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培训课程与绩效改进

Training programs and Performance Improvement

— Anthony Chan



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培训课程与绩效改进

Training programs and Performance
improvement

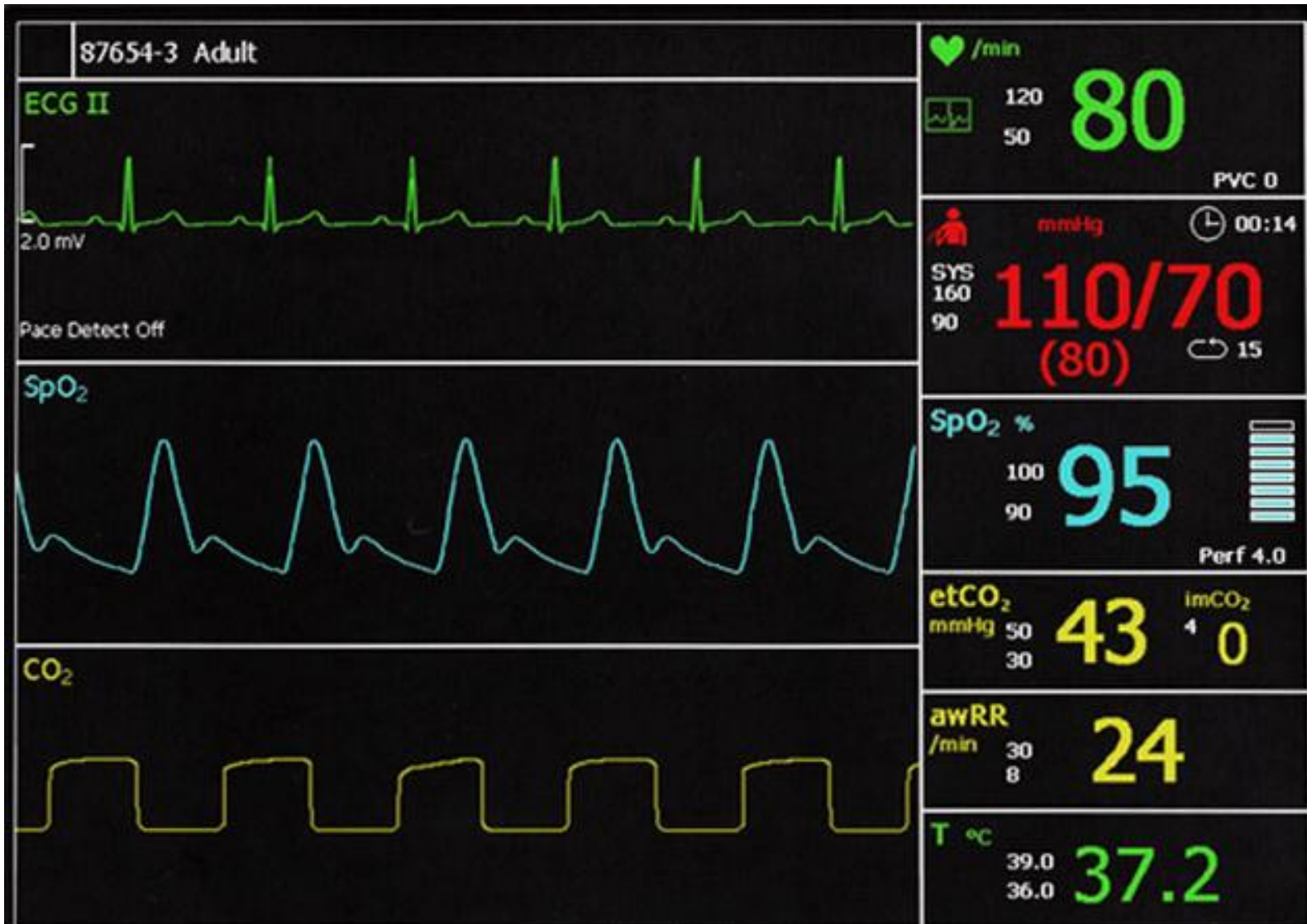
2016 HERC

Beijing

Anthony Chan

有些衡量是严肃的事情

Sometimes...it's a matter of life and death situation



想要塑造更好体态我要衡量什么？

What will I measure if I want to have a better body shape?

