



AstraZeneca Aspiring Leader Program (AMP)

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The Landscape: Aspiring Manager Program

- Because of internal promotions and priorities, no cohorts in >2 years
- Previous experience delivered in Covid and utilizing AZ's traditional capstone approach
- No internal expertise as facilitation was outsourced
- Lack of internal vision made life difficult for outside partners
- Program restart seen as cultural tool to overcome employee survey scores so it was a top priority
- The usual leadership development challenges
 - High Expectations
 - Budget
 - Headcount

Need/Spending Paradox at AstraZeneca



Global Leadership Development Program Market Scope and Report Structure

Report Attribute	Details
Market Size in 2022 (USD Bn)	70.8
Market Size in 2032 (USD Bn)	185.2
Growth Rate (2023-32)	10.1%



Global Insight Service. (March 2024). Leadership Development Program Market Analysis and Forecast to 2033. (Web)

Leading vs. Managing

MANAGER VS. LEADER

BY JACOB MORGAN



BELIEVES IN STATUS QUO



FOCUSSES ON EFFICIENCY



DELEGATES



LEADS WITH AUTHORITY



DEVELOPS PROCESS



IMPROVES WEAKNESSES



KNOWS IT ALL



HAS A FIXED MINDSET

THEFUTUREORGANIZATION.COM



BELIEVES IN EXPERIMENTATION



HAS A GROWTH MINDSET



LEADS WITH INFLUENCE



DEVELOPS PEOPLE



COACHES



LEARNS IT ALL



FOCUSSES ON EMPOWERMENT




FOCUSSES ON STRENGTHS

AMP Vision:

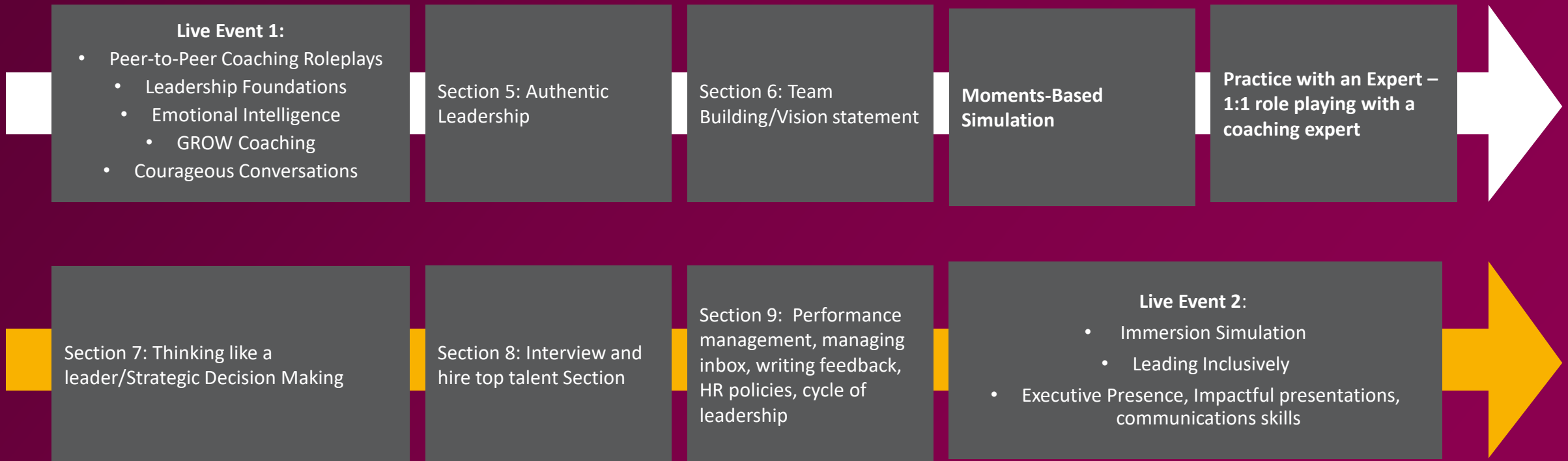
- To appreciate, recognize and respect aspiring legacy leaders (build a great experience). To have fun.
- To encourage people to be their true, authentic selves
- To prepare leaders with the confidence to get the job and the skills to excel once they do



