

**46<sup>TH</sup> L<sup>TEN</sup>**  
Annual Conference  
**DESIGNING AND IMPLEMENTING A  
STRUCTURED CALIBRATION TRAINING  
FOR YOUR PERFORMANCE RATERS**

Renee Landry, Bayer  
Michelle Carangelo, Bayer  
June 7, 2017  
4:15-5:45pm

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**PRESENTERS**


**RENEE LANDRY**  
Associate Director, Leadership Development  
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**MICHELLE CARANGELO**  
Deputy Director, US Medical Affairs Training  
Bayer



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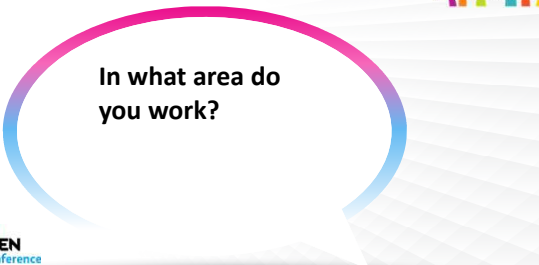
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Poll



**In what area do you work?**

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YOU ARE THE RATER

You are the Panelist assessing Vicki on her presentation.

**INSTRUCTIONS**

- ❖ Watch the video vignette
- ❖ Using the rating form, score each of the behaviors listed.
- ❖ Only whole numbers can be used
- ❖ Add each of the behavior ratings and average to come to a final score
- ❖ Round to the nearest whole number
- ❖ Reveal your rating via the Audience Response System when directed
- ❖ Discuss your overall rating at the table

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### OBJECTIVES

At the End of This Presentation, You Should Be Able to...

- ✓ Discuss the importance of calibrating Performance Raters and the implications for not doing so
- ✓ Identify the components of Performance Rater calibration training program and review a sample Performance Rating calibration training plan
- ✓ Create a plan for implementing an in-house Performance Rater calibration program

**What are your expectations?**



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### Today's Agenda

- Business Case for Calibration
- Structure & Design of the Calibration Program
- Building a Successful Project Team
- Measurements & Metrics of Success
- Our Bayer Story & Lessons Learned



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### DEFINITION LEVEL-SETTING

**PANELIST**

**RATER**

**PARTICIPANT**



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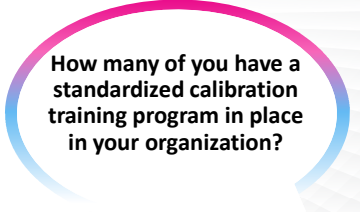
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POLL



How many of you have a standardized calibration training program in place in your organization?

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BUSINESS CASE FOR CALIBRATION TRAINING

- ◆ Importance of calibrating your raters & panelists
  - Decreased variability among raters
  - Increased validity of participant ratings
  - More consistent feedback for participants on standard behaviors
- ◆ Implications for NOT calibrating your raters & panelists
- ◆ Business Case at Bayer



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Training Program Components

PROJECT I: PANELIST CALIBRATION	PROJECT II: PARTICIPANT PRIMER
<p><b>Objective</b> Design and develop a blended training program to calibrate MSL panelists regarding certification criteria and the use of standard feedback forms.</p>	<p><b>Objective</b> Leveraging the Panelist Calibration training, develop an asynchronous training program for MSL participants to serve as a primer on "what good looks like".</p>

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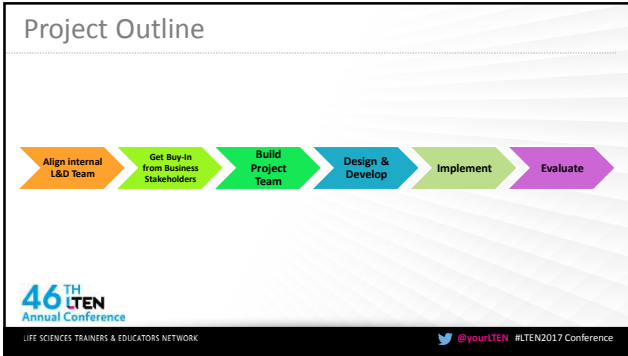
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- ### Aligning your own Internal Training Team
- All parts of the Training team working together
    - ✓ Medical Science Liason
    - ✓ Leadership
    - ✓ Learning Management System .....
      - ✓ Brand/Product
  - Exposes a variety of different ideas and perspectives
  - Standardized Certification Expectations
  - Consistency is key!
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**Get Buy-In from Business Stakeholders**

