

Introduction

The way I approach my role after three years in the industry has evolved significantly, shaped by experiences and lessons learnt along the way. Progressing from humble beginnings as a placement student, to a programmer within a study team, and now leading programming teams through multiple reporting events and deliveries, there has been a need to adapt my mindset and build knowledge quickly.

There have been times that I've stepped beyond my comfort zone, especially when collaborating with stakeholder functions and managing their expectations, along with the complexities of organizing a global study programming team, consisting of both in-house and external business partners. This poster goes through what I wish I had known when I started as a study lead, and what I'd advise new recruits beginning their careers.

Communicate effectively

- Effective verbal and written communication are crucial in all parts of the study lead role.
- For written communication, write clearly and concisely and make it reader friendly.
- Take time to listen and understand queries before replying.
- Don't be afraid to say no and speak up with your opinion and reasoning.

Make mistakes (and learn from them!)

- It's okay to make mistakes, perfection cannot always be achieved.
- Use them as learning opportunities to look back on and make you better equipped for new scenarios.

Ask questions

- Don't be afraid to ask questions, it's better to understand the issue or task fully than make a wrong decision.
- Even though there are no stupid questions - showing that you've done your homework and have looked into the problem first makes people much more willing to help.

Be organised

- Know your deadlines and the scope of your work and keep of track of them both.
- Write lists and tracking sheets to help you and the whole team stay on top of things.
- Keep your stakeholders in the loop, they'll be more accommodating to delays if they are aware of problems early on.

Understand being responsible vs. accountable

- Just because you're accountable for the study deliverables does not mean you're responsible to do them all.
- Remember you are the person who has ultimate ownership.



Don't forget to delegate

- Success is always much easier when you work together, don't become a bottleneck for all deliveries.
- Empower others to take ownership of tasks and see it as a way for others in the team to learn too.

Take time to reflect...

- Don't just jump straight into the next task!
- Take some time to think about what you and the team would do differently in a debrief meeting.
- Share these learnings with others too!

Do what you enjoy!

- Seek out work that you have an interest in and take on new opportunities.
- Put aside time to understand the science of the drug and ask for context when receiving requests so the work you do has meaning.

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