



Commercial Training & Development
North America Specialty Medicines



Commercial Training & Development North America Specialty Medicines



Teva's Onboarding Program: Helping New Sales Trainers to Thrive

Presenters:

John Strachan

Cynthia Condodina

Millie Colón



Workshop Objectives

At the end of this workshop, participants will be able to:

- ✓ State the purpose and explain the philosophy of the Thrive onboarding program
- ✓ List and describe the three pillars of the Thrive curriculum
- ✓ Describe the manager/trainer learning partnership



Icebreaker: Onboarding Data

- 1 ___ % of new hires leave their jobs before 1 year
- 2 ___ % of new hires go job hunting again within 6 months of a new job
- 3 ___ % of companies consider themselves highly successful at onboarding
- 4 The estimated organizational cost of employee turnover is ___ % of the replaced employee's salary

A 33%

B 23%

C 100%-300%

D 28%



Icebreaker: Onboarding Data

- 1 **23%** **B** of new hires leave their jobs before 1 year
- 2 **33%** **A** of new hires go job hunting again within 6 months of a new job
- 3 **28%** **D** of companies consider themselves highly successful at onboarding
- 4 The estimated organizational cost of employee turnover is **100% – 300%** **C** of the replaced employee's salary



What Is Thrive?

A personalized, guided onboarding and professional development experience that:

- Sets trainers up for success at Teva and
- Prepares them for advanced placement in the organization

By broadening and deepening knowledge and expertise across functional areas





How our

thrive

Journey Began



Why Thrive?

An extensive virtual onboarding program was being built for the sales representatives within Teva North America Specialty Medicines.

But, like the cobbler's children, our own Commercial Training & Development associates had no shoes.



Onboarding Goals and Objectives

- Provide a premier onboarding program to our own Commercial Training & Development team
- Minimize attrition to other organizations
- Maximize employee performance and satisfaction
- Build an onboarding program that:
 - Aligns with trainer's individual skills, development needs, and career goals
 - Involves a high degree of trainer-manager interaction
 - Is useful to employees at any stage of their careers
 - Can be reproduced for consistency and used by other departments within Teva



Development Journey: Inception to Pilot

Vendor selected, CT&D and vendor team formed



Content supplied to vendor, developed, and verified



Legal & Compliance review completed



Needs analysis completed: critical core skill sets across marketplace



Project completed, pilot began

March 2014



June 2015



How We Developed Competencies

- Worked with a third-party consultant to help research the 10 most relevant and applicable competencies
- Explored pharma data to identify positions people move to after being trainers
- Interviewed people in these positions at Teva: “What was helpful to you when starting in these positions?” “What was missing that you really needed?”
- Developed competencies that would set new hires up for success in role and provide a strong foundation for future roles

The logo for "thrive", featuring a stylized DNA double helix structure above the word "thrive". The helix is composed of three overlapping loops in yellow, green, and blue. The word "thrive" is written in a bold, black, italicized sans-serif font.

Introducing *thrive*



The Thrive Learning Philosophy

A personalized, guided career development experience

- An experiential, learning-based program designed to create a sense of eagerness, empowerment, and comfort during this major career transition
- A blend of on-the-job sharing and learning from others, classes, learning activities, and manager coaching





The Thrive Learning Philosophy (cont.)

- Personalized, “work-at-your-own-pace,” skill-based learning approach
- Individuals map their course to fit their learning objectives and professional goals
- Managers coach and support to provide continual 1:1 guided development





Thrive Prepares Talent for Career Advancement

Honing Thrive core skills can prepare individuals for future roles at Teva, such as:

- Regional Sales Manager
- Regional Account Manager
- Marketing Manager





Continuous Reinforcement, Continuous Growth

Ongoing Professional Development Activities

- CT&D Team Summits
 - Bi-annual to stay apprised of current business needs and priorities, and to learn and strengthen skills
 - Interactive to continually inspire teamwork, generate ideas, and benefit from collaboration
- CT&D trainers can attend:
 - National field meetings
 - Professional society conferences (LTEN, ATD, etc.)
 - Town hall meetings



Three Pillars of *thrive* Curriculum

**Core Skills
for Success**

**Active
Learning
Experiences**

**Manager
Collaboration
and
Accountability**



Two-Minute Brainstorming Drill

What core skills does a sales trainer need?





