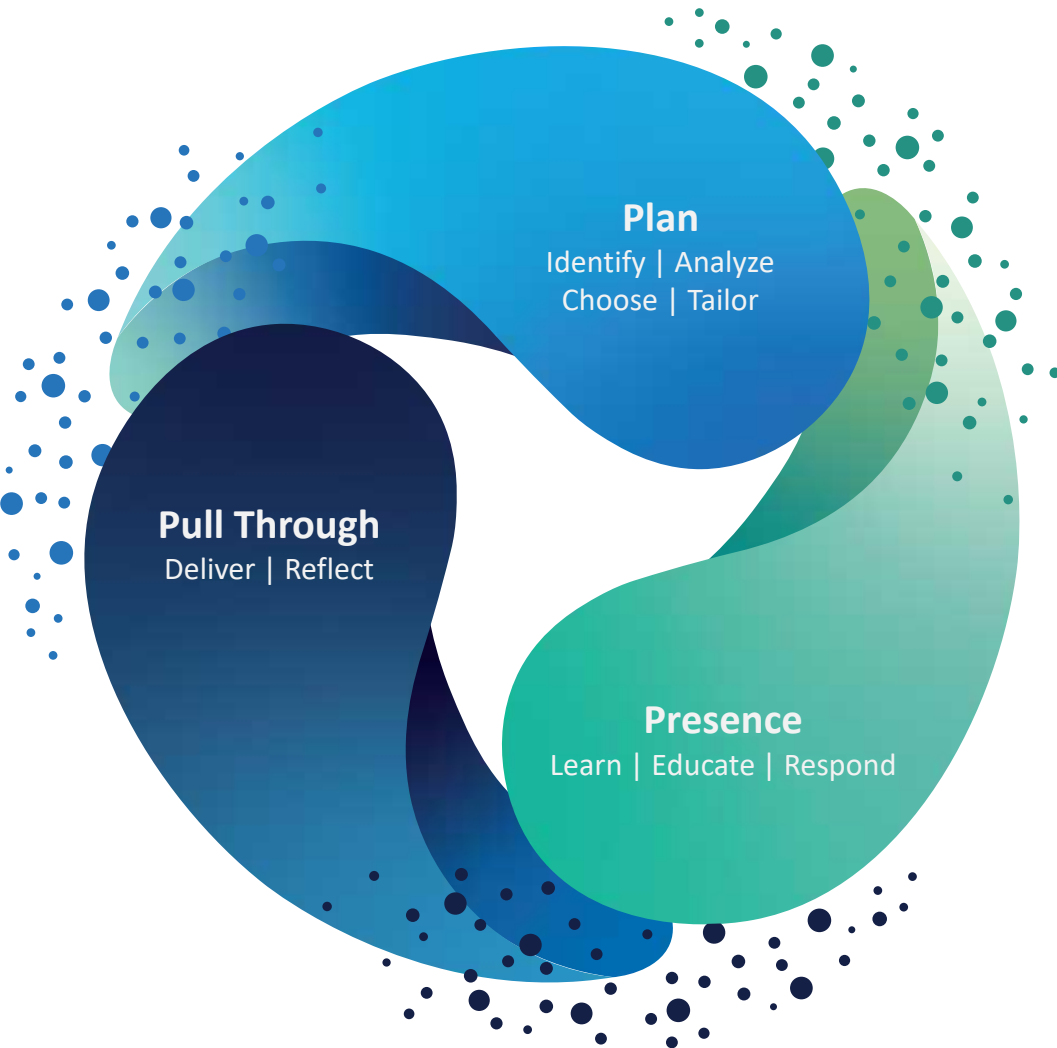
POSITIVE GOAL-SETTING

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.

Scientific Interaction Excellence Model



MOSLs play a critical role in the 2-way communication of scientific information between AbbVie and HCDMs. You should coach MOSLs to use the 3 interdependent components of the model to build and solidify trusted partnerships between their HCDMs and AbbVie.

