



# How Amgen Used Simulations and Chatbots to Drive Behavior Change

# PRESENTERS



LLOYD  
**HILTON**

Amgen



ANDREW  
**DORNON**

BTS




STEVE  
**BOLLER**

Bottom-Line Performance

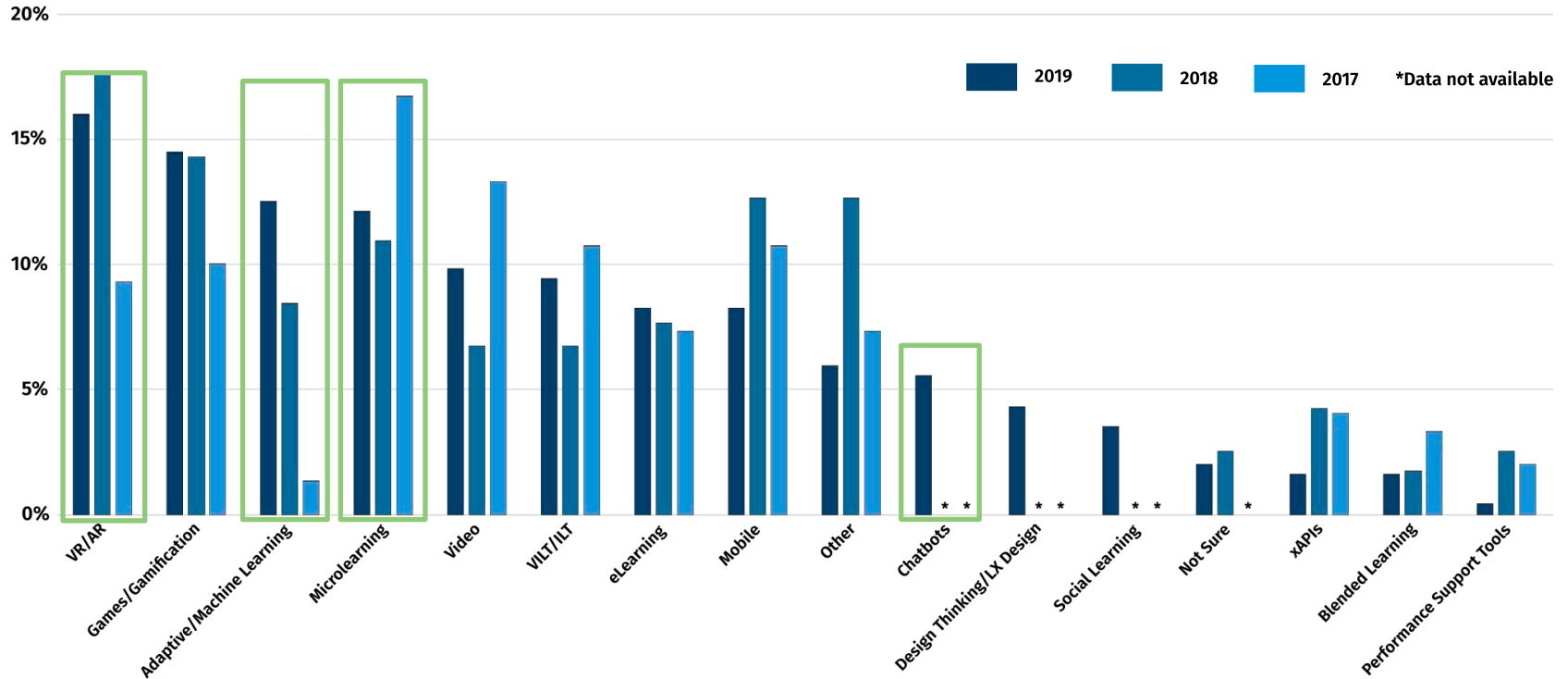
When attending conferences such as this  
one...

How often do you hear about the “magic  
bullet” for behavior change?

A person is shown from the chest up, wearing a white and black VR headset. The person's hands are visible, holding the sides of the headset. The entire image is overlaid with a semi-transparent blue filter. Centered on the image is white text.

Which trends and techniques are particularly popular this year at LTEN?

