



Field Coaching

Scenario-Based Training Program
for Area Sales Managers

LAUNCH ►

Corporate Compliance

Scenario-Based Training Program
for Medical Representatives

LAUNCH ►





Field Coaching



Pre-assessment



Field Coaching Scenarios



Best Practices & Explanations





Field Coaching



Pre-assessment

- This section is mandatory.
- Please answer the following pre-assessment questions before you proceed to the scenario-based training in Section 2.

BEGIN



Pre-assessment



What are some of the face-to-face opportunities during joint field work that can be leveraged by an area sales manager (ASM) for coaching a medical representative (MR)?

Four empty red arrows pointing to the right, intended for the user to drag coaching opportunities into them.

From the list below, pick and drag FOUR coaching opportunities into the spaces above:

Sales target setting

Arrival meeting

Business planning

Classroom training

Setting pre-call objectives

Post-call review

Performance review meeting

Pre-departure meeting

Incorrect!



Pre-assessment



What are some of the face-to-face opportunities during joint field work that can be leveraged by an area sales manager (ASM) for coaching a medical representative (MR)?

Four empty white boxes arranged horizontally, each with a red border and a slight shadow, intended for users to drag coaching opportunities into.

From the list below, pick and drag FOUR coaching opportunities into the spaces above:

Sales target setting

Arrival meeting

Business planning

Classroom training

Setting pre-call objectives

Post-call review

Performance review meeting

Pre-departure meeting

Correct!



Pre-assessment



What is self-serving bias?

In the choices listed below, TICK all those that you think are correct descriptions:

- Tendency of individuals to take credit for their team's achievement by making it appear as though it was their personal achievement.
- Tendency of individuals to attribute success or good outcomes to personal ability, effort on the task, and mood/motivation.
- Tendency of individuals to highlight another person's failures in order to make their own failures appear irrelevant.
- Tendency of individuals to blame failures or unpleasant outcomes on external factors, such as luck, circumstances, and difficulty of tasks.

Incorrect!





Field Coaching



Pre-assessment

- Congratulations on completing this section.
- You can now proceed to the scenario-based training in Section 2.





Field Coaching



Field Coaching Scenarios

- This section is based on real-life scenarios of field coaching.
- Please play the scenario first and then choose an appropriate response. After you complete all the scenarios and responses, at the end of this section, you can print your responses

BEGIN



Field Coaching Scenarios



Opportunities for Coaching: Providing Feedback

Scenario Description:

The following scenario presents a dialogue between an ASM and an MR.

Here, the ASM is apparently unhappy with the performance of the MR during the previous customer call. He believes that the MR has deviated from the promotional strategy for the product. It is evident that the ASM is very passionate about ensuring that the 'A' class customers are managed appropriately to have continued success in terms of prescriptions and sales.

Even though this scenario captures only a specific instance, you must look for as many similar coaching opportunities as you can, and recall them while providing your response.



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



What is wrong with you today?
No wonder you are behind target
this month.

I am not sure I understand...



