

CASE STUDY
LEADx

How Ferring Uses Innovative Tech to Scale Leadership Development To Every Level of Its Sales Force

Hyper-Personalized Nudges

LEADx now
Want to move a person from defensive, excuse-making, or selfish into an open attitude? Tap here for 2 powerful questions.

LEADx now
Jenny, foster stability this week with your Positivity strength. Someone struggling? Share your stories and general optimism.

LEADx now
Jenny, Safiya on your team has the Activator strength. What project or team would benefit from a fast start? Tap for more...

Micro-Action

Active Listening

MONDAY

Personality / Strengths

Positivity, Input, Belief, Futuristic, Ideation

WEDNESDAY

Direct Reports' Personality

Safiya Karsan, Lucas Carlson, Jada Williams

FRIDAY

FERRING

PHARMACEUTICALS



"Our salesforce has a lot on their plate. They don't have time to cut out of their schedule to go off and attend a two- or three-day training course. They also spend their time in their cars, on planes, and with customers. To have something that's flexible and can meet them where they are is essential."

— **Rob Daniel**, Director of Commercial Leadership Development



HIGHLIGHTS

CHALLENGES

- Design and deliver a program for Current Leaders, Leader-Track Employees, and Individual Contributors.
- Reach busy learners in the flow of work.
- Change critical behaviors for each level of leadership.

SOLUTION

- An application-focused curriculum with monthly topics unique to each level of leader.
- Weekly micro-coaching activities and nudges.
- Monthly group coaching + LiveCoach.

RESULTS

- 92% increased leadership confidence
- 92% applied learnings on the job
- 87% usage of the platform



The Challenge

Scaling leadership development to every level of its sales force without sacrificing quality.

How does a mid-sized biopharmaceutical company scale leadership development to every level of its sales force without sacrificing quality?

Here's the story of how Ferring Pharmaceuticals accomplished exactly that. Led by their Director of Commercial Leadership Development Rob Daniel, they partnered with our training company and behavior change platform, LEADx. Together, we leveraged micro-learning delivered in the flow of work, personalized nudges, and a "flipped classroom" approach to group coaching.

Standing at over 6,000 employees, Ferring is a research-driven, specialty biopharmaceutical group that pioneers life-changing therapies to help people build families and live better lives.



The Solution

Three distinct curriculums for three distinct audiences.

Daniel identified three key buckets of leaders that he wanted to develop, from current leaders, down.

1. Current Leader Program (CLP)

This is for their current first-line and second-line leaders. “With this group,” Daniel said, “the focus is on maintaining and improving our already high engagement scores. Based on their Gallup Q-12 engagement scores, we designed a curriculum centered around the leadership behaviors that are the most closely correlated to engagement.”

2. Management Development Program (MDP)

This is for employees who are on track to become district managers. They have a formalized IDP, have had serious discussions about leadership as a career choice, and have expressed a desire to lead. “At this level,” Daniel said, “I want to develop critical leadership capabilities that will enable these employees to step into a leadership role and immediately thrive.”

3. Intro to Leadership Program (ILP)

This program is designed for individual contributors at Ferring who want to learn more about leadership. “By putting together a six-month curriculum for individual contributors,” Daniel pointed out, “we created a series that would help individual contributors determine if they are interested in moving into a leadership role in the future. It would also help them learn key self-leadership behaviors that are valuable regardless of title.”

Perhaps one of the most impressive and unique considerations in the design of these three series is the fact that there are three distinct series for three distinct audiences. Each level focuses on specific behaviors that learners can immediately apply on the job.

