



HUMAN SCAFFOLD

Building human connections for exceptional results

Leadership Synergy Program:

Building Proactive, Enterprising Leaders

The AdPharm
Credit Valley Golf & Country Club
May 30, 2025



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OBJECTIVES



Objectives

A Strategic Partner: thinking beyond the immediate task and aiming to contribute to the client's broader goals.

Solutions-Oriented: taking ownership of challenges and finding creative ways to address them.

Confident and Collaborative: assertively sharing ideas while building strong, trust-based relationships with clients and colleagues.

Action-Driven Visionary: acting decisively and inspiring others with their ability to turn ideas into results.



the adpharm

TIMEFRAME	DESCRIPTION
855-900am	Intro kick-off
900-915am	"one honest goal"
915-945am	REPN Concept Review
945-1015am	Johari Window
1015-1030am	BREAK
1030-1045am	Communication Activity
1045-1115pm	Johari Window
1115-1215am	CBCF Framework
1215-100pm	LUNCH
1-115pm	Fun Activity
115-130pm	Morning Reflection Discussion
130-230pm	Scenarios
230-245pm	BREAK
245-330pm	Rooms of Change
330-400pm	Prep for Next Meeting
4-425pm	Final Reflections
425-430pm	Final Thoughts, Wrap Up



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ORIENTEERING



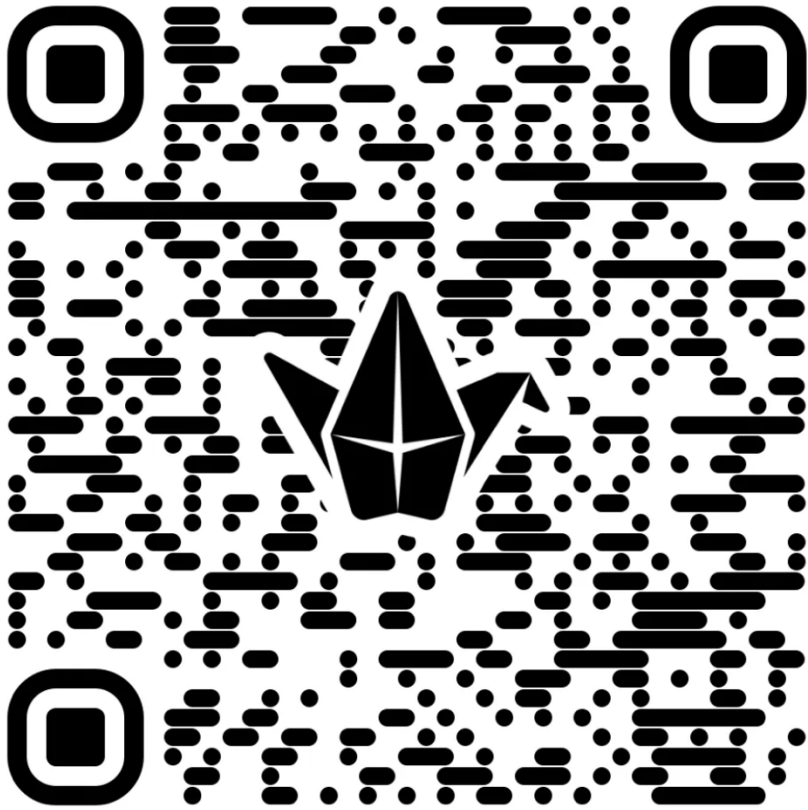
What is a **CRITICAL FRIEND**?

"Critical friends" are trusted individuals who provide constructive feedback in a supportive, honest way.

This concept encourages accountability and growth.

Today, you are a **LEARNER** and a **SUPPORTER**.

ONE HONEST GOAL



Commit to one aspect
of honest
communication that you
will practice today to
help you both learn
about yourself and
support one another.

GROUP DISCUSSION



MISSION

Since 2007, our diverse and dedicated team has helped pharmaceutical clients of all sizes launch, nurture, and optimize their brands' potential.

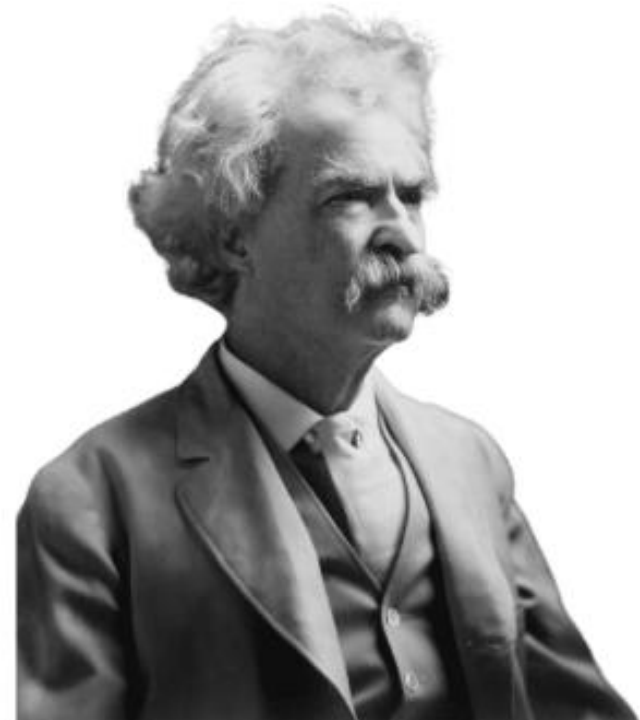
Continuing our commitment, we strive to deliver innovative solutions and strategic insights that propel healthcare brands to new heights.



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REPN Concept Review

*"It ain't what you don't know
that gets you into trouble, it's
what you know, that ain't so."*



**Who wants to hear that they
could be wrong?**

People
perceive situations of the
environment as
favourable or
unfavourable

WILLIAM MARSTON

Psychologist – Harvard

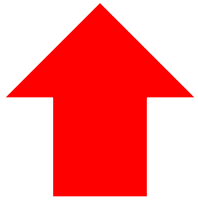
Manuscript:

“Emotions of Normal People”



Individual's reaction to
stimulus will tend to be
proactive (approach
stimuli) or
reactive (avoid stimuli).