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



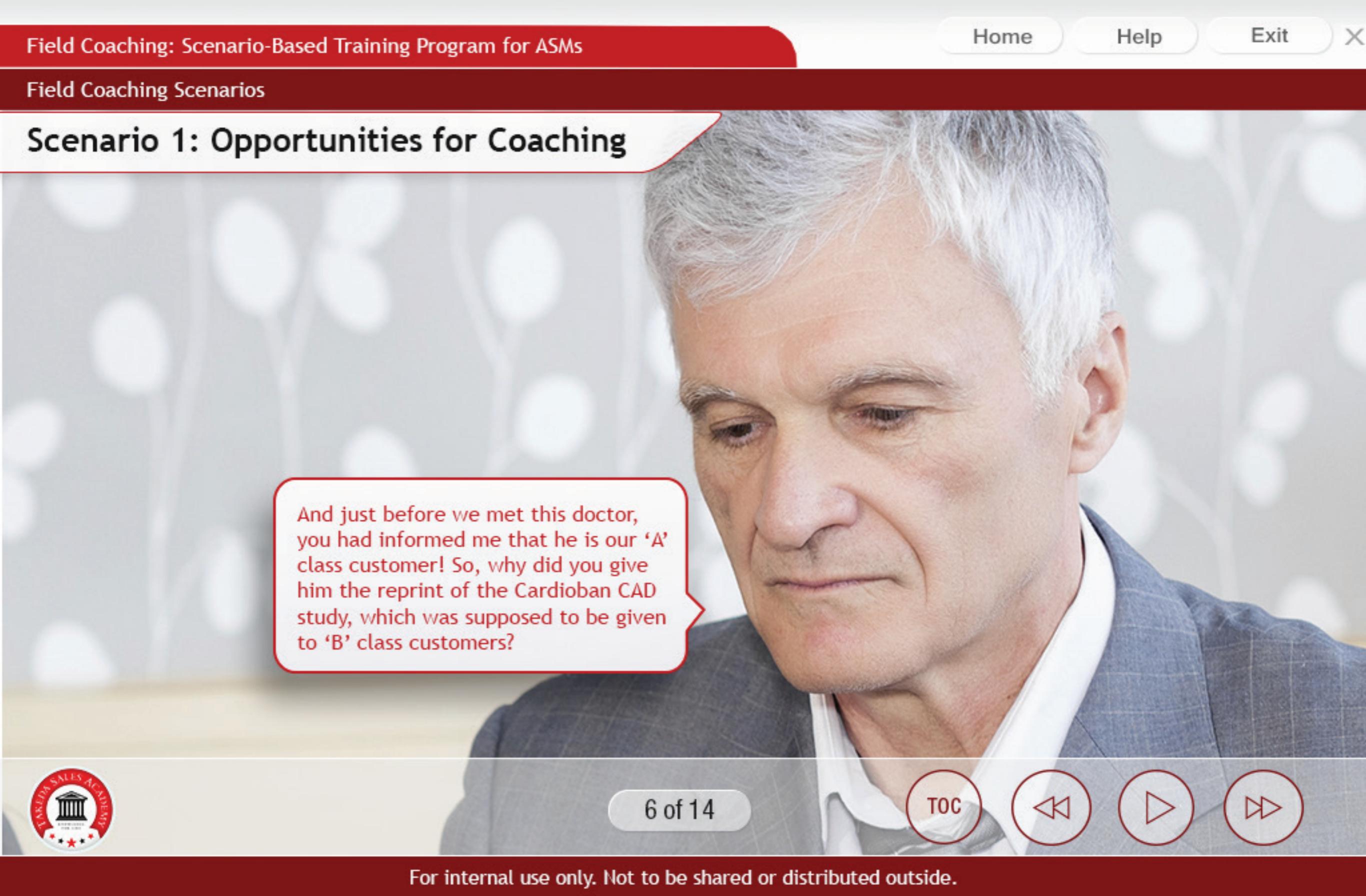
If you had paid close attention to the strategy discussion for 'Cardioban' last month, you would have recalled that the promotional plan for this week is to present the KOL video related to the MI trial. I did not see you do that.

But, Mr. ...



