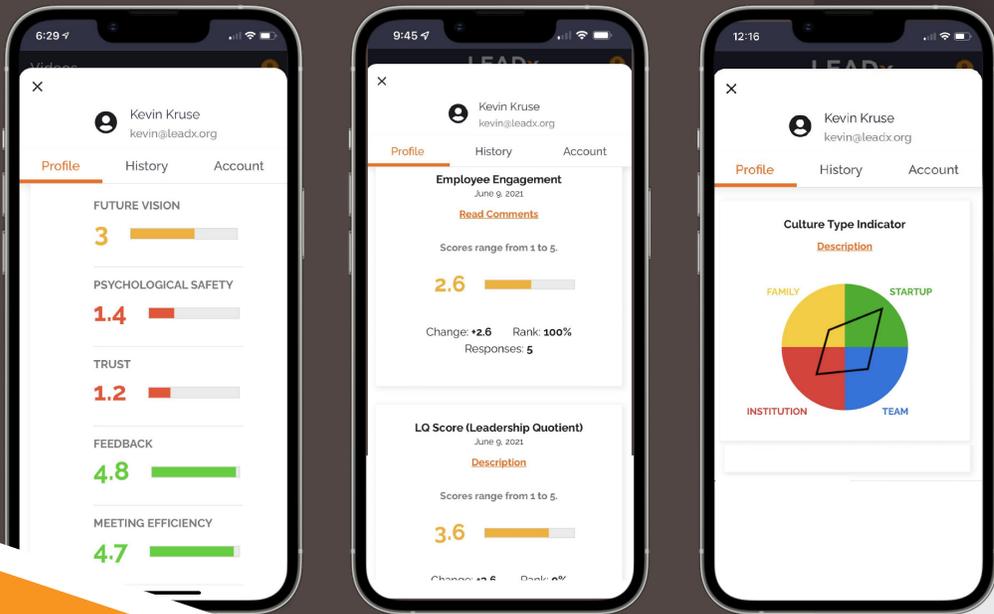
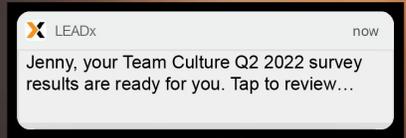


CASE STUDY

LEADx

How RN Pharma Sustained Engagement For Sales Leaders

CAT Scan (180-survey)
Managers receive 180-survey results instantly,
in palm of their hand...



+2%

+5%

+7%

PSYCHOLOGICAL SAFETY

FEEDBACK

TRUST



HIGHLIGHTS

CHALLENGES

- To uphold the sales team's exceptional engagement scores

SOLUTION

- Measure engagement
- Build a curriculum to train for engagement
- Use the LEADx approach and platform to scale and sustain behavior change

RESULTS

- +2% psych safety
- +5% feedback
- +7% trust



The Challenge

Sustaining Engagement for Sales Leaders

How does a young, growing pharma company uphold its high level of engagement as it grows?

One of the best examples we've seen was at a company we'll call Rare Neurological Pharma, or RN Pharma for short.

RN Pharma is a commercial-stage company that develops therapies for rare neurological disorders. Founded in 2017, RN won a constant stream of awards for its culture. With an incredibly high-performing, seasoned sales force, RN partnered with us to build out a leadership development program to sustain their already impressive engagement scores.



The Solution

5 Key Tactics RN Used To Uphold Engagement

1. RN grounded its training in meaningful data.

Since the biggest threat to RN culture was employee engagement, they delivered the Cultural Analysis of a Team (CAT Scan) 180 survey. The assessment delivered an employee engagement score for each leader's team as well as scores for the specific leadership behaviors that impact engagement (Leadership Quotient, or LQ).

12 DRIVERS	ITEM	CORRELATION
Future Vision	My manager articulates the organization's goals and strategy in a way that makes me feel confident about the future.	.604
Psychological Safety	My manager creates an open and trusting environment, where I feel free to speak my mind without fear of negative consequences.	.572
Trust	My manager keeps their commitments, and their words and actions match.	.538
Feedback	My manager gives me actionable feedback that helps me improve my performance.	.522
Meeting Efficiency	My manager's meetings are a productive use of the team's time.	.516
Autonomy	My manager provides the autonomy I need to do my job; they don't micromanage.	.510
Care	My manager shows that they care about me as a person.	.509
Recognition	My manager shows appreciation or gives recognition when I do good work.	.497
Career	My manager has had a meaningful discussion with me about my career development in the past six months	.465
Accountability	My manager holds people accountable for their performance.	.389
One-on-One's	My manager meets with me one-on-one at least twice a month.	.351
2-Way Communication	My manager listens to my ideas and opinions.	.074

Leadership Intelligence (LQ), the 12 behaviors psychometrically proven to increase engagement.

