





BEST
Enhancing Skills & Talent

The Missing Link: Practical Approaches to Sustain and Measure Leadership Development Programs
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About Us **BEST**
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 Deputy Director, Field Sales Leadership Bayer	 Associate Director, Field Sales Leadership Bayer

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All materials presented and statements made during this presentation are by the speaker and not to be attributed to Bayer or its subsidiaries

Objectives



At the End of This Presentation, You Should Be Able to...

- ✓ Learn About the Story of Sustaining and Measuring the Newly Developed Leadership Development Program at Bayer
- ✓ Analyze the Impact of the Forgetting Curve on Training Events
- ✓ Explain Sustainment Best Practices, Tools and Tips in Training
- ✓ Explain Measurement Best Practices, Tools and Tips in Training

Today's Agenda



- ➔ Impact of Forgetting Curve on What We Do as Trainers
- ➔ Leadership Development Story at Bayer
- ➔ Sustainment Tools & Tips
- ➔ Measurement Tools & Tips
- ➔ Our Lessons Learned at Bayer
- ➔ Summary...Pop Quiz!



Poll: Who Has Been in This Situation?



How many of you have experienced post training frustration when participants lack recall of key information delivered during a training event?

Why This Topic?



- Only 25% of information learned is retained 48 hours post-training event¹
- 90% of the information learned is lost after 7 days post-training event²



¹ Ebbinghaus, H. (1964). *Memory: A contribution to experimental psychology*. New York: Dover Publications.
² Roediger, H. L., & Karpicke, J. D. (2006). The Power of Testing Memory - Perspect on Psych Science Perspectives on Psychological Science, 10(1), 181-210. doi:10.1111/j.1745-6916.2006.00012.x

You Don't Want to Be Like This....

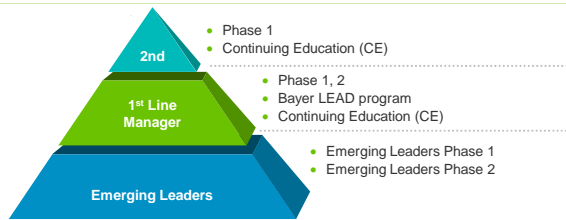


Developing a Leadership Development Program at Bayer: Our Unique Challenges



- Design and deploy five unique leadership programs
- Distinct business units supported
- Varying experiences in senior leader development
- Lean staff to support the effort
- Difficulty in measuring, and gaining, buy-in to "soft - skills"

Leadership Development Training: Vision of Development at Bayer



Participating BUs: Cardiopulmonary, Dermatology, Diabetes, Hematology, Neurology, Oncology, WHC, R & I

Field Sales Manager Training Program Sample



	Monday	Tuesday	Wednesday	Thursday	Friday
New Manager Onboarding (First 4 months in role)	Situational Leadership GROW Model	Coaching Simulations	Interview Simulations Wrap Up	New Manager Onboarding (HR Driven)	New Manager Onboarding (HR Driven)
Phase 1 (5-8 months in role)	Accountability Conversations	Building a High Performance Culture	Learn to Lead 1 Day 1-Commercial (HR Driven)	Learn to Lead 1 Day 2-Commercial (HR Driven)	Learn to Lead 1 Day 3-Commercial (HR Driven)
Phase 2 (12 months in role)		360 Feedback Learn to Lead 2 Day 1-Commercial (HR Driven)	Learn to Lead 2 Day 2-Commercial (HR Driven)	Learn to Lead 3 Day 3-Commercial (HR Driven)	Best Practices in Coaching and Performance Management

Emerging Leaders Training Program Sample



	Monday	Tuesday	Wednesday	Thursday	Friday
Phase 1		Welcome to Emerging Leader Academy DISC (Self Development) LIFE Values	Influence Without Authority Emotional Intelligence	Coaching with Situational Leadership GROW Model	Emerging Leader Phase II Overview Effective Mentor/Mentee Relationships Phase II Review
Phase 2		Leader Simulations and Assessments	Leader Simulations and Assessments	Leader Simulations Debrief	

Field Sales Trainer Training Program Sample



	Monday	Tuesday	Wednesday	Thursday	Friday
Phase 1		Role of the FST Coaching w/ Situational Leadership Meet with Training	Effective Facilitation Skill Development	Effective Coaching and Delivering Feedback	Assessments of Facilitation and Coaching
Phase 2		Executive Engagement <ul style="list-style-type: none"> Power Introductions Positioning Statements Platform Power 	Distance Learning & Virtual Training T3 <ul style="list-style-type: none"> Adobe Connect Skype 	Case Study Reviews	Virtual Training Application

Second Line Sales Leader Training Program Sample



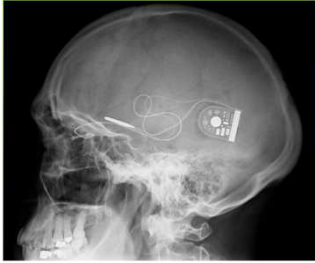
	Program 1	Program 2	Program 3	Program 4
Emerging Second Line Curriculum	Individual Personal Skill Development	PCI Assessment Center	Customized Experiential Rotations (Marketing/HR/Sales Training/Managed Markets)	Center for Creative Leadership: Leadership Development Program
Second Line Curriculum	Individual Personal Skill Development	Bayer Leadership Excellence	Center for Creative Leadership: Leadership Development Program	Leader of Leader Forum (Bi-Annual)

Best Practice



Leadership Development Programs Were Developed with Sales Leader Input and Buy-in

What We Really Need Is This...