Pillar 1: Core Skills for Success in CT&D and at Teva

- Onboarding and operational effectiveness
- Networking
- Product knowledge
- Interpersonal and written communications
- Platform skills
- Instructional design
- Classroom facilitation
- Negotiation and influencing
- Vendor management
- Project management





Pillar 2: Active Learning Experiences

- Application-based, interactive core skill experiences
- Transferable core skill competency development
- Active learning support for each core skill:
 - Templates
 - Best practice examples
 - Learning tools and resources





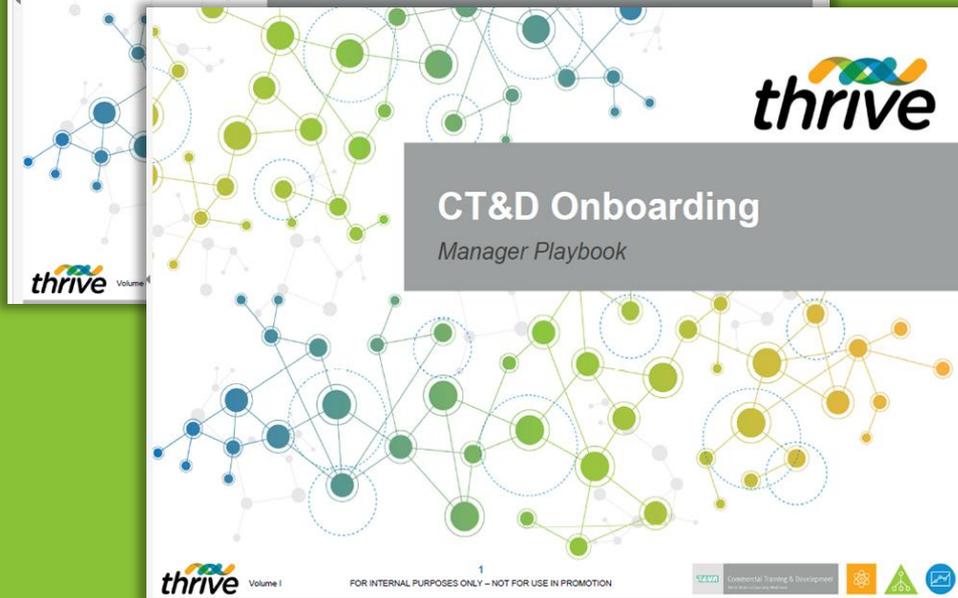
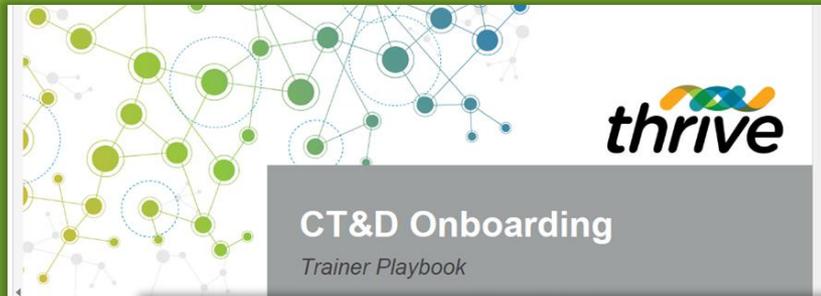
Pillar 3: Manager Collaboration and Accountability

- Play an active support and coaching role throughout professional development
- Conduct weekly 1:1 meetings to pull through onboarding assignments, as well as to review and provide feedback
- Gather feedback from individuals and key stakeholders to guide coaching discussions
- Conduct certification for select milestones





Thrive Toolkit



TEVA Commercial Training & Development
North America Specialty Medicines

thrive

Individual Navigation Plan (INP) Form

Date: _____

Trainer's Name: _____

Trainer's Business Unit: _____

Therapeutic Lead/Manager's Name: _____

Core Skills Assessment (To Be Completed By Trainer and Therapeutic Lead/Manager)

Rate the Trainer's experience by placing an "X" in the appropriate column for each of the ten Core Skills chapters.