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching

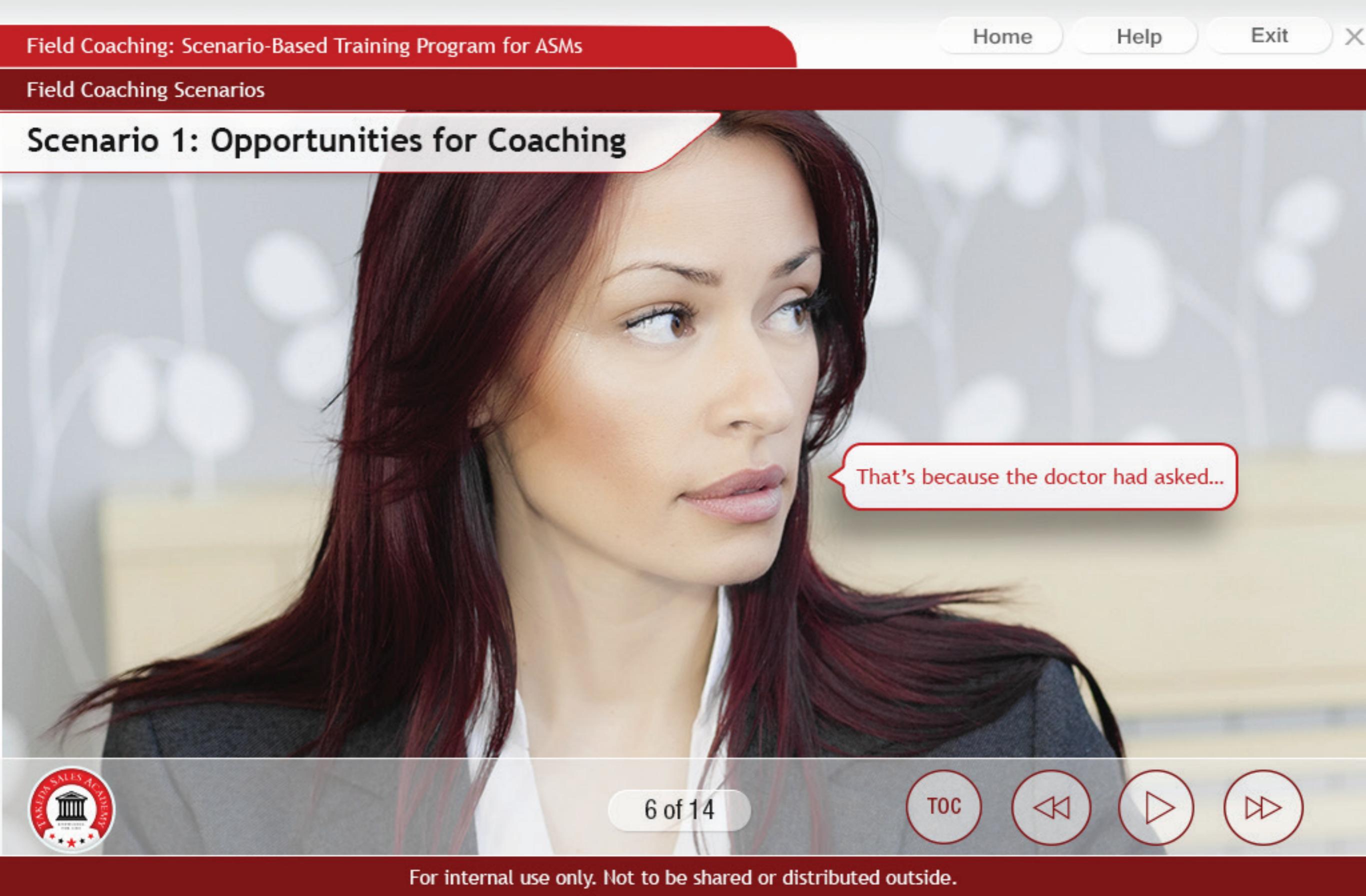


And just before we met this doctor, you had informed me that he is our 'A' class customer! So, why did you give him the reprint of the Cardioban CAD study, which was supposed to be given to 'B' class customers?



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching

A close-up photograph of a woman with long, dark, wavy hair. She is looking off to her left with a thoughtful expression. A speech bubble originates from her mouth, containing the text "That's because the doctor had asked...".

That's because the doctor had asked...