# What Learning Trend(s) or New Training Delivery Method(s) Are You Most Excited About for 2019?

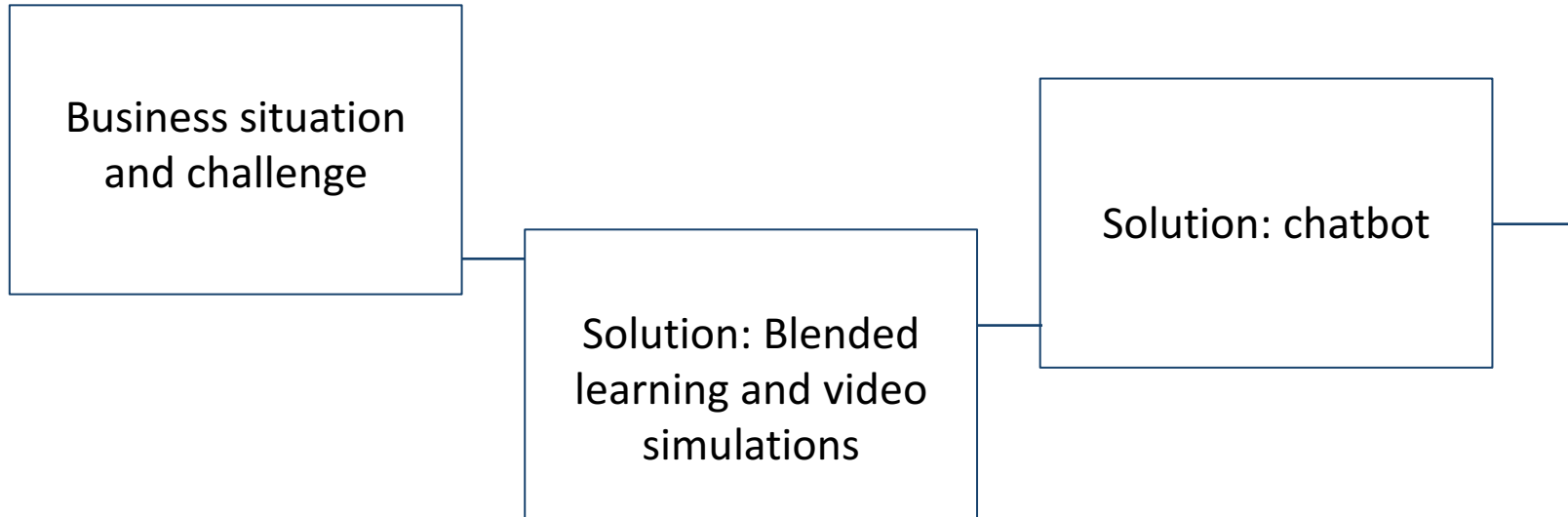


The truth: All of these can be meaningful  
tools for learning

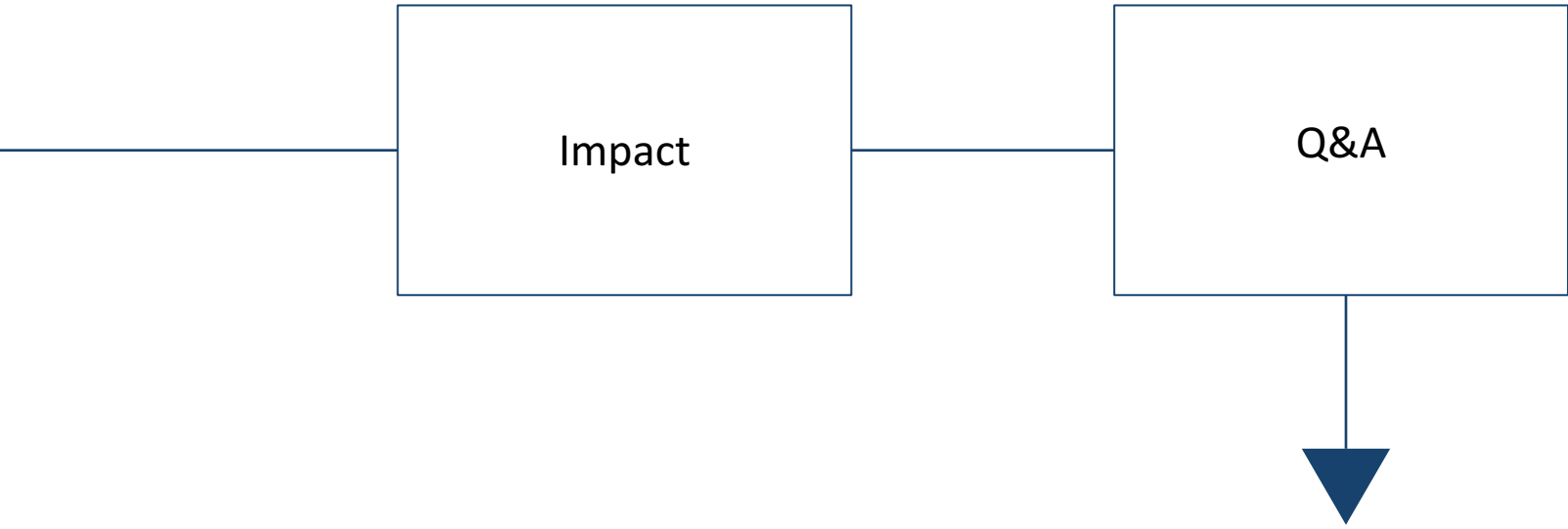


The challenge: Selecting the right tool(s)  
for the right learning moment

# AGENDA





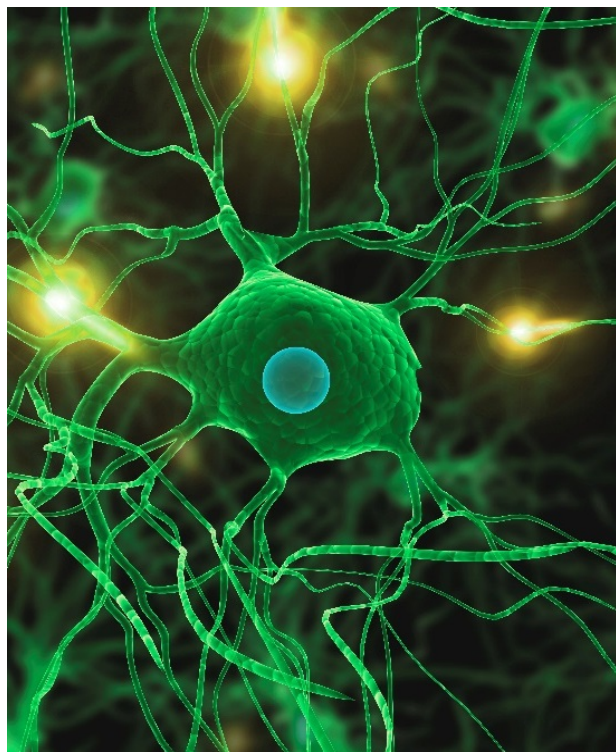


A photograph of two men in a business meeting, overlaid with a semi-transparent blue filter. The man on the right is looking thoughtfully at the man on the left. The background shows a blurred office setting with a plant and a window.

Let's look at

# THE BUSINESS SITUATION

# AMGEN®



 **Neulasta®** **Onpro®**  
(pegfilgrastim) injection kit

 **aimovig™**  
(erenumab-aooe) injection  
70 mg/mL

 **Enbrel**  
etanercept

**XGEVA®**  
(denosumab)

 **EVENTITY™**  
(romosozumab-aqqg)  
injection 105 mg/117 mL

**Aranesp®**  
(darbepoetin alfa)



# Amgen's Opportunity

While the organization had a rich history of recruiting strong talent, there were several key challenges facing the organization:

- Turnover
- Inconsistent interviewing practices
- Poor Candidate Experience



# Amgen's Opportunity

- Drive a positive candidate experience
- Identify & practice “what good looks like”
- Align sales leaders to a uniformed approach to interviewing



Let's look at

# THE SOLUTION

# Project Goals



**Improve the talent level of  
our org**



**Practice using the newly launched  
Standard Interview Guide**

**Standardize behavioral  
interviewing techniques across  
the sales org**