Key Question #1

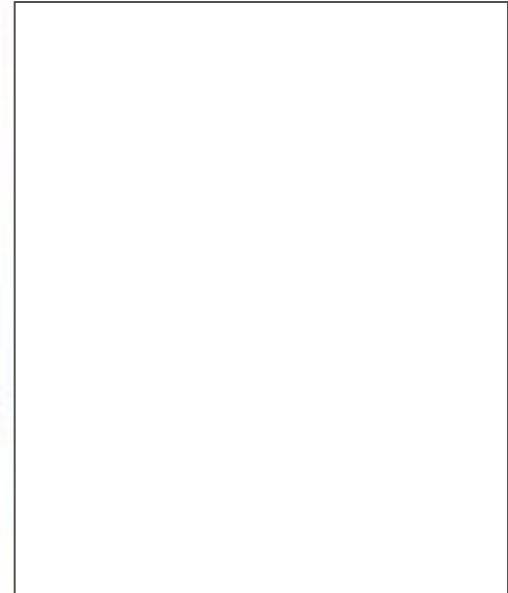
- 更好的体态是什么定义？
- What better body shape do I want?

Key Question #2

- 我要衡量什么？
- What will I measure?

KPIs

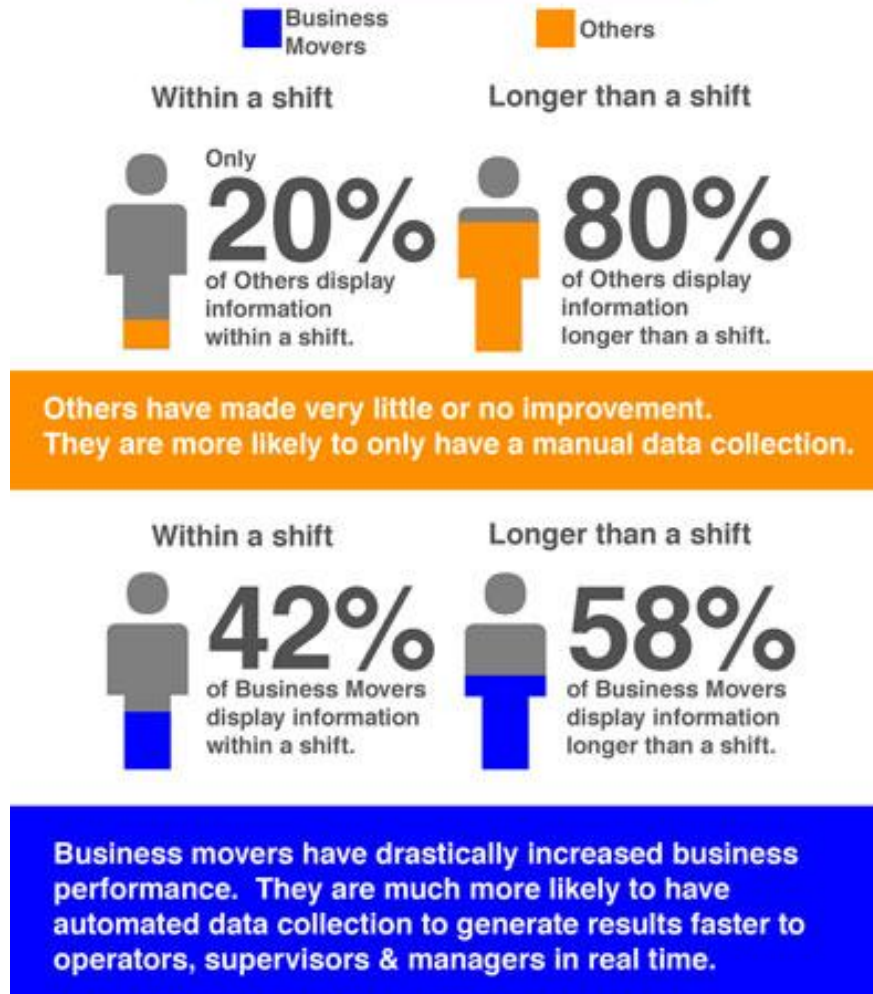
1. Weight 体重
2. Muscle Fat 脂肪肌肉比例
3. Body Mass Index 高度/体重本来
4. Shape 体型
5.