The model has 3 components

- **Plan:** Prepare and plan for a tailored 2-way scientific interaction
- **Presence:** Conduct the tailored interaction with the HCDM through an impactful interactive presentation
- **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 HCDMs

Strategic Inputs

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

Customer Interaction Strategic Plan

Prioritize and support R&D/USMA/HEOR/TA medical objectives with each interaction.
Report and document DPOs that could influence these objectives and facilitate generation of RWE.

Account Analysis

Analyze your account to understand the gaps and how to solve for those gaps on behalf of AbbVie and the patients we serve.

Account Objectives

Develop objectives from your analysis.

HCDM Medical Panel

Define with WHOM the account objectives will be accomplished.

Plan

R&D – research & development
USMA – United States Medical Affairs
HEOR – health economics & outcomes research
TA – therapeutic area
DPO – data point observation
RWE – real-world evidence

abbvie

PLAN

Components of the Scientific Interaction Excellence Model

Plan so that the interaction aligns with the needs of the HCDM and advances the strategic account objectives, improving patient access and advancing clinical outcomes. Use the *Planning Form* provided during the Plan Workshop to further define and prioritize specific, measurable objectives **BEFORE EVERY INTERACTION**.



IDENTIFY

- HCDM business challenges and opportunities
- Account decision-making process and drivers
- Key contacts within the account to expand reach
- Opportunities to improve access
- Interaction objective(s)
- Type of presentation to be delivered (ie, 1:1, small or large group, Webex)



ANALYZE

- Previous meeting notes
- Account influences, goals, associations, pharmacy management strategies, P&T meeting schedule
- Current marketplace dynamics, formulary changes, relevant industry policy or healthcare related issues
- HCDM preferences for scheduling and discussing scientific information relevant to their organization



CHOOSE

- Resources to leverage
- Appropriate account management team members to participate in meeting
- Powerful questions to create 2-way dialogue



TAILOR

- Prioritized agenda
- Scientific story with compelling opening
- Responses in anticipation of questions HCDM may ask
- Interactions in coordination with HCDM's decision-making process

Tactics

Prepare for Success | Cross Collaborate | Challenger
Tailor for Resonance | Rehearse | Prepare for Objections

Tools

Customer Interaction Strategic Plan | HCDM Medical Panel
Veeva Data & Documentation | Planning Form | Clinical Resources

COACHING FOR PLAN

BEHAVIORS

Look for the following behaviors and coach for development.

- Uses Strategic Inputs to identify interaction objectives
- Identifies HCDM business challenges and opportunities, presentation type, and key contacts
- Analyzes previous meeting notes
- Analyzes account influences, goals, associations, strategies, schedule
- Analyzes current marketplace dynamics, relevant policy, healthcare issues, HCDM preferences
- Uses this information to plan a tailored interaction that includes:
 - Prioritized agenda
 - Approved resources
 - Scientific story with compelling opening
 - Powerful questions to create 2-way dialogue
 - Responses in anticipation of questions HCDM might ask
 - Interactions in coordination with HCDM's decision-making process

COACHING TIPS

Use these tips to coach for development.

- Prior to each HCDM interaction, discuss the pre-interaction planning in detail
- After an interaction, review whether the interaction went according to plan
- Encourage MOSLs to take time to plan each interaction, setting specific objectives to deliver tailored information that will resonate with the HCDM

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

- What business challenges or opportunities exist for the HCDM?
- What is your objective for today's interaction?
- What type of presentation will you deliver?
- Which account team members will participate?
- How have you prioritized your agenda to meet TA medical objectives?
- What compelling opening will you use to capture the attention of the HCDM?
- How will you tailor your scientific story to resonate with the HCDM?
- What resources will you use?
- What powerful questions will you use to create 2-way dialogue?
- What is the most important idea you want to convey to this HCDM?
- What questions do you anticipate the HCDM asking?