**Recognize and mitigate  
unconscious bias during  
the interview process**

**Ask high-impact probing questions to address  
information gaps in a candidate's response**



# One Extra Day for Our Leaders

*If we give each RSD and DSM back **one extra day** per year—what could be accomplished?*

**50 Days**

RSDs in the Field

**+**

**400 Days**

DSMs in the Field

**=**

**450 Days**

Of leaders supporting  
customers and reps



# Faster Territory Fill

*How many additional sales would we drive by getting someone in the territory one week faster?*

**7 Days**

**×**

**\$5.5k**

**=**

**\$38.5k**

Avg increase # of days  
to fill a req if  
additional interview  
required

Lost per day a  
territory is empty

Avg savings per  
candidate from using  
a standard interview  
guide

# More High Potential People

*What if we could increase the number of High Potential (HiPo) hires?*

**\$1.7m**

**×**

**25**

**=**

**\$42.5m**

More sales generated  
by a rep in the 50th  
percentile to a rep in  
the 80th percentile

# of new hires per  
year that can be  
expected to be HiPo

Additional sales per  
year from using  
standardized  
interview best  
practices

# Decreasing Bias is a Business Imperative



One Day Back

**24 hours**



Faster Territory Fill

**\$38.5K per  
candidate**



More HiPos

**\$42.5M per  
year**

# Create Competency Models To Define Great



## Sales Planning and Organizing

### Definition

Efficiently completes all work activities and requirements through effective planning, organizing, data analysis and resource utilization.