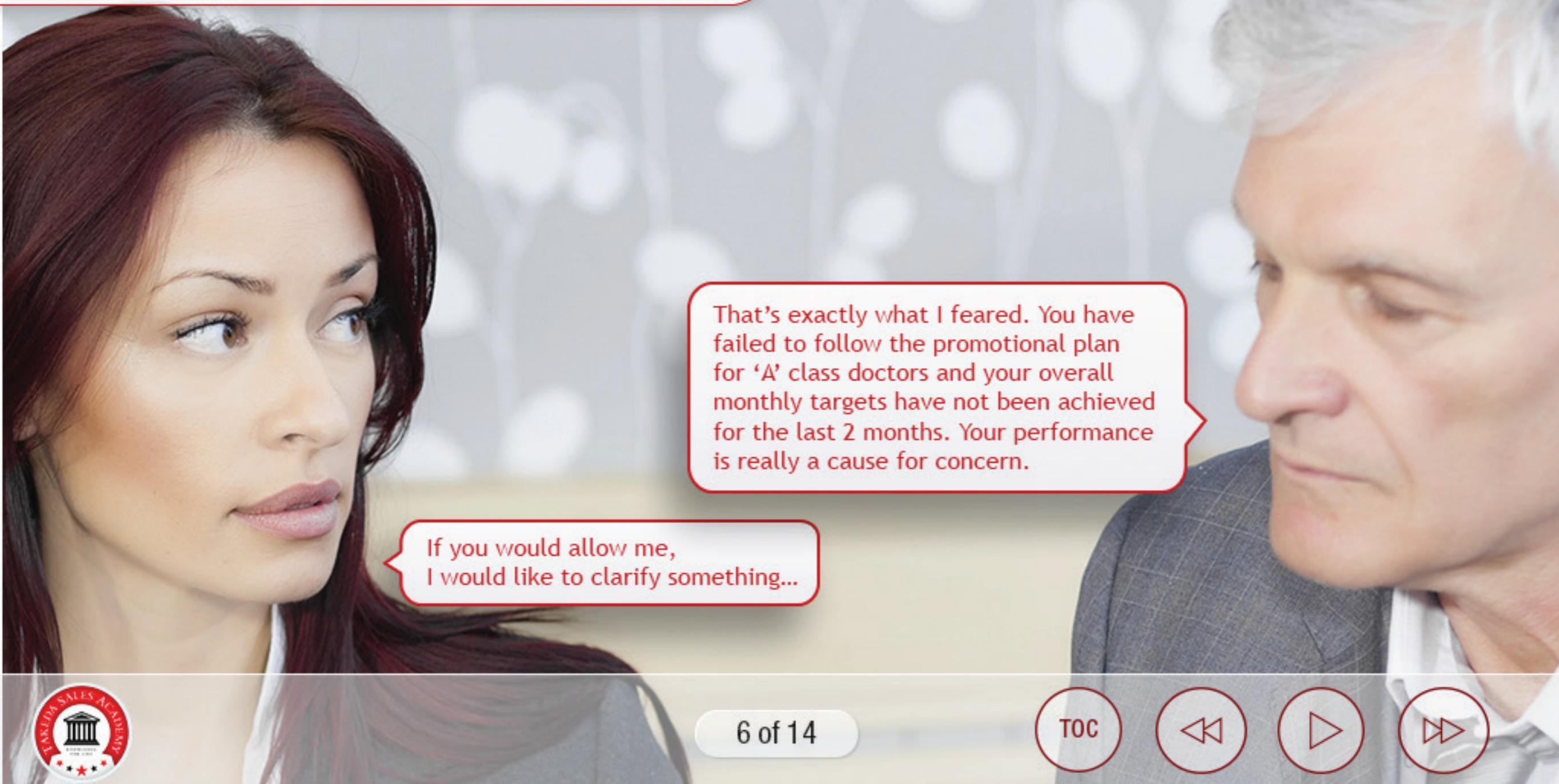
Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



If you would allow me,
I would like to clarify something...

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TOC

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Field Coaching Scenarios

Scenario 1: Opportunities for Coaching

A photograph of two business professionals, a woman on the left and a man on the right, engaged in a conversation. The woman has long, dark hair and is wearing a dark blazer over a white shirt. The man is wearing a grey suit, white shirt, and patterned tie. They are both looking towards each other. A red speech bubble originates from the woman's mouth, containing her dialogue.