Current Leader Program (CLP) > Months 1-6

COMPETENCY		Week 1	Week 2	Week 3	Week 4
MONTH 1 ▶	CliftonStrengths	Assess	Learn	Apply	Reflect Group Coaching
MONTH 2 ▶	Recognition for Engagement	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 3 ▶	Accountability	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 4 ▶	Conversations	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 5 ▶	Situational Leadership	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 6 ▶	Performance Management	Learn	Self-Assess	Apply	Reflect Group Coaching




























Months 1–6 of the 9-month Current Leader Program

Management Development Program (MDP) > Months 1-6

COMPETENCY		Week 1	Week 2	Week 3	Week 4
MONTH 1 ▶	Self-Awareness Big 5 Personality	Assess	Learn	Apply	Reflect Group Coaching
MONTH 2 ▶	Situational Leadership	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 3 ▶	Business Planning	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 4 ▶	COACH Coaching Model	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 5 ▶	Performance Management (Custom for Ics)	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 6 ▶	Effective Feedback	Learn	Self-Assess	Apply	Reflect Group Coaching

Months 1–6 of the 12-month Management Development Program

Intro to Leadership Program (ILP) > Months 1-6

COMPETENCY		Week 1	Week 2	Week 3	Week 4	
MONTH 1 ▶	CliftonStrengths	 Assess	 Learn	 Apply	 Reflect	 Group Coaching
MONTH 2 ▶	Influence Without Authority	 Learn	 Self-Assess	 Apply	 Reflect	 Group Coaching
MONTH 3 ▶	Active Listening	 Learn	 Self-Assess	 Apply	 Reflect	 Group Coaching
MONTH 4 ▶	Builds Trust	 Learn	 Self-Assess	 Apply	 Reflect	 Group Coaching
MONTH 5 ▶	Effective Feedback	 Learn	 Self-Assess	 Apply	 Reflect	 Group Coaching
MONTH 6 ▶	Transition to Manager (Custom for ICs)	 Learn	 Self-Assess	 Apply	 Reflect	 Group Coaching

The full 6-month Intro to Leadership Program

“Each month, we focus on a different capability. For three weeks, you’re hitting key concepts and applying what you learned on the job through micro-learning exercises. That cadence helps build the capability much more effectively than a one-and-done.”

—**Rob Daniel**, Director of Commercial Leadership Development



The Solution

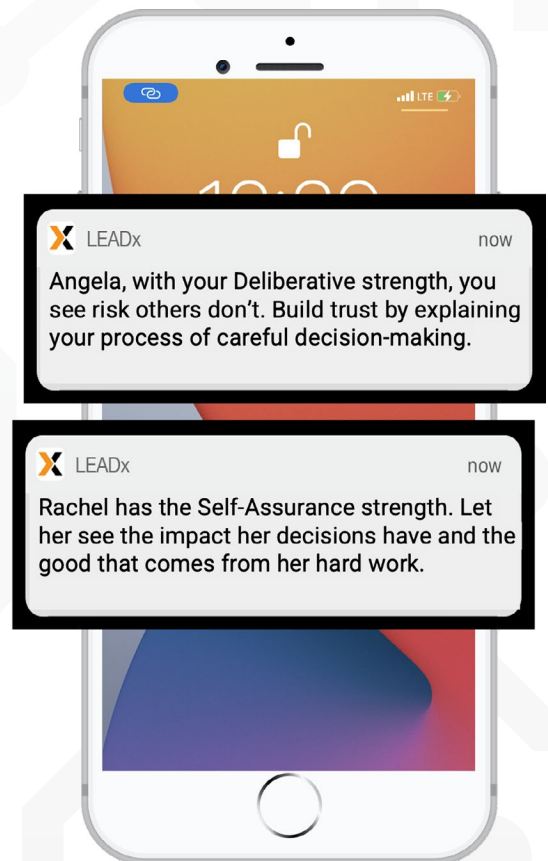
Purposeful tech enables on-the-job application and practice

What really makes Ferring's program so effectively deep is how they use tech. They didn't just offer a large catalog of learning lessons and ask their sales force to tune in as they please (which usually translates to low completion and essentially zero behavior change). They also didn't force highly busy sales leaders to set aside two or three days for long in-person sessions.

