



PerRSSistance Is the Key: A 5-Year Transition from Associate to Study Lead Programmer the EQ Way!

Likhita Kolli

Disclaimer

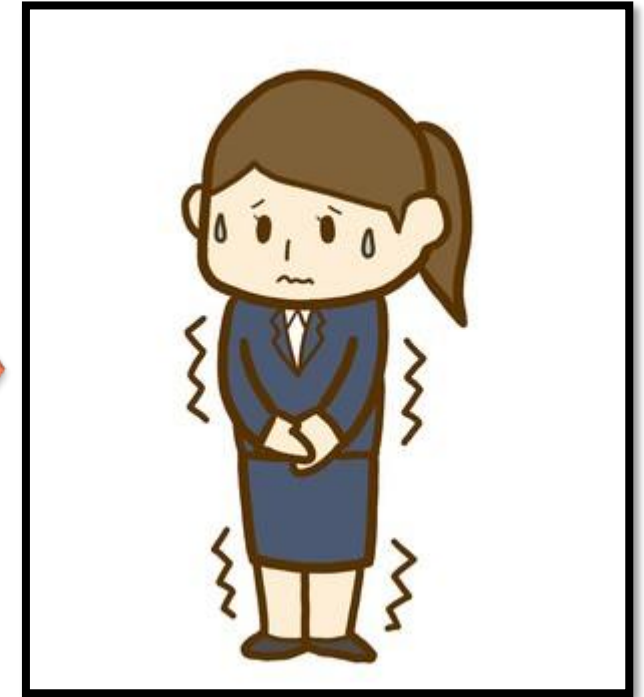
The views expressed in these slides are my own and do not necessarily reflect the views or positions of GSK.

Transition from college to corporate



This is me, just after Graduation - Full of confidence, enthusiasm and energy, ready to work.

This is me, exactly after 6 months into corporate – fear, anxiety and struggling to fit.

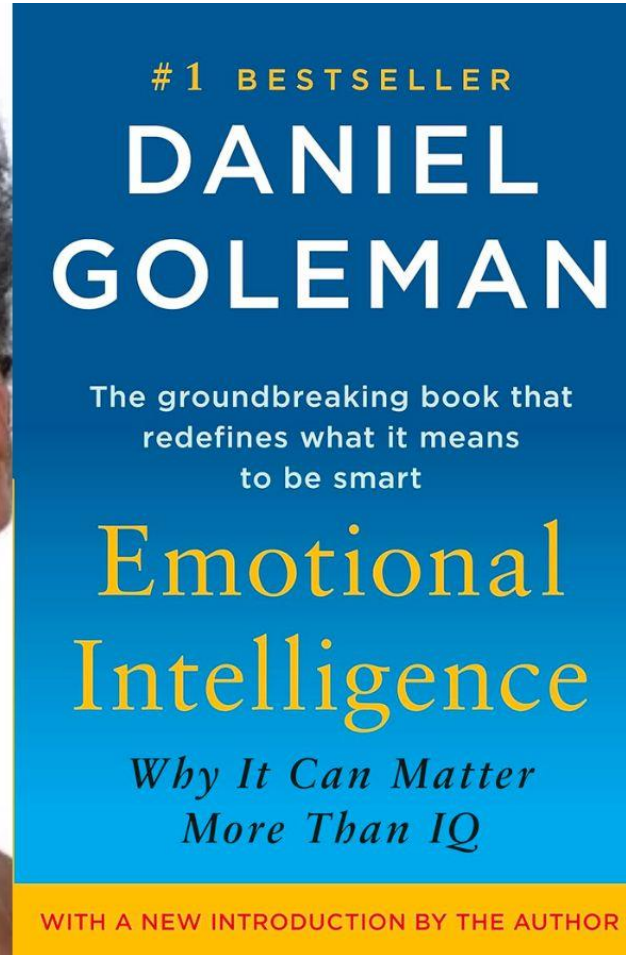


But, in those moments of vulnerability and uncertainty (for the little junior version of me), I found help from supportive colleagues, managers and leaders around me. They taught me the value of opening up, seeking help and finding the right kind of support at the right time.

