

TGaS[®] Advisors

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The Future of Remote Engagement Excellence (REX)

Research Landscape Summary



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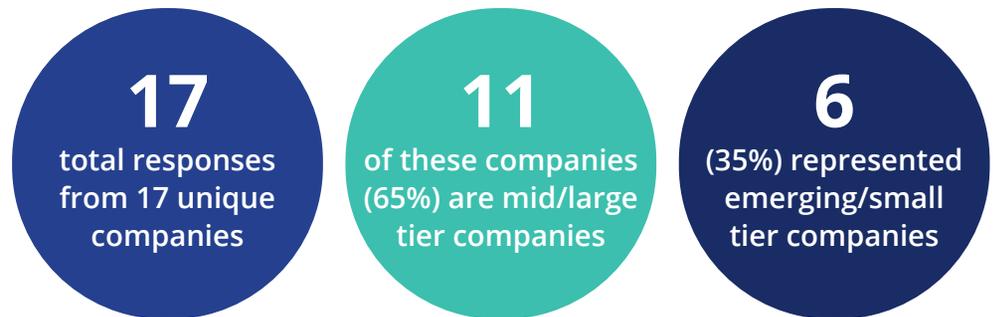
Research Landscape Summary



Objective:

Though the adoption of Remote HCP Engagements is being monitored in real-time, leaders must be planning for multiple scenarios. These scenarios include the hiring profile for new field teams as well as the training and coaching of new/existing field teams toward Remote Engagement Excellence (REX). The objective of this Landscape Survey is to provide a Future Focus on what Lifesciences colleagues are planning, prioritizing, succeeding and struggling with.

Demographics:



Methodology:

In August 2020, TGaS Advisors sent an electronic survey to L&D professionals within life science companies. Many responses are displayed using Net Promoter Score or Net Positive Assessment (%promoter-%detractor).

TGaS Insights

Remote Engagement Excellence (REX)

Perfect will be the enemy of good. Agile principles required: early and continuous delivery; quicker decisions, shorter timeframes; minimum viable product with iteration and changes embraced.

The days of 3-4-month development times are over. Best-practices are evolving in real time. Alignment with Stakeholders will be critical to move at the required pace of change, and to secure needed resources



All listed competencies, skills and traits/ characteristics are rated as becoming more important than before for Remote Engagement Excellence, suggesting an analysis of **each field team's** baseline, curriculum and a reprioritization plan



To make immediate impact, training can be offered **now** on the foundational skills that were highest-rated: emotional intelligence, listening, questioning, etc.



Cross-training on platforms will enable fluency with company **and** HCP-preferred platforms



Because coaching is rated among the highest priorities, it might be necessary to develop both the REX training and coaching **in parallel**, with an agile approach, iterating as needed



Changes to the **hiring profile** will require changes to the onboarding curriculum to accommodate

Summary

Sub-topics

The most important skill for REX is **Developing REX Skills in Others**, yet only 29% will require formal REX Training for Field Managers and Trainers.



Strategic Planning Considerations

- Several Functions are Involved with **leading Strategy Development**, though few are in Strategic or Channel Marketing areas. | *(Is tail wagging the dog?)*
- L&D, Field Leaders and Field Operations are most involved with **development of training** for REX. | *(Working as partners or in silos?)*
- Field Sales, Market Access and Field Medical/MSLs will **receive REX Training**. | *Now is opportunity to pull together all 3 and invest wisely in solutions.*
- Field Sales and Field Medical are **Top Priorities** for REX Training. | *Reach out to Medical colleagues now to synergize.*



Recruiting and Hiring Consideration

- Technology Proficiency will be the most significant change to the **Hiring Profiles** for Roles Requiring REX. | *Will impact recruiting/selection as well as new hire training/onboarding.*
- All listed **Traits/Characteristics** require reprioritization due to increased relative importance.
- Listening and Adaptability are **Traits/Characteristics** that require the most significant reprioritization for REX | *(Field LT - how will these be defined for Recruiting and Selection?)*
- The majority expect candidates to Conduct a Virtual Engagement During the **Interview Process**. | *Communicate with HR - will need consistent behavior-based rubrics.*

Summary

Sub-topics

The shift from in-person to virtual/remote channels will have the **most significant impact** on the ability to make introductions.



Training Considerations

- 56% Have **Already Trained** on REX Platform Functionality and Compliance. | *Use this as a benchmark for your own progress.*
- 35% have added Revised Selling/Engagement Models and New/Revised Channels to **Curriculum**. | *Use this as a guideline for prioritizing, investing, planning.*
- The most important **Competencies** are Verbal Communications (including Listening) and Emotional Intelligence (which can be implemented immediately). | *Work with HR/TD to anticipate changes to competencies.*
- The most important **Skill** for REX is Developing REX Skills in Others However, only 29% will require formal REX Training for Field Managers and Trainers. | *(Mixed message?)*
- All listed Skills require **reprioritization** due to increased relative importance. The REX skills that require the most significant reprioritization include Listening, Questioning, Interpersonal/ Social, Verbal and Technological Skills. | *Suggest evaluating current curricula to reprioritize these first.*
- 36% have already included Role Play/Practice of Coaching REX in the **Coaching Model**. Majority do not plan to include Review of Recordings or Receiving Copies of Correspondence between field teams and HCPs in the REX Coaching Model. | *Suggest building Coaching Model on those REX skills and competencies that can be rolled out now (Listening, Communications, Emotional Intelligence, etc.)*
- The shift from in-person to virtual/remote channels will have the **most significant impact** on the ability to make introductions (new rep and/or new HCP). | *Suggests a priority area for omnichannel and FOPS to investigate solutions.*
- The greatest priority and focus for **Onboarding New Hires** is currently (still) converting live to virtual. | *Ensure other important areas aren't falling behind.*
- Shifting Training, Assessments and Certifications to Field Managers and Trainers is not a priority for **Onboarding**.

Your TGaS Advisors

Learning & Development Team



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Executes benchmarks, develops strategy maps and provides advisory support across the TGaS Advisors Learning and Development Solution.

Steve is a seasoned pharmaceutical executive with more than 20 years of experience in sales, sales training, sales leadership and sales operations.

Prior to joining TGaS, Steve held several leadership roles at Novo Nordisk. In his most recent role as Associate Director, Sales Management and Leadership Development, Steve developed a core, common and consistent leadership development curriculum that was implemented across the US commercial organization. Steve also worked with AstraZeneca Pharmaceuticals as a Commercial Learning Manager where he served as the US lead for the Diabetes and Respiratory sales training functions following several years as District Sales Manager. Among his many honors was the Circle of Excellence Award, ranking #1 of 60 districts nationally in 2013.



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Helps clients cultivate a learning culture that drives performance in a range of areas.

Kristin has 25+ years of pharmaceutical and healthcare market experience with specialization in institutions, integrated delivery systems, strategic marketing and training and development. Kristin brings a record of success in pharmaceutical Sales, Training and Marketing roles with Janssen and Centocor, divisions of Johnson & Johnson.

Prior to joining TGaS, Kristin spent eight years working directly with life sciences brands, medical affairs, market access teams and institutional sales leaders to assist and advise them on how to access and penetrate the acute care market space. Kristin obtained her Six-Sigma Greenbelt certification leading a project titled: "Improve the Learning Curve and Reduce Time to Initial Impact of Institutional Representatives." She has published several articles in trade magazines, including Medical Marketing & Media.



To request access to full REX Landscape Research, contact us directly



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