LEARNER	PERFORMER	ROLE MODEL
<ul style="list-style-type: none"><li>• Completes work and administrative responsibilities in a timely and efficient manner.</li><li>• Organizes customer account information for clarity and ready, efficient access.</li><li>• Demonstrates basic familiarity with key accounts and is responsive to customer needs and requests for information.</li><li>• Works with Manager or colleagues to analyze territory business (e.g., key business drivers and competitive information) and develop territory plans.</li><li>• Assesses critical goals for each customer account to begin the process of aligning Amgen's patient-focused goals with the customers' goals in order to achieve Sales/Marketing objectives.</li><li>• Sets clear objectives that align sales time, resources, and activities around key customers, sales goals, and overall strategies.</li></ul>	<ul style="list-style-type: none"><li>• Independently anticipates business opportunities &amp; challenges through regular analysis of sales reports, customer needs, and industry trends.</li><li>• Develops challenging territory and account plans with clear objectives that align sales time, resources, activities around key customers, sales goals, and overall strategies.</li><li>• Develops well-defined engagement schedules and pre &amp; post engagement plans based on sales reports, customer needs, and POA objectives.</li><li>• Regularly adjusts engagement, territory/account plans to reflect changes in customer needs, in national/local markets, industry data/trends, and competitor activity.</li><li>• Acts as "Orchestrator", effectively engages appropriate internal resources &amp; cross functional partners (OCT, RMM, RAM, DM, etc.) in an effort to advance the sales process.</li><li>• Captures relevant information from each customer engagement &amp; updates CRM in a timely manner.</li></ul>	<ul style="list-style-type: none"><li>• Sets challenging goals for territory in the context of the broader strategy (District, Regional and Amgen).</li><li>• Uses sales and market data to set priorities, manage time, and develop engagement plans that focus on top priorities and address gaps in the customer base.</li><li>• Identifies patterns and trends reflected among own and district-wide customer sales/marketing data; incorporates these into engagement and account planning.</li><li>• Maintains flexibility and makes practical changes to plans based on new information.</li><li>• Finds ways to identify and incorporate "hard to find" Amgen drug delivery data (e.g., specialty pharmacies) into account and engagement planning.</li><li>• Consistently draws on the "thread" of customer questions, concerns, needs, and interests from previous sales calls to plan future calls.</li><li>• Organizes and shares useful information with cross functional partners (RAM, OCT, RMM, etc.) in an effort to improve the sales planning process &amp; drive demand.</li></ul>

# New Interview Guides To Standardize Talent Acquisition

## PREPARING AND OPENING THE INTERVIEW

- **Prepare** – Preview the competencies and select questions from the competency areas below that you would like to focus on.
- **Salary Conversation** – As a matter of policy for all positions in the U.S., interviewers are required not to ask applicants any questions about their prior salary or other compensation history. This policy applies to all persons involved in the hiring process, including but not limited to recruiters, hiring managers and interviewers. Accordingly, please do not discuss salary with candidates. Discussions regarding salary will be handled by and through your Amgen Talent Acquisition partner. If a candidate asks you questions regarding salary, please inform the candidate that for compliance purposes all discussions regarding salary and other compensation are handled by Talent Acquisition and direct them to speak with your Amgen Talent Acquisition partner.
- **Reference/connections** – Hiring managers, interviewers, and others involved in the recruiting process must not use social media (i.e. LinkedIn, Facebook, Instagram) or other connections (online or otherwise) to perform either 'background checks' or research on candidates. Doing so may be a hiring compliance violation and can expose the company and the hiring manager or interviewer to legal risk. Talent Acquisition has a formal process for all employment, education, professional licensure, criminal record, and other background checks. These should be conducted only through that formal process. While reference checks can be an important part of the hiring process, references should be obtained only from the candidates and not identified through other means. Please consult with your Talent Acquisition Consultant if you have any questions.
- **Open** – Welcome the candidate by introducing yourself, sharing your position and asking rapport-building questions that set the stage for more open and spontaneous conversation. Please stay away from personal questions. During the interview, please ask behavioral questions to qualify candidate's background and experience related to the competencies of the position.

### Competency



### Sales Planning & Organizing

Efficiently completes all work activities and requirements through effective planning, organizing, data analysis, resource utilization

## SALES REPRESENTATIVE INTERVIEW GUIDE (GCF LEVELS 3-5)

Unprepared client calls can result in missed opportunities. Describe a time when you skillfully used a pre-call planning tool and supporting materials to ensure a productive call and effective follow-through?