*"Let's talk about
this"
(direct)*



RISK



*"Yeah,
everything's fine."
(non-
confrontational)*

*"Let's meet for
coffee to discuss."
(communicative)*

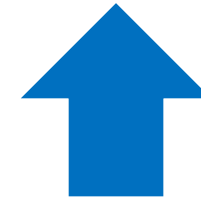


EXTROVERSION

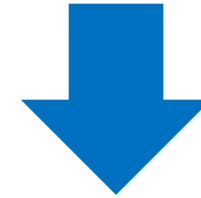


*"I need to
research and
analyze this a bit
more."
(analytical)*

*"I like to deal with
one task at a
time."
(listens, calm)*



PATIENCE



*"Let's try some
new things!"
(restless, dynamic)*

*"How will this meet
my high standards?"
(meticulous, precise)*



NORMS



*"Let's try something
different."
(unconventional,
fearless)*

Take out your cellphones
Open your web browser

Kahoot!

www.kahoot.it



Larry – The Steady Deliverer

Traits: Analytical, logical, skeptical, serious, introverted

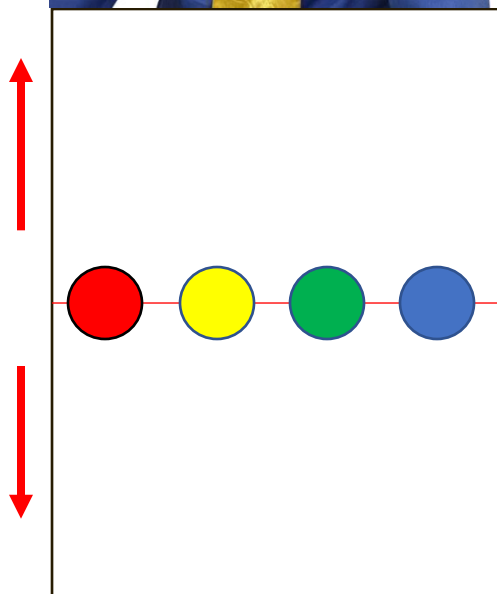
Communication: Talks facts, not feelings

Fears: Criticism, loss of accuracy and quality

Needs: Clear rules, data to analyze

Strengths: Loyal, enforces quality and directives

Watch-outs: Resists new ideas, builds trust slowly



R E P N

Larry → Account Supervisor

● Risk:

Is skeptical, does not embrace new ideas easily

● Extroversion:

Is analytical, serious, introverted

● Patience:

Talks facts and not feelings, prefers efficiency over delays, logical

● Norms:

Needs rules to follow, relies on data, fears loss of accuracy & quality



Nora – The Calm Anchor

Traits: Polite, empathetic, cautious, patient, peacekeeping

Communication: Step-by-step, discusses changes in detail

Fears: Sudden change, instability, confrontation

Needs: Stability, systems, teamwork

Strengths: Relational, calming influence, good listener

Watch-outs: Avoids conflict, slow to decide



Nora → Account Executive

● Risk:

Is cautious when making decisions, does not like face-to-face confrontation

● Extroversion:

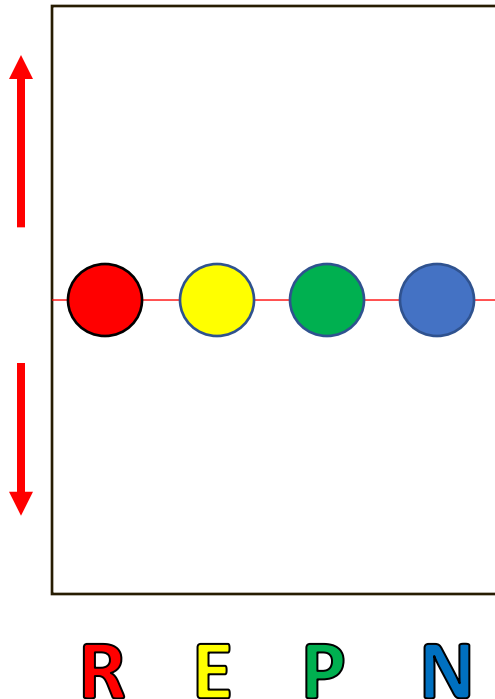
Relates to people easily

● Patience:

Is empathetic, patient & a good listener, diplomatic, needs stability, fears change, likes to discuss processes step-by-step

● Norms:

Needs systems





Lucy – The Driven Dynamo

Traits: Extroverted, confident, impulsive, goal-oriented, risk-taker

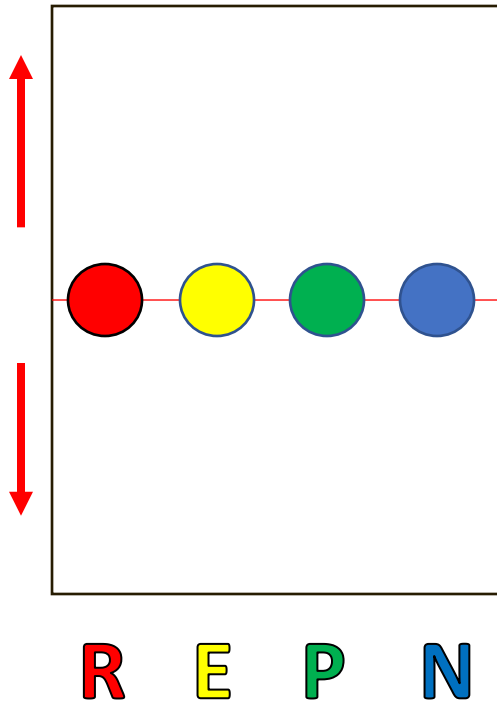
Communication: Direct, friendly, persuasive

Fears: Failure, lack of control, being taken advantage of

Needs: Challenges, autonomy

Strengths: Creative, fast-moving, energetic

Watch-outs: Can cause anxiety by moving too fast, may seem overly positive



Lucy → Product Manager

● Risk:

Is comfortable taking risks, wants the freedom to set and achieve goals

● Extroversion:

Is extroverted, confident, and influential

● Patience:

Is impatient and likes to multi-task, may act impulsively

● Norms:

Likes to think outside the box, may create anxiety by moving too fast



Percy - the Relationship Catalyst

Traits: Friendly, helpful, generous, sensitive, relationship-focused

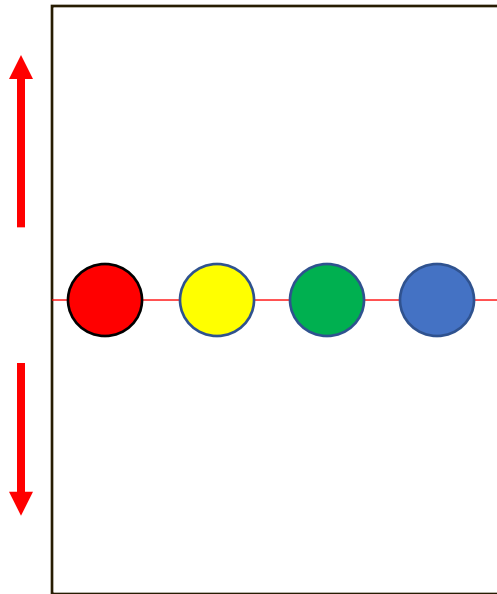
Communication: Verbal, idea-sharing, warm

Fears: Rejection, being left out

Needs: Social connection, positive environment

Strengths: Builds rapport quickly, persuasive

Watch-outs: May overlook details, may not listen fully



R E P N

Percy → Territory Manager

● Risk:

Is generally accommodating

● Extroversion:

Is friendly, helpful, generous, and makes a positive first impression

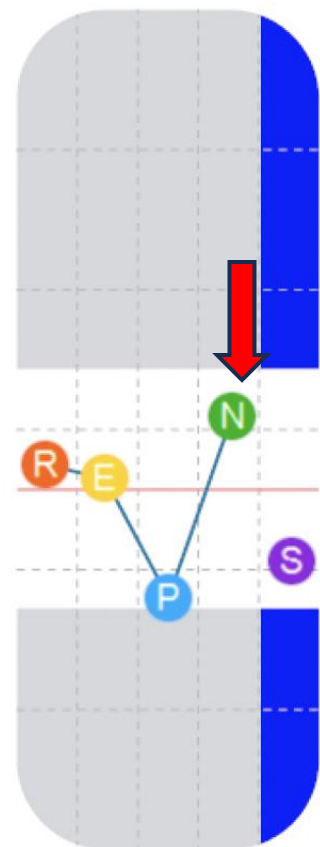
● Patience:

Shows a warm interest in others, may not always listen

● Norms:

???

