

To: Purdue Field Force

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Bulletin #: 234

Date: November 10, 2016



Building Talent in the Sales Force

Talent Builder is one of our core competencies within the Sales Success Model. What does a Talent Builder do?

- Continuously develops personal knowledge, skills and abilities to boundlessly improve and grow
- Scouts talent to ensure availability of skills required to meet business goals
- Cultivates high performing teams by encouraging collaboration and effectiveness
- Provides opportunities for all team members to learn and develop

The SLT is committed to building talent within the sales force, which we all do by executing our objectives in the “Recruit, Retain and Engage Talent” category. We have made progress in a number of areas I want to highlight.

Sales Competency Success Model

- Descriptions of the behaviors that demonstrate the four proficiency levels, specific to each of the field based sales roles. Behaviors are based on our sales model and field observations and interviews.
- Completed baseline proficiency assessments that have informed professional development plans for all field sales associates.
- Included competency development into the FCR
- Inclusion of the sales competencies into the interviewing guide for recruiting

Progressions

- 13% of Sales Force Progressed July 1, 2016
- 6 DBM I to DBM II
- 82 TBM I to TBM II

Account Based Selling

- Expanded from 18 to 24 ATBM positions
- Inclusion of account based selling into POA training for all DBMs and TBMs
- Updated sales training curriculum will include account based selling for all phases of TBM and DBM training

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GET INTERACTIVE. INSPIRE PROGRESS.

Formalized Talent Reviews

- Open communication about career goals and professional development is a key component of performance and coaching discussions between the manager and associate. These discussions should occur during coaching sessions, mid-year and year-end performance discussions and as needed in between. We will be implementing the same process in sales that is used throughout the organization to ensure each manager discusses career goals, competency assessments, performance assessments and developmental objectives with each of their direct reports. . For those associates with the proficiencies, performance, desire and commitment to progress to other roles of greater scope and responsibility in the organization, the talent review provides a means of identifying these associates and communicating their interests to potential mentors and to leaders in other areas of the organization.

Engagement Survey

- By now each manager should have reviewed the results of the engagement survey with their teams. The key area of focus for us as an SLT is to increase our communication as a leadership team to provide the sales force with more visibility to the progress our executive leadership team is making on executing on the company strategy. We also learned that even if there is no news to report, you want to know, so there is a regular update on progress. We are also meeting next week during the Regional Leaders Meeting to discuss the additional feedback the RBDs gained when they sought to understand the top priority for the SLT and the key commitment their DBM and TBM teams agreed to make so we all can share accountability for improving our engagement as an organization.

I am proud of the progress we have made toward our Talent Builder objectives and appreciate the input the People Development FFE team and many of you have provided to the achievement of these objectives.



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