Sustainment – Watch and Discuss





Sustainment – Watch and Discuss



Turn & Talk

- What is the purpose of sustainment?
- What does “Groundhog Day” tell us about sustainment?



Sustainment Is...



How do you define "Sustainment" in your organization?

Training Sustainment

- Support continued learning after a training event
- Goal of sustainment
 - Lasting change of behavior
 - Internalized

Sustainment Tips



Remember **E.C.O.**



Early

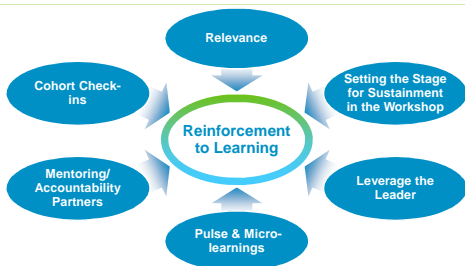


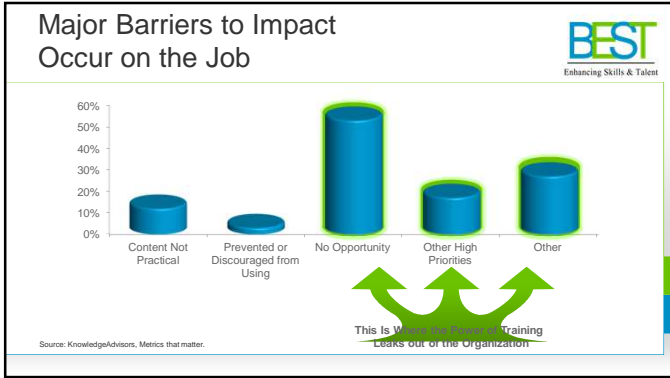
Convenient



Often

Keys to Sustainment





1 Relevance of the Program Elements

- Is your training event/program meeting a **systemic need**?
- Is your training event/program meeting a **current business challenge**?

Turn & Talk:
What do you consider to be the key training programs or workshops for first-line sales leaders?

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2 Setting the Stage for Sustainment in the Training Event

1. Adult learning principles
 1. Have you **walked** in their shoes?
2. Create "Ah-ha" moments in your training event
3. Action Plans
 1. Cognitive Dissonance
4. Make your content 'sticky'

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Sustainment

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How do you make your learning events / programs memorable?

5 Tips to Make Learning Sticky

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- 1**
WIIFM
What's In It For Me?
- 2**
Create an Emotional Connection
- 3**
Share Written Action Plans & Goals
- 4**
Make the Content Transfer Connect Obvious
- 5**
Chunk It!

3 Leverage the Leader

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- Follow up with colleagues' manager
 - Overview of the program
 - Behavioral objectives
 - Content outline
- Tips on how to coach and what behavioral change to look for
- Specific feedback as warranted

Can We Always Count on the Leaders?



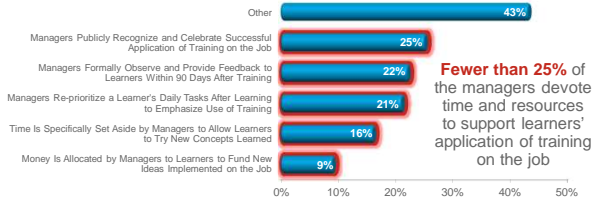
Time Spent by Managers Set Performance Expectations Prior to Training



75% of companies indicate that managers set performance expectations with learners prior to training **less than 25% of the time**

Source: Hansen, B. (n.d.). Increasing Training Success: Best Practices for Implementation and Sustainment. Retrieved May 23, 2016, from <http://adresources.com/>

Can We Always Count on the Leaders?



Fewer than 25% of the managers devote time and resources to support learners' application of training on the job

Source: Hansen, B. (n.d.). Increasing Training Success: Best Practices for Implementation and Sustainment. Retrieved May 23, 2016, from <http://adresources.com/>

Can We Always Count on Leaders?



Reflection Moment:
Does this ring true in your organization?