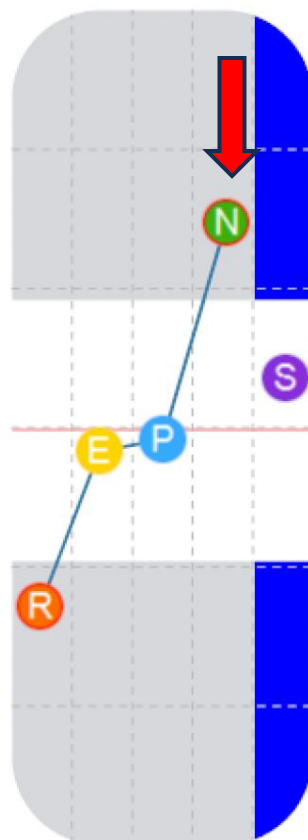
NATURAL



R	E	P	N	S
61	56	0	83	17

LAUREN
“creative”

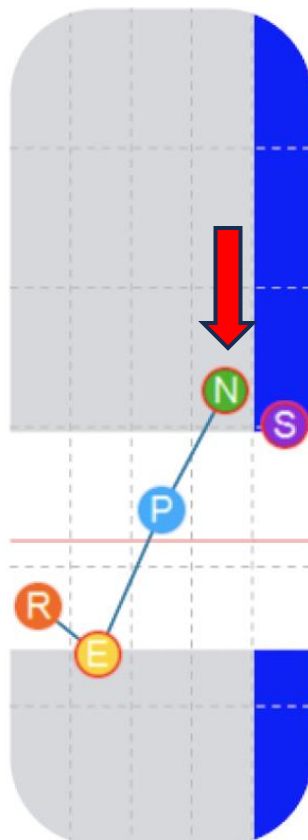
NATURAL



R	E	P	N	S
7	45	48	100	62

EVAN
“precise”

NATURAL



R	E	P	N	S
28	12	60	100	88

JACK
“sensate”

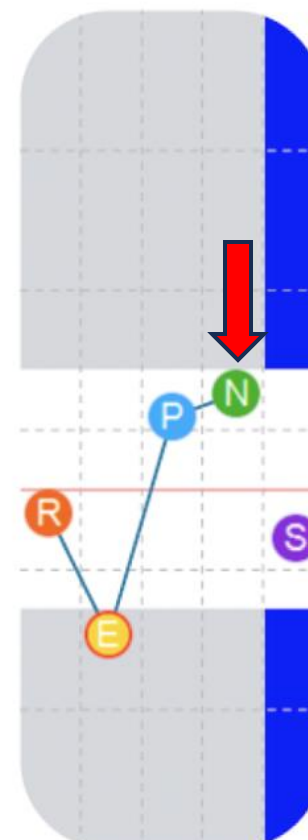
NATURAL



R	E	P	N	S
18	19	63	100	0

VICTORIA
“receptive”

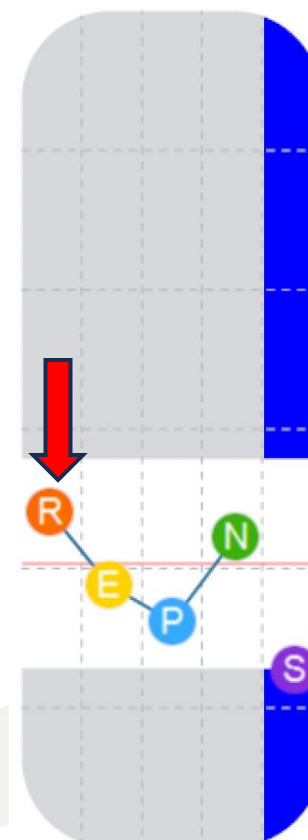
NATURAL



R	E	P	N	S
42	0	75	83	33

ABOOD
“inquiring”

NATURAL



R	E	P	N	S
94	32	0	74	0

HEATHER
“resolute”

NATURAL

LAUREN

“creative”

Decision-Making



Decision-Making



EVAN

“precise”

Decision-Making



JACK

“Sensate”

Decision-Making



VICTORIA

“receptive”

Decision-Making



ABOOD

“inquiring”

Decision-Making



HEATHER

“resolute”

ROLE

Decision-Making



Decision-Making



Decision-Making



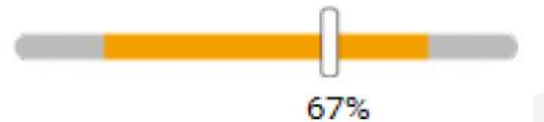
Decision-Making



Decision-Making



Decision-Making





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The AdPharm Team REPN

Behavioural Competency Comparison

COMPETENCY	LAUREN	EVAN	JACK	VICTORIA	ABOOD	HEATHER	AMY
Adherence to Rules & Guidelines							
Attention and Listening							
Competitive Orientation to Results							
Customer Service, Attention & Support							
Dynamism and Sense of Urgency							
Implementation							
Persuasion and Extroversion							
Precision - Quality							
Proactive and Independent							
Strategic Orientation to Results							

LESS EFFORT

SOME EFFORT

MORE EFFORT

Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance with appropriate rules and guidelines

Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance and time for others.

Competitive Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a direct and competitive style, accepting some challenges and using confrontation, when necessary.

Customer Service, Attention

This competency measures an individual's skill in terms of customer service and the ability to provide service in a polite, attentive and consistent style.

Dynamism and Sense of Urgency

This competency measures an individual's skill in responding to challenges that require diversity, change and variety when time is of the essence.

Implementation

This competency measures orientation toward tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.

Persuasion and Extroversion

This competency measures an individual's skill in terms of interpersonal relationships and the capacity to relate by means of an extroverted, sociable and persuasive style.

Precision, Quality

This competency measures an individual's skill regarding tasks that require precision, quality and detail. Continued follow-up through completion.

Proactive and Independent

This competency measures "proactivity" toward tasks as well as people. It involves the skills of persuasion and motivating others while pursuing challenges that require creativity and independence.

Strategic Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.



