

# 46<sup>TH</sup> LTEN Annual Conference

## Developing Future Leaders for Success in the New Market

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Learning Lab #3

# Importance of Leadership Development

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- ◆ Development is a crucial competency for RSDs, DMs, and RFTs.
- ◆ Leaders that understand and employ good coaching and leadership behavior and incorporate that into their daily interactions with subordinates, peers, and managers will create and foster better work environments
- ◆ Development results in higher retention rates, higher engagement, higher performance, and higher satisfaction

# Implementing Leadership Development

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- ◇ **Self Assessment:** Knowledge based assessment to identify gaps
- ◇ **Manager's Assessment of Learner:** Ensures consistent interpretation of assessment data and secures commitment to developmental action
- ◇ **Educational Resources:** Leverage most appropriate internal and external resources to provide cost effective high quality learning for individual and group development based on assessment results
- ◇ **Evaluate:** Ensure individual and group development efforts are recognized and rewarded

# Self Assessment

- ◆ 120 multiple choice assessment tool
- ◆ Built on a solid base of research regarding effective leadership behaviors
- ◆ Consistently and accurately measures leadership knowledge of the most effective leadership behaviors in 8 critical competencies

Participant Name: JOHN DOE JR.  
Organization: XYZ CORPORATION

Task	Percentage Correct	0%	25%	50%	75%	100%	International Percentile Rank	Strengths and Needs
<b>Coaching &amp; Counseling</b> Incorrect answers given to questions: 7, 15, 22, 28, 56	Number of Questions = 17 Questions Attempted = 17 Questions Correct = 12 Percentage Correct = <b>70.6%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>55.7</b> percent of all others taking this assessment.	OK
<b>Communicating Effectively</b> Incorrect answers given to questions: 11, 118	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = <b>86.7%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>95.2</b> percent of all others taking this assessment.	Strength
<b>Influence &amp; Negotiation</b> Incorrect answers given to questions: 36, 96	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = <b>86.7%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>95.4</b> percent of all others taking this assessment.	Strength
<b>Managing Change</b> Incorrect answers given to questions: 87, 104, 105	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 12 Percentage Correct = <b>80.0%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>90.6</b> percent of all others taking this assessment.	OK
<b>Managing Conflict</b> Incorrect answers given to questions: 59, 65	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = <b>86.7%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>92.4</b> percent of all others taking this assessment.	Strength
<b>Performance Management</b> Incorrect answers given to questions: 78, 79	Number of Questions = 15 Questions Attempted = 15 Questions Correct = 13 Percentage Correct = <b>86.7%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>88.7</b> percent of all others taking this assessment.	Strength
<b>Problem Solving &amp; Decision Making</b> Incorrect answers given to questions: 2, 8, 102	Number of Questions = 14 Questions Attempted = 14 Questions Correct = 11 Percentage Correct = <b>78.6%</b>	Your Percentage Correct Score Your Group's Range of Scores and Group Average Score					You scored as well as or better than <b>80.9</b> percent of all others taking this assessment.	OK

# Manager's Assessment of Learner

- ◆ 180 degree feedback tool collecting data from leader and their immediate manager
- ◆ Based on 100 specific behavioral anchors tied to key competencies
- ◆ Compares self assessment and manager assessment
- ◆ Detailed coaching report prepared that outlines observations, strengths, areas for development and next steps

Competency	Summary						GAP Range							
	Self	Average All Raters	Need	Strength				Need	Strength					
			1	2	3	4	5	6	1	2	3	4	5	6
Adaptability & Innovation	Self 5.50 Sup 3.50	4.50												
Building Trust & Integrity	Self 5.17 Sup 3.33	4.25												
Coaching & Counseling	Self 5.33 Sup 3.50	4.42												
Communicating Effectively	Self 5.33 Sup 3.58	4.46												
Influence & Negotiation	Self 5.50 Sup 3.50	4.50												
Managing Change	Self 5.33 Sup 3.33	4.33												
Managing Conflict	Self 5.22 Sup 3.22	4.22												
Managing Diversity	Self 5.00 Sup 3.50	4.25												
Performance Management	Self 5.42 Sup 3.50	4.46												
Problem Solving & Decision Making	Self 5.27 Sup 3.36	4.32												
Setting Goals & Standards	Self 5.33 Sup 3.83	4.58												
Team Building	Self 5.33 Sup 3.33	4.33												

# Educational Resources



- ◆ Partnered with CMR Institute to map self-development offerings with core competencies
- ◆ Using the quantifiable data collected, self-development resources are made available based on the competency gaps identified

Kowa Leadership Competency Mapping

Competency	CMR Module	Overview
Coaching & Counseling	Coaching and Mentoring for Improved Performance	Coaching and mentoring are central to successful workforce management. When used well, these processes lead to optimum performance outcomes and employee satisfaction. This module distinguishes these two important roles while focusing mainly on the coaching process.
	Coaching Employees	This module describes the following elements involved in effective employee coaching: providing direction for employee development, providing employee support, giving and receiving feedback, listening effectively, and <u>communicating on a personal level</u> .
	Motivating and Counseling Employees	This module describes how to identify what motivates individual employees and how different motivational tools can be used to maximize performance. It also lists some employee issues that necessitate counseling and explains the <u>counseling skills required</u> .
Communicating Effectively	Elements of Good Communication	This module describes elements of good communication, including: synergy and the win/win approach, rapport: listening and understanding, being understood, timing and directness, emotional intelligence, and nonverbal communication. This module concludes with a discussion of handling <u>criticism and conflict</u> .
	Managing by Communicating	This module focuses on the advantages of good communication and common <u>communication problems in business</u> .
	Choosing the Right Form of Business Communication	This module describes the growing range of written business communication options, examines rules governing several types of written communication (eg, e-mail; blogs; memos; business letters, handwritten notes, reports, and proposals). It concludes with a general discussion of the effective handling of phone calls and voice mail in the business environment.
Influence & Negotiation	Leadership The Most Important District Manager Competency	This module begins by characterizing leadership and then discusses leadership behaviors and the ways in which leadership skills can be assessed. It concludes with a description of the Dimensional Model of <u>Leadership Behavior</u> .
	Skills for Navigating the Healthcare Industry in the 21st Century	This module discusses some of the skills that healthcare sales professionals will require to grow and succeed in their territories and within their organizations. These skills include awareness of managed care trends and issues, an emphasis on customer service, effective partnering skills, negotiating skills, the ability to work as part of a team, knowledge of financial issues and strategic business planning, and technology skills.
	Motivating Healthcare Sales Professionals	This module describes the district manager's role in using tangible motivators to reward positive results. It discusses the varied factors that motivate individuals and concludes with basic guidelines for motivating others.



# Evaluate the Effect on the Learner

