

# Innovation

## New Hire Training: BCNBU-ISS

### Summary

A need was identified to remodel our New Hire Training curriculum to provide a more cohesive learning experience that would support the business goals of accelerated product growth in a new hire's territory. The remodel needed to also address how curriculum would be delivered in/during the pandemic. As a result of our innovation, the curriculum was reshaped around three phases: **Phase I** - Knowledge, **Phase II** - Simulation, and **Phase III** - Reinforcement. This would provide for the simplification of the learning journey, implementation of digital and technology platforms to deliver content in innovative ways, and improvements in agility, process and alignment to better meet the needs of our learners and business partners.

### Analysis

Our new hire training model had focused on developing strong clinical knowledge and understanding of the market strategy, environment, and access. It consisted of:

- 4 week, self directed home study
- On-site training for 2-3 weeks

New Challenges:

- Covid and addressing in-person training
- Reshaping curriculum to support accelerated product growth needs without sacrificing quality

### Approach

Innovations were a direct result of learner surveys, collaboration with Brand, Sales Leaders, and the Learning and Performance Organization. Innovations included:

- Incorporating virtual instructor led training
- Subject matter experts
- Leveraging technology platforms
- Breakout rooms for role plays
- Adaptation of real world scenarios in certifications
- Business acumen training

### Evaluation

A year of progress:

- Results from new hire surveys identified gaps or opportunities to enhance curriculum
- Sharing learner feedback more frequently with stakeholders created better alignment, identified skill gaps, and improved efforts to prepare new hires for their territory success
- Simplified the learning journey, implemented digital and technology platforms to deliver innovative content, and improved the speed of incorporating actionable feedback

### Conclusions

The transition to an interval learning model with experiential simulations allows learners to "read and learn" followed by a practical application exercise that aligns to the desired behaviors in the field. Learners feel confident in their ability to deliver results and sales leaders have seen improved customer engagements. This aligns back to our goal to support accelerated product growth of our revenue driving brands. The adaptive format was able to demonstrate an improvement in cohesive learning, efficiency of process, agility and alignment of brand, sales and learning.

## Three Phases of Learning



### Phase I - Knowledge

- Disease State/Product Training
- Clinical and Access vILTs
- Brand Team Interactions
- Field Time
- Level 1 Certification



### Phase II - Application

- Customer Concerns
- Customer Engagement Simulations
- Business Acumen Class Presentations
- Preparation for Short Calls and Multiple Brands



### Phase III - Reinforcement

- Deeper Clinical Knowledge
- Business Analysis Exercises
- Selling Skill Reinforcement