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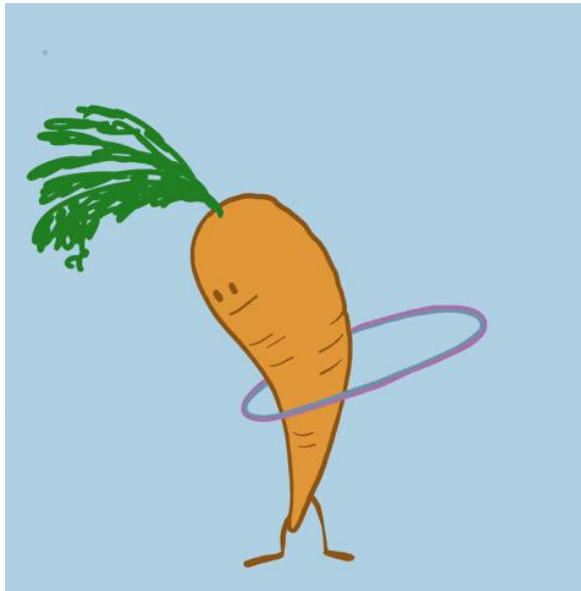
BREAK





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HOOLA HOOP ACTIVITY





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JOHARI WINDOW



ORIGINS OF THE JOHARI WINDOW



जौहरी (Johri)

Comes from Arabic/Persian roots and refers to a jeweller or someone who deals in jewels and gems.

In this metaphorical sense, a "johari" is someone who sees and understands value.

ORIGINS OF THE JOHARI WINDOW



Joseph Luft



Harry Ingham

JOHARI
Joseph + Harry
=
Johari

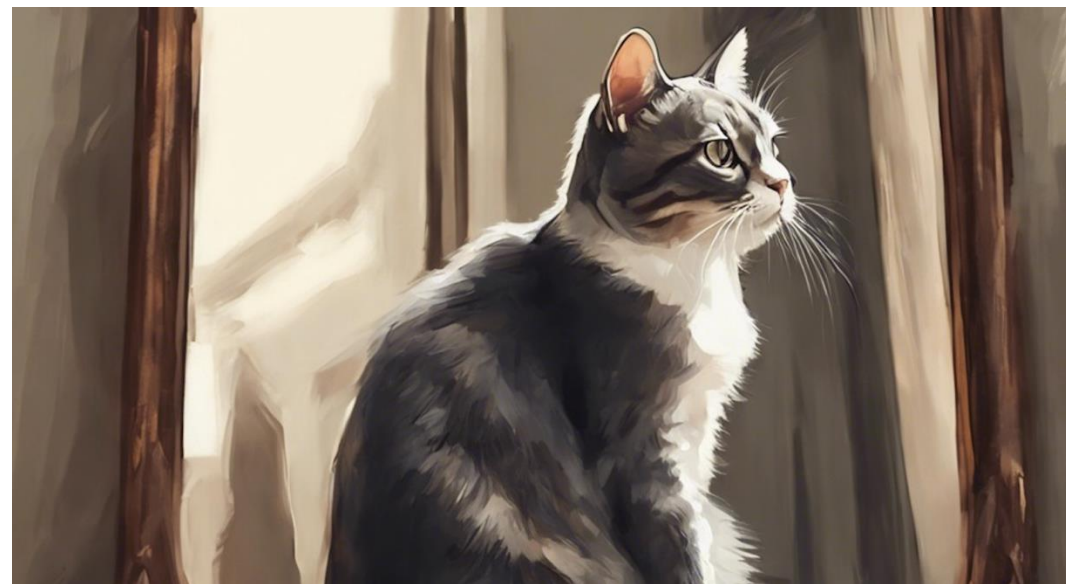


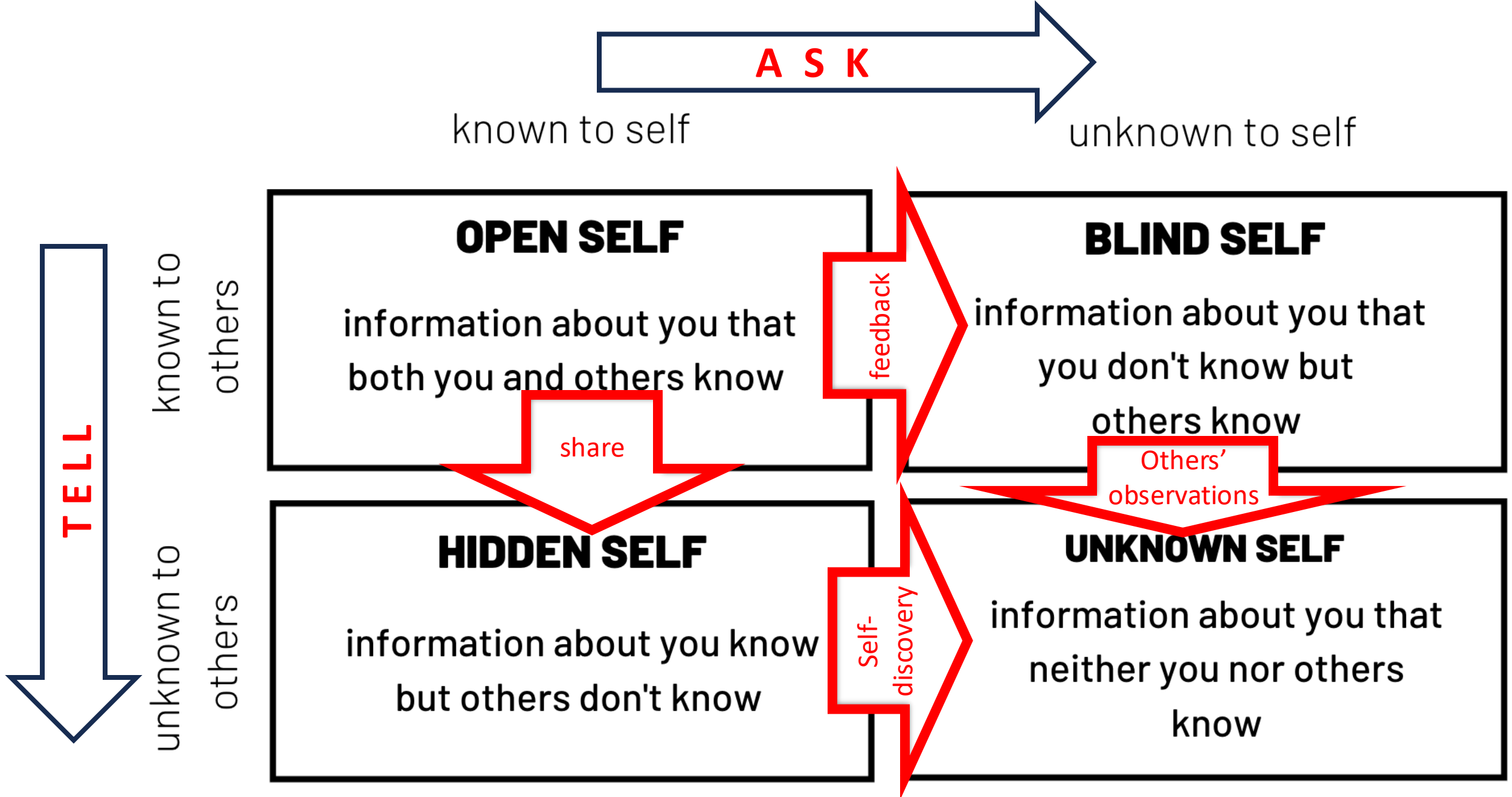
*“We don't see the
world as it is,
we see it as we are”*