RATING

How do you measure the success of your sales calls? Describe how you track your progress.

RATING

Tell me how you used sales materials at the appropriate time in a call that helped you gain a commitment? How did you know it was the appropriate time?

RATING

Please provide an example of when you influenced a customer to take a certain action. How did the action ultimately improve the quality of care?

RATING

Describe how you have used information you recently learned about a customer to make your sales call more effective?

# Reintroduce Competency Model and Interview Guide

## PREPARING AND OPENING THE INTERVIEW

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## The Amgen Story: Top 5

Those individuals who submitted a video as a part of the Launch Work will receive two (2) Candidate Experience (CandEx) points for their team.

A special congratulations to those individuals who have made it to the Top 5! Your videos were vetted by Amgen leaders and were selected as finalists for The Amgen Story. You will receive an additional three (3) CandEx points!

Now, you will rate the Top 5 videos as a team. You will rate the videos using the following criteria:

**Our Amgen Story** - Why we're here. Describes our mission and how we are differentiated.

**My Amgen Story** - Why I joined. Describes the initial draw to the organization and why I have stayed.

**Your Amgen Story** - Sets role expectations and gives a preview of the career roadmap.

First you will rate the videos on a scale from 1 ("low") to 10 ("high") for each criterion. Then, using the "Amgen Story: Top 5 Team Scoring Sheet" to inform your decision, you will rank the videos from first place to fifth place.

Once you are done watching and rating the video, tap "Next Idea."

**Geogios Anastasopoulos** ID #818335444 by Geogios Anastasopoulos



## To what extent have you experienced or observed the following?

On a scale from 1 (low) to 10 (high), please rate the issues below. Then, tap "Submit."

Inconsistency or variability in the caliber of new-hire talent across teams.



Incomplete picture of a candidate, requiring additional face-to-face interviews.



Inadvertently hiring candidates with relatable experiences.



Submit



## To what extent have you experienced or observed the following?

Here are the results.

### Experience or Observation

Inconsistency or variability in the caliber of new-hire talent across teams.



Incomplete picture of a candidate, requiring additional face-to-face interviews.



Inadvertently hiring candidates with relatable experiences.



# Bringing Diversity and Inclusion to Life



Diversity in Recruiting



Diverse Interview  
Panel



Diversity and Inclusion  
in Development and  
Promotion

All leaders play a key role in helping fulfill Amgen's overall commitment to **Diversity and Inclusion!**

## Unconscious Bias: Matching Activity

Though we are now familiar with different types of unconscious bias, how they show up in an interview is not always obvious.

**Instructions:** Match each "How it Shows Up and How to Overcome It" statement in the left-hand column with its corresponding type of unconscious bias in the right-hand column. When you are finished, tap "Submit."

Oh, we almost forgot. Teams who correctly pair all items will receive +1 SGA(%) point. It just goes to show you that recognizing and overcoming unconscious bias to foster a more inclusive interview process translates into exceptional business results. Best of luck!

How it Shows Up and How to Overcome it	Type of Unconscious Bias
--	--------------------------

"I can feel it when the person is right. I know right from the beginning, I can see it and feel it."

Use an evaluation form. Be willing to question your first assumptions. Look for information **opposite from your initial impression**. Do not rely just on an overall impression. **Rate behaviors** against **specific competencies**.

"He's a good-looking guy. I'm sure he's ambitious and will be successful."

The best predictor of future performance is past behavior that is relevant to the role. Evaluate observable, factual evidence from the candidate's past behavior.

**Focus on content, not on what you *think* was said.**

CHOOSE

Halo/Horns

Affinity (also known as Similar to Me bias)

First Impression

Rating Tendency

Good Interview

Gender Bias

## Identifying Behaviors

The standard Amgen Interview Guide is rooted in behaviors from the sales competency model. It is important that we recognize when a person, either a candidate or interview panel partner, is describing a behavior and when he or she is not. Remember, behaviors are factual, observable evidence that the interview team can agree on without relying on assumptions.

**Instructions:** Read each statement below. Check the box next to the statement if it identifies a behavior. Once you are finished, tap "Submit" to receive feedback on your work.

Oh, we almost forgot (again)! Teams who correctly identify all behaviors and do not misidentify non-behaviors will receive +1 SGA(%) point. Identifying the right behaviors predicts future success. Best of luck!