Core Skills Chapter	Experienced, Full Application	Some Experience, Limited Application	No Experience
Onboarding and Operational Effectiveness			
Networking			
Product Knowledge			
Communication - Interpersonal and Written			
Platform Skills			
Instructional Design			
Classroom Facilitation Skills			
Negotiation and Influencing Skills			
Vendor Management			
Project Management			

1 | Page

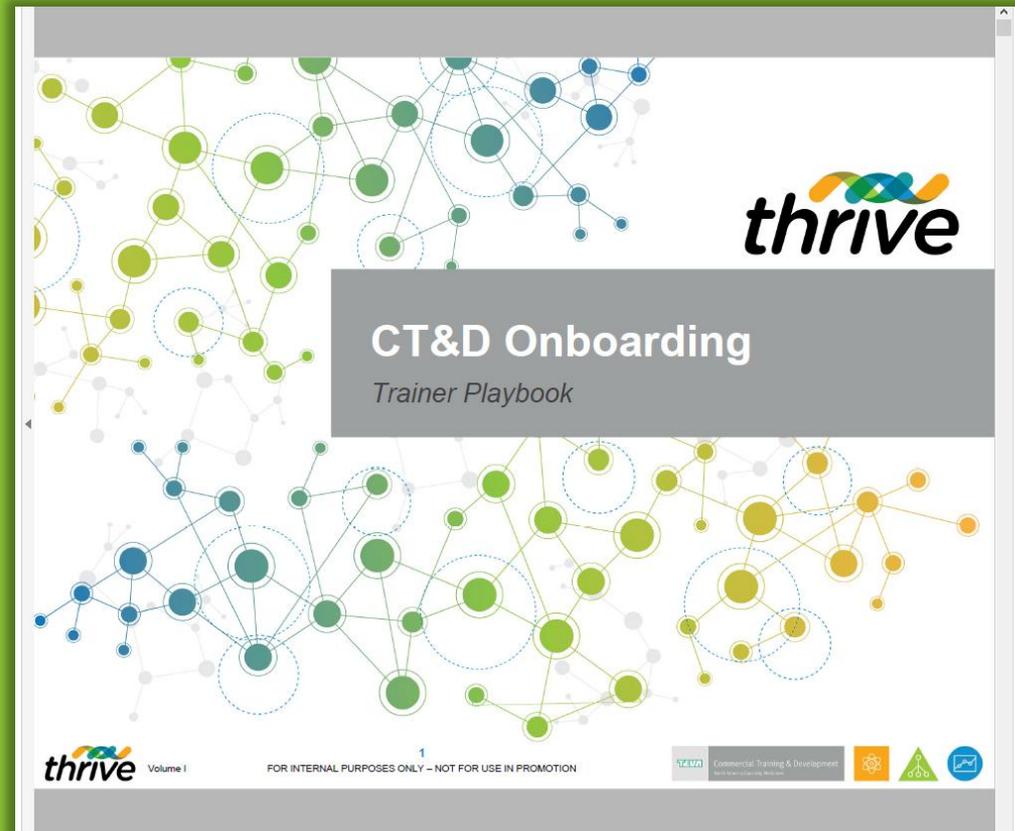
Version 1

FOR INTERNAL PURPOSES ONLY - NOT FOR PROMOTION



The Trainer Playbook

- Individual Navigation Plan Form
- Playbook Structure
- Playbook Use
- Manager's Role





Individual Navigation Plan (INP) Form

Completed within the first days
in CT&D

Side 1

Rating Scale (Experienced, Full
Application, Some Experience,
Limited Application, or No
Experience)

TEVA Commercial Training & Development
North America Specialty Medicines

thrive

Individual Navigation Plan (INP) Form

Date: _____

Trainer's Name: _____

Trainer's Business Unit: _____

Therapeutic Lead/Manager's Name: _____

Core Skills Assessment (To Be Completed By Trainer and Therapeutic Lead/Manager)			
Rate the Trainer's experience by placing an "X" in the appropriate column for each of the ten Core Skills chapters.			
Core Skills Chapter	Experienced, Full Application	Some Experience, Limited Application	No Experience
Onboarding and Operational Effectiveness			
Networking			
Product Knowledge			
Communication – Interpersonal and Written			
Platform Skills			
Instructional Design			
Classroom Facilitation Skills			
Negotiation and Influencing Skills			
Vendor Management			
Project Management			

1 | Page Version 1

FOR INTERNAL PURPOSES ONLY – NOT FOR PROMOTION



Individual Navigation Plan (INP) Form (cont.)

Side 2

- **Primary Core Skills** – Skills that must be learned and applied within first 6 months
- **Secondary Core Skills** – Skills that must be learned and applied within 9 to 12 months

Commercial Training & Development
North America Specialty Medicines

Individual Navigation Plan (INP) Form

Trainer and Manager - Use the Core Skills rating on page 1 to create the trainer's Individual Navigation Plan for completion of the Trainer's Playbook Core Skills chapters.