Anaïs Nin

JOHARI WINDOW WORD LIST

1	Assertive	26	Logical
2	Confident	27	Good listener
3	Decisive	28	Cooperative
4	Driven	29	Trustworthy
5	Goal-oriented	30	Consistent
6	Independent	31	Compassionate
7	Direct	32	Analytical
8	Inquisitive	33	Precise
9	Results-focused	34	Detailed
10	Strong-willed	35	Organized
11	Enthusiastic	36	Dependable
12	Charismatic	37	Conscientious
13	Inspiring	38	Methodical
14	Persuasive	39	Objective
15	Sociable	40	Accurate
16	Optimistic	41	Thorough
17	Energetic	42	Cautious
18	Friendly	43	Consultative
19	Outgoing	44	Factual
20	Creative	45	Serious
21	Patient	46	Dynamic
22	Loyal	47	Active
23	Supportive	48	Independent
24	Calm	49	Fearless
25	Reliable	50	Adaptable





OPEN SELF

Information about you that both you and others know.

BLIND SELF

Information about you that others know, but you do not know.

HIDDEN SELF

Information about you that you know but others do not know.

UNKNOWN SELF

Information about you that you nor others know.

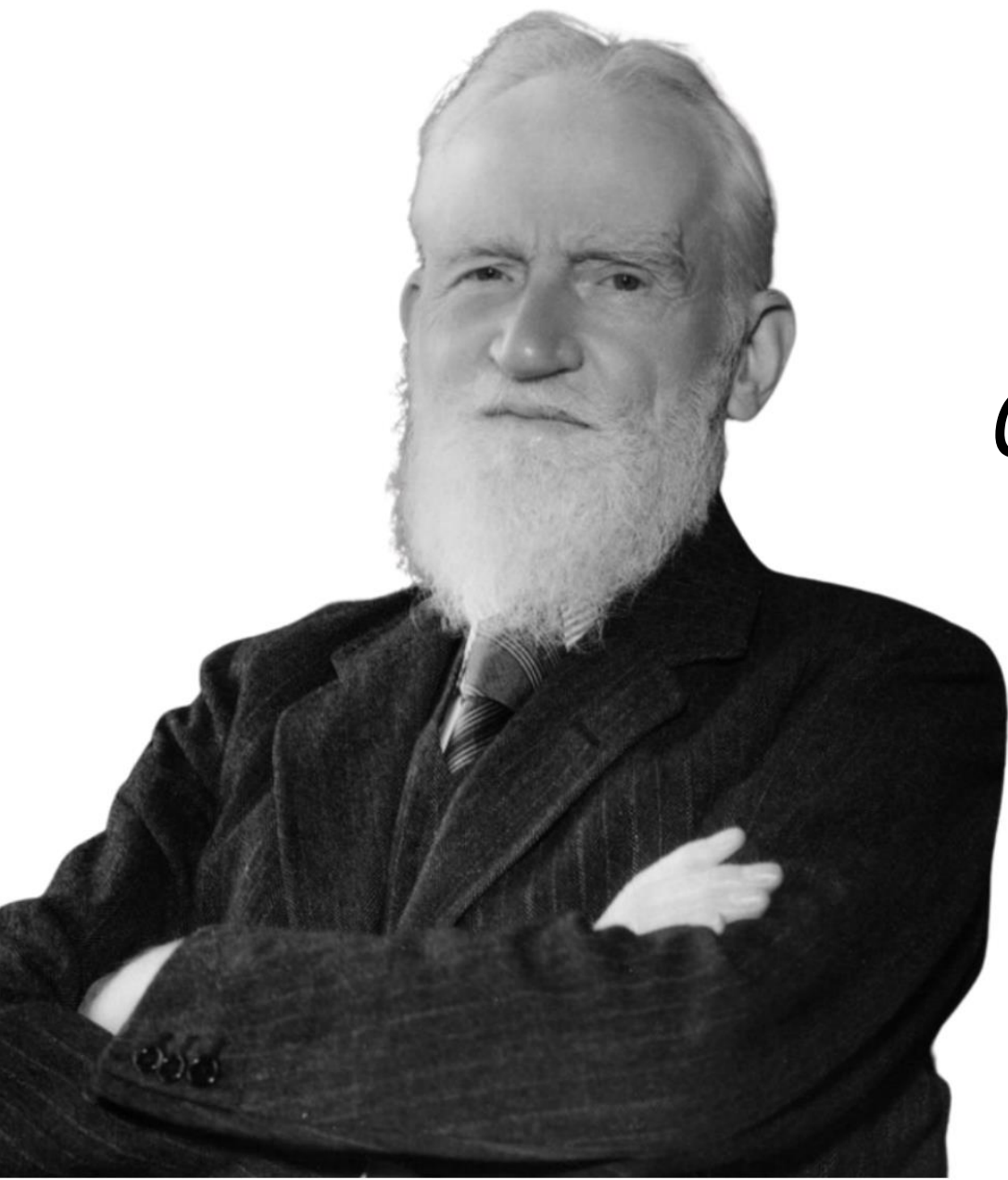
JOHARI: *Reflection*

1. **OPEN:** What strengths or qualities do others often acknowledge in you that you also recognize in yourself, and how do you use them to build trust and connection in your team?
2. **BLIND:** What kind of feedback has surprised you in the past, and how might that reveal something others see in you that you don't fully understand yet?
3. **HIDDEN:** What personal values, experiences, or motivations do you tend to keep private at work, and how might sharing some of these deepen your relationships or improve collaboration?
4. **UNKNOWN:** When have you surprised yourself by reacting or performing in a way you didn't expect, and what might that reveal about untapped potential or areas for growth?



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CBCF FRAMEWORK



*“The single biggest
problem in
communication is the
illusion that it has
taken place.”*

George Bernard Shaw

COLLABORATION

How would you describe your ideal collaboration with colleagues?

BOUNDARIES

What do healthy workplace boundaries look like to you?

