

LTEN[®]2023

FOCUS FORWARD

Welcome and Thanks for Attending



LTEN[®]2023



When Recruiters Come a-Knockin'

Career development strategies and resources that help you retain and engage your top sales professionals

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Gus Prestera

- Organizational Effectiveness Consultant
- Executive Coach
- Educator: Adjunct Professor with Penn State University, American University
- 20+ years experience
- MBA and PhD in Education with *Leadership Development* focus

PRESTERA FX
CHANGE ACCELERATED

Consulting Services

- Performance Consulting
- Change Management
- Group Facilitation
- Executive Coaching

People Analytics

- Needs Analysis
- Employee Engagement
- Program Evaluations
- 360 Assessments



Program Architecture

- New Hire Onboarding
- Training Curriculum
- Career Development
- Leadership Development

Creative Solutions

- eLearning & Video
- Workshops & Virtual ILT
- Interactive PDFs
- Digital Learning Media

Career Ladders

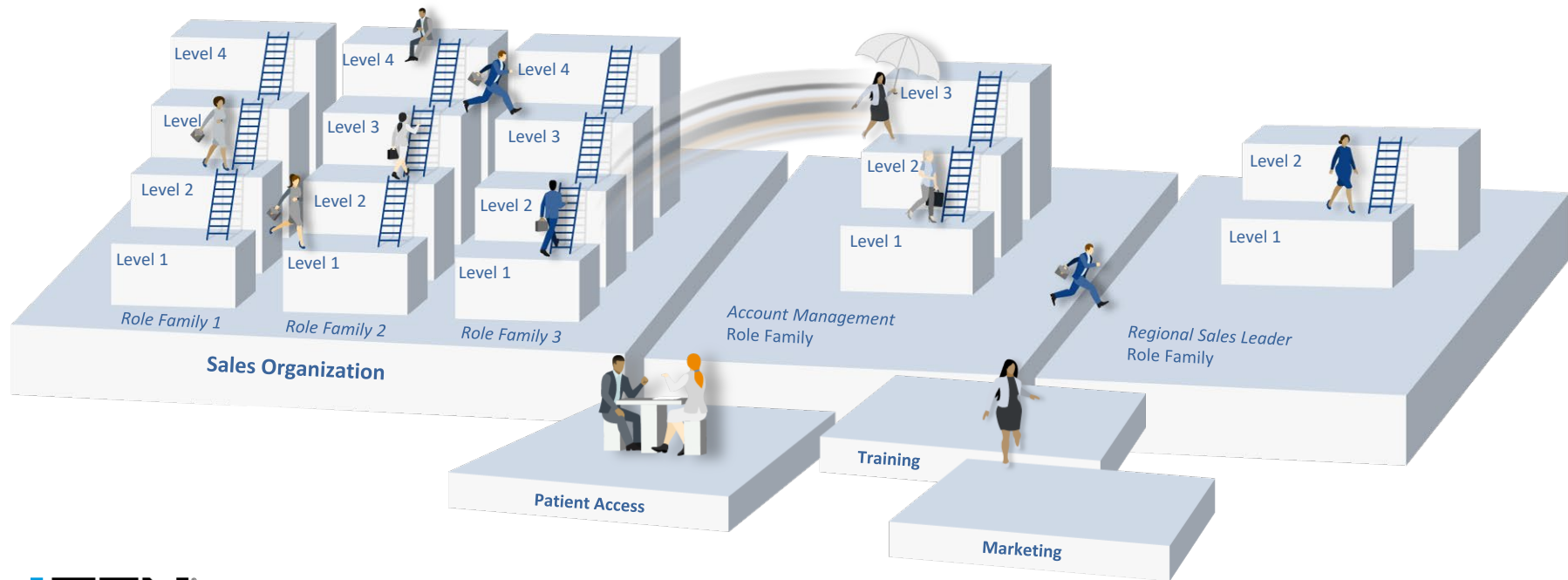
Recognized and structured avenues of advancement that provide individuals with opportunities to climb a series of levels **within** their role family as they grow professionally

Career Pathways

Recognized avenues of lateral and/or upward movement **across** role families, which are actively supported with developmental opportunities, programs, experiences, and other resources

Career Resources

Developmental opportunities, programs, experiences, and other resources that individuals need in order to explore possible their future selves, grow their capabilities, and advance their careers



Drive sales team retention and engagement by:



Talking about Growth

How do we stimulate career development conversations with sales managers?