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**Buy In Best Practices**

- **Buy In is critical for success**
- **Focus on WIIFM for Business Stakeholder**
  - Talk their language
- **Include the Stakeholder as part of the process**
  - Be open to receiving their feedback
  - Leverage a wide variety of stakeholders, not just the key decision maker
- **Don't be derailed; Stay focused on your objective**

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**Activity: Navigating Roadblocks**

**INSTRUCTIONS**

- ❖ At your table, brainstorm answers to the question
- ❖ Note your answers
- ❖ Debrief with the room

**I.) What objections might you encounter from your Business Stakeholder around implementing a calibration training program?**

**II.) How would you respond?**

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**Build Project Team**

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Tips for a Successful Project Team

- ✓ Align around the goal
- ✓ Small but mighty
- ✓ Brainstorm for better ideas and different perspectives
- ✓ Build a network of Subject Matter Experts
- ✓ Get *everyone* involved *early*
- ✓ No such thing as over communicating

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**Design & Develop**

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## Project I: Panelist Calibration Program Design

### Blended learning approach

- 1 **Articulate module hosted in the LMS** to level set panelists on use of the feedback forms and the differentiation of participant behaviors related to each rating
- 2 **Live webinar** to review and refresh on concepts before the participant certification event

Panelist Calibration training will be **REQUIRED** and a prerequisite for all panelists



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## Panelist Calibration Content Outline

- Role and expectations of a panelist
- Process of certification (role play and presentation events)
- Review "Role Play" and "Presentation and Evaluation" forms
- Custom videos of what good looks like for participant behaviors at Rating 1, Rating 2, Rating 3, Rating 4 and Rating 5
- Check step questions to gauge knowledge transfer
- Knowledge application-Analyze videos and assign a rating



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## Evaluation Form Examples

Please use the following rating scale from 1 – 5

NA = Not Applicable to scenario or situation	3 = Average demonstration of skill/ behavior
1 = Never demonstrated required skill/ behavior	4 = Above average demonstration of the skill/ behavior
2 = Below average demonstration of skill/ behavior	5 = Consistently demonstrated the skill/ behavior (Excellent)

Category of Evaluation/Competency	Score	Notes
Opening statement clearly defined purpose of meeting/presentation		
Available in professional, poised, credible and confident manner. Appropriate use of hands, body language		
Good eye contact. Engaged the audience. Not reading from the slide deck		
Voice - appropriate volume, smooth rate, appropriate inflection		
Good flow, slide familiarity, and smooth transition between slides		
Content/narration of key terms and appropriate use of terminology		
Strong and appropriate conclusion and summary		
<b>Overall Assessment of Delivery (Minimum Passing Score of 30)</b>	<b>(Minimum)</b>	

Please use the following rating scale from 1 – 5

NA = Not Applicable to scenario or situation	3 = Average demonstration of skill/ behavior
1 = Never demonstrated required skill/ behavior	4 = Above average demonstration of the skill/ behavior
2 = Below average demonstration of skill/ behavior	5 = Consistently demonstrated the skill/ behavior (Excellent)

Category of Evaluation/Competency	Score	Notes
Demonstrated depth of knowledge and comprehension of subject matter including mechanism of action (MOA)		
Thoroughly accurate product information (dosage, safety) and presented in a balanced, i.e. unbiased, and complete presentation		
Current technological computer clinical data		
Knowledgeable in depth understanding of the specific areas		
The respondent is interested and discuss supporting clinical trials. Understands clinical outcomes		
Demonstrated ability to make application of data to clinical setting		
Demonstrated appropriate use of supporting scientific data		
Content and addressed questions appropriately and qualified whether guidelines were evidence-based		
Responded appropriately when unable to answer question(s)		
<b>Overall Assessment of Knowledge and Comprehension (Minimum Passing Score: 30 points)</b>		



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### Advantages of E-learning design

- Video vignettes = micro learning
- More likely to revisit micro bursts to refresh on learning
- Enhanced interactivity → better learning experience
- Scenario based videos make learning more relatable
  - Participants are more apt to become more invested in the training
- Easily accessible via mobile device without losing any learning quality