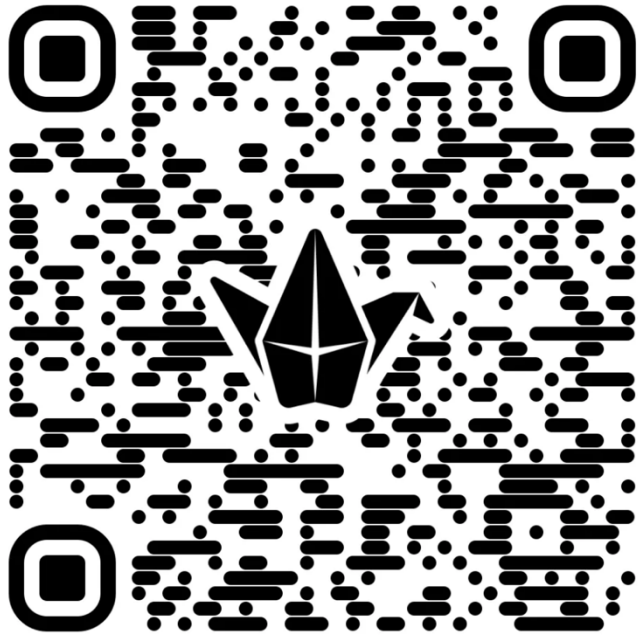
COMMUNICATION

What does open communication look like to you?

FEEDBACK

How do you feel about giving and receiving colleague feedback?

CBCF: *top 3-5 priorities per quadrant*



Collaboration

→ Outline what good collaboration looks like between colleagues.

Boundaries

→ What do healthy workplace boundaries look like to you?

Communication

→ What does open communication look like to you?

Feedback

→ How do you feel about giving and receiving colleague feedback?

GROUP DISCUSSION: *CBCF framework*

1. How will the CBCF framework help you moving forward...
 - a. In your role?
 - b. Working with others?
 - c. Observing other relationships in the clinic?
2. Would you consider committing to completing a CBCF framework with a colleague you work closely with?



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LUNCH





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CARB COMA WAKENER





the **ad**pharm

*GET
YOUR
WHITE
BOARDS!*

MIDDAY REFLECTION

1. Which insight from the REPN or Johari Window exercises surprised you the most, and how might it influence the way you communicate with your team moving forward?
2. Thinking back to your 'One Honest Goal' from this morning, how have you practiced it so far today... and what impact did it have on your interactions?
3. In what ways did the CBCF framework discussions challenge or validate your current approach to collaboration and feedback?



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SCENARIOS

Applying...

...REPN

...JOHARI

...CBCF





Larry → Account Supervisor

Why is he a good fit for the role...

- Analytical and process-driven—great for providing details of a project
- Enforces quality and maintains high standards.
- Prefers structure and rules—ideal for policy and compliance.

Watch-out: Larry may resist change and focus more on tactical activities vs a vision and strategic partner for the brand.



Nora → Account Executive

Why is she a good fit for the role...

- Builds trust and manages sensitive feedback well
- Captures client needs, spoken and unspoken.
- Avoids confrontation—good for de-escalating tense situations.
- Cautious but flexible when change is needed.

Watch-out: May need support in urgent decision-making moments.



Lucy → Product Manager

Why is she a good fit for the role...

- Confident, quick-thinking, and goal-oriented—fits a high-responsibility, decision-heavy role.
- Likes challenges and is comfortable managing multiple projects and tasks.
- Communicates directly—leads her brand decisively.

Watch-out: Lucy will jump from idea to idea and wants results – FAST!



Percy → Territory Manager

Why is he a good fit for the role...

- Warm, friendly, and welcoming—perfect for first impressions.
- Strong verbal communicator—great at engaging with physicians.
- Builds relationships easily—can make others feel at ease.

Watch-out: He likes to go with the flow, is easily influenced and dislikes confrontation (and avoids “asking for the business”).)

Clinical Personas & Roles – At a Glance

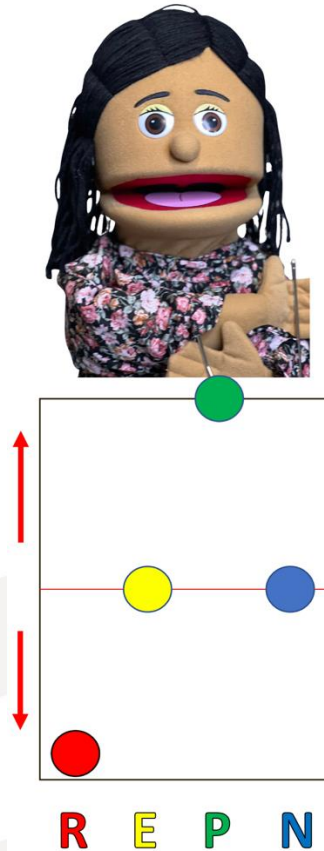
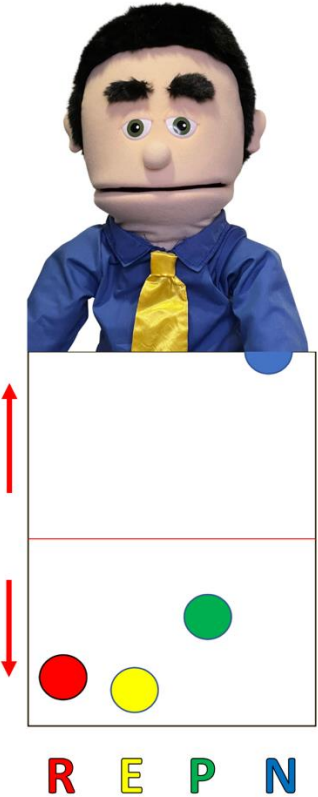
	Name	Role	Traits	Strengths	Watch-out
	Larry <i>The Steady Deliverer</i>	Account Supervisor	Analytical, Logical, Skeptical, Introverted	High standards, Loyal, Quality-focused	May resist change and slow down new ideas without solid data
	Nora <i>The Calm Anchor</i>	Account Executive	Empathetic, Cautious, Patient, Peacekeeper	Calming, Great listener, Trust-builder	May delay decisions and avoid addressing conflict
	Lucy <i>The Driven Dynamo</i>	Product Manager	Confident, Risk-taker, Fast-moving, Creative	Energetic, Innovative, Goal-driven	Can create anxiety by moving too fast & may seem overly positive
	Percy <i>The Fun Guy</i>	Territory Manager	Friendly, Outgoing, Verbal, Sensitive	Welcoming, Builds rapport fast	May overlook details or not fully listen during busy moments

SCENARIO #1: *execution vs strategy*

Context: Larry & Nora work for a boutique ad agency. A long-standing pharma client praises Larry and Nora for exceptional project management. Deadlines are met, deliverables are flawless. Yet, the client recently hinted at exploring other agencies offering more proactive brand leadership.

Client Feedback: "We always deliver! As the market shifts, we're seeing other agencies lead with more insight. We want partners who don't just respond, but who proactively shape where the brand goes next."

The Challenge: Larry and Nora reflect: How can they go beyond logistics and become strategic brand leaders?



SCENARIO #1: *discussion*

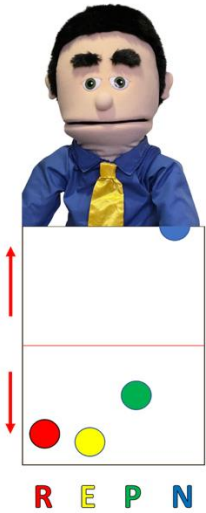
What can they do to be more strategic and "own the brand"?