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.	<ul style="list-style-type: none">✓ I observed that while you used approved resources to educate the HCDM, the delivery of your scientific data did not seem to be tailored to the HCDM's business challenges and opportunities that you identified in PLAN.✓ 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.	<ul style="list-style-type: none">✓ So, you've said that you are not really spending a specific amount of time on planning before your interactions.✓ Planning is critically important to your success and I'd like to see you make it a habit, with a goal of creating a specific plan before each interaction with an HCDM.
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.	<ul style="list-style-type: none">✓ We know that scrupulous planning prior to interactions with HCDMs helps keep interactions on track and helps improve our interaction outcomes.✓ That's why it's my expectation that you take time before each interaction to plan for it.✓ What's your current practice? How much time do you spend planning before each interaction? What specifically do you plan?
OPTIONS	List SMART choices and possibilities, and then select which ones to work on to achieve the goal.	<ul style="list-style-type: none">✓ How will you start building planning into your day?✓ What steps will you take?✓ What will your plans look like?✓ How can I support you in getting this taken care of?✓ 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 record plan in a:coach.	<ul style="list-style-type: none">✓ 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 <i>Planning Form</i> for each HCDM interaction.✓ Thanks, that's a great plan! We'll review your progress on this at our next meeting.

PRESENCE

Components of the Scientific Interaction Excellence Model

Each interaction with an HCDM should serve as a 2-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 the HCDM's organization.



LEARN

- Ask powerful questions to uncover underlying beliefs and assumptions (ie, during 1:1s, presentation openers, Q&As)
- Explore needs and gaps
- Actively listen



EDUCATE

- Start with a compelling opening
- Deliver a tailored scientific story using approved resources
- Use constructive tension to build value for HCDMs by helping them think differently about their business challenges and needs



RESPOND

- Engage in an interactive dialogue
- Answer complex questions confidently
- Obtain appropriate business advancements or agreements
- Make concrete plan for next steps
- Follow compliance protocols to address unsolicited requests from HCDMs

Tactics

Powerful Questioning | Educate for Differentiation
Tailor for Resonance | Presentation Skills | Executive Presence

Tools

Approved Clinical Resources | Active Listening
Scientific Storytelling | Constructive Tension | Medical Challenger

COACHING FOR PRESENCE

SKILLS

Look for the following skills and coach for development.

- Starts with a compelling opening
- Delivers a well prepared, professional presentation with appropriate account management team members
- Explores HCDM needs and gaps
- Tailors the scientific story using approved resources
- Engages in an interactive dialogue by asking powerful questions and actively listening to the answers
- Uses constructive tension to build value for HCDMs by helping them think differently about their business challenges and needs
- Answers complex questions confidently
- Obtains appropriate business advancements or agreements
 - Makes concrete plan for next steps
 - Follows compliance protocols to address unsolicited requests from HCDMs

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 MOSLs understand the WHY behind each skill
- If you don't observe a specific skill, ask for an example from a previous interaction with that HCDM or a different one

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

- How did you capture the attention of the HCDM? How could you make that opening even more effective?
- What powerful questions did you ask? Did they help you effectively explore needs and gaps?
- Did you demonstrate active listening?
- How did the HCDM react to the tailored scientific story you shared?
- How did you use constructive tension to build value for HCDMs by helping them think differently about their business challenges and needs?
- Did you engage in an interactive dialogue?
- Did you answer complex questions confidently?
- Did you obtain appropriate business advancements or agreements?
- How did you support the HCDM to make concrete SMART plans for next steps?
- Did you follow compliance protocols to address unsolicited requests from HCDMs?

COACHING FOR PRESENCE

I-GROW STEP	GUIDANCE	EXAMPLE
IDENTIFY	If you identify a skill associated with presence that could be improved, first clearly state what you have observed.	<ul style="list-style-type: none">✓ While you communicated appropriate tailored information, your delivery was informal.✓ Why is that?
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.	<ul style="list-style-type: none">✓ When delivering a tailored scientific story with HCDMs, use your voice, body space, and words in a formal manner.✓ During PLAN, make sure to brainstorm how you will do so and practice.✓ Arrive early, and ensure the room and equipment are set up to allow you to give a formal presentation using your voice, body, space, and words.✓ 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.	<ul style="list-style-type: none">✓ Your word choice is often formal, but I've seen you present many times sitting down facing the slides as you read from them.✓ Not only is it more difficult to hear when you do this, but it does not communicate passion and confidence.✓ Try to plan, practice, set up for, and deliver a formal presentation every time.
OPTIONS	List SMART choices and possibilities, and then select which ones to work on to achieve the goal.	<ul style="list-style-type: none">✓ In the interaction today, what could you have changed in your voice, body, space, or words to deliver a more formal presentation?✓ What steps will you take to deliver formal presentations consistently?✓ How will you let me know about 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.	<ul style="list-style-type: none">✓ OK, you've agreed that over the next 2 weeks, you will plan, practice, set up for, and deliver formal presentations.✓ 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.