A Simplified Focus On 3 Legacy Leadership Pillars

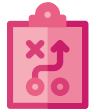
Lead Motivate high performance	Develop Coach	Execute Manage your business
<p>Vision</p>  <ul style="list-style-type: none">• Purpose• Alignment• Difficult times	<p>Future</p>  <ul style="list-style-type: none">• Transformation• Foster agility• Instill passion	<p>Cadence</p>  <ul style="list-style-type: none">• Regularity• Culture of preparation• Co-create plans
<p>Expectations</p>  <ul style="list-style-type: none">• Cascade strategies• Set challenging goals• Exceed targets	<p>Behaviors</p>  <ul style="list-style-type: none">• Consistency• Model 'great'• Expect change	<p>Stakeholders</p>  <ul style="list-style-type: none">• Shareholders• Balance• Prioritize from goals
<p>Executive Presence</p>  <ul style="list-style-type: none">• Live the values• Authenticity• Balanced approach	<p>Coach</p>  <ul style="list-style-type: none">• Observe• Provide feedback• Guide and direct change	<p>Ownership Mindset</p>  <ul style="list-style-type: none">• Responsibility• Challenge practices• Succession plans

4-month Graduate School Inspired Teaching Schedule



** available resources

BTS is a global consulting firm that accelerates results by **linking strategy with people and culture.**



Strategy Execution

A great strategy is worthless if it isn't well executed.



Business Acumen

Equip your team with the business acumen needed to execute successfully.



Leadership Development

Being effective as a leader can be learned. But it takes courage to be a rookie again.



Assessment

Powerful experiences immerse participants in key elements of the business and leadership challenges of the role.



Change & Transformation

Change has changed. Shouldn't the way you lead change, change too?



Executives & Teams

BTS's executive development solutions will offer your leaders and transitioning executives the tools they need to create alignment and constantly view things with fresh eyes and an open mind.



BTS Coach

Build coaching skills and create a coaching culture that serves as a strategic differentiator to drive business success.



Innovation & Digital Transformation

Understand and execute the capabilities required to innovate successfully.



Sales & Marketing

Integrating marketing and sales is transformational.



BTS Digital

Digital capabilities, human touch.



Diversity, Equity, Inclusion

At BTS, DEI is part of everything we do.



BTS Spark

BTS Spark provides school leaders with access to world-class leadership coaching at not-for-profit prices.

4-month Graduate School Inspired Teaching Schedule



Live Event 1:

- Peer-to-Peer Coaching Roleplays
 - Leadership Foundations
 - Emotional Intelligence
 - GROW Coaching
 - Courageous Conversations

Section 5: Authentic Leadership

Section 6: Team Building/Vision statement

Moments-Based Simulation

Practice with an Expert – 1:1 role playing with a coaching expert

Section 7: Thinking like a leader/Strategic Decision Making

Section 8: Interview and hire top talent Section

Section 9: Performance management, managing inbox, writing feedback, HR policies, cycle of leadership

Live Event 2:

- Immersion Simulation
- Leading Inclusively
- Executive Presence, Impactful presentations, communications skills

** available resources

Moments-based Simulation

Driving foundational sales capabilities requires leaders across the organization to buy into doing things differently.

Picture participants entering a storyline that is true to life and resonates... with relevant and critical situations, challenges, tradeoffs, and choices connected to critical leadership moments.

In teams of 5-7, your leaders practice what “great” looks like in those pivotal moments.

Debrief discussions bring the learning and insights forward, highlight the uncommon sense, and connect to what your leaders can start experimenting with back on the job.



Practice with an Expert – Participants practice their coaching skills with a certified coaching expert

- Virtual experience that promotes learning through practice in an easy-to-consume format.
- Following a learning experience (e.g., self-paced videos, peer coaching, workshop) participants go through live, online practice and with an Expert Assessor/Coach.
- Provides participants a unique opportunity to practice and get feedback from an Expert Coach in a 1:1 live session and immediately apply what they learned back on the job
- 1:1 time with the Expert Coach is 2-3 sessions
- Target audience is individual contributors, first-line leaders, and mid-level leaders



Disease Area X
Individuals are typically diagnosed with this disease during early adulthood (25-30 years). Disease X has moderate onset and high burden, and if left unmanaged, it can lead to lifelong illness and occasionally death. Currently Disease X impacts 6% of the population globally. Rates of diagnosis are relatively high, as the symptoms are unique, and the number of patients diagnosed continues to increase each year.