有衡量就有进步

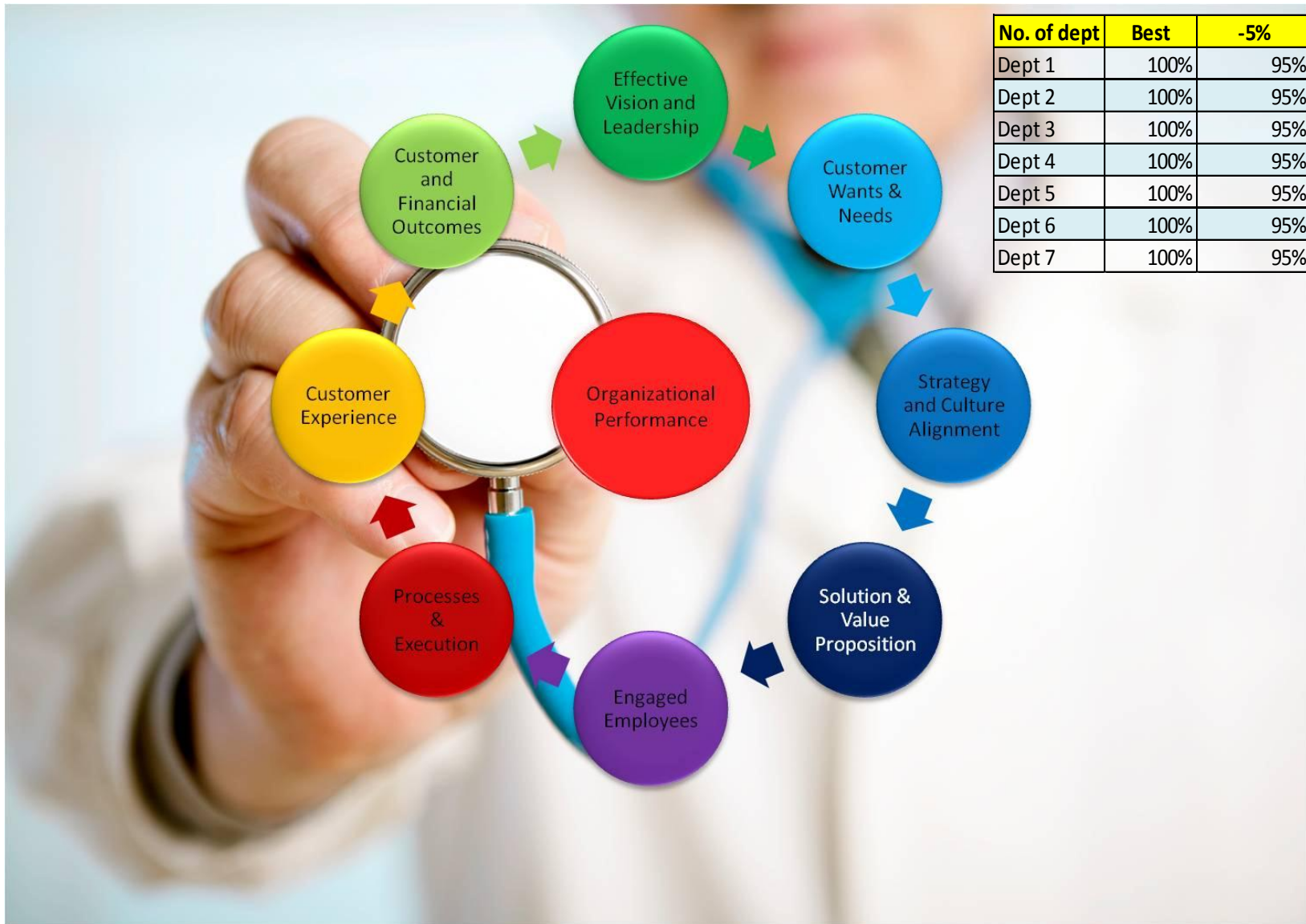
What gets measure gets improve!

MESA Study: How rapidly operational KPIs are displayed



业务运营的需要衡量的地方

-Vital sign on Operation Effectiveness



衡量培训有效性的模型

Measurement on Training effectiveness
- the Kirkpatrick's Model

绩效改进必须有一个衡量标准

Performance improvement require us a measurement standard

-The Kirkpatrick Model (since 1950's)



The Kirkpatrick Model

Level 1: Reaction 学员反应

The degree to which participants find the training favorable, engaging and relevant to their jobs

Level 2: Learning 学习 (学问)

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

Level 3: Behavior 行为

The degree to which participants apply what they learned during training when they are back on the job

Level 4: Results 结果

The degree to which targeted outcomes occur as a result of the training and the support and accountability package