Primary Core Skills – core skills that the trainer must learn and be able to apply within 6 months. List by priority.	Secondary Core Skills – core skills that the trainer must learn and be able to apply within 9 to 12 months. List by priority.

2 | Page
Version 1

FOR INTERNAL PURPOSES ONLY – NOT FOR PROMOTION



Trainer Playbook Structure

Overview and Importance Core Skill Description **Developmental Materials** On-the-Job Resources

Developmental Materials, Resources and Courses

To help you determine which are the right activities or courses to complete, you should, with your manager, evaluate your level of experience and performance capabilities relative to the [Networking Skills description](#).

- [Never Eat Alone: And Other Secrets to Success, One Relationship at a Time by Keith Ferrazzi](#). This highly regarded book lays out the specific steps – and inner mindset – to reach out to connect with colleagues, friends and associates. In the course of the book, Ferrazzi outlines the timeless strategies shared by the world’s most connected individuals, from Katherine Graham to Bill Clinton, from Vernon Jordan to the Dalai Lama.
- [ATD](#). In addition to the many articles available in the Communities of Practice blogs, as well as various events that provide networking opportunities (see the website for dates and locations), ATD offers the following archived webinar:
 - [Networking Skills to Advance Your Career](#). This webinar looks at key strategies for developing personal business relationships that help you get things done, make connections, and build a strong framework for your career success. You will learn how to distinguish between effective and ineffective networking strategies; define and assess your networking competency; begin a conversation with a stranger at a conference and other settings; and use e-networking tools.
- [LTEN \(Life Sciences Trainers & Educators Network\)](#) in addition to many events that provide networking opportunities (see the website for dates and locations), LTEN offers the following archived webinar:
 - [The Top 5 Networks You Need to Develop Your Career](#). This webinar helps you:
 - Uncover the top five networks you need to develop your career and the careers of others
 - Save time by focusing your efforts on building the right network
 - Identify the right type of people to surround yourself with in your network
 - Transform your network by shifting your paradigm about building relationships
 - Create a networking culture in your organization by becoming a networking catalyst
- [LinkedIn](#) This business-oriented social networking service can be used to obtain introductions, find business opportunities and people looking for business opportunities (e.g., instructional design vendors, eLearning vendors), and join specialized interest groups.
- [BRODY Professional Development](#) BRODY Professional Development delivers training programs, executive coaching and conference speaking with the primary focus of sharpening communication skills to boost business performance. See their Relationship Management program for classes and other resources.

thrive Volume I 32 FOR INTERNAL PURPOSES ONLY – NOT FOR USE IN PROMOTION

All chapters have same structure:

- Chapter cover page
- Overview and importance
- Core skill description
- Behavioral indicators
- Core skill content
- Developmental materials, resources, and courses
- On-the-job resources, tools, downloadable templates, and learning opportunities



Trainer Playbook Use

- Trainer and manager complete Individual Navigation Plan Form to chart trainer's development path
- Trainer progresses through core skills chapters according to Form
- Trainer and manager participate in learning activities specified in each chapter
- Manager and trainer have weekly 1:1 meetings to pull through onboarding assignments, as well as to review and discuss feedback