After debriefing their CAT Scan, leaders walked away with not only a clear picture of their team's engagement but also the specific leadership behaviors they could work on to improve their scores. As a part of the program, leaders will be re-assessed at the six- and twelve-month marks.



The Solution (Continued)

2. RN built its curriculum based on that data.

RN let the 12 key leadership behaviors on the assessment drive its curriculum. That way, sales leaders knew that their time (a valuable resource for busy, traveling sales leaders) was being devoted to impactful work—the engagement of their teams.

RN devoted each month to a different leadership behavior on the LQ12 and broke each month into bite-size weekly exercises and lessons to help learning stick:

First Line Sales Leader Curriculum					
	TOPIC	Week 1	Week 2	Week 3	Week 4
MONTH 1 ▶	Self and Team Awareness: DISC and CAT Scan	Assess		Review Results	1:1 Meeting with Coach
MONTH 2 ▶	Coaching with GROW	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 3 ▶	Feedback	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 4 ▶	Psychological Safety and Care	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 5 ▶	Trust	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 6 ▶	One-on-Ones	Learn	Self-Assess	Apply	Reflect Group Coaching

Months 1-6



The Solution (Continued)

First Line Sales Leader Curriculum, continued

	TOPIC	Week 1	Week 2	Week 3	Week 4
MONTH 7 ▶	Future Vision	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 8 ▶	Autonomy	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 9 ▶	Recognition	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 10 ▶	Two-Way Communication	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 11 ▶	Accountability	Learn	Self-Assess	Apply	Reflect Group Coaching
MONTH 12 ▶	Career	Learn	Self-Assess	Apply	Reflect Group Coaching

Months 7-12

3. RN leveraged a flipped classroom model that was self-paced, yet action-oriented and agenda-driven.

By moving to the next topic on a monthly basis, and by capping each month with a group coaching session, it offered RN's salespeople a good balance between self-paced and agenda-driven.

The cadence worked like this: One weekly micro-learning or application exercise for three weeks, followed by a cohort-based group coaching session to wrap up that month's learning. The group coaching session at the end of the month helped to establish a clear finish line for self-paced learning.



The Solution (Continued)

4. RN capped each month with a group coaching session to instigate peer learning.

RN needed a program that would meet the needs of a new sales manager, while at the same time, still strengthening and broadening the skillsets of highly experienced managers. RN thought of this as similar to an NFL camp where seasoned veterans and rookies do the same drills and get value out of it. Veterans can share their expertise with rookies and rookies can inspire veterans with their energy.

Co-facilitated by an in-house leadership development expert and an external coach, RN's sales leaders would get together to share what they learned, how they applied these learnings on the job, what questions they had, and what challenges they faced.

5. RN enabled action with purposeful technology.

It was critical to RN to deliver this training through an app in bite-size chunks. The leadership development team at RN didn't want tech that people found annoying, and they didn't want a giant library of content that leaders would have to wade through. They chose our platform because we "delivered weekly micro-learning lessons, reflections, and activities in a clear, agenda-driven manner."

The app also sent out personalized nudges based on leaders' results on the CAT Scan survey. For example, if someone scored low in psychological safety, they would receive behavioral nudges on that topic. It might read something like, "To build psychological safety this week, share some of your own failures or mistakes to encourage others to talk openly about their experiences." Then RN sales leaders could click a link to watch a quick video on how to apply this.



"RN thought of this as similar to an NFL camp where seasoned veterans and rookies do the same drills and get value out of it. Veterans can share their expertise with rookies and rookies can inspire veterans with their energy."



The Solution (Continued)

One sales leader with over 20 years experience in pharma, described the program saying: "I have been leading people for the past 22 years, and I have improved in a couple of areas of leadership as a result of participating in this program. If I had to give you a reason why, it would be the way the program provides 'surround sound' leadership training. This is done through topical skill leadership exercises, book summaries related to leadership skills, micro-learning, nudges, live virtual training sessions, and reminders of how to grow and develop team members. All these training tools were used around each skill in the program."





Results

Not Just Sustaining Engagement, But IMPROVING It

Prior to working with LEADx, RN leaders had been through e-Learning as well as live workshops like Situational Leadership and GROW coaching. But, they found this program unique from both of those experiences for the way it blends e-Learning and live workshops into a cohesive coaching plan.

On top of that, at the six-month mark now, the results have exceeded RN's primary goal: To sustain their high level of engagement. They were pleased to see engagement bump up (from already impressively high scores) across three key areas:

- Psychological safety: +2%
- Feedback: +5%
- Trust: +7%

It's clear that this blended approach works for RN's sales leaders. Data-driven, cohort-based, and tech-enabled is a recipe for engaged learners and ROI.