学员打分

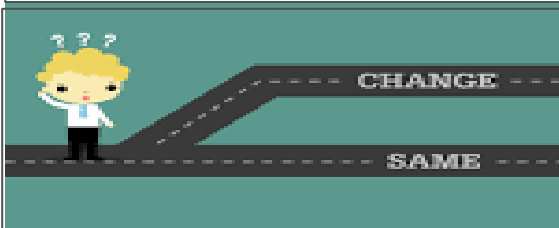
2016 新标准

1. Customer Satisfaction 客户满意度
2. Engagement 投入度
3. Relevancy 相关性



考试成绩

1. I learn and I can do it! 我学会了! 我能做到!



行为改变

1. Process and System 流程与系统
2. Reward system 奖励系统



正向改变结果

- Short term observation 短暂的回报观察
- Assessment and tracking positive result 评估与量度正面结果

绩效改进的7步曲

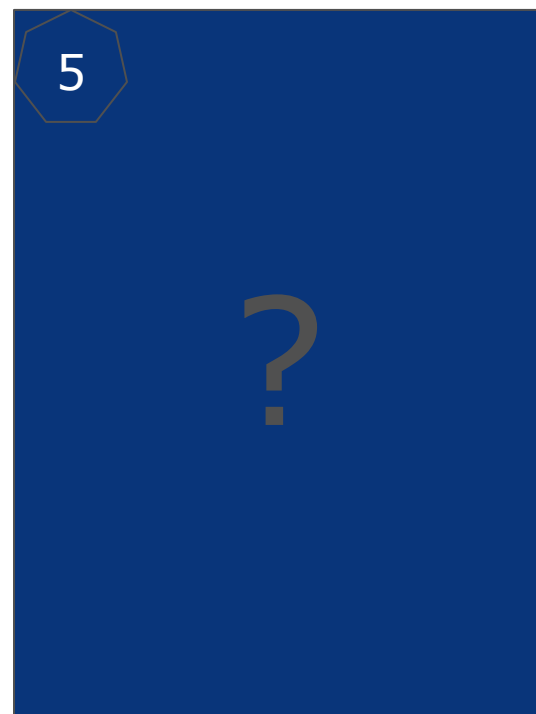
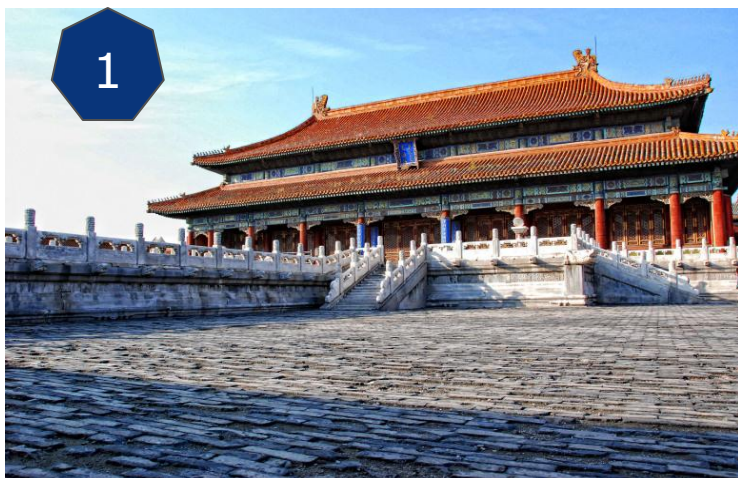
Few Steps to create a successful effectiveness projects /organization

- ✓ Step 1: Describe exactly what you want ! 具体描述想要的
- ✓ Step 2: Build a team that cares about cross function effectiveness 打造跨功能团队有效性
- ✓ Step 3: Use a model that help analysis 利用有效分析模型
- ✓ Step 4: Work on the process 按流程工作
- ✓ Step 5: Present them in an dashboard 打造仪表盘
- ✓ Step 6: Shift the curve 移动曲线
- ✓ Step 7: Reinforce collaboration 加强协作

Step 1 具体描述想要的
Describe exactly what you want !

打造皇宫 (想想皇宫是什么样子)

Building a Palace (think for second)



我们的组织想要什么？成功的定义是什么？

What exactly what the organization want and how do we know we have achieved our success?

Step 2: 打造跨功能团队有效性

build a team that cares about cross function effectiveness



SOD

Governance commercial and sales data



PE

Critical Process Improvement



Effectiveness' focus

Maximize functional effectiveness



BI

Meaningful Insight generation



Learning

