



Client Case Study: Global Fortune 100 Healthcare Company

Client and Training Overview

The client is a global healthcare leader with a diversified portfolio of pharmaceutical and consumer health products. The client has a Category Leader role that heads an organization comprised of sales and marketing employees that support new product and market expansion. Category Leaders attend a 12-month learning program (Category Leader Curriculum – CLC) that addresses key commercial capabilities and functional skills (e.g., strategic planning, change management, customer focus) required to successfully execute top growth initiatives.

Our evaluations get hard impact data on soft skills.

- *Clients find our evaluations especially helpful in showing the value of soft skill training – training they know at a gut level makes a difference, but that is hard to measure.*

Why Evaluate?

The client piloted CLC with a small group of select Category Leaders. To obtain funding for a broader rollout, the L&D department needed to evaluate the training to determine how well it prepared Category Leaders to formulate and implement strategic initiatives that met their market objectives.

Most often, clients employ evaluations when they are faced with two types of challenges:

- *Proving Outcomes – e.g., “Our budget is on the chopping block. To obtain continued investment, stakeholders need evidence of training results.”*
- *Informing Decisions – e.g., “Before we expand our training, we need to confirm it’s working and make any necessary improvements.”*

Methodology

BEI first worked with L&D leaders to understand the drivers for the evaluation

and to map the key behaviors that the training intended to improve. Next, BEI distributed a survey to identify the nature and extent of training impact with participants. Finally, in-depth behavioral interviews were conducted with a random sample of survey respondents to verify the training impact identified in the survey, document positive outcomes, and gather input on factors that facilitated or hindered success.

Evaluation Findings

The evaluation documented the following findings regarding the CLC:

Does the CLC make a worthwhile difference?

Yes. About 90% of participants successfully applied their CLC learning to positively impact business performance. And all of these participants reported that their behavior change is likely to be “long-lasting.”

Do CLC participants improve performance in ways that are important to the business?

Yes. Over 75% of participants used their CLC learning to change behavior in two key areas: better collaborate to develop more comprehensive and aligned strategic plans, and more consistently use modeled future scenarios to inform decisions.

Our methods are distinguished by their practicality.

- *We employ the scientific rigor to produce credible data while tailoring an approach that addresses the real-world needs and constraints of our clients.*
- *We follow proven methods that keep costs low and allow for quick completion.*

Our evaluations arm clients with data to tell their story of impact across four areas.

- *Scope of impact – How many participants achieve high impact? What value is left on the table?*
- *Nature of impact – Where the training works, what is the best that is achieved?*
- *Success factors – What facilitates success? What gets in the way?*
- *Recommendations – Who needs to do what to enhance the training?*

Would participants have achieved these same positive results without the CLC?

Probably not. The vast majority, 86% and 70%, respectively, reported that the CLC was a “very big contributor” in their success at developing more effective strategic plans and making more considered decisions.

Are there examples of particularly strong results from the CLC?

There are several compelling examples. One participant used the customer-need modeling tool from the CLC to improve her team’s ability to account for emerging market demands in strategic plans. Together, she and her team prepared and received approval for a plan to increase sales 90% for a total first-year value of \$1.2M.

Are some parts of the CLC more impactful than others?

Yes. The customer-need modeling tool and the field application project were two aspects of the CLC that the evaluators were able to document as having produced the greatest value.

Could additional actions help generate more value from the CLC?

Yes. Participants who achieved stellar results from the CLC said that manager support in setting expectations for use of their learning was a major contributor to their success. But, over half of participants (57%) reported that they had only general ideas about the goals and purpose of the CLC, indicating a need for more consistent expectation-setting prior to the training. Additionally, all participants interviewed said that they would benefit from more thorough and consistent follow up, and survey data indicated that the top obstacle to effectively using the CLC approaches was insufficient coaching and constructive feedback.

Clients leverage our evaluations to...

- *Win senior leader buy-in and manager support,*
- *Inform training spend decisions, and*
- *Identify training improvements.*

If your organization could benefit from data like this, contact Lynette Brinkerhoff (lynette@brinkerhoffevaluationinstitute.com).