Indication Amovio-X
Amovio-X was originally launched six years ago for the treatment of Disease X. With an impressive performance on stabilizer value drivers, Amovio-X has positioned itself as a first-line treatment of Disease X among biologic treatments, and it is regarded as the Standard of Care (SOC) by most key opinion leaders (KOLs) and health care providers (HCPs). Amovio-X will lose exclusivity in six years and will face competition from biosimilars.

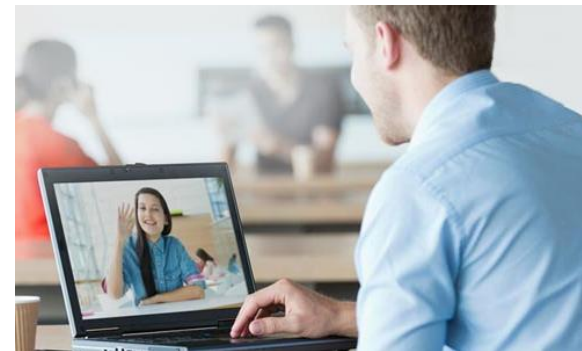
Amovio-X: Competitor Therapies
Amovio-X has two existing biologic competitors in the market - X1 and X2 - but it has maintained the largest market share among biologic players in the Disease X area, and it currently holds 60% of market share. Aside from these competitors on the market, Amovio-X also has a competitor in the pipeline. As a result of Amovio-X's dominance, the company has become very dependent on its revenues. However, Amovio-X is going out of patent and going LDC in six years.

Instructions
In the next 30 minutes you will practice giving feedback in two role plays with an expert followed by two rounds of feedback. During the first 10-minute role play, you will take on the role of a project team leader at Company who is having a feedback conversation with one of your team members, Dakota. In the second 5-minute role play you will have an opportunity to practice giving feedback using the work life example you provided.

Role Play Reminder
You manage the development and implementation of a new CRM mobile application for luxury retailers. One of your team members, Dakota, is a high performer but Dakota's lack of communication skills may hold Dakota back from being as much of a career being and maintaining role.

- Dakota needs to start work without checking with other team members when already enabled or being a true understanding of the client needs.
- Dakota work that doesn't align with the client's request causing extra work for the team.
- It is always required to email and call to call.

You know it is time to give some feedback to get Dakota back on track. Begin the role play by clicking the video icon to contact your assigned expert. If you can't connect through video, please call the expert directly at +1 347 469 4624.