- How should they engage with the client differently?
- What internal or market data could they leverage?
- How can they carve out time for strategic thinking?
- What would "leading the brand" look like in their day-to-day?

Bonus Reflection:

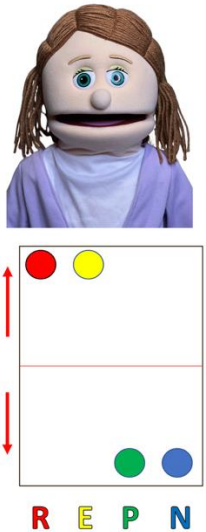
- If you were in their shoes, how would you shift from "delivery mode" to "ownership mode" in your role?

Scenario #2: *Reliable, But Not Remarkable?*



Context: Lucy is the Product Manager of a well-established, legacy brand. Sales have plateaued, and the product is now in the mature stage of its lifecycle. The brand needs fresh energy and direction to stay competitive.

Working Relationship: Lucy works closely with Larry. She deeply values his steady, can-do attitude. He consistently delivers on time, accommodates her last-minute requests, and keeps project logistics running smoothly.



The Tension: While Lucy appreciates Larry's reliability, she's quietly frustrated that he doesn't challenge her thinking. He's vocal during project status meetings but offers little input during strategic discussions. When brand planning is on the table, Larry tends to agree with Lucy's ideas rather than contributing new ones.

Lucy is beginning to question whether she's getting all she can from the agency and is considering opening an RFP—not because of dissatisfaction, but out of curiosity about what other agencies might suggest to reinvigorate the brand.

Scenario #2: *discussion*

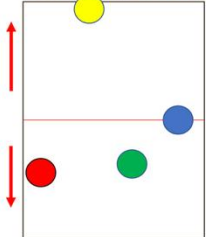
If you were Larry's manager or mentor, what advice would you give him?

- What could Larry do to start becoming a more strategic thought partner to Lucy?
- How can someone who is more operationally focused begin to contribute to strategic conversations without overstepping?
- What are the risks for the agency if Larry doesn't evolve his role, and what are the opportunities if he does?

Bonus Reflection:

- Have you ever been in a “Larry” situation yourself? What did you do?

Scenario #3: *Performance vs. Protocol*



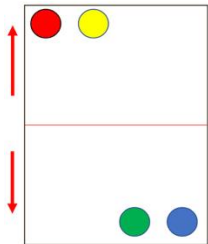
R E P N

Context:

Percy has been a top-performing Territory Manager on the same brand for over 8 years. He's respected in the field for his deep product knowledge, strong customer relationships, and consistent results. Every day, he's out the door early and meeting face-to-face with physicians, particularly his key D1 and D2 targets.

The Field Reality:

While Percy is confident in his product and therapeutic knowledge, he prefers informal conversations over formal 'detailing'. When accompanied by head office or leadership, he uses visual aids and branded materials to perfection... but on his own, he rarely uses them, believing they interrupt the natural flow of conversation. He fears that if he shares this honestly, he'll be reprimanded or micromanaged.



R E P N

Marketing Disconnect:

Lucy, the Product Manager, rarely seeks field input when developing new materials. By the time tools are presented at sales meetings, they're finalized and feedback is no longer actionable. When reps raise ideas, Lucy often dismisses them with "PAAB won't approve it" or cites IMC compliance issues.

Tension Point:

Percy feels stuck between delivering performance and conforming to tools that don't reflect how he sells. He doesn't feel heard, and over time, he's disengaging from the marketing process - even though he still believes deeply in the brand.

SCENARIO #3: *discussion*

If you were Percy's manager or a peer, how would you encourage him to share his truth about using materials, and why it matters?

- What might be the risks for Percy and the brand if this disconnect continues unaddressed?
- How could Lucy invite meaningful, earlier input from field reps like Percy... especially while navigating PAAB and IMC constraints?
- What could be done culturally to make field reps feel safe offering honest feedback without fear of consequence?

BONUS REFLECTION

- Have you seen or experienced this type of disconnect between marketing and sales? How was it handled / how *should* it have been handled?



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BREAK





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FOUR ROOMS OF CHANGE

CONCEPT: FOUR ROOMS OF CHANGE

Adapted from: Claes Janssen

Contentment Room

'comfort & stability'

- Value status quo & predictability
- Perceive disruptions as unnecessary
- Sun Lounge = complacency

Denial Room

'resistance & avoidance'

- Reject the reality of change
- Maintain existing patterns
- Dismissive of new possibilities
- Dungeon of Denial = not acknowledging the reality of the change

Renewal Room

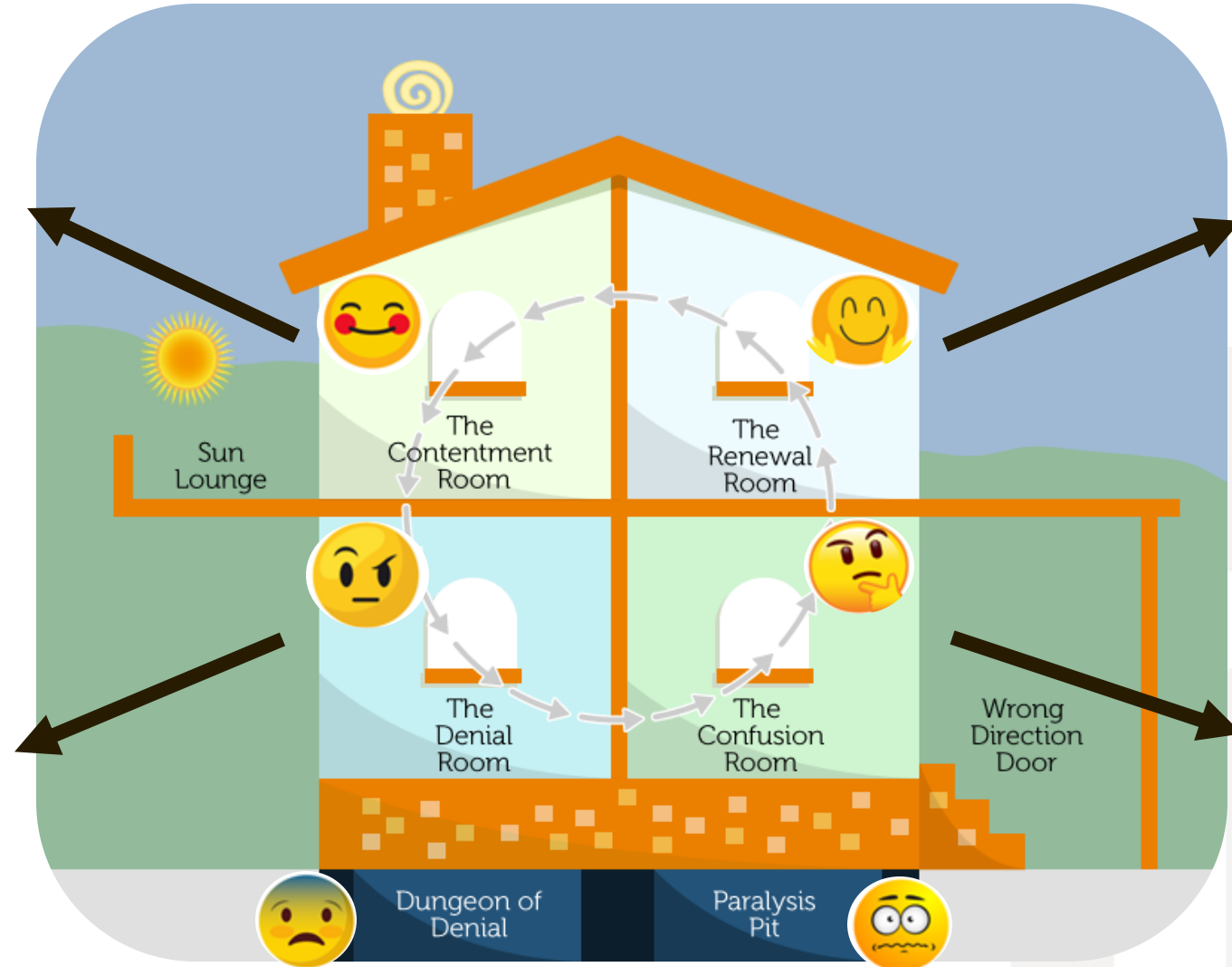
'acceptance & inspiration'

