MCE

READY-TO-RUN IN-COMPANY



The Strategic Medical Affairs Leader

PHARMA & BIOTECH

READY-TO-RUN

What is a **Ready-to-Run** programme?

MCE's Ready-to-Run programmes are standard MCE programmes delivered to one organization at a time. There are no public sessions or individual registrations.



01

Standard content

The programme is delivered as designed: the same seven modules for every group.

02

Your team only

Only participants from your organization are in the room.

03

You choose the logistics

Dates, group and format: on your site, at a venue or online.

How does Ready-to-Run compare with other MCE formats?

	Open programme	Ready-to-Run	Custom programme
WHO ATTENDS	Individuals from different organizations	Your team only	Your team only
CONTENT	Standard	Standard	Designed for you
DATES & LOCATION	Scheduled public sessions	You choose	You choose
A GOOD FIT WHEN	You are developing one or a few people	You have more than three people to train	You need content designed for your organization

More than three people to train?

If you plan to send several people to an open programme, a Ready-to-Run programme for your team is a practical option to compare.

Request a quote >

The Strategic Medical Affairs Leader

Step up from scientific expert to strategic leader shaping healthcare value and organisational direction.

Why This Programme Matters to You

Medical affairs is no longer a support function, and its leaders are no longer just scientific experts. You're expected to shape strategy, influence organisational direction, and drive healthcare value across an increasingly interconnected ecosystem.

That's a different job. It asks for business acumen alongside scientific credibility, cross-functional influence without authority, and the confidence to lead through complexity and change.

This programme helps medical affairs leaders make that step — positioning the function as a genuine strategic partner and increasing the impact you have across the organisation and the healthcare ecosystem.



Competences

- Strategic positioning
- Business acumen
- Cross-functional influence
- Ecosystem leadership
- Leading change

Who Is It For

You lead a medical affairs function or team and want to operate beyond traditional scientific responsibilities — shaping strategy and increasing your influence across the organisation.

Senior Managers & Directors

Experienced Managers

Learn, Practice and Use

- **Position** medical affairs as a strategic business partner.
- **Bring** business acumen to scientific leadership.
- **Influence** and align across functions without authority.
- **Lead** across the healthcare ecosystem.
- **Make** evidence-based strategic decisions.
- **Lead** your teams through complexity and change.
- **Increase** the strategic impact medical affairs delivers.
- **Define** and present the impact of medical affairs in business terms.
- **Leave** with a plan to raise your function's influence.

PRACTICAL INFORMATION

DURATION
3 days

BUSINESS IMPACT

Enables medical affairs leaders to contribute more directly to organisational strategy, strengthen cross-functional alignment, and enhance the strategic value delivered by the medical affairs function.

Click here for the full programme outline

Programme Modules

1

From Scientific Expert to Strategic Leader

Many medical affairs leaders were promoted for their scientific expertise. You look at how the role has changed, and what it now takes to lead a function that shapes strategy rather than only supporting it.

2

Positioning Medical Affairs as a Strategic Partner

Medical affairs often has a seat at the table but little influence. You work on positioning your function as a strategic partner to the business, by combining scientific credibility with a clear understanding of how the business works.

3

Influencing Across the Organization

Your success depends on commercial, market access, regulatory and R&D colleagues who don't report to you. You practise influencing and aligning these functions, and getting medical input into decisions early.

4

Leading in the Healthcare Ecosystem

Medical affairs leaders work with clinicians, patient groups, payers and external partners. You develop how you lead across this wider healthcare ecosystem and increase the value your function brings to it.

5

Leading Through Complexity and Change

Reorganizations, new technologies and changing priorities affect medical teams as much as anyone. You work on making sound decisions based on evidence and leading your team with confidence through uncertainty and change.

6

Measuring and Communicating Medical Impact

Medical affairs is often measured by activity, such as meetings, calls and publications. You define impact measures that senior leaders recognize, and practise presenting the contribution of medical affairs in business terms.

7

Your Strategic Impact Plan

You apply what you have learned to your own function and its current challenges. You leave with a clear plan to raise the strategic influence of medical affairs in your organization.



Learn

the key business skills and knowledge you need for your management role today and tomorrow



Practice

the skills you learn and get feedback, recommendations and coaching



Use

what you learn and practise as soon as you get back to your office

For more information please contact:

+32 2 543 21 20

info@mce.eu

Visit mce.eu