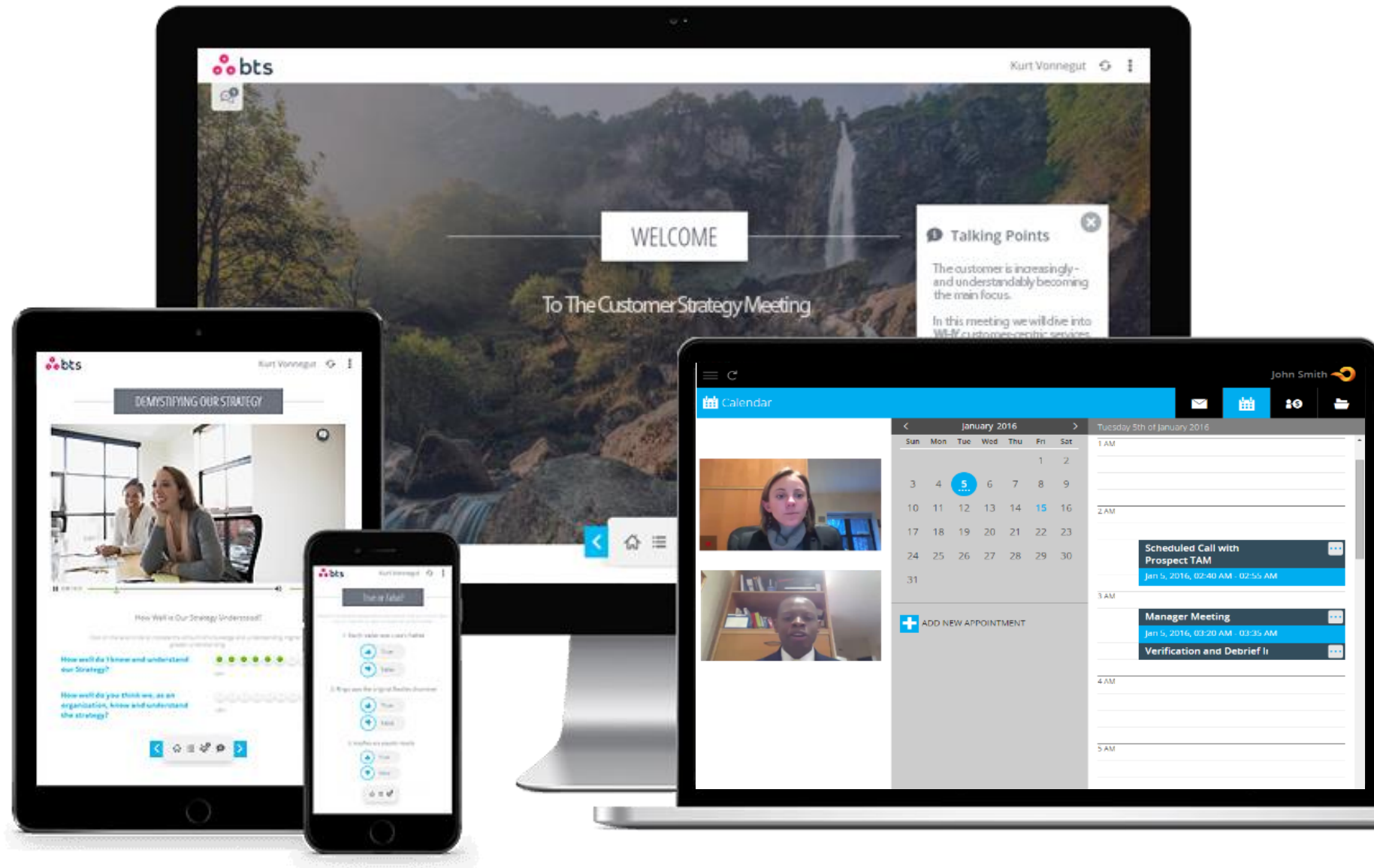


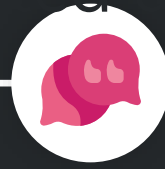
Development Plan ROY MA		
Development Need	Development Need	Strength
Author: Geneva Drinka	Author: Geneva Drinka	Author: Geneva Drinka
<p>Title: Prepare</p> <p>Feedback: You can improve skills in this area by preparing for the Feedback discussion by</p> <ul style="list-style-type: none"> • understanding why you are giving the feedback • checking your purposes and what you want to accomplish 	<p>Title: Set expectations</p> <p>Feedback: You can improve skills in this area by starting the feedback discussion by</p> <ul style="list-style-type: none"> • asking for permission to provide feedback • setting the expectations for the conversation by stating what you want to discuss and your reason for raising the topic <p>Go Do: Overview: Even if you have a close, open relationship with someone, it is usually not a good idea to launch into feedback without first laying the groundwork for the conversation. You can do this by setting expectations for the conversation and creating a constructive atmosphere. State</p>	<p>Title: Provide feedback</p> <p>Feedback: Based on the simulation and feedback, your strengths in this area are focusing on the situation, actions, and outcomes by</p> <ul style="list-style-type: none"> • stating the specific moment in which the behavior occurred • sharing the observable behavior observed (instead of your perception) • stating the impact of the behavior, from your perspective and without bias

What makes it great? (from a participant)

“The knowledge and feedback of the coach. It was very valuable and impactful to my development.”

Virtual Individual Assessment – Overview





**Assessment without development is like a
diagnosis without treatment**

Busine, 2019



Insights

Coming out of the Practice with an Expert session and VIA, participants and the client will receive targeted insights on strengths and areas to prioritize developmentally.

What it is

- For participants:
 - Insights Reports that consolidate behavioral observations.
 - The Insights Report will outline strengths, gaps, and development recommendations.
 - The Insights Report will be shared with manager to support coaching and development.
- For the organization:
 - An Aggregate Insights Report that reviews performance across the three role plays assessed, including strengths and developmental gaps for the cohort.
 - The Aggregate Insights report will also disclose developmental themes and recommendations for the cohort to inform ongoing talent planning and investments.