Creating Visible Paths

How do we help sales representatives visualize possible career pathways?



Rallying the Village

How do we engage the whole commercial organization in developing future leaders?

1. Talking about Growth



Development Playbook

Coaching Guide

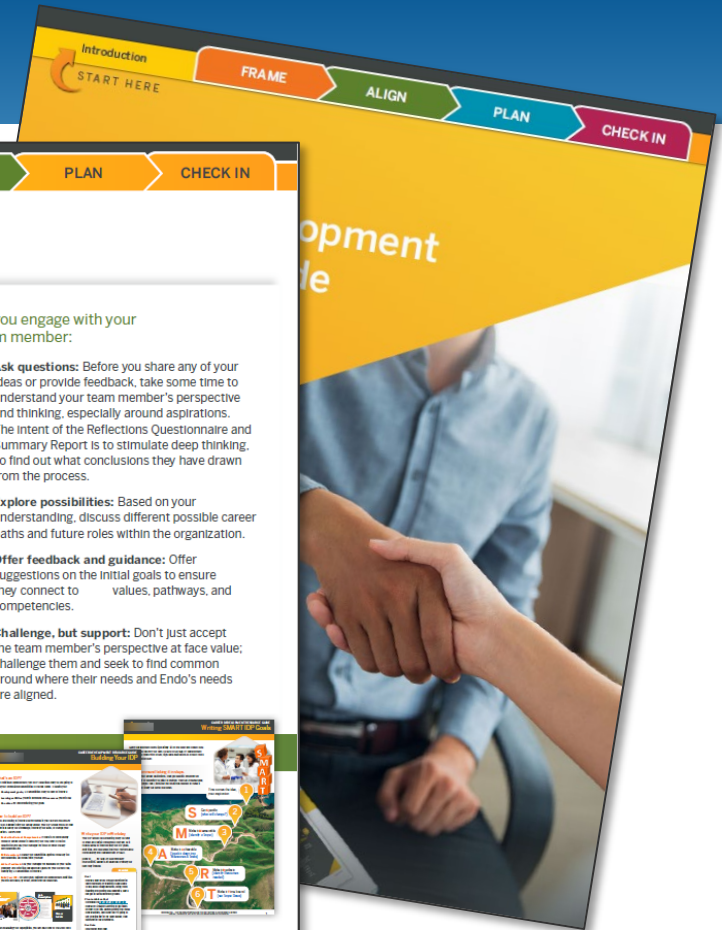
Skills Inventory

...lays out a structured process for the individual to engage in self-development with **support** from their manager.

A screenshot of a digital career development 'PLAYBOOK' interface. The top right corner says 'Pretera FX Career Development PLAYBOOK' and '5 STEP Execute'. The main content area features a 'STAR CAREER DEVELOPMENT PROCESS' diagram with five segments: Plan, Engage, Assess, Reflect, and Execute. Below this is a 'SMART GOALS' section with a vertical 'SMART' acronym graphic. The text explains that development plans should be specific and actionable, not just aspirational. It includes examples of unhelpful goals like 'I'm going to show up on time for meetings' and helpful ones like 'I'm going to collect dust for a year'. A 'DON'T BE THIS PERSON WHO:' section lists 'Creates a plan with a few vague goals' and 'Sets unchallenging goals for themselves'. A 'PLAN' section provides a step-by-step guide for setting SMART goals, numbered 1 through 6. The interface also shows navigation tabs for 'What's Inside?', 'Reflect', 'Engage', 'Assess', 'Plan', and 'Execute'. A woman in a white shirt and black skirt is visible on the right side of the screen, standing with her arms crossed.