- Embrace change
- Explore new opportunities
- Adapt with optimism
- Seek other people who are in this room

Confusion Room

'uncertainty & questioning'

- Feel frustration & doubt
- Seek clarity to understand the implications of the change
- Paralysis Pit = feeling stuck, unable to move forward



CONCEPT: FOUR ROOMS OF CHANGE

Adapted from: Claes Janssen

Contentment Room

'comfort & stability'

- Value status quo & predictability
- Perceive disruptions as unnecessary
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Denial Room

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Renewal Room

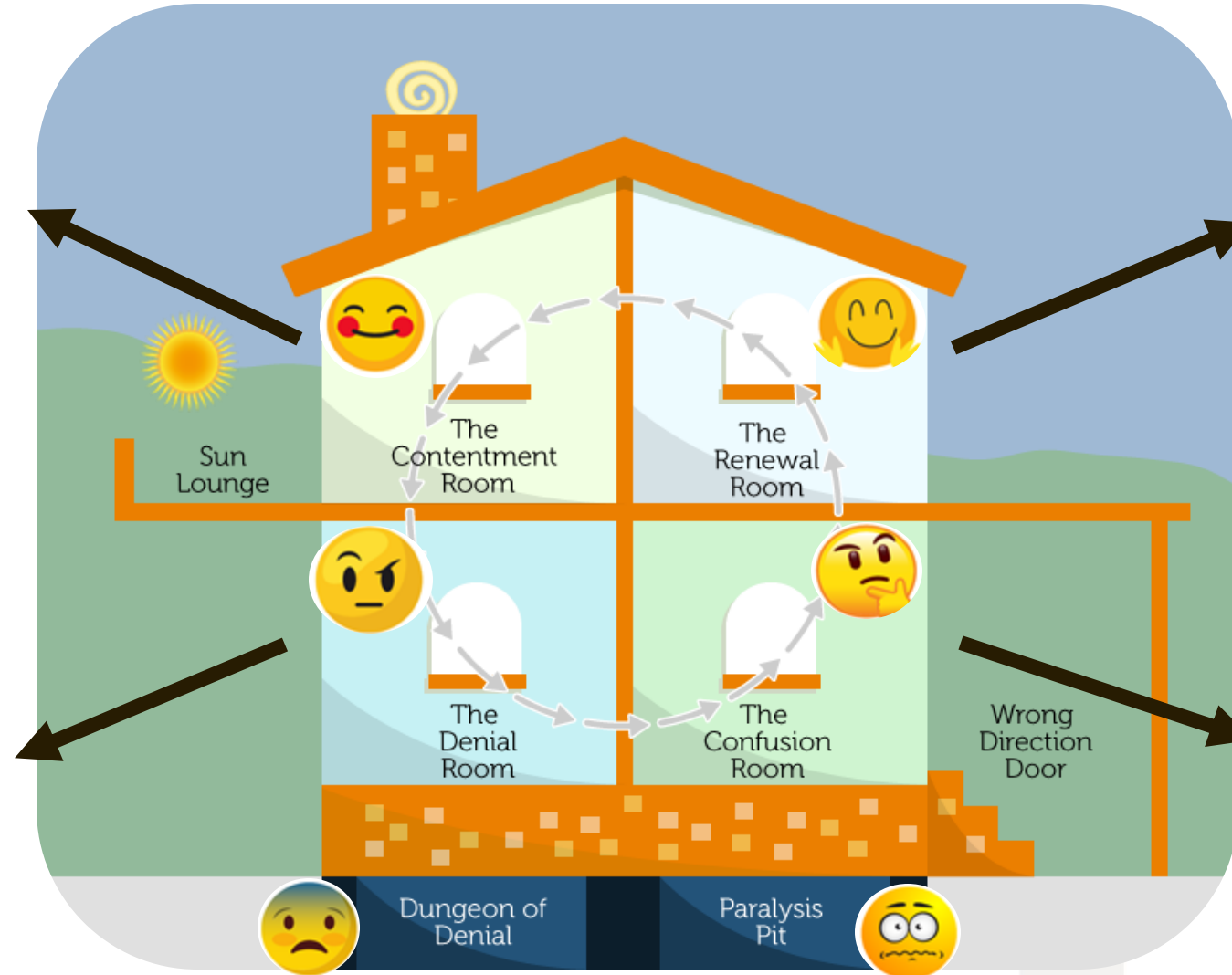
'acceptance & inspiration'

- Embrace change
- Explore new opportunities
- Adapt with optimism
- Seek other people who are in this room

Confusion Room

'uncertainty & questioning'

- Feel frustration & doubt
- Seek clarity to understand the implications of the change
- Paralysis Pit = feeling stuck, unable to move forward






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WRAP-UP:

-> Final Reflections

FINAL REFLECTION

1. What is one key takeaway or light bulb moment for you today?
 2. What will you do differently starting tomorrow?
- 
- An abstract geometric pattern consisting of several thick, light gray lines that form a series of nested, stepped rectangular shapes. The pattern is located in the bottom right corner of the slide, extending from the right edge and partially overlapping the text area.

NEXT MEETING PREPARATION

Think of one conversation you've been avoiding, big or small.

- It could be something you need to say to a peer, a manager, or even yourself.

What's one reason you haven't had that conversation yet?

Abstract geometric shapes in the bottom right corner, consisting of several overlapping, light gray rectangular blocks of varying sizes and orientations, creating a modern, architectural feel.



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Building human connections for exceptional results