AstraZeneca Virtual Development Center
Development Insights Report
[Participant Name]
[Month, Year]

1. EXECUTIVE SUMMARY
"You fostered collaboration throughout the exercise by being open to others' points of view and building trust in the way you emphasized and shared ideas and perspectives. You solicited the input of your colleagues and adapted your responses to reflect their viewpoints. This was supported by your clear and articulate communication. It is particularly commendable and commendable. You identified some innovative ways for how the organization could transform itself, moving from traditional ways of interacting with stakeholders, and you painted a picture of an organization that could move beyond simple 'job quality'."

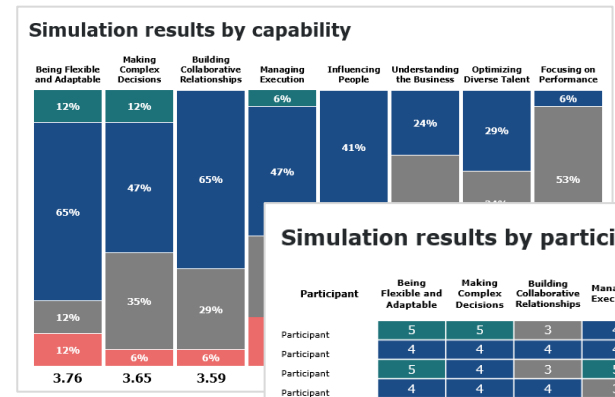
2. DETAILED INSIGHTS AND GO-DO ACTIVITIES

STRENGTHS

- **Fostering collaboration and building trust.** You were very open to others' viewpoints, seeking for information, and listening intently. In the peer meeting, you asked searching questions to uncover your peer's viewpoint (e.g., What are your priorities? How do you prepare you coming?) and adjusted your responses to incorporate your peer's perspective. You fostered trust by emphasizing with your peer and recognizing her as the expert in the meeting; you proposed to align the two teams. You solicited your peer's input on collaboration, and you shared your ideas for fostering it. Your skill in working together could be linked to your sense of optimism from your OKRA results in which you are generally upbeat and share an enthusiasm in getting past disappointments, looking for ways to work together.
- **Communicating and influencing.** Throughout the exercise, you demonstrated strong communication skills, leading your recommendations, and engaging in collaborative conversations. You were clear and articulate, and communicated a plan of action that could help your recommendation be implemented. You addressed the frustrations of your direct report and peer, emphasizing how you needed their support. You responded to challenge from your manager with confidence, composure, and aplomb, and painted a clear picture of what your end results would look like.
- **Presenting innovative ideas.** You presented some ideas of how Selencia could move beyond the traditional ways of interacting with its stakeholders and cited the risks of underinvestment in people and innovation. For example, you identified the need to leverage AI for early diagnosis, as well as the requirement to change the way the industry works with partners. You were concerned that Selencia needed to move beyond just being "push-pullers" and showed that partnerships needed to be forged with stakeholders (e.g., patients, the government, private healthcare companies) that would enable parties to work together on service solutions.

DEVELOPMENT OPPORTUNITIES

- **Advocating strongly for your point of view.** While you communicated effectively in building trust with your colleagues, you sometimes held back from pushing a business-critical need. You refrained from discussing priorities, you may have missed a chance to negotiate that if you pushed her "it wouldn't have worked out." By not articulating the benefits or benefits of the competing priorities, you might have missed a chance to negotiate with her. You were prepared to support Lucio's in the short term (her request), could that have been an opportunity for a discussion about how the right support you in building models? Think about your future APPL OKRA results and be willing to take charge and be clear about what you need. You have the skills to accomplish this in ways that continue to build trust and support solutions that work for all parties.
- **Providing clear performance expectations to guide development.** Although you emphasized the importance of building talent and employee engagement, you missed opportunities to set clear performance expectations for your direct report. As you reorganized during the debrief session, during the meeting with your direct report, you did not give her feedback addressing her prior performance and ineffective relationship with other leaders or align on expectations going forward. By developing your flexibility (OKRA results) you will feel more comfortable pushing your team (and yourself) harder. Your results suggest that you could benefit from setting more challenging goals for your team.