1. Talking about Growth



- Development Playbook
- Manager Guide
- Skills Inventory

...that provides a step-by-step guide for how to lead development conversations.

Introduction FRAME ALIGN PLAN CHECK IN

The Align Conversation

In the Align conversation, reach agreement on this year's development goals.



As you engage with your team member:

- Ask questions:** Before you share any of your ideas or provide feedback, take some time to understand your team member's perspective and thinking, especially around aspirations. The intent of the Reflections Questionnaire and Summary Report is to stimulate deep thinking, so find out what conclusions they have drawn from the process.
- Explore possibilities:** Based on your understanding, discuss different possible career paths and future roles within the organization.
- Offer feedback and guidance:** Offer suggestions on the initial goals to ensure they connect to values, pathways, and competencies.
- Challenge, but support:** Don't just accept the team member's perspective at face value; challenge them and seek to find common ground where their needs and Endo's needs are aligned.

Focus on

- shared understanding of aspirations and motivations
- mapping to opportunities
- outcomes that benefit both team members and

Next Steps:

- Spend some time considering tasks and resources that may support your team member's goals and have those ideas ready for your next meeting.
- Review your team member's development goals to ensure they align with what you discussed and are written to create measurable accountability. If they're not SMART, direct your team member to the *Writing SMART IDP Goals* resource guide.
- You can also direct your team member to the *Building Your IDP* resource guide for help in creating a strong 70:20:10 plan.



1. Talking about Growth



SKILLS INVENTORY Take stock of your knowledge and skills, then discuss with your manager.

We recommend picking no more than 3 at a time to maximize results.

HOW PROFICIENT ARE YOU IN THIS?

Development Focus	Good	Better	Best	Development Focus	Good	Better	Best
Therapeutic Expertise				Business Development			
<input checked="" type="checkbox"/> Clinical Knowledge	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Business Planning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Product Knowledge	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Cultivating New Business	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/> Competitor Knowledge	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Customer Development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business Acumen				Consultative Selling			
<input type="checkbox"/> Market Insight	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> Relationship Development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/> Business Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> Drive for Results	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/> Product Pull-Through	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Selling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Competency Guide for Specialty Sales

...and other diagnostic tools provide the individual and their manager with something to talk about.

PTP-360 Profile Report page | 7

Peer Trainer Competencies LEARNING FACILITATOR

When helping your colleagues learn something new, you explain difficult concepts in a way that is clear, relevant, and actionable for them.

Competencies	YOUR Responses	Manager Responses	Customer Average	Colleague Average	Trainee Average	Total Average	Delta +/-	Quintile (q)	ENDO Average
LEARNING FACILITATOR	900	700	-	798	653	813	-31	2q	733
- COMMUNICATE	1	5	-	927	589	648	nc	3q	862
- COMPLY	5	3	-	735	521	531	+11	3q	665
- CONTEXTUALIZE	4	1	-	823	658	662	+127	4q	745
- MODEL	2	4	-	957	924	935	+91	1q	812
- PRACTICE	3	2	-	675	476	437	-87	5q	684

SUMMARY

You scored in the LOREM IPSUM ZONE on the Tempor Incidunt scale.

This is a competency ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

IMPLICATIONS

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua:

- Consectetur adipiscing elit
- Sed do eiusmod tempor
- Incidunt ut labore et dolore magna aliqua
- Quis nostrud exercitation ullamco laboris

TOP COMPETENCY

Ipsum

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
- Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

LOWEST COMPETENCY

Ipsum

- Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.