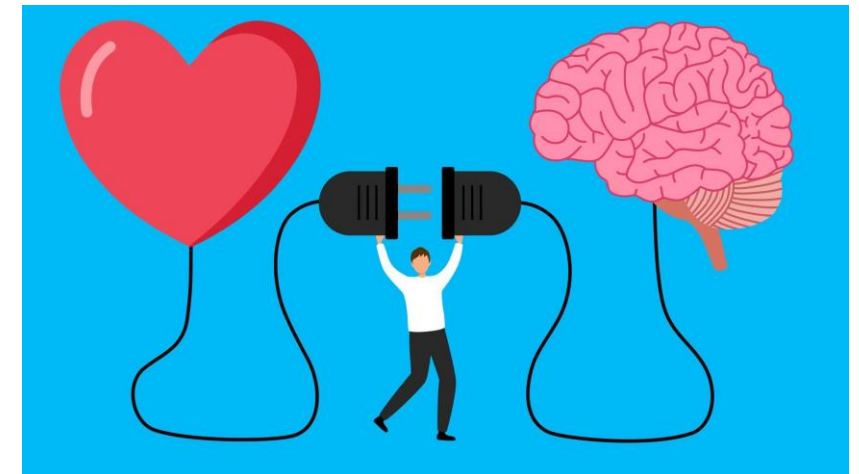
Human support >>>>>>> Technical Support

This is nothing but EMOTIONAL INTELLIGENCE!!!!!!

Emotional Intelligence



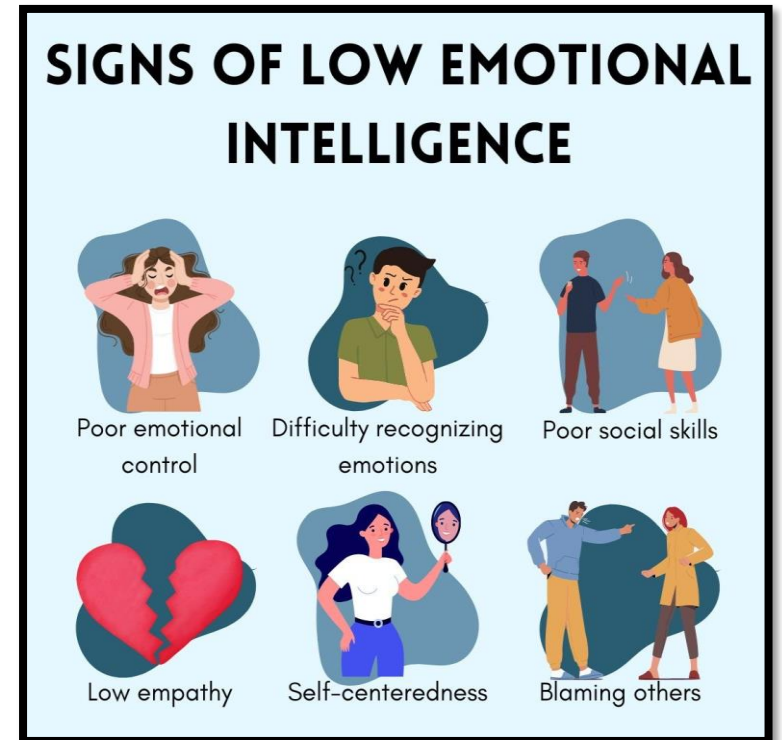
Coined by Daniel Goleman in his book in 1995, **Emotional Intelligence (EI or EQ)** is the ability to recognize, understand, and manage your own emotions, and to perceive, understand, and influence the emotions of others, leading to better stress management, communication, relationships, and problem-solving.