A: Maintains a positive "can do" attitude

B: Volunteered to lead a project

C: Listened to and reframed the needs of others to gain agreement

# Simulation Flow



# How Each Question Works

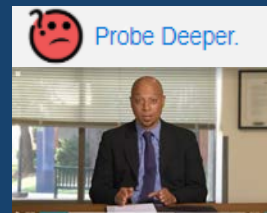
Ask Question  
from Interview  
Guide

Watch  
Response

Choose a  
Probe  
(or Don't)

Watch  
Response

Rate  
Response  
(R, P, L, I)



# Your Turn to Rate

140.0 Confidence | 114.0 CandEx | 104.5 SGA(%)

Candidate Response to Interview Guide Question 2



Competency: Leveraging Business, Industry, and Technical Knowledge

Feedback:

# Quick “Review” of R, P, L, I

**R**

**“Role Model”**: Consistently demonstrates the knowledge, skills, and characteristics needed to exceed performance targets of their sales districts, often serving as models and mentors to their colleagues

**P**

**“Performer”**: Consistently demonstrates the knowledge, skills, and characteristics needed to achieve performance targets of their sales districts

**L**

**“Learner”**: Actively works (through training, practice, coaching, and self-study) to demonstrate understanding of the knowledge, skills, and characteristics needed to perform as an Amgen field-based Manager of District Sales

