

WARM-UP ACTIVITY: WHAT DOES GOOD LOOK LIKE?

Welcome

Please use the provided sticky notes to respond:



What knowledge, skills, and characteristics make an effective sales manager?



What is an Emerging Sales Manager?
What do they do?



What strategies and components make an effective training program for Emerging Sales Managers?



Then, place your sticky notes on the corresponding flip chart at the front of the room.



**DEVELOP YOUR NEXT
GENERATION OF
LEADERSHIP THROUGH
AN EMERGING SALES
MANAGER PROGRAM**



DEVELOP YOUR NEXT GENERATION OF LEADERSHIP THROUGH AN EMERGING SALES MANAGER PROGRAM

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OBJECTIVES



Define the role and responsibilities of an effective Emerging Sales Manager (ESM)



Discuss the benefits and impact that an Emerging Sales Manager Program (ESMP) provides to an organization



Explore the components of an effective training program for ESMs



Determine achievable action steps for implementing an ESMP in your organization



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WORKSHOP AGENDA

Timing	Activity/Description
2 min	Welcome and Introduction
5 min	Discussion: What Does Good Look Like?
23 min	Presentation: Teva's ESMP
20 min	Activity: Creating an ESMP at Your Organization
10 min	Summary and Q&A

Total Time

60 min



DISCUSSION: WHAT DOES GOOD LOOK LIKE?

Let's review your responses



What knowledge, skills, and characteristics make an effective sales manager?



What is an Emerging Sales Manager?
What do they do?



What criteria or components make an effective training program for Emerging Sales Managers?



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WHAT IS TEVA'S ESMP?



Developed specifically for **sales representatives**, the ESMP guides leadership in **identifying and developing people** to become future sales managers



A robust curriculum with **relevant skill-building activities** and **intensive feedback** aligned to **managerial principles** and **competencies**



Designed to take place over an **extended period** (ie, 12 months)



Built on **professional development best practices**, designed to help Teva **meet present and future needs** while continuing to **invest in our internal talent**



WHAT ARE THE BENEFITS?

ESMs



Mentors



The Organization



A Win – Win – Win for Teva

WHAT DOES IT LOOK LIKE?

PHASE I VIRTUAL	PHASE II LIVE or VIRTUAL	PHASE III VIRTUAL	PHASE IV BLENDED
 <p>Virtual training to set expectations (ESMs and mentors)</p>	 <p>Live or virtual mentoring skills training (mentors only)</p>	 <p>Virtual reinforcement and panel discussion (ESMs and mentors)</p>	 <p>On-the-job, self-paced, and social learning opportunities specific to IDP goals (ESMs and mentors)</p>
	 <p>Live or virtual ESM skills training (ESMs and mentors)</p>		
	 <p>Live essential skills simulations, coaching from sales managers, directors, and leadership, create Individual Development Plans (IDPs) (ESMs only)</p>		



Branding and awareness



Phased and hybrid approach



Learner-centric, driven by learning in the flow of work as well as social and experiential learning opportunities



Focus on **essential skills** for ESMs and mentors



Piloted a well-planned program that could be further **refined** for optimal impact and **continued implementation**



WHAT DID WE BUILD?



ESM-completed **application** to assess whether candidates have genuine interest



ESM **interview guide** and **selection criteria** to ensure highly qualified candidates are selected



Separate **playbooks** for mentors and mentees



Mentor Training Summit



Mentor/Mentee **matching process** to set them up for success



Virtual workshops and **live summits**



Essential skills **simulations**



Individual Development Plans



Structured **on-the-job training**



Curated **self-paced eLearning** modules

Playbooks



Emerging Sales Manager Program

Mentor Playbook



Emerging Sales Manager Program

Mentor Playbook



Simulations and IDPs

teva
Simulation #1: Inbox Exercise (120 minutes)

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Simulation #2: Business Acumen (150 minutes)

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Simulation #3: Coaching to Business Planning Skills (90 minutes)

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Simulation #4: Coaching to Selling Skills (90 minutes)

Part 1: Representative Data

EMERGING SALES MANAGER PROGRAM



ESMP Cumulative Feedback Form & Development Plan



WHAT ARE THE KEY ROLES?



ESM



Mentor



Area Director

AREA DIRECTOR RESPONSIBILITIES



Actively seek candidates and potential mentors for the program



Champion the program



Co-facilitate or participate in leadership panel discussions



Act as a coach during live simulations and IDP creation



Promote shadowing and on-the-job opportunities for professional development



LISA

MENTOR RESPONSIBILITIES



Prepare for, attend, and participate fully in events



Actively engage with mentee during events, IDP check-ins and structured on-the-job training



Take genuine interest in ESM growth and development



Share experiences, keep notes, and evaluate progress



Follow up and follow through on actions



DAMON

ESM RESPONSIBILITIES



Drive their own growth and development



Prepare for, attend, and participate fully in training events



Initiate a meeting with mentor after live simulations and IDP creation



Actively engage with mentor during events, IDP check-ins, and structured on-the-job training



Share experiences, keep notes, and evaluate progress



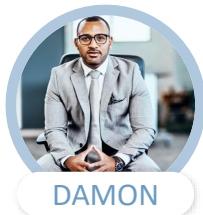
Follow up and follow through on actions



AMI

EMERGING SALES MANAGER PROGRAM

AMI'S JOURNEY



PHASE I

PHASE II

PHASE III

PHASE IV



Receive playbooks and formal training schedule; set expectations; team building



Ami/Damon attend ESM Summit together for her to learn, apply, and receive feedback on critical skills



Ami shares IDP with Damon; he mentors her on growth and learning opportunities



Ami participates in essential skills simulations; receives feedback and coaching from Lisa; sets IDP goals



Damon attends Mentor Summit



Ami identifies and executes on learning opportunities to accomplish her IDP goals and enhance her skills



Coaching Skills eModule



Leadership Mindset eModule



Participates in a special project



Ami/Damon attend ESMP virtual session to share IPD progress, best practices, and challenges



1:1 job shadowing with a business planning expert

Training and mentoring continues based on ESM's IDP goals and progress

Ami/Damon check-in to discuss her progress and additional growth opportunities

WHAT ARE SOME CHALLENGES?



Gaining Buy-in



A Global Pandemic



Time



1 Work individually using sticky notes



What **strategies and tactics** do you want to **SEE** implemented at your organization to **develop the next generation of sales leadership**?



What can you **DO (specific action steps)** to realize this vision?

4 min

2 Work in small groups



Share your vision and specific action steps with your table group.



Identify similarities and differences you notice as others discuss their vision and action steps.

8 min

3 Share with the larger group



What are the **most common similarities and differences** among your table group related to an ESMP vision and action steps?



What is the **first step you will take** when you return to your office to develop the next generation of sales leadership at your organization?

8 min

Total Time
20 min



What are your top takeaways?

Content



Your question ?

What are your top takeaways?

[Add longer description](#)

Entries per participant ?

3

Extras

Let participants submit multiple times ?



[Remove question](#)

HM

Account



Content



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Got feedback?

LTEN[®]2023

**FOCUS
FORWARD**

Thanks for Attending



HOW DID WE DO?

Take 1 Minute to Share Your Feedback

From the LTEN app:

1

Select **Develop Your Next Generation of Leadership Through an Emerging Sales Manager Program**

2

Click “Survey” to complete



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



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Session Name

How valuable did you find the information presented at this session?

Poor Excellent

☆☆☆☆

What information in this session was most useful to you?

What would have made this session better?

Done

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