Development Playbook

Coaching Guide

Skills Inventory

2. Creating Visible Paths

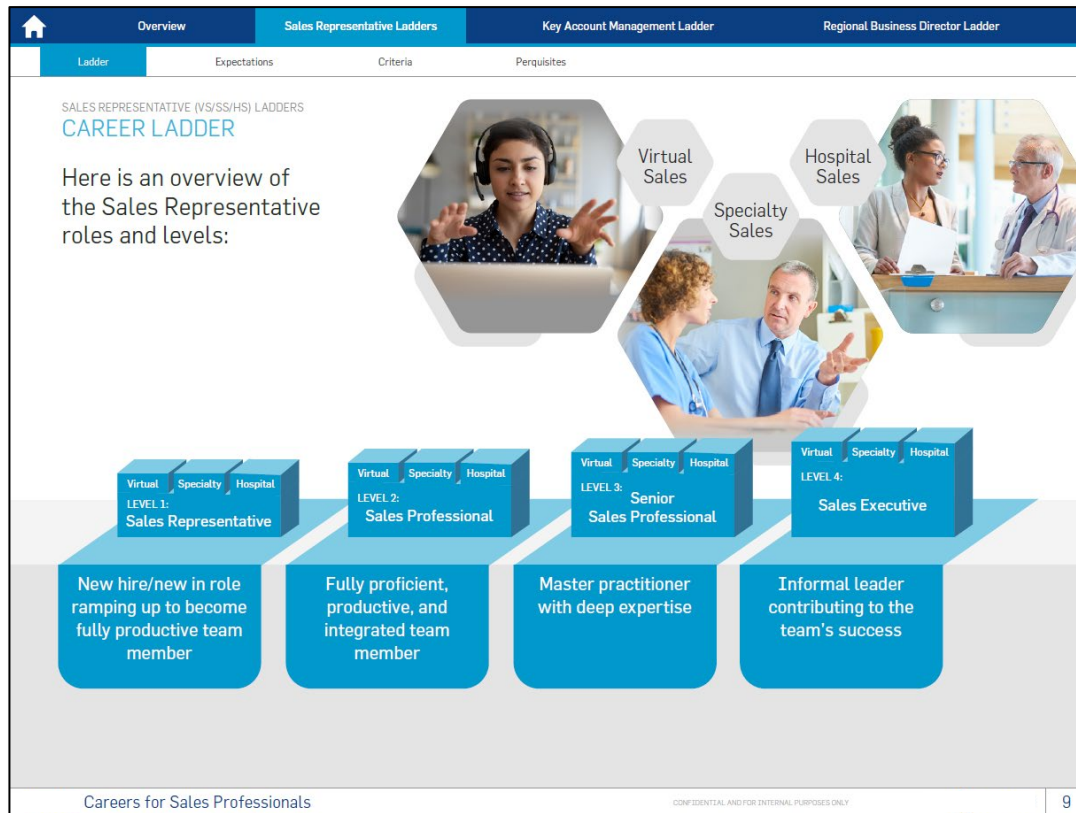


Career
Ladders

Job
Competencies

Behavioral
Dimensions

...provide a structured framework for career advancement **within the sales team**, along with clear criteria for them to meet



2. Creating Visible Paths



Career Ladders

Job Competencies

Behavioral Dimensions

...defining the 20% of the knowledge, skills, and abilities that drive 80% of the success

Navigation: Home | Introduction | **Competencies** | Skills Inventory | At-A-Glance | Further Development

Overview | Therapeutic Expertise | Account Development | Sales Acumen | Territory Management

Overview of TSM Competencies

What does it take to succeed as a **TSM** Territory Sales Manager?

The four domains and 12 competencies listed here represent our best predictors of success for the role.

- Therapeutic Expertise** (top-left quadrant): Clinical Knowledge, Product Knowledge
- Account Development** (top-right quadrant): Competitive Positioning, Account Insights, Access and Navigation
- Sales Acumen** (bottom-right quadrant): Account Development, Selling Skills, Business Partner Alignment
- Territory Management** (bottom-left quadrant): Drive and Accountability, Planning and Execution, Business Analysis, Overcoming Obstacles



2. Creating Visible Paths

Career Ladders

Job Competencies

Behavioral Dimensions

...that get down to specific behaviors, so that managers and their reps can quickly get to specifics

The screenshot displays a competency framework interface. The main focus is on the 'Therapeutic Expertise' competency. It includes a definition, a description of how it applies to a role, and a table of behavioral dimensions.