**I**

**“Incomplete” or “Insufficient”** evidence of skills



# NOW, Your Turn to Rate

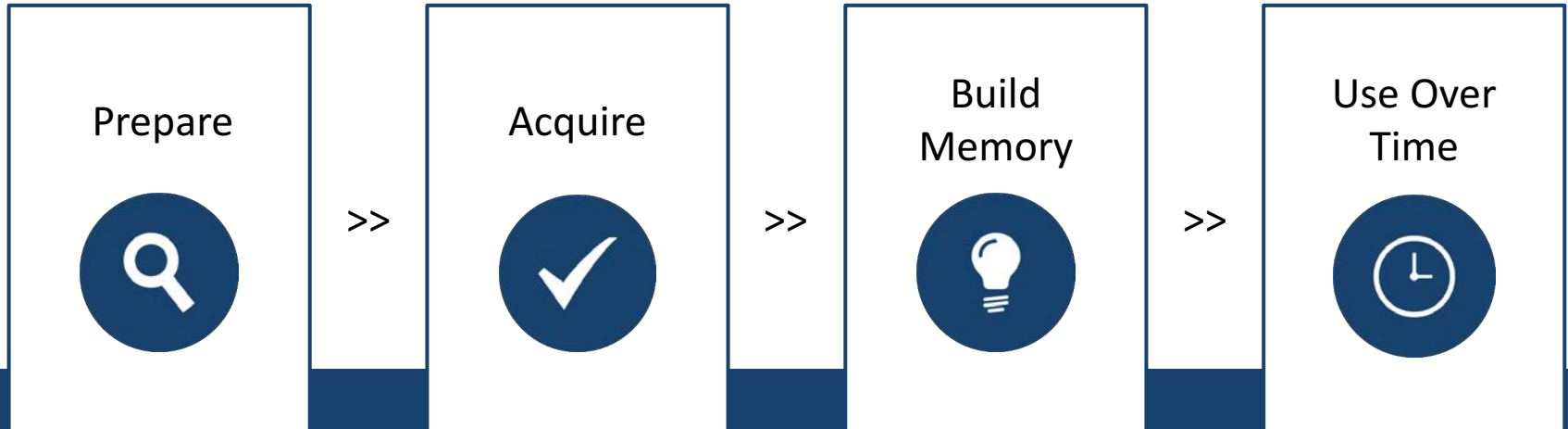




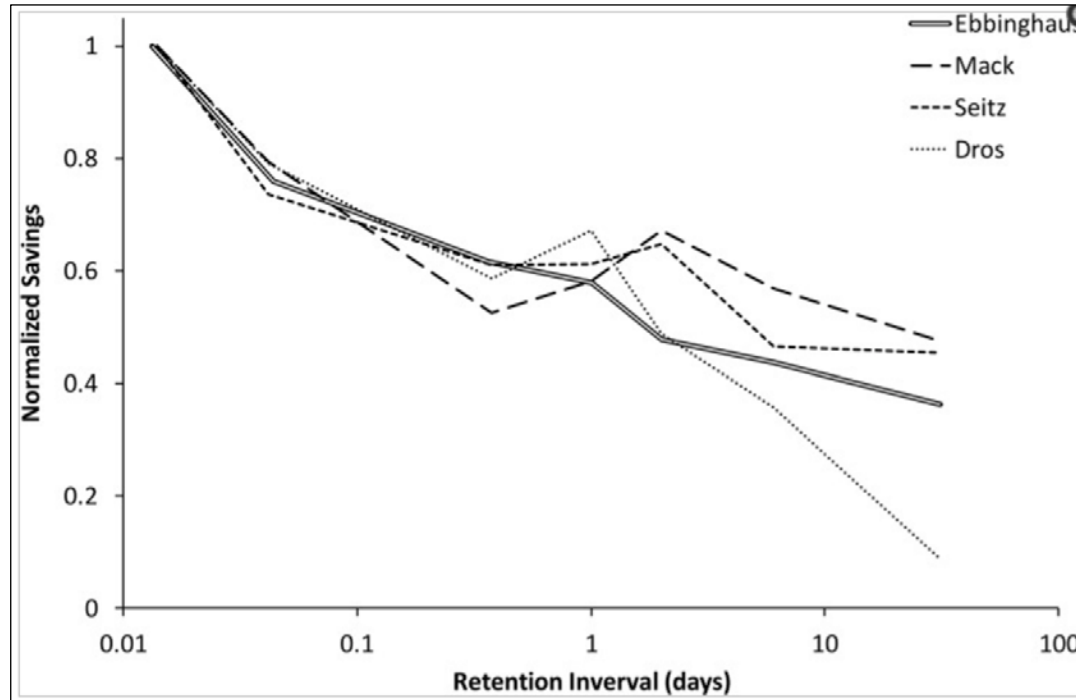
To maximize the impact of these solutions, we wanted a way to

# **INCREASE ENGAGEMENT AND PULL-THROUGH**

# Learning Is a Journey, Not an Event



# The Forgetting Curve: Then & Now

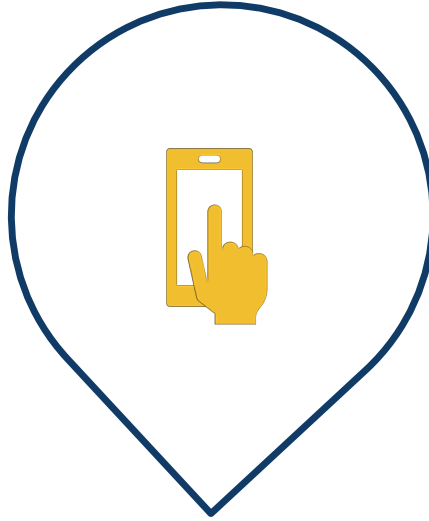


Murre, J. M. J., & Dros, J. (2015). Replication and Analysis of Ebbinghaus' Forgetting Curve. *PLoS ONE*, 10(7), e0120644. <http://doi.org/10.1371/journal.pone.0120644>

# Chatbot Goals



**Keep leaders engaged.**  
Weekly challenges sent  
out after event



**Give them answers  
at their fingertips.**  
24/7 Q&A feature



**Drive users to  
the Leadership Portal**  
24/7 Q&A feature

# Building the Future

## *Event Objectives to Reinforce*

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- Recognize whether someone exhibits the sales competencies through their interview answers.
- Ask insightful, high-impact probing questions.
- Articulate a compelling “Amgen Story” and career roadmap.
- Avoid unconscious bias and recognize when you are most susceptible to it.