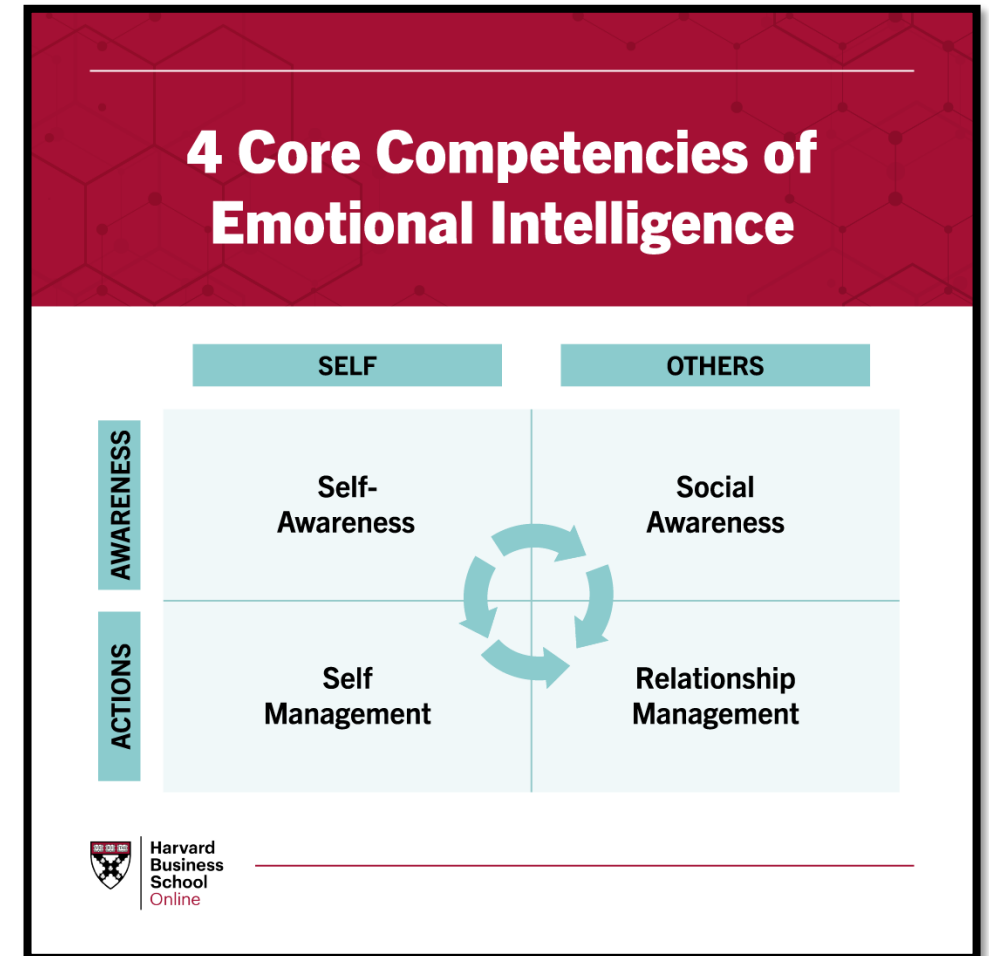
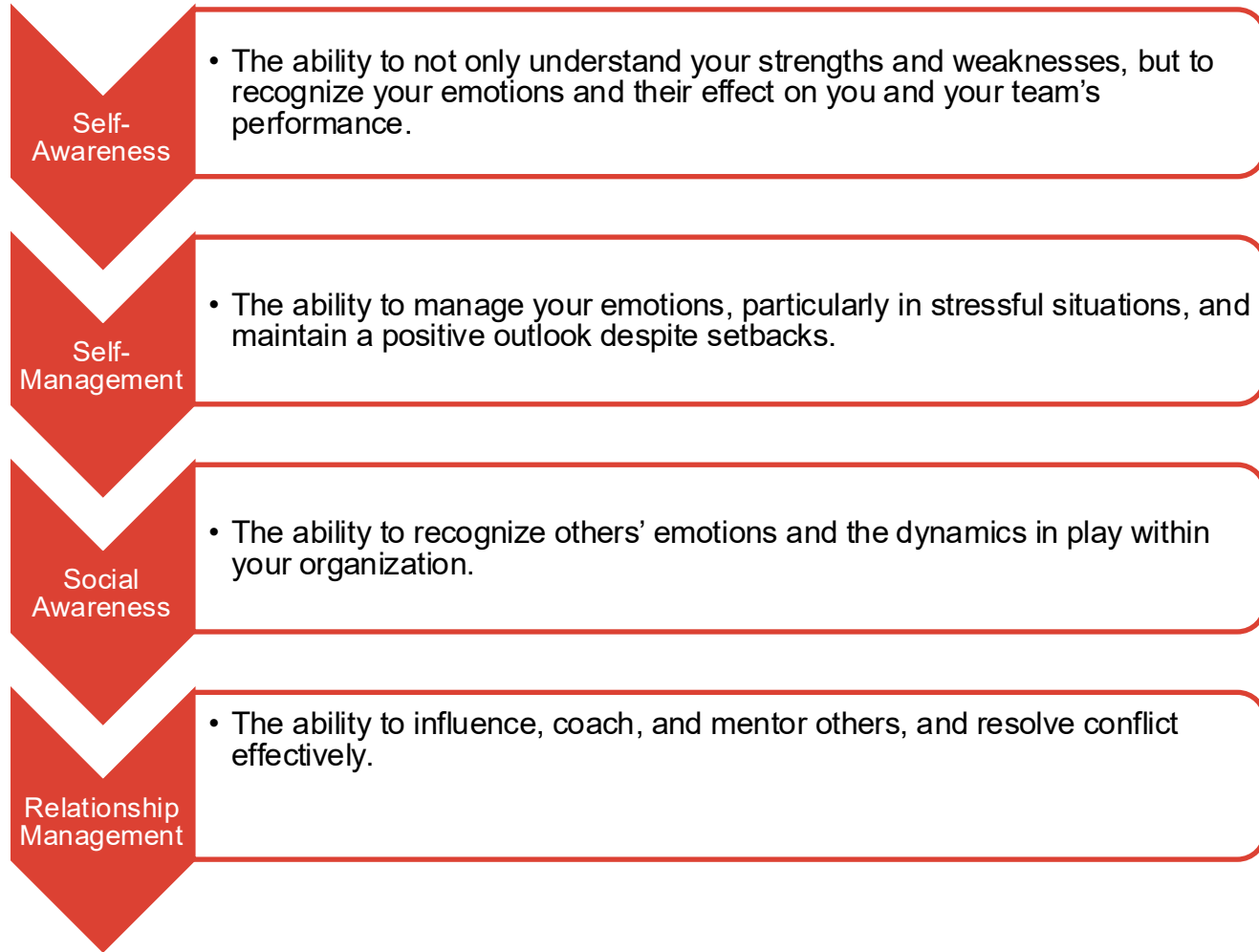
Are we going off the track????