Therapeutic Expertise
Ability to educate and create awareness on product, clinical, and competitive knowledge so products can be appropriately administered.

HOW DOES THIS COMPETENCY APPLY TO YOUR ROLE?

Good	Better - Builds on Good	Best - Builds on Better
Can clearly articulate the features and benefits of products and uses all approved selling materials in appropriate situations.	Identifies and develops opportunities for product usage, uses reprints and other selling materials effectively, and skillfully delivers customer education.	Recognized and sought out as a partner and product expert by customers and colleagues and differentiates products in complex scenarios.

Therapeutic Expertise - What knowledge and skills are needed? How proficient are you?

	Good	Better	Best
Product Knowledge: Understanding of, and ability to confidently articulate product features and benefits, mode of action, prescribing information, and contents of print and digital core visual aids as well as reprints and other approved selling resources, such as websites, apps, and tools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clinical Knowledge: Deep knowledge of and ability to communicate acute states and toxicities, profiles, patient scenarios, and common treatment protocols, and ability to effectively use approved clinical studies to support product usage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive Positioning: Ability to educate HCPs to consider products for early treatment for all patients that meet indication for treatment with products within the treatment landscape by demonstrating their attributes over existing therapies and protocols.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



3. Rallying the Village

Mentoring

Stretch Assignments

...relationships help to broaden the individual's perspective on the business as a whole, expand their network, and help them sharpen their executive presence.

Mentoring Tips

Here are some mentee best practices for getting the most out of your mentoring relationships:

- SHOW INITIATIVE:** Your desire to learn from your mentor is what fuels the mentoring relationship, so in all respects, take the first step and demonstrate initiative. This is your development journey!
- SELF ASSESS:** Do the legwork in advance of assessing where you've been, where you are, and where you're going. Use 360s and other tools to understand your strengths and development needs.
- SET GOALS:** Your mentor will want to understand your career development goals and how specifically they can support those goals. Come prepared to talk about those goals.
- SET EXPECTATIONS:** What do you need from your mentor both in terms of the type of support and the way in which that support is provided? What do you ideally want those mentoring interactions to look like?
- FOLLOW THROUGH:** In between mentoring interactions, follow through on action items you've committed to completing, such as researching, reflecting, and networking. Show your mentor that their investment in you is making a difference.

Mentoring Contract

Mentee, use this template to guide the initial conversation with your Mentor. Fill it out to reflect your agreements, sign, and send to your Mentor.

1 BASICS

Mentee Name:

Mentor Name:

Start Date: End Date:

2 SCHEDULING MEETINGS

Who will set up our meetings?	How often will we meet?
<input type="text"/>	<input type="text"/>
How do we prefer to meet? (Teams, phone, in-person, etc.)	How long will meetings last?
<input type="text"/>	<input type="text"/>

3 GETTING ALIGNED

Mentee: What goals are you working toward?	<input type="text"/>	
Mentee: What expectations do you have of your Mentor?	Mentor: What expectations do you have of your Mentee?	Ground Rules: What commitments are you making to each other?
<input type="text"/>	<input type="text"/>	<input type="text"/>

4 COMMITMENT

We agree to honor this agreement as outlined above and will assess our progress regularly, as well as at the conclusion of the program. If we decide to end this mentoring agreement prior to the scheduled conclusion, we will appropriately notify one another and the program organizers.

Mentor Signature: <input type="text"/>	Date: <input type="text"/>
Mentee Signature: <input type="text"/>	Date: <input type="text"/>



3. Rallying the Village

Mentoring

Stretch Assignments

...cross-functional projects, shadowing, and short-term assignments provide opportunities to explore possible future selves.