Instead, they leveraged tech to stay focused on their top goal—behavior change. This included:

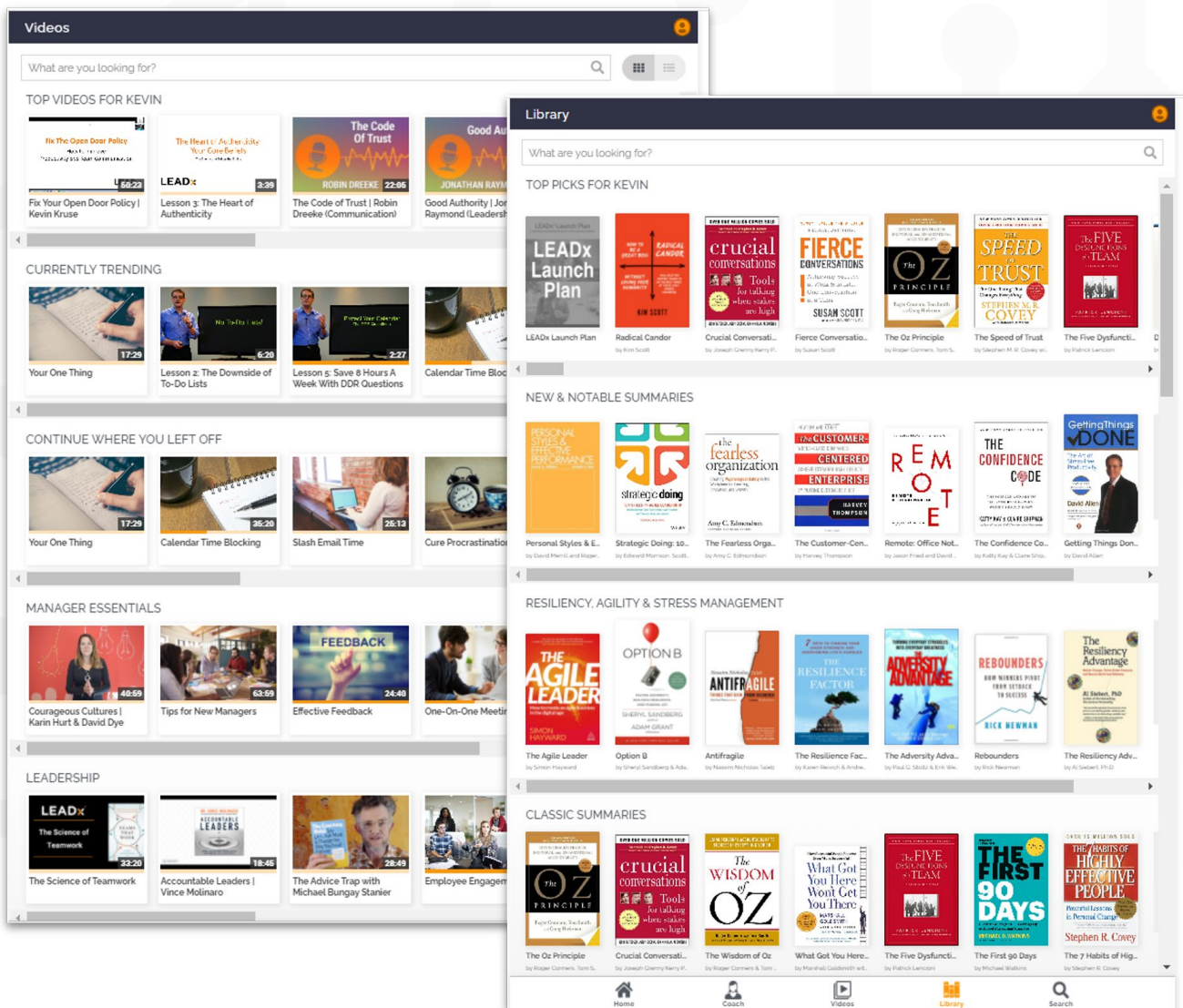
1. Hyper-personalized nudges

Nudges prompt leaders to practice what they have learned. For example, learners developing "Trust" might receive a nudge that says "A foundation of Trust is keeping your commitments, both big and small. This week, be mindful of this. Do you return calls when you say you will? Do you finish your assignments when you've promised? Do you show up for events you've said yes to?" Nudges like these have a cumulative effect on habit-building. And once the leadership series is "over," weekly nudges can continue to help learners practice.