- A lack of emotional intelligence skills often results in **workplace conflicts and misunderstandings**. This dynamic often stems from an inability to recognize or comprehend emotions.
- One of the most common indicators of low emotional intelligence is **difficulty managing and expressing emotions**. You might struggle with acknowledging colleagues' concerns appropriately or wrestle with active listening.
- Consider the relationships you have with your co-workers. Ask yourself:
 - Are your conversations strained?
 - Do you repeatedly blame others when projects don't go as planned?
 - Are you prone to outbursts?

These are all signs of a lack of emotional intelligence.



Key Components of EQ



Year 1: Graduate to Junior Programmer

Self-Awareness

- I am good at SAS, CDISC SDTM and ADaM. I need to learn what is E2E programming flow.

Self-Management

- I have 3 listings to complete in 2 days. I need to use XYZ tool to generate it. If I fail, reach out to lead and express but don't waste whole day.

Social Awareness

- I have people around me of different experiences – respect them and try to learn without disturbing their time or boundaries. Seek guidance only in their free time.

Relationship Management

- Participate in all small events in office which will help me to know more about my team, office work culture and ethics.



Year 2: Junior Programmer to Associate Programmer

Self-Awareness

- I might be good in SAS but I need to learn a lot about macros and try to make use of every possible utility macro to enhance the speed of work.