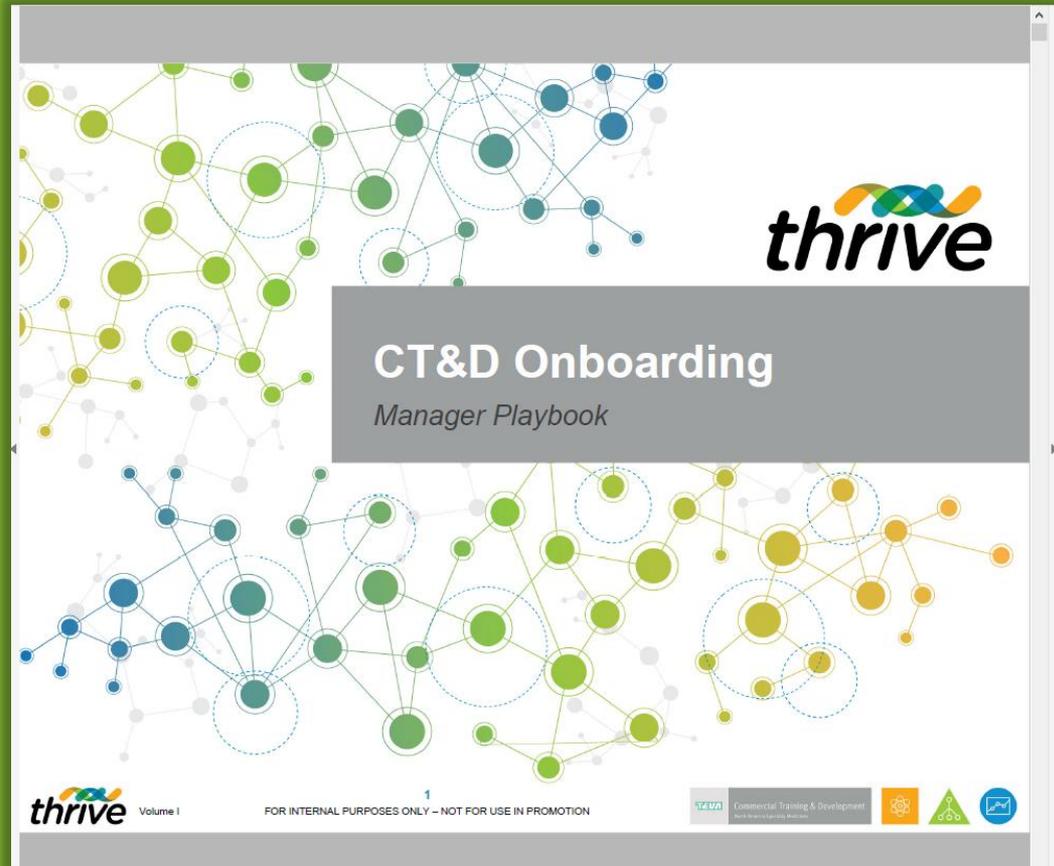
Trainer Playbook – Manager’s Role

- Become familiar with playbook structure and content
- Meet and work with trainer to complete Individual Navigation Plan Form within first few days of onboarding
- Maintain copy of Form to track trainer progress
- Respond to requests from trainer (as schedule permits) to participate in learning activities



The Manager Playbook

- Playbook Structure and Use
- Manager's Role
- GROW Development Process





Manager Playbook: How Does It Differ From Trainer Playbook?

Key components of Manager Playbook:

- Overview and content description of core skill chapters only – not all tools and resources

Plus

- GROW Development Process Coaching Guide
- Coaching Conversation Template for each skill





GROW Coaching and Development Process Overview

Goal: Explore the skill to be developed and goals to be achieved.

Current Reality: Examine trainer's current reality, or current comfort level and mastery of the skills and behavioral indicators.

Options: Discuss possible courses, workshops, and activities trainer can complete to reach his or her goals.

Wrap up and/or Will: Ascertain trainer's growth in this skill and determine additional growth opportunities.





Coaching Conversation Template Sample

Helps manager to facilitate discussions, ask questions, conduct activities, and provide feedback and coaching

Chapter 4 – Communication – Interpersonal and Written

Communication – Interpersonal and Written Coaching Conversation Template

Behavioral Indicator	Coaching Questions
Thinks about the message to be conveyed before speaking; tailors the conversation to the audience	How do you determine the needs of the person to whom you are talking?
Uses appropriate nonverbal communication (e.g., eye contact, gestures, posture)	What feedback – positive or negative – have you received on your use of eye contact or gestures? What body language have you used that works for you?
Listens actively to others; interprets their messages correctly; checks understanding; acknowledges different viewpoints; paraphrases/restates to ensure correct interpretation	What do you do to read the interest level of and/or understanding of the person you are talking to? How do you change presentation strategies during a conversation?
Engages others in dialogue by using	



Manager Playbook – Manager’s Role Prior to Coaching

Prepare:

- Become familiar with Trainer Playbook structure and core skills overviews/descriptions

Review:

- GROW Development Process Coaching Guide
- Trainer’s Individual Navigation Plan to verify core skills chapter(s) they are working on
- Core skills chapters to be discussed
- Coaching Conversation Template for specific skill



Manager Playbook – Manager’s Role During Coaching

- Provide feedback and coaching on core skills using Coaching Conversation Template and GROW Development Process to assess trainer’s progress and competency
- Review, discuss, and decide on workshops and courses trainer can take to hone specific core skills
- Complete all follow-up and review activities to assess growth in competency
- Conduct final feedback and coaching for each core skill selected using Coaching Conversation Template; discuss what trainer will do to continue growth



Thrive Rollout and Lessons Learned



Thrive: Rollout June 2015

- Incorporated into CT&D Standard Operating Procedures Manual
- Promoted via executive deck for senior leadership, CT&D Trainer Summit meetings, and lunch and learns
- Piloted with new Women's Health trainer