Simulation results by participant

Participant	Being Flexible and Adaptable	Making Complex Decisions	Building Collaborative Relationships	Managing Execution	Influencing People	Understanding the Business	Optimizing Diverse Talent	Focusing on Performance	PAV
Participant	5	5	3	4	4	3	4	3	3.88
Participant	4	4	4	4	4	3	4	3	3.75
Participant	5	4	3	5	4	4	3	2	3.75
Participant	4	4	4	3	4	4	4	3	3.63
Participant	4	4	4	4	4	4	2	3	3.63
Participant	4	5	4	4	3	3	3	3	3.63
Participant	4	4	3	3	3	4	2	3	3.25
Participant	4	4	4	3	3	3	2	2	3.13



Development Assessment Program for Early to Mid Level Talent Delivered Globally

40% Participants promoted at least once since participating in the program

64% Participants are on one or more succession plans, with 16% Ready Now (0-1 year) and 38% Ready Later (1-3 years).

92% Participants stay with the organization.

- 115 participants across all functional areas and countries around the world
- Participants have **diverse backgrounds**, coming from around the globe and the Commercial, Operations, and Enabling functional areas, with varying levels of tenure.
- 115 individual, 4-hour assessments conducted with 12 assessors over 3 weeks
- An **intense, immersive** experience designed to provide participants with the opportunity to **explore the challenges** of broader leadership roles and **create clear development plans** to accelerate growth
- 345 tailored development recommendations were provided and debriefed with participants

Results from similar program at AZ

Today's Learning Focus:

- Using coaching and real-world based assessments in training to determine readiness levels
- Designing a novel training approach modeled off a graduate school inspired format
- Using analytics to support your development decisions
- Creating a learning journey that includes immersive experiences to disrupt and shift participant's mindsets

You will experience a simulation moment and hear how the simulation and assessments were customized for AstraZeneca.

- Leadership simulations & assessments that were customized for AstraZeneca





SIMULATION EXPERIENCE

(Abbreviated and Simplified)

Welcome to BioPharm Inc.

A Typical Simulation By The Numbers



4-5 TEAMS



2-3 ROUNDS WITH
3-4 MOMENTS



3-5 METRICS



A CUSTOM
CASE STUDY



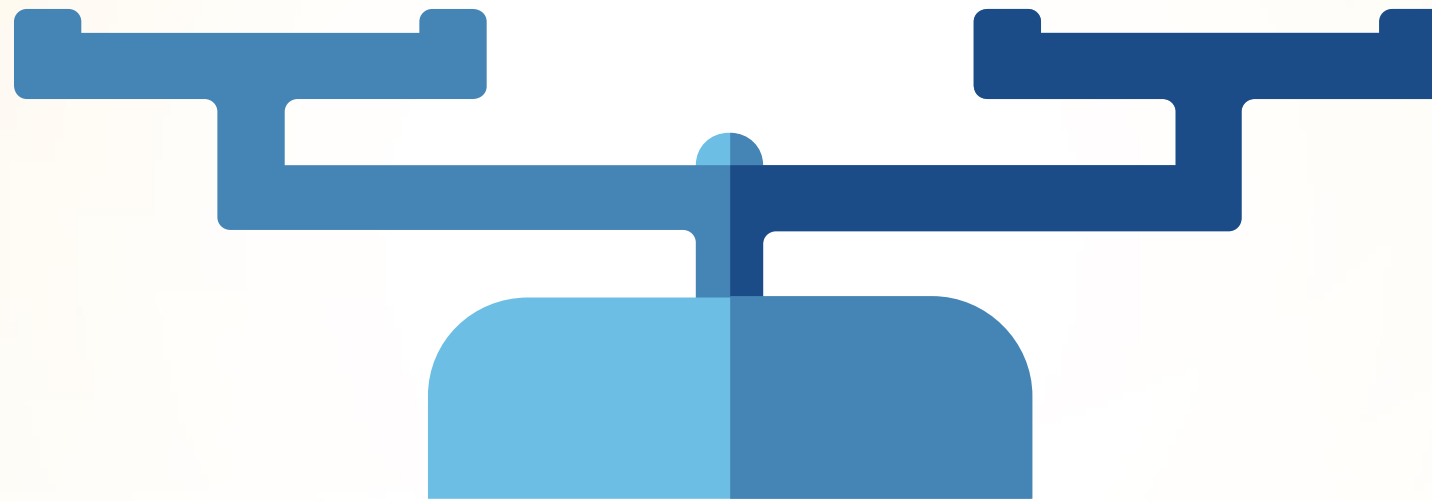
DEBRIEFS



A WINNING TEAM

Reality

Simplicity



Balanced Outcomes

Today's Metrics

40%
New Business Growth

40%
Selling Capabilities

20%
Training Department's
Brand

What is a moment?