Self-Management

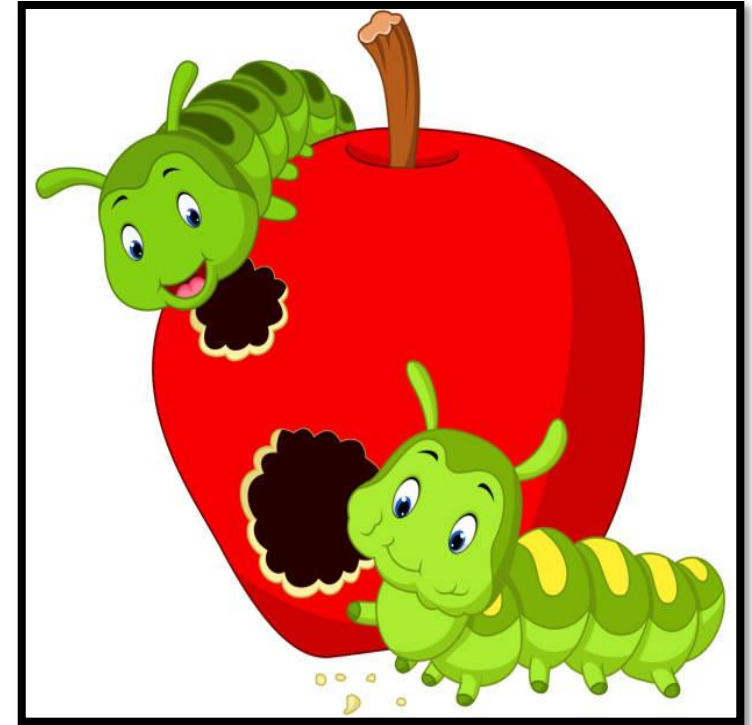
- Multitasking is a must. Get ADSL QCed, send mockshells for finalization, talk to clinician to understand eGFR, participate in R shiny workshop.

Social Awareness

- My QCer is sick and unavailable to validate ADSL. Let me do a double check of dataset meanwhile and report the risk of delay in work to lead.

Relationship Management

- Share the knowledge gained in ADSL to junior programmer. Share the experience with clinician to all my team members.



Year 3: Associate Programmer to Senior Programmer

Self-Awareness

- There are lots of tools around me and I am unsure where to start – I want to explore multilingual programming and implement in study and prepare a slide deck to present this idea so that it wouldn't confuse my management and rather help them understand that its good for enhanced work.

Self-Management

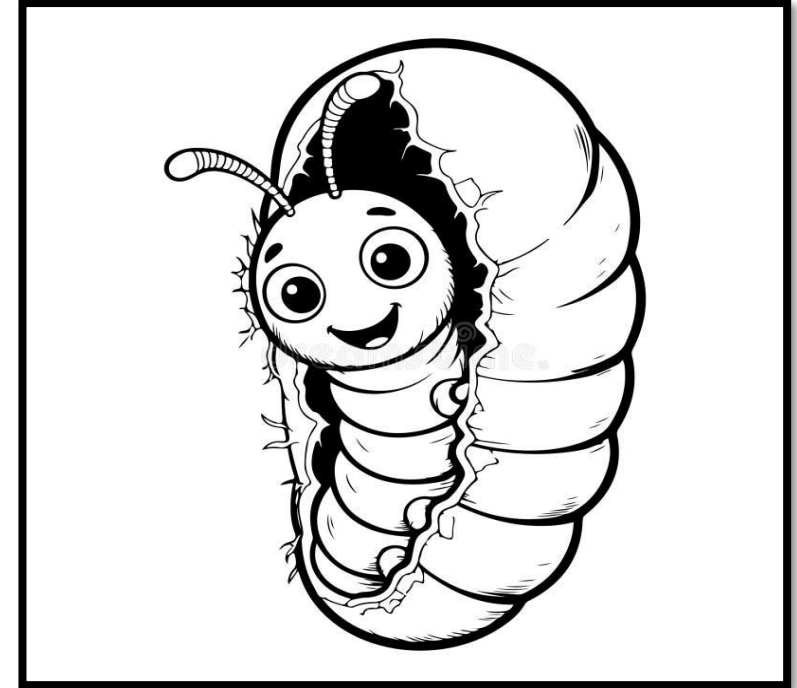
- I see SDTM has quite a few issues which were not identified by our team. I need to first discuss with lead and understand the strategy to mitigate any delay in Database Lock. This also flags a quality issue which was missed in a hurry while prioritizing other tasks.