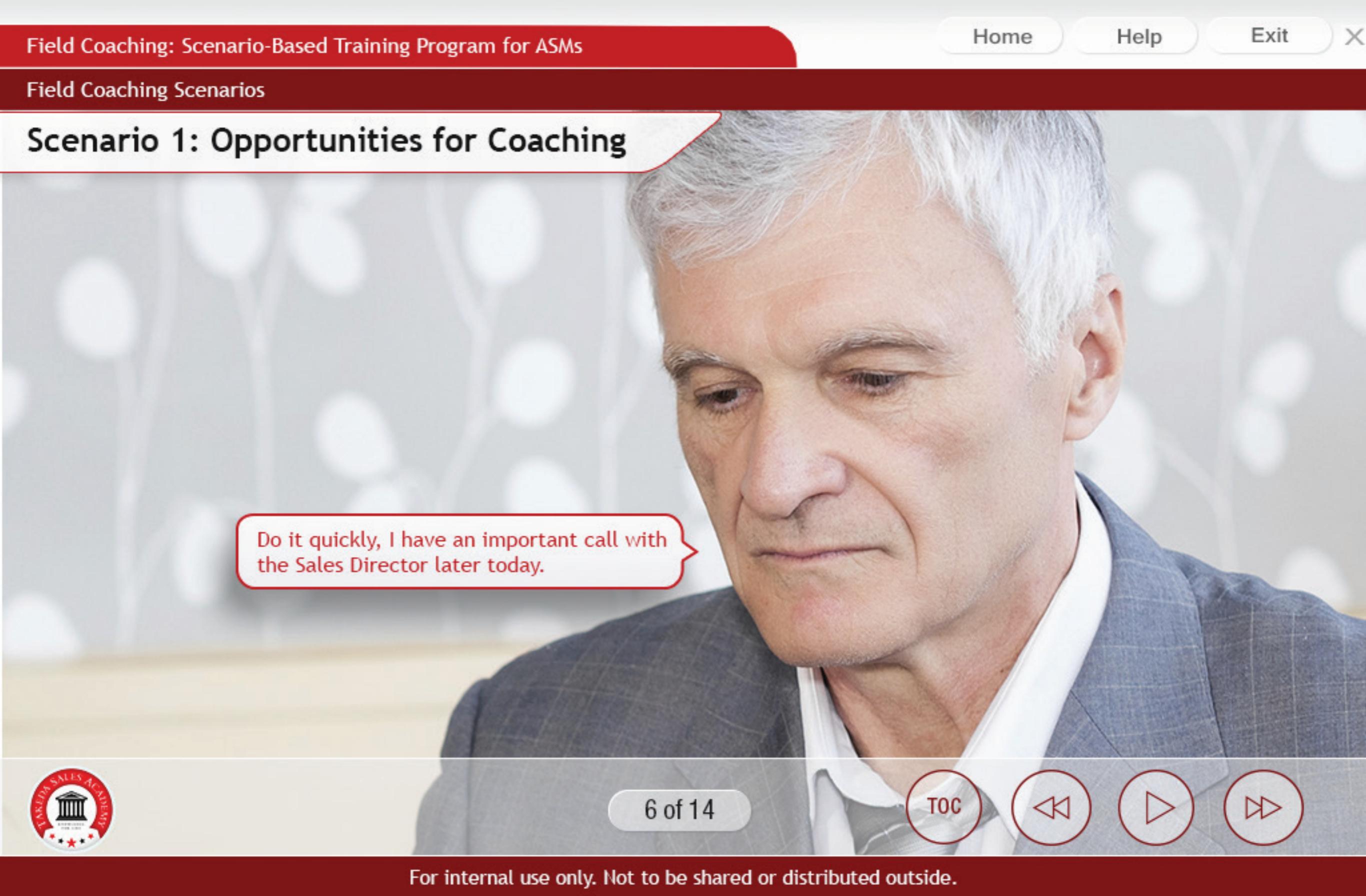
What clarification can you provide? Your sales numbers are clearly telling me everything there is to know.

I can explain...



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



Do it quickly, I have an important call with
the Sales Director later today.



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



Although this doctor we met is our 'A' class doctor because of his prescription support for Cardioban in the past, he has been out of the country on a short course for the last 2 months. That is one of the reasons why the prescriptions and sales in the last month have dipped in my territory.



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



Field Coaching Scenarios

Scenario 1: Opportunities for Coaching

A woman with long, dark red hair, wearing a white blouse and a grey blazer, is looking towards a man. The man, who has grey hair and is wearing a grey suit, white shirt, and striped tie, is also looking towards her. They appear to be in a professional setting, possibly a medical office or a conference room.

Anyways, what I don't understand is why you gave this doctor a reprint for CAD?

Well, that's because – When the doctor was attending this course, he came across some guidelines that recommend Cardioban in CAD. So, when he returned, he asked me for it. And today's call was to provide him with this reprint and discuss further about the use of Cardioban in CAD.