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### Advantages of Webinar Design

- Robust Tool (Adobe Connect)
- Breakout rooms, polls, surveys
- Design more like virtual instructor led training than static webinar
- Pull through video vignettes to reinforce prior e-learning training

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### Project II: Participant Primer Program Design

**Asynchronous approach**

- 1 Articulate module hosted in the LMS to review criteria on which participants will be assessed in the certification event
  - Leverage custom videos from Panelist's Calibration training module, refresh on the behaviors associated with reach rating

Participant refresher training will be REQUIRED for all new MSL as a part of their new hire curriculum and RECOMMENDED for all existing MSLs prior to a certification event.

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### Participant Primer Content Outline

- Discuss the process of certification (role play and presentation events)
- Review the “Role Play” and “Presentation and Evaluation” forms
- Review custom videos of what good looks like for participant behaviors at Rating 1, Rating 2, Rating 3, Rating 4 and Rating 5

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**Implement**

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### Implementation Best Practices

- **Have an established communications plan**
- **Have a launch timeline**
  - X weeks before launch release e-learning module
  - X + 2 weeks webinar launch
- **Highlight benefits and WIIFM for end user and business**
- **Don't assume everyone will read your first email. Or the second.**

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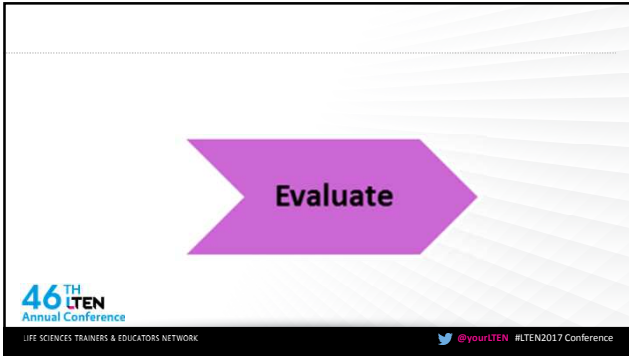
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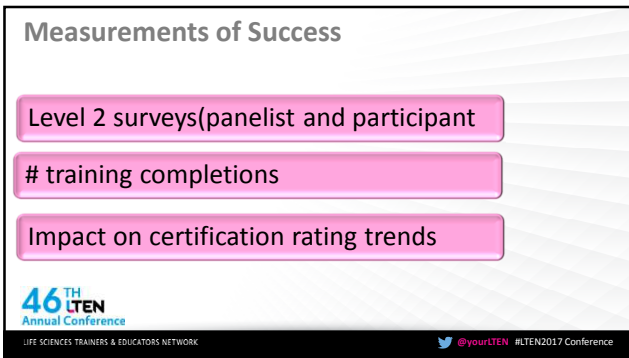
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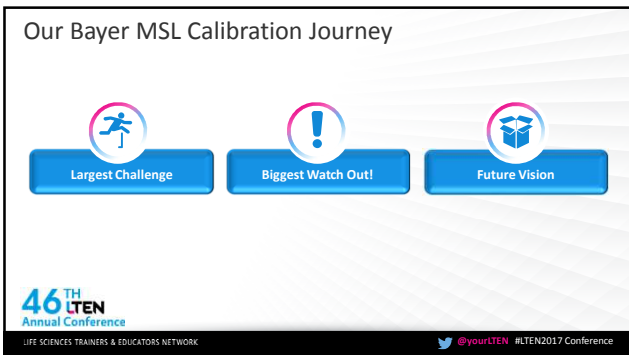
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### Your Take-Aways & Action Plan



**Reflect**

- Write down your key take-aways from this presentation
- Develop your own action plan
  - Focus on 1-3 actions that you will pull through to your job
  - Use "if...then..." statements

**Share**

- Turn to the person sitting to your right (or behind you if you are at an end seat) and verbalize your action plan with them

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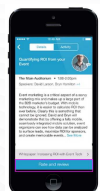
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Please take a moment to complete the workshop evaluation located in the mobile app. LTEN looks to your feedback to help improve the program each year.

1. Open the Mobile App
2. Click on the Agenda
3. Select the Session you are Evaluating
4. Select the Rate and Review Button

If you do not want to complete the survey in the mobile app, you can collect a hard copy form at the registration desk.



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