Piloting Thrive: Millie Colón's Story

- Hired as Senior Sales Trainer, Women's Health
- Thrive ready for rollout
- Experienced trainer, new to Teva: Training roles in several other life sciences companies



Millie's Individual Navigation Plan Form

TEVA Commercial Training & Development
North America Specialty Medicines

thrive

Individual Navigation Plan (INP) Form

Date: June 1, 2015
Trainer's Name: Millie Colón
Trainer's Business Unit: CT&D
Therapeutic Lead/Manager's Name: Trent Berrier

Core Skills Assessment (To Be Completed By Trainer and Therapeutic Lead/Manager)
 Rate the Trainer's experience by placing an "X" in the appropriate column for each of the ten Core Skills chapters.

Core Skills Chapter	Experienced, Full Application	Some Experience, Limited Application	No Experience
Onboarding and Operational Effectiveness			X
Networking	X		
Product Knowledge		X	
Communication – Interpersonal and Written	X		
Platform Skills	X		
Instructional Design	X		
Classroom Facilitation Skills	X		
Negotiation and Influencing Skills	X		
Vendor Management		X	
Project Management		X	

1 | Page Version 1

FOR INTERNAL PURPOSES ONLY – NOT FOR PROMOTION

TEVA Commercial Training & Development
North America Specialty Medicines

thrive

Individual Navigation Plan (INP) Form

Trainer and Manager - Use the Core Skills rating on page 1 to create the trainer's Individual Navigation Plan for completion of the Trainer's Playbook Core Skills chapters.

Primary Core Skills – core skills that the trainer must learn and be able to apply within 6 months. List by priority.	Secondary Core Skills – core skills that the trainer must learn and be able to apply within 9 to 12 months. List by priority.
Onboarding & Ops Effectiveness	Vendor management
Product Knowledge	Project management

2 | Page Version 1

FOR INTERNAL PURPOSES ONLY – NOT FOR PROMOTION



Millie's Individual Navigation Plan in Action

- **Primary Core Skills**
 - ✓ Followed processes in Thrive Playbook for onboarding
 - ✓ Took eLearning modules on products
- **Secondary Core Skills**
 - ✓ Learned vendor and project management on-the-job
 - ✓ 1:1 discussions with manager
- **Reassessment at 1 Year (Continuous Development)**
 - ✓ Focus on new training techniques via LTEN master class



Millie's Onboarding Comparison

Onboarding at other companies

- Poor to great
- No training: sink or sell
- Training for specific role only

Thrive onboarding:

- Resources in one place
- Employee chooses direction, not dictated
- Soft skills and hard skills useful to your career, not just your craft
- Sets you on a path



Thrive: Feedback and Reflections

- **Well received by leaders and associates:**
 - Leadership likes structure of the program and having a playbook to guide pull through
 - Associates like structured approach, and that program supports their goals
- **Paced to keep focus on priority skills, but not overwhelm new hires**
- **Other departments know the training CT&D trainers experience:**
 - Instills confidence in leaders regarding the CT&D people they hire
 - Helps set up trainers for future roles
 - Promotes CT&D capabilities



Thrive: Lessons Learned

- Invest in manager training
- Continually reinforce “what’s in it for me” to new trainers
- Ensure managers:
 - Hold 1:1 meetings and that these meetings are productive
 - Look for opportunities for trainers to learn
 - Have a schedule to track plans and update them
 - Conduct a survey at end of Thrive to identify more skills requested or required
- Continually promote Thrive program



Thrive Key Takeaways

- Thrive is a blended experience of on-the-job sharing and learning from others, classes, learning activities, and manager coaching.
- Thrive consists of three pillars – Core Skills for Success, Active Learning Experiences, and Manager Collaboration and Accountability.
- Using the Trainer Playbook, individuals map their course to fit their learning objectives and professional goals.
- Manager coaching and support provides continual 1:1 guided development.



Thrive Key Takeaways (cont.)

- The Individual Navigation Plan Form is used to assess trainers' experiences with core skills and chart a development path.
- Managers use the GROW Development Process and Coaching Conversation Templates to assess skills to be developed, examine current reality, discuss options, and evaluate trainer growth.



Questions





Brainstorming: Core Skills and Competencies

- Think of a role in your company for which onboarding could be more effective
- What tools and systems does someone in that role need
 - On day 1?
 - In the first month?
- What professional skills and competencies do they need to excel
 - Now?
 - In future roles in your company?

