

# Handout 2: Learner Persona

**Definition:** A representation of your target learner based on research you've done and real data that exists. Include demographics, behavior patterns, work flow, motivations, and what incent them to learn what you want them to learn as well as realistic constraints or opportunities connected to devices and games. Create a picture of what a day in their life looks like, what sales calls may look like, and what drives them to do the job they do.

**Purpose:** To give you a very granular picture of your target learners so you can tailor content to match their context and reflect their learning constraints.

Persona Element	Example:
<p><b>Name</b> - Give your persona a name—you want this persona to feel real to you and not be a bunch of statistics.</p>	<p>Stephanie</p>
<p><b>Demographics (age, gender, ethnicity, college, etc.)</b> - Make your training look like your learner; do not assume you know and avoid going with “politically correct” and representing every single ethnic group if 90% are from one group.</p>	<p>Age 41, Caucasian, Female. 4-year degree from small Liberal Arts college. Major in communications. Sorority member who achieved numerous academic honors while in college and was extremely active.</p>
<p><b>Experience (with the company, within the role)</b> - What is representational of your learner? Go with the median, not the average. Averages can fool you.</p>	<p>10 years' experience within pharmaceutical sales with specific experience in three different therapeutic areas: cardiovascular, primary care, and gastroenterology. Shifted to selling biologics three years ago.</p>
<p><b>Biggest challenges on the job</b> - Most roles have common challenges; find them and include them in your persona.</p>	<ul style="list-style-type: none"> <li>• Pace - the days are long</li> <li>• Keeping up; there's always more stuff you could be reading to stay abreast of trends, issues, competitors, etc.</li> </ul>
<p><b>What he/she values most about the role?</b> - What motivates this person regarding the role? What makes him/her want to do this particular job? Your training can acknowledge both challenges AND values.</p>	<ul style="list-style-type: none"> <li>• Being credible</li> <li>• Knowing her product helps patients have better quality of life.</li> <li>• Hitting goals she sets for herself</li> </ul>

Persona Element	Example:
<p><b>Workday flow</b> - How does a day go from start to finish? Your training should reflect understanding of the workday flow—and not be incompatible with that flow.</p>	<ul style="list-style-type: none"> <li>• Because her territory is urban, Stephanie may schedule as many as eight appointments in a day.</li> <li>• She’s up at 6 with kids getting up at 6:30; She starts “work” day around 7:30 and often ends as late as 10 p.m., though she could have some sort of break in late afternoon.</li> <li>• Evenings vary. If there is a professional meeting, she could be dining with HCPs at that meeting. If no meeting, she could be doing call planning for the next day, entering notes into Salesforce, catching up on reading, or responding to emails.</li> </ul> <p><b>Bottom-Line:</b> Work days are long; work weeks are often longer than 60 hours.</p>
<p><b>Sales call flow</b> - Be clear on how the rep actually sells the product you are helping him/her learn about. Learn how much time a good sales call takes. Map what you believe reps need to know and know how to do with what they will actually use in a sales call.</p> <p><b>Types of calls made in a typical day</b> - Find out how many types of sales calls there are. If there are several different call types, make sure your training reflects this reality.</p>	<ul style="list-style-type: none"> <li>• Calls need to follow a “ladder” process. Early calls have different sales call objectives than later sales calls. Ladder is a six-call process. Each “rung” of the ladder has a specific call objective and message associated with it.</li> <li>• Call lengths vary from 5 minutes to 20 minutes.</li> <li>• Early calls focus on educating HCP on product CATEGORY. Later calls focus on providing information on specific product being sold.</li> <li>• Two categories of customers: clinicians and pharmacy</li> <li>• Getting from the bottom of the ladder to the top may take anywhere from six weeks to a few months’ time.</li> </ul>
<p><b>Devices and how they get used during the flow of a day?</b> - Design for the device that reps use the most.</p>	<ul style="list-style-type: none"> <li>• Uses laptop early mornings/late evenings. Does planning activities on it; documents stuff in Salesforce, takes eLearning courses on it (only because they are usually not available for phone or tablet).</li> <li>• Phone is constantly in her hand throughout her day. She uses it to track appointments, check and respond to emails/VMs, and to put quick notes into SF between calls.</li> <li>• Tablet - pulls sales aids up on tablet when talking with HCPs, if needed and appropriate.</li> </ul>
<p><b>Where self-paced training will be completed</b> - Setting matters as it tells you how distracted rep is likely to be, how much time is realistic to allocate for any self-paced piece, and whether sound is a good/bad option to include.</p>	<ul style="list-style-type: none"> <li>• Wherever she can squeeze it in. Usually she’s curled up at home, later in the evening while she sips some herbal tea or has a glass of wine. She may also start her day with it, leaving it to a Friday when she does more home office work.</li> <li>• If she had access via a phone, she could do small bits between sales calls or while grabbing some lunch.</li> </ul>

Persona Element	Example:
<p><b>Games played and amount of time spent playing them</b> – Ask your targets what games they play, how much time they spend playing, and how frequently they play.</p>	<ul style="list-style-type: none"><li>• Stephanie is slightly embarrassed to admit it, but she is completely addicted to Candy Crush and other simple mobile games like it. It's a stress reliever for her. She'll play it whenever she's in line or waiting.</li><li>• She also really likes playing board games with her kids; it's great family time.</li></ul>

# Learner Persona Template

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<p><b>Experience (with the company, within the role)</b> - What is representational of your learner? Go with the median, not the average. Averages can fool you.</p>	
<p><b>Biggest challenges on the job</b> - Most roles have common challenges; find them and include them in your persona.</p>	
<p><b>What he/she values most about the role?</b> - What motivates this person regarding the role? What makes him/her want to do this particular job? Your training can acknowledge both challenges AND values.</p>	
<p><b>Workday flow</b> - How does a day go from start to finish? Your training should reflect understanding of the workday flow—and not be incompatible with that flow.</p>	
<p><b>Sales call flow</b> - Be clear on how the rep actually sells the product you are helping him/her learn about. Learn how much time a good sales call takes. Map what you believe reps need to know and know how to do with what they will actually use in a sales call.</p> <p><b>Types of calls made in a typical day</b> - Find out how many types of sales calls there are. If there are several different call types, make sure your training reflects this reality.</p>	

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