Social Awareness

- I see that ABC Programmer is quite great in SDTM. Let me ask his help and see if this can be managed at the earliest. I also need to get agreement with lead to seek out extra help from ABC. I believe to save DBL from delay, lead will agree.

Relationship Management

- This is a situation of crisis and I need to share with entire TA so that other projects would be alert. Even I need to mentor the junior Programmer regarding same.



Year 4: Senior Programmer – Co-Lead

Self-Awareness

- I am good at multilingual programming and many people seek help from me but I should understand that this is disturbing my work life a lot. I am stretching beyond my energy. I see a lot of burnout.

Self-Management

- I can't be both support programmer as well as co-lead a study at once. So I should come up with strategy to split time. Perform a self SWOT analysis and see the pros and cons clearly.

Social Awareness

- We need to collaborate with other departments like data science and analytics team to understand if their scripts/tools/knowledge can be helpful for us to enhance tasks. I see python has a great value in performing document automation and I will seek help from data science team.

Relationship Management

- I need to talk to my manager frequently so that I won't experience this burnout. His experience is helping me handle the situation better.



Year 5: Co-lead to Lead Programmer

Self-Awareness

- I have 5 members in my study team each with a different skillset. I should be very clear in communication as well as set expectations from each member individually. I should empower them to take leadership in their own space of work.

Self-Management

- I see that due to lack of accountability from 2 members, the timeline is not being met. I can't blame their situation too and I don't have the right to question their personal space. Rather, I should hold them responsible for the mishap and empower them to correct it by showing empathy and being a support in helping them find a way back in solving it.

Social Awareness

- I am aware of the fact that not all can show highest productivity at once and always we have to check for balance in team so that one of them doesn't go through burnout. Frequent short 1-1 calls with all and then a single group standup call for open table discussions, monthly once coffee calls will help us bond well. This will create a safe space for everyone.

Relationship Management

- I am responsible to address if we miss timelines and should be in a state to explain it with full accountability. But I should be mindful of the fact that I shouldn't blame anyone, rather keep it straight and truthful with facts. Honesty and being humble in response will always encourage stakeholders to support you in tough times.



Key Learnings

Self-Awareness

- To bring out the best in others, you first need to bring out the best in yourself

Self-Management

- It's important to pause, breathe, collect yourself, and do whatever it takes to manage your emotions—whether that means taking a walk or calling a friend—so that you can more appropriately and intentionally respond to stress and adversity.

Social Awareness

- By communicating with empathy, you can better support your team, all while improving your individual performance.

Relationship Management

- If you want to keep your team happy, you need to have those tough conversations.

How to Strengthen Your Emotional Intelligence Skills



Journaling: Record and reflect daily on how your emotions influenced your decision-making, interactions, and meetings.



Undergo a 360° assessment: Seek feedback from your colleagues and conduct a self-assessment to surface leadership gaps.



Practice active listening: Hide distractions, focus on what the speaker is saying, and show you're engaged using non-verbal cues.



Pay attention to your emotions: Reflect on what prompted a strong emotional response and why so you can better manage it in the future.



Take an online course or training: Enhance your emotional intelligence through a flexible online program that offers a 360° assessment.



Harvard
Business
School
Online

References

- 1) Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman
- 2) <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>
- 3) <https://online.hbs.edu/blog/post/emotional-intelligence-skills>
- 4) <https://www.1hourguide.co.za/emotional-intelligence/>

Q&A

GSK

GSK