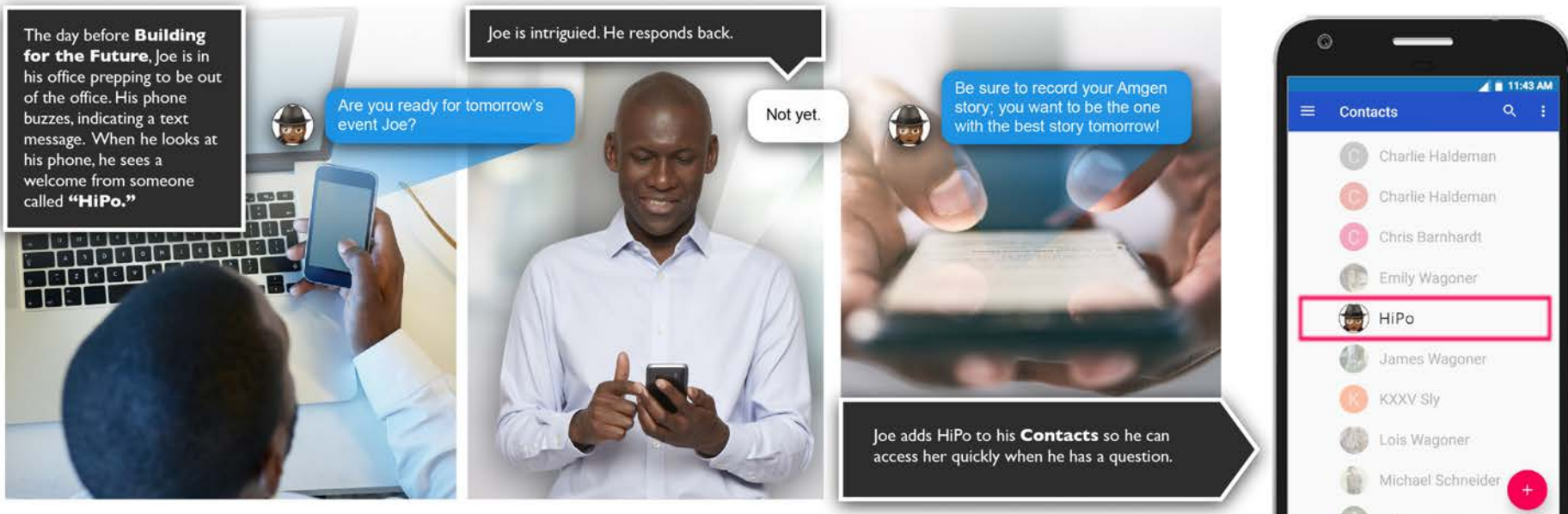


# Meet the Chatbot, Megan

- She's the female detective emoji, helping district managers uncover high potential candidates in their areas by searching for clues in the interviews.
- She pushes out weekly challenges, but she's also available 24/7 to answer questions about interviewing.
- Megan is no-nonsense, with a hint of snark.
- She says things like:
  - "Always probe for more information; you can't read minds just yet."
  - You can find \_\_\_\_\_ document in MARK or the leadership portal. Here's a link.
  - "Watch out for bias. Everyone has it; even you. You don't want to always hire people just like you."



# Chabot User Experience





# @ Building for the Future Event

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## Morning of the Event



**Welcome:** Meet Megan bot.



**Call to Action:** Remember to complete Amgen Story know-how.

## The Day Of



**Thought Provoking Question:**  
Where have you encountered interview bias?



**Call to Action:** Visit the Leadership Portal.



# The User Experience Story, Continued

## Building the Future Event

The following Tuesday, several weeks later... Joe is riding along with one of his reps. Shortly after they get going, his phone buzzes. He has a text.

DING!

Hi Joe. Remember me? Let's get going on your first interviewing challenge. You won't get better on your own.



Joe taps the image Megan sends to him. He considers his options and then sends Megan his choice:

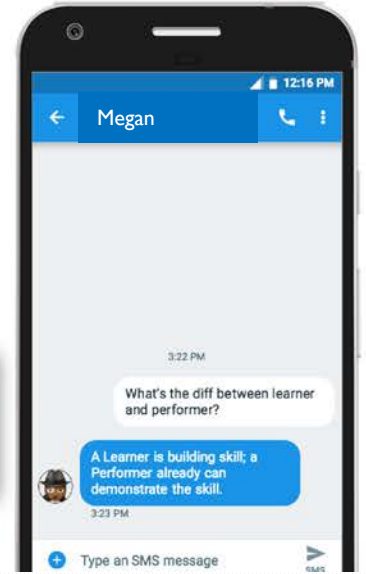
Megan immediately replies back with how the candidate responds and Joe chooses his next steps.

# The User Experience Story, Continued

**THREE MONTHS LATER**



Joe just finished an interview and is completing his rating. He can't remember how to distinguish between Learner and Performer. He texts Megan...



# After Event

## *Questions & Answers*

---

- Available 24/7
- Megan begins answering questions the day before the event.
- Users can interrupt a scenario at any time to ask a question by typing the word “question”.





## Try a Chatbot

Text “QUIZ” to **331-425-7268** and challenge a simple QuizBot via text message.



Let's talk about...

# IMPACT AND RESULTS

# Hear from the Participants





# Impact & Results

- Feedback level of engagement was among the highest we've seen from a group this large
- Alignment re: standardization of our interview process, endorsed on interview guide for sales function
- Consistency and standardization that has now expanded beyond the US
- Lloyd to speak to the experience of working with two phenomenal vendors



# QUESTIONS?

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# YOUR FEEDBACK IS IMPORTANT TO US

Please take a moment to complete the workshop evaluation located in the mobile app. LTEN looks to your feedback to help improve the program each year.

1. Open the Mobile App
2. Click on Event, then Select the Conference and Agenda
3. Select this Session
4. Answer the Questions

If you do not want to complete the survey in the mobile app, you can collect a hard copy form at the registration desk.