2. Micro-learning is delivered in the flow of work

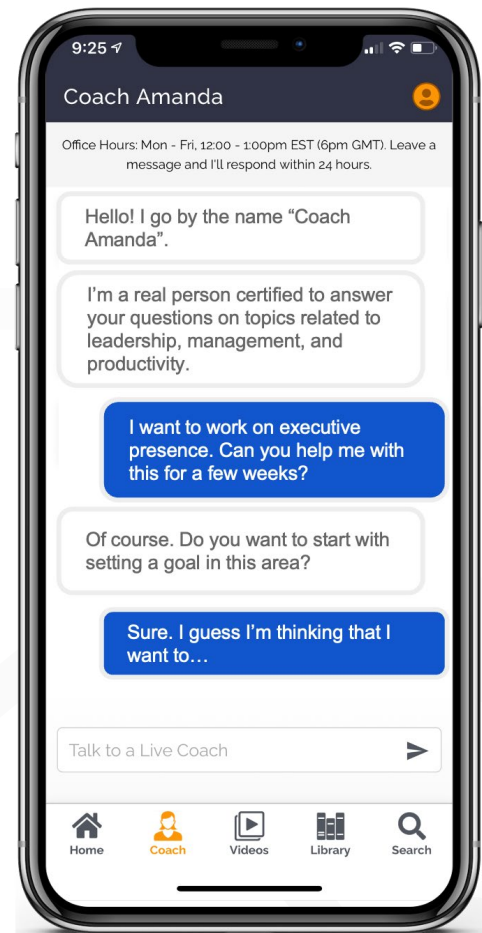
“Micro-learning helps to bring the learner to the training, rather than the training to the learner,” Daniel said. “The micro-learnings include everything from bite-size video clips to reflection sheets, micro-coaching exercises, book summaries, and podcasts. Our salesforce has a lot on their plate,” Daniel emphasized. “They don’t have time to cut out of their schedule to go off and attend a two or three-day training course. They also spend their time in their cars, on planes, and with customers. To have something that’s flexible and can meet them where they are is essential.”



Example of micro-learning library

3. Live, expert-led group coaching sessions

As detailed in the previous section, capping each month with live group coaching motivates learners to complete the preceding exercises so that they can keep up with the conversation. It also ensures that employees at every level are getting monthly access to an expert coach and to live peer learning.



Example of LiveCoach

The blended approach of nudges, micro-learning, and group coaching ensures that the learning is constantly being reinforced and applied in a variety of engaging ways.



The Results

Scaling Behavior Change to Every Level of the Sales Force

By training current sales leaders around behaviors tied to engagement, Ferring is set to uphold their thriving culture.

And by scaling such in-depth offerings to the individual contributor level, Ferring has also set itself up to build a thriving pipeline of diverse leaders.

As behavior starts to improve, the impact will be immediate. And at the same time, the competitive advantage one, two, or five years down the line as Ferring's pipeline continues to diversify and strengthen will be exciting to watch.

Build and Sustain Behavior Change with the LEADx Development System

Looking to build, refine, or revamp a leadership series? We team up with companies like Northwestern Mutual, Syneos Health, and Duck Creek Technologies to roll out highly-engaging leadership development series for Emerging Leaders, New Managers, Women in Leadership, High-Potential Managers, and more!

What makes our series so uniquely engaging? We help you build a full system of development that leverages our cutting-edge platform and world-class training. We blend together:

- world-class, cohort-based virtual training and group coaching
- personalized nudges
- micro-learning
- on-demand “office hour” style coaching



[Book a strategy call here](#)