Home What's Inside? Reflect Engage Assess **Plan** Execute

Chart Your Course How To SMART Goals **70-20-10** Building Your Plan The Right Mix

PLAN
70-20-10

HOW TO CREATE A 70:20:10 PLAN?

When top professionals were asked by CCL how they developed the knowledge and skills they needed to be successful, they attributed about 70% of their learning to experience, about 20% to learning from others, and only 10% to learning from formal study. From this research, the 70:20:10 Model was born.

*Morgan McCall: Center for Creative Leadership (www.ccl.org)

When writing your IDP, make sure to include a variety of learning resources and activities that push you outside your comfort zone, rather than just gravitating towards what you like or what is convenient.

70% On-the-job learning experiences with reflection

20% Informal learning, coaching, mentoring

10% Formal education training.

On-the-job learning experiences with reflection

- Special assignments
- Leading projects
- Shadowing
- Job rotation
- Action learning
- Cross training
- Interim position
- Publishing an article
- Presenting at an event
- Board memberships
- Benchmarking assignment
- Being a mentor
- Committee member
- Being a trainer

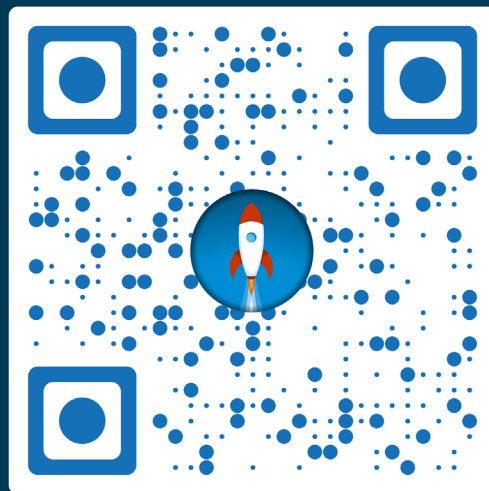
Informal learning, coaching, mentoring

- Manager coaching
- After Action Reviews
- Being mentored
- Peer mentoring
- Learning circle
- Executive sponsor
- Networking internally
- Networking externally
- 360 feedback
- Customer feedback
- Performance metrics

Formal education training

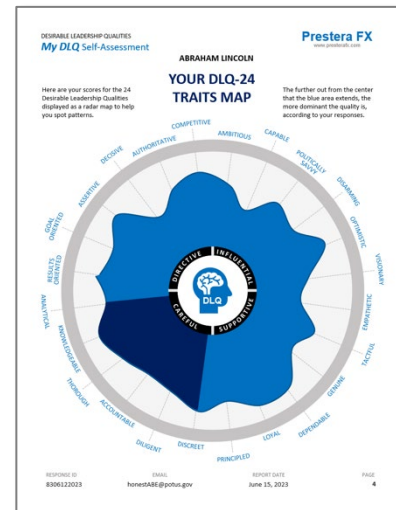
- Book
- Articles
- Videos
- Workshops
- College Courses
- eLearning
- Webinars
- Industry Conferences
- Local seminars
- Websites, blogs, magazines

FREE --- Desirable Leadership Qualities Report --- FREE



SCAN ME

1. Scan the QR Code above
2. Complete the questionnaire in 5 min
3. Receive your free DLQ Report within 24 hours



Tell Us How We Did

Take One Minute to Share Your Feedback

From the app:

1. Select this Workshop
2. Click on Survey to Complete

Every Workshop Survey you submit enters you into a daily drawing for **one of three \$25 Amazon gift cards!**

A screenshot of a mobile app survey form titled "LTEN Annual Conference 2023". The form includes a home icon, a "Session Name" field, a question "How valuable did you find the information presented at this session?" with a 5-star rating scale (Poor to Excellent), a text input field for "What information in this session was most useful to you?", another text input field for "What would have made this session better?", a "Done" button, and a "Privacy Policy" link at the bottom right.