Distinct and critical moments we face in our week, month, or quarter that will **accelerate or inhibit** our progress towards our mission, priorities, and vision.

Each moment is inspired from interviews with great and not-yet-great performers in the participant's role and different levels of leaders.

The Flow of a Simulation



3 MINUTES

MOMENT

Read the moment and discuss as a team how you would handle it in real life.

7 MINUTES

3 OPTIONS

A

B

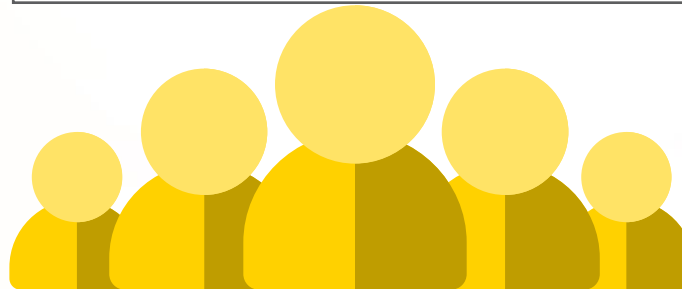
C

Some have elements of great actions.
Some have elements of not-yet-great actions.
None are perfect.
Debate. Decide.
You must choose one.

2 MINUTES

CONSEQUENCES

Each decision creates an impact or outcome.
Some are great.
Some are good.
Some are not...



New Business



Selling
Capabilities



Training
Department's
Brand

Simulation Board with Options



Scenario:

In your new role at BioPharm Inc., you are leading a team of pharmaceutical sales trainers tasked with revamping your organization's sales leader training workshops. Despite your best efforts and the adoption of up-to-date training methods, feedback from recent sessions indicates that both sales leaders and their managers find the workshops to be disconnected from the real-world challenges they face. Sales managers report that while the workshops are informative, they do not adequately equip them with the skills or strategies needed to navigate the increasingly complex healthcare marketplace, particularly in terms of digital engagement and impact with key customers.

You have been challenged to redesign these workshops to make them more relevant, immersive, and effective to drive a shorter time to competency.

How will you manage this request?



Option 1

Shift the program to a blended learning approach

Launch a Blended Learning Program in which sales managers tackle structured projects using digital engagement tools and integrate peer coaching practice based on their current challenges. This approach is complemented by mentorship and virtual peer-sharing groups to deepen sales managers' understanding of the healthcare landscape. This program includes a mix of interactive online modules and in-person workshops focused on the latest tools and leadership strategies, aimed at fostering a culture of continuous learning and adaptability.

- **Ease to Implement by the Field and Training Department:** Medium. Blended learning requires both online and in-person resources, which can be logistically challenging but is manageable with proper planning.
- **Cost:** Medium. While digital tools and platforms incur initial setup costs, the integration of existing in-person training resources into digital tools can help mitigate overall expenses by saving on new custom-designed modules.
- **Time Required for Participants to Complete:** Medium. Blended learning allows for some flexibility, but the combination of in-person and online modules means that completing the program may require a significant time investment from participants.

Option 2

Incorporate experiential learning and evaluation

Implement a simulation-based learning approach by developing advanced, real-world simulations, coaching evaluations, and assessments that replicate demanding leadership, coaching, and strategic situations. This approach enables sales managers to gain experience and practice in navigating these challenging situations without real-world repercussions. This method is enhanced by collaborative debrief sessions for shared learning and direct feedback from coaches and assessors.

- **Ease to Implement by the Field and Training Department:** Medium. Developing high-quality, realistic simulations that accurately reflect real-world scenarios can be challenging and resource intensive.
- **Cost:** Medium to High. The creation of detailed simulations, especially if bespoke development is required, can be a more costly option, considering both the technology and expertise needed. However, costs depend on the complexity of the simulation and the expected outcomes.
- **Time Required for Participants to Complete:** Medium to High. While simulations themselves may not be overly long, the need for debriefs, assessments, and potential repetition for mastery can extend the time needed to complete the training.