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4 Pulse & Micro-learning



Key Elements

- Not time consuming
- Relevant and applicable
- Bite sized
- Podcasts
- Game-based applications

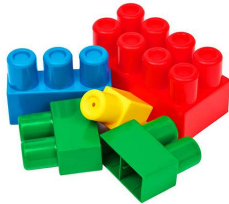


Pulse & Micro-Learning Tools



Components

- Scenario
- Question
- Choices
- Feedback
- Remediation



5 Mentoring & Accountability Partners



- A partner to share in the learning journey
 - Before, during and after the training event
- Keeps each participant accountable to sustaining and pulling through learnings
- Transfers emphasis from classroom to on-the-job/in the field
- Help drive the focus and targeted effort of applying learnings in role



4 M's of Mentoring

MentorConnect® Share the Experience **BEST**
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M Match

- Highly configurable matching algorithm based on multiple criteria set by client
- Match based on weighted criteria, top percentage matches, manager or participant self-matching

M Manage

- Automation of programs easily scaled to save time and relieve administrative burden
- Provides structure and content aligned to business and individual objectives relevant to a company's business and culture

M Motivate

- System communications delivered throughout program to drive engagement
- Custom content to drive discussions and organic knowledge transfer
- Platform resource library to guide mentorships with best practices materials, templates, videos and podcasts

M Measure

- Qualitative and quantitative metrics reports designed to client specifications
- System-delivered surveys to measure program effectiveness

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6 Cohort Check-Ins

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- Cohort conference calls/Webinars
 - Review content
 - Application sharing
 - Successes and challenges
- Office Hours supported by Training
- Virtual platform for cohorts
 - Connections

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“ Knowledge used does not need to be remembered; practice forms habits and habits make memory unnecessary. The rule is nothing; the application is everything. ”

— Henry Hazlitt,
Thinking as a Science

Turn & Talk:
What are your sustainment best practices?

Kirkpatrick's Model

Considering your current training programs, **STAND** if you measure:

- Level 1
- Level 2
- Level 3
- Level 4

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Measurement

- Not always easy, clear cut or obvious
- Start with the end in mind
- Tie measurement back to what matters most to your **stakeholders**
- Something is better than nothing
- Do something with the data!
- Leverage your experts
- Survey length & design

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Leadership Development Measurement: Survey Questions

Deployed via Survey Monkey Twice

- 5-point scale
- Post event
- #4 and #5 are asked 60 days post event

1. I will recommend this program to a friend or colleague
2. The program was relevant to my job
3. I have created clear actions for applying what I have learned
4. I will apply what I have learned in this program in the next 2-4 weeks
5. What I learned in this program will enable me to improve my performance
6. The program materials enhanced my learning
7. X (instructor) created and engaging learning environment

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What Do You DO with the Data?



Quantitative Measurement

Metrics

- # Sessions
 - # promotions
 - # attrition from programs
 - # participants trained (graduated)
 - Survey results
 - Aggregated test scores
 - Percent improvement pre- and post-training event
- ✔ **Make adjustments**
 - ✔ **Dig for deeper meaning**
 - ✔ **Share the success!**
 - Within Training department
 - With the Business Unit stakeholders

Leadership's Role in Sustainment & Measurement



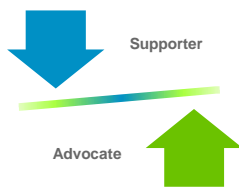
For Customized Programs

- Did it meet their pre-determined objectives?
- Sustainment through coaching and messaging

For Core Programs

- Share survey results
- Participant comments
- Invite the leader to address/observe

Have Leaders Share with Other Leaders the Success They Have Seen



Lessons Learned



Largest Challenge

- Making the time and effort to sustain the training
- Sustainment courses are typically voluntary so accountability may be challenging




Biggest Watch Out!

- Don't oversell non-critical elements of program when encounter principled resistance
- Ensure curriculum is relevant to each different business unit




Greatest Surprises

- Buy-in comes easier when you don't go out on a ledge
- Appetite for the programs



Your Take-Aways & Action Plan




Reflect


- Write down your key take-aways from this presentation
- Develop your own action plan
 - Focus on 1-3 actions that you will pull through to your job
 - Use "If...then..." statements

Share


- Turn to the person sitting to your right (or behind you if you are at an end seat) and verbalize your action plan with them




Your Take-Away's & Action Plan



Write Your Key Take-Away's Below



Your Take-Away's & Action Plan



Write Your Action Plan Below

*This is how I will apply what I learned from today's presentation when I get back to my job.
(Remember to write your plan in the form of "If...then...")*

Summary...POP QUIZ!



Forgetting Curve shifts the emphasis from training event to post-training pull through. Only ___% of the information taught is retained 48 hours after the event

6 Key Elements to Sustaining Training

Quantitative Metrics Include

Summary...POP QUIZ!



Forgetting Curve shifts the emphasis from training event to post-training pull through. Only 25% of the information taught is retained 48 hours after the event.

6 Key Elements to Sustaining Training:


Quantitative Metrics Include:

- | | |
|--|--|
| <ol style="list-style-type: none">1. Relevance of program elements2. Setting the sustainment stage through workshops3. Leverage the leader4. Cohort check-ins5. Pulse and Micro-learnings6. Mentoring & Accountability Partners | <ul style="list-style-type: none">• # Sessions• # promotions• # attrition from programs• # participants trained (graduated)• Aggregated test scores• Percent improvement pre- and post-training event |
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NOTES




NOTES



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SUCCESS



Thank you!

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