PULL THROUGH

Components of the Scientific Interaction Excellence Model

What you do after an HCDM 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 HCDM is critical to strengthening partnerships.



DELIVER

- Document quality DPO(s)
- Compliantly capture DPO(s) and interaction in Veeva
- Follow up as needed to support HCDM (eg, specific actions, deadlines)
- Communicate with AbbVie stakeholders as appropriate



REFLECT

- Did you accomplish the meeting objective(s)?
- What resonated with the HCDM? What did not?
- What new opportunities did you create to meet again with the HCDM?
- What could you have done differently for greater impact?
- Based on this meeting, what is your next meeting objective with this HCDM?

Tactics

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

Tools

Veeva Documentation | DPO Documentation
Medical Information Request | HCDM Medical Panel

COACHING FOR PULL THROUGH

BEHAVIORS

Look for the following behaviors and coach for development.

- Documents quality DPOs
- Compliantly captures DPOs and interactions in Veeva
- Follows up as needed to support HCDM
- Communicates with AbbVie stakeholders as appropriate
- Based on the current interaction,
 - Reflects on the quality and outcomes
 - Plans objectives of next meeting with that HCDM
 - Self-evaluates and makes SMART plans for improvement in future interactions

COACHING TIPS

Use these tips to coach for development.

- Encourage MOSLs 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 MOSL will do for follow up

QUESTIONS TO ASK

Try these questions to guide the coaching conversation.

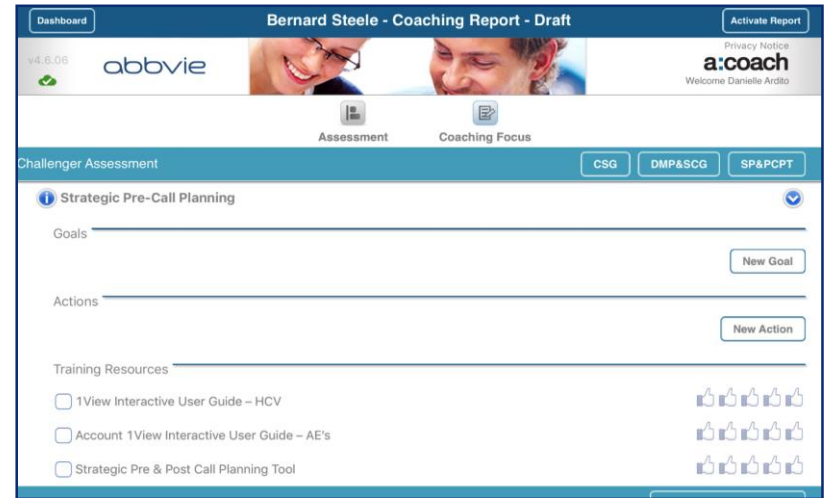
- What DPOs and interaction details will you document in Veeva? When?
- What details do you need to follow up on to support the HCDM? When?
- Which AbbVie stakeholders do you need to communicate with (if any)? On what? When?
- How would you describe the quality of that interaction?
- Did you accomplish the meeting objective(s)?
- What resonated with the HCDM? What did not?
- What new opportunities did you create to meet again with the HCDM?
- 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 HCDM?

COACHING FOR PULL THROUGH

I-GROW 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 a majority of your DPOs are not concise, clear, or specific.
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.	✓ Can we look at some of your best DPOs, determine what is quality about them, and identify areas of improvement? ✓ 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?
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.	✓ Based on our analysis of your DPOs, what do you think are your current strengths and weaknesses? ✓ What do you think the reality should be? Why?
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 send me your DPOs for the next 2 weeks. ✓ Thanks! We'll review your progress on this at our next meeting.

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 MOSL makes over time.



Best Practices

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