Option 3

Leverage technology for personalized learning

Research and deploy an adaptive learning platform to incorporate microlearning and mobile learning strategies. This approach creates a personalized learning approach that tailors the educational journey to sales managers' progress, strengths, and areas for improvement. This technology assesses participants' performance in real-time, allowing for the curriculum to adapt by providing additional resources or revisiting certain topics, while also breaking down content into manageable, digestible modules. This strategy not only ensures a personalized learning experience but also accommodates the modern learner's need for flexibility and just-in-time learning, making it feasible to integrate training seamlessly into their busy schedules.

- **Ease to Implement by the Field and Training Department:** High. Implementing adaptive learning platforms involves a significant upfront effort in selecting the right technology, setting up the system, getting IT approval, and creating or adapting content to fit the platform.
- **Cost:** Medium to High. The cost can vary widely depending on the chosen platform and the extent of customization. However, adaptive platforms typically involve subscription fees and may require additional investment in content development.
- **Time Required for Participants to Complete:** Low to Medium. The personalized nature of the learning approach means participants can progress at their own pace, potentially reducing the total time to complete the program compared to more rigidly structured options.

Option 1 Feedback



This comprehensive approach ensures business impact and skill development, enhancing the training brand by making learning actionable and directly relevant to daily work.

- **Impact on Driving New Business: Medium.**
 - The incorporation of digital engagement tools and real projects directly enhances sales managers' abilities to engage with the healthcare market more effectively, potentially leading to new business opportunities.
- **Increase in Selling Capabilities: High.**
 - A blended learning program that integrates peer coaching, mentorship, and practical exercises tailored to current challenges in the healthcare sector will significantly enhance selling capabilities by providing hands-on experience and continuous learning opportunities.
- **Impact on the Training Department's Brand: High.**
 - Adopting a blended learning approach positions the training department as innovative and adaptable, capable of addressing real-world challenges through modern, flexible learning solutions.

Option 2 Feedback



This innovative training solution not only boosts business impact by preparing sales managers for actual interactions but also elevates the training program's brand and facilitates skill application in daily work.

- **Impact on Driving New Business: High.**
 - Simulations that mimic real-world leadership and strategic scenarios provide sales managers the opportunity to develop and refine skills in a risk-free environment, directly translating to more effective engagement strategies in the field.
- **Increase in Selling Capabilities: High.**
 - Experiential learning through simulations offers a practical, immersive experience, enhancing selling capabilities by allowing managers to practice and refine their approaches to complex healthcare market challenges.
- **Impact on the Training Department's Brand: Medium.**
 - While this innovative approach demonstrates a commitment to practical, hands-on learning, its impact on the training department's brand will depend on the quality and relevance of the simulations to the current market dynamics.

Option 3 Feedback



This hands-on approach not only aligns closely with organizational objectives, thereby maximizing business impact, but also significantly boosts the training program's practicality and reputation, ensuring skills are honed directly through daily work activities.

- **Impact on Driving New Business: Medium.**
 - Personalized learning can improve individual performance by focusing on areas of improvement and strengths, but its direct impact on driving new business might be less immediate compared to more practice-oriented approaches.
- **Increase in Selling Capabilities: High.**
 - Tailoring the educational journey to each participant's needs ensures that all managers develop the necessary skills at their own pace, which is crucial for enhancing overall selling capabilities.
- **Impact on the Training Department's Brand: Medium to High.**
 - Deploying innovative adaptive learning platforms demonstrates the training department's commitment to leveraging technology for effective learning, showcasing innovation and a learner-centric approach.

The L&D challenge – enabling people to learn in their environment so they can perform at their peak

70%

Learning that occurs through day-to-day tasks, challenges, and practice within the workplace.

Human
Centered

Organizational Imperatives

Informed by the strategic priorities or essential actions that an organization commits to doing to fulfil a vision and mission

Business Outcomes

Informed by tangible desired business results or impact of business activities

20%

Learning from others including coaching, mentoring, collaborative tasks, and feedback from peers or SMEs.

10%

Structured learning events such as training sessions, coursework, workshops, and seminars.

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