TOC

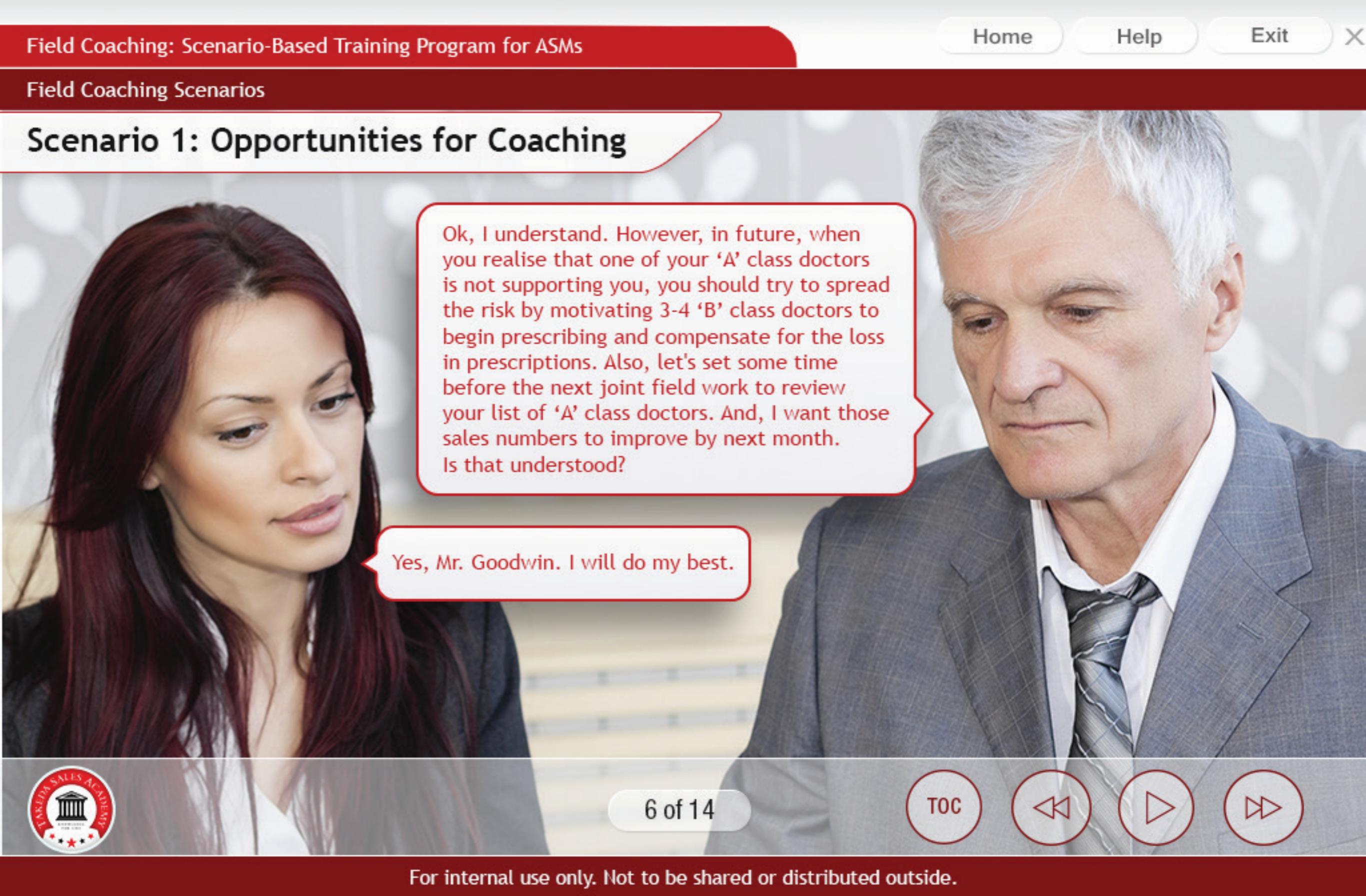
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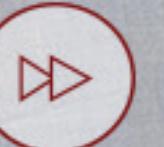
Field Coaching Scenarios

Scenario 1: Opportunities for Coaching



Ok, I understand. However, in future, when you realise that one of your 'A' class doctors is not supporting you, you should try to spread the risk by motivating 3-4 'B' class doctors to begin prescribing and compensate for the loss in prescriptions. Also, let's set some time before the next joint field work to review your list of 'A' class doctors. And, I want those sales numbers to improve by next month. Is that understood?

Yes, Mr. Goodwin. I will do my best.



Field Coaching Scenarios



Scenario Evaluation

Based on the scenario that you just completed, please answer the following questions:

Question 1.

Identify all the opportunities for coaching that were missed by the ASM.

- A. Performance review, sales budget setting and pre-call objectives
- B. Pre-call objectives, post-call review and pre-departure meeting
- C. Arrival meeting and setting pre-call objectives

SUBMIT

Question 2.

According to you, which coaching opportunity in this scenario was handled relatively well by the ASM?

- A. Post-call review
- B. Pre-departure meeting
- C. Setting pre-call objectives

SUBMIT

Field Coaching Scenarios

Field Coaching: Scenario Outcomes

User Name:

Date of Response:

DD | MM | YYYY

Time of Response:

15:00

Chosen Response

1. Scenario 1: Question 1

A

2. Scenario 1: Question 2

C

PRINT 

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Field Coaching



Field Coaching Scenarios

- Congratulations on completing this section.
- You can now proceed to best practices & explanations in Section 3.





Field Coaching



Best Practices & Explanations

- This section will provide suggested best practices and explanations for the scenarios in Section 2.
- You can play the scenario first and then view the corresponding best practice and explanation.

BEGIN



Best Practices & Explanations



Opportunities for Coaching: Providing Feedback

Scenario Description:

The following scenario presents a dialogue between an ASM and an MR.

Here, the ASM is apparently unhappy with the performance of the MR during the previous customer call. He believes that the MR has deviated from the promotional strategy for the product. It is evident that the ASM is very passionate about ensuring that the 'A' class customers are managed appropriately to have continued success in terms of prescriptions and sales.

Even though this scenario captures only a specific instance, you must look for as many similar coaching opportunities as you can, and recall them while providing your response.



Best Practices & Explanations

Scenario 1: Best Practice



Identifying Areas for Improvement: Omitted Behaviours

In the scenario that was just completed, there were two main coaching opportunities that were missed by the ASM.

Omitted Behaviour

Arrival Meeting

The ASM seemed to have arrived just in time to see the doctor and had little time to discuss anything with the MR prior to the call or the entire joint field working episode.

Setting Pre-Call Objectives

The ASM also failed to find time to set any pre-call objectives with the MR due to the shortage of time. That discussion could have revealed that the doctor had been abroad and had asked for the reprint.

Best Practice

Arrival Meeting

- The ASM should have arranged to meet the MR at least 30 min prior to the first call and should have come prepared with the MR's performance vs. objectives.
- List of doctors to be met along with their classification and history of previous interactions should have been mailed to the ASM at least a day in advance so that these could be quickly discussed in the Arrival Meeting.

Setting Pre-Call Objectives

- This is the opportunity to coach the MR on individual doctors and their specific needs.
- Reviewing the past interactions with the specific doctor and understanding the stage at which the doctor is in the product adoption journey will help the ASM guide the MR in providing appropriate promotional inputs and using more relevant messages to convince the doctor to prescribe.



Best Practices & Explanations

Scenario 1: Best Practice



Identifying Areas for Improvement: Displayed Behaviours

In the scenario that was just completed, the ASM lapsed into displaying some of the Seven Coaching Sins.

Displayed Behaviour

Attack

The ASM began the feedback session post-call with a personal attack ("What is wrong with you today..."), which immediately alienated the MR and made her defensive, reducing further chances for a collaborative dialogue.

Domination

The ASM clearly dominated the entire discussion and did not allow the MR to explain the situation.

Dump

The ASM dumped several issues and concerns, at a time, on the MR. He talked about not following the promotional plan and the below-target performance. This could overwhelm the MR and lead to a damaged relationship.

Best Practice

Slow Down

- The ASM should have slowed down, backed-up a little and then tried to look at all the factors involved before speaking.

Encourage Two-way Conversation

- The ASM should have ensured that he did not speak for more than half the time and encouraged a more open, collaborative dialogue.

Focus on One Issue at a Time

- The ASM should have focused and tackled one issue at a time. That way, the conversation would have been easier and would have collaboratively lead to the root of the problem much quicker without affecting their relationship.



Best Practices & Explanations

Scenario 1: Best Practice



Identifying Best Practice Behaviours

In the scenario that was just completed, there was one coaching opportunity in which the ASM displayed the 'best practice' behaviour.

Post-Call Review

In this scenario, by the time the ASM finished talking and began to understand the MR's point of view, he seemed to have recovered his pace. He then provided some useful guidance to the MR based on his experience and abilities.

He provided very succinct and to-the-point advice on how to manage the situation in which the MR found herself. This post-call review was quick and insightful.

His reference to a meeting where the doctor classification would be discussed helped reassure the MR that the ASM was willing to provide more support in the future.





Field Coaching



Field Coaching: Scenario-Based Training for ASMs

- Congratulations on successfully completing this scenario-based training for field coaching.
- We hope you will make good use of the suggested best practices and apply them to real-life scenarios to improve your skills as a coach and a mentor to your field teams.

