



Adopting a Learning Journey Approach to Sales Training

*LTEN 2023—FOCUS FORWARD
June 13, 2023 (4:15 PM-5:15 PM)*

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hvc
human health care

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WORKSHOP TIME: 1 hour

DO:

- Welcome participants to the Adopting a Learning Journey Approach to Sales Training Workshop

WORKSHOP MATERIALS:

- Workshop slide deck
- Facilitator Guide (slides + speaker notes)
- Participant Workbook

FACILITATOR AND COACHES TIPS:

- Build energy and excitement and engage participants in the workshop by:
 - Personalizing the training
 - Sharing brief anecdotal stories to demonstrate a point
 - Encouraging participants to share their insights and draw from real-life experiences as training and development professionals

Introductions

- Vicki Colman, Associate Director, Sales Training; Vicki_Colman@eisai.com
- Diane DeVincentis, Associate Director, Launch Excellence; Diane_DeVincentis@eisai.com

Note: The views that we express today are our own and do not necessarily reflect the position or views of our employer, Eisai Inc.




DO:

- Introduce yourselves and review the on-screen disclaimer

About This Workshop

Learning Objectives

After completing this workshop, you will be able to:

-  Recall the key considerations and steps when designing a learning journey
-  Identify key stakeholders in your company who will support the learning journey approach
-  Complete an analysis to discover knowledge/skill/behavior gaps and determine training solutions to address the gaps

Agenda

Workshop is **1 hour** in length.

- 1** Case Study Presentation & Group Discussion Activities
(45 MINUTES)
- 2** Q&A Session
(15 MINUTES)

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DO:

- Review the workshop learning objectives and agenda

The Learning Journey Defined

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DO:

- Introduce the first workshop segment—*The Learning Journey Defined*

Participant Survey

How many of you are attending today's workshop because you want to challenge the status quo of your training curriculum and elevate the learner experience?

What is a learning journey?



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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

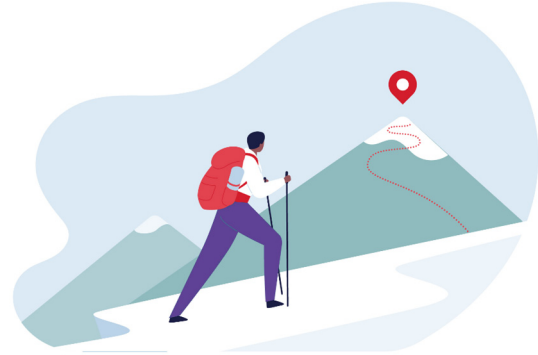
DO:

- Lead a brief group discussion with workshop participants
 - How many of you are attending today's workshop because you want to challenge the status quo of your training curriculum and elevate the learner experience?
 - **[CLICK]** What is a learning journey?

What Is a Learning Journey?

A learning journey . . .

-  Is an explicit learning path that includes a series of different learning experiences that occur over time
-  Involves different methods and delivery modalities; both formal and informal
-  Results in new knowledge, skills, or behaviors that are aligned to company culture and business goals
-  Should tap into employees' intrinsic desire to learn and grow (a growth mindset)



An employee's motivation and performance **increases** when they are learning skills that are closely connected to their daily work.

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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Review the description of a learning journey
 - A learning journey . . .
 - Is an explicit learning path that includes a series of different learning experiences that occur over time
 - **[CLICK]** Involves different methods and delivery modalities; both formal and informal
 - **[CLICK]** Results in new knowledge, skills, or behaviors that are aligned to company culture and business goals
 - **[CLICK]** Should tap into employees' intrinsic desire to learn and grow (a growth mindset)

Current Curriculum Challenges

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DO:

- Introduce the second workshop segment—*Current Curriculum Challenges*

Participant Survey



What is the overall problem or issue that you are trying to solve with your current new hire sales training curriculum?



Why does the problem exist?



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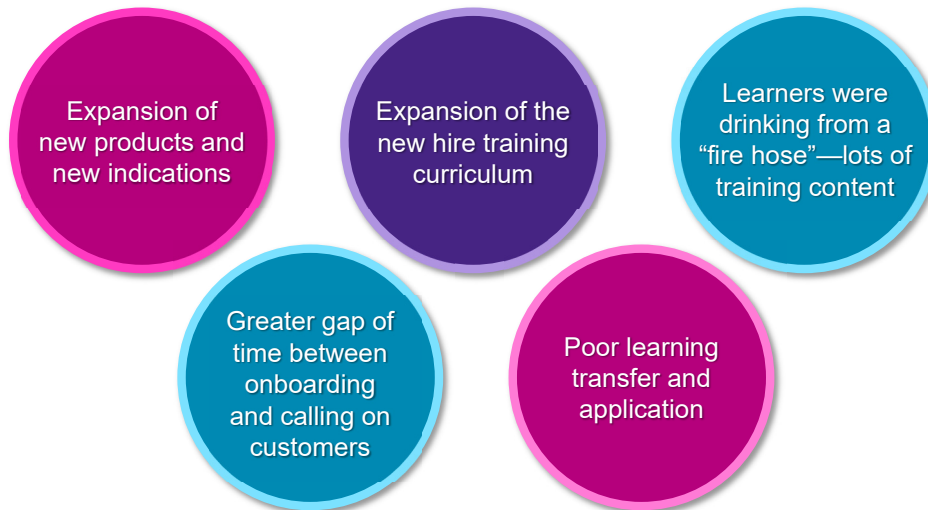
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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Lead a brief group discussion with workshop participants
 - What is the overall problem or issue that you are trying to solve with your current new hire sales training curriculum?
 - **[CLICK]** Why does the problem exist?

Eisai's Training Challenges



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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Review Eisai's past training challenges
 - Expansion of new products and new indications
 - **[CLICK]** Expansion of the new hire training curriculum
 - **[CLICK]** Learners were drinking from a “fire hose”—lots of training content
 - **[CLICK]** Greater gap of time between onboarding and calling on customers
 - **[CLICK]** Poor learning transfer and application

Adopting a Learning Journey Approach

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DO:

- Introduce the third workshop segment—*Adopting a Learning Journey Approach*

Participant Survey



Why might a learning journey approach make sense for your sales professionals? What are the benefits/advantages?



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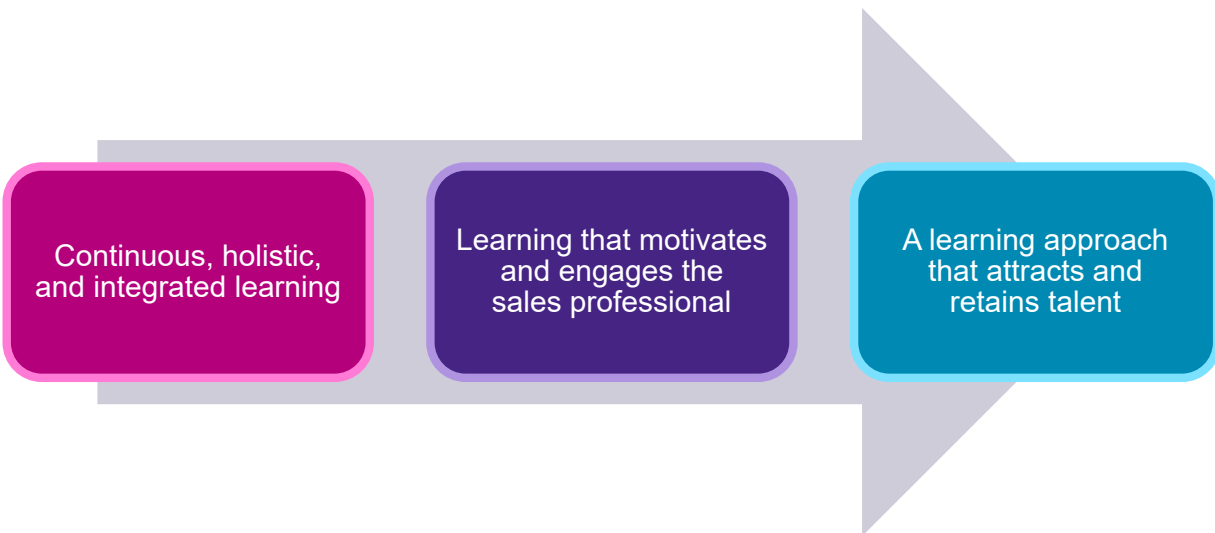


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DO:

- Lead a brief group discussion with workshop participants
 - Why might a learning journey approach make sense for your sales professionals? What are the benefits/advantages?

Learning Journey Approach—Benefits



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DO:

- Review the benefits of a learning journey approach

Eisai's Learning Journey Approach

Our learning journey approach was born based on the 3 major principles:

Better prepare our sales professionals to make impact with their customers by closing the “acquisition → application gap”

Address the learning needs of our sales professionals at every stage of their careers

Demonstrate Eisai's commitment to the continued development of our sales professionals

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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Review Eisai's Learning Journey approach
 - Our learning journey approach was born based on 3 major principles:
 - Better prepare our sales professionals to make impact with their customers by closing the “acquisition -> application gap”
 - **[BUILD]** Address the learning needs of our sales professionals at every stage of their careers
 - **[BUILD]** Demonstrate Eisai's commitment to the continued development of our sales professionals

Stakeholder Support

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DO:

- Introduce the fourth workshop segment—*Stakeholder Support*

Participant Survey



Whose support (ie, key stakeholders) do you need before designing a learning journey?



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DO:

- Lead a brief group discussion with workshop participants
 - Whose support (ie, key stakeholders) do you need before designing a learning journey?

Eisai's Supporting Stakeholders



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DO:

- Review Eisai's supporting stakeholders

Communicating the Big Picture to Stakeholders

The Eisai Learning Journey will . . .

-  Be a career-long, multi-phased continuum of learning that is built on established training and development principles for the adult learner
-  Provide exceptional preparation to engage with customers
-  Support delivering the right information, at the right time, in the right way to maximize the learning experience
-  Progress to more tailored learning over time and take on a more holistic approach
-  Enhance new hire satisfaction and ultimately increase employee retention

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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Review what big picture messages were communicated to Eisai stakeholders to earn their support for a learning journey approach
 - The Eisai Learning Journey will . . .
 - Be a career-long, multi-phased continuum of learning that is built on established training and development principles for the adult learner
 - **[CLICK]** Provide exceptional preparation to engage with customers
 - **[CLICK]** Support delivering the right information, at the right time, in the right way to maximize the learning experience
 - **[CLICK]** Progress to more tailored learning over time and takes on a more holistic approach
 - **[CLICK]** Enhance new hire satisfaction and ultimately increases employee retention

Designing a Learning Journey

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DO:

- Introduce the fifth workshop segment—*Designing a Learning Journey*

Participant Survey



How would you go about “designing” a learning journey for your sales professionals?

Think analysis and design!
Think big ideas!



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DO:

- Lead a brief group discussion with workshop participants
 - How would you go about “designing” a learning journey for your sales professionals?
- Remind participants to think analysis and design (not development)
- Remind participants to think big ideas vs too many details

Designing the Eisai Learning Journey—4 Important Factors

Charter a Core Team

- Seek diversity—both experiences and ideas
- Organize team members into smaller sub-teams
- Assign each sub-team a learning journey phase
- Act as ambassadors; promote the learning journey

Challenge the Status Quo

- Shift perspective from “inside-out” to “outside-in”
- Be bold in your thinking yet mindful of company goals and business objectives
- Where are we? Where do we want to go?

Invest in Seeking Input From Stakeholders

- Which skills are critical for success?
- What are the industry benchmarks of excellence?
- What is currently working? What is not working?
- Which programs should we keep, create, or cancel?
- When is the optimal time to train on specific areas?

70:20:10 Philosophy

- **70%** of learning occurs on the job—build additional manager and field trainer coaching touchpoints
- **20%** from others—develop social and peer-to-peer learning opportunities
- **10%** from formal learning experiences—strengthen curriculum with both digital and just-in-time learning

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NOTE TO FACILITATOR: This slide builds; see **[CLICK]** prompts below

DO:

- Review 4 important factors that the Eisai Core Team applied when designing the Eisai Learning Journey
 - Charter a Core Team
 - **[CLICK]** Challenge the Status Quo
 - **[CLICK]** Invest in Seeking Input From Stakeholders
 - **[CLICK]** 70:20:10 Philosophy

The Eisai Learning Journey

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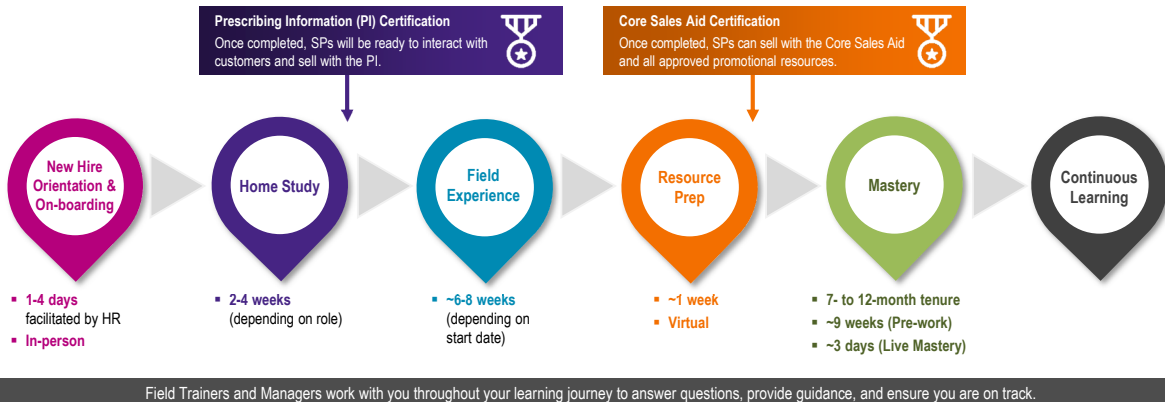


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DO:

- Introduce the last workshop segment—*The Eisai Learning Journey*

The Eisai Learning Journey



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DO:

- Introduce the Eisai Learning Journey to participants:
 - During **Onboarding**, sales professionals are introduced to the Eisai philosophies and processes that allow them to operate effectively and compliantly
 - During **Home Study**, sales professionals will build their foundation for success; selling certification on product PI(s) allows them to engage with customers in the field as soon as possible
 - During **Field Experience**, sales professionals will begin familiarizing themselves with their territory and making initial impact with customers.
 - During **Resource Preparation**, they will build the skills necessary for engaging in customer interactions that make impact; promotional tools practice is designed to build confidence and proficiency and set them up for ongoing success
 - During **Mastery**, sales professionals will experience a case-based approach to learning that will allow them to focus on solutions that will drive your business; the pre-work for this stage will be paramount for the in-class activities and development
 - The **Continuous Learning** Journey is designed to help sales professionals refine their knowledge and skills, explore advanced topics, and embark on a journey of career development at Eisai

Mastery Overview

Mastery is an advanced training program designed to help sales professionals elevate their skills and knowledge as they relate to 4 interconnected pillars:

Clinical Acumen

Improve your knowledge of clinical concepts to help strengthen customer interactions and instill confidence

Business Acumen

Determine the health of your territory and accounts and develop an actionable plan to strengthen and grow your business

hhceco

Adopt the *hhceco* mission, which is to help people live their healthiest and most fulfilling lives by going beyond symptom relief and cure to prediction and prevention*

Eisai Selling

Advance your selling skills so that you can engage in meaningful 2-way dialogue with customers and make even more impact



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DO:

- Provide an overview of Mastery to participants



DO:

- **[CLICK]** to play the Eisai Learning Journey video



DO:

- Lead a Q&A session with participants for the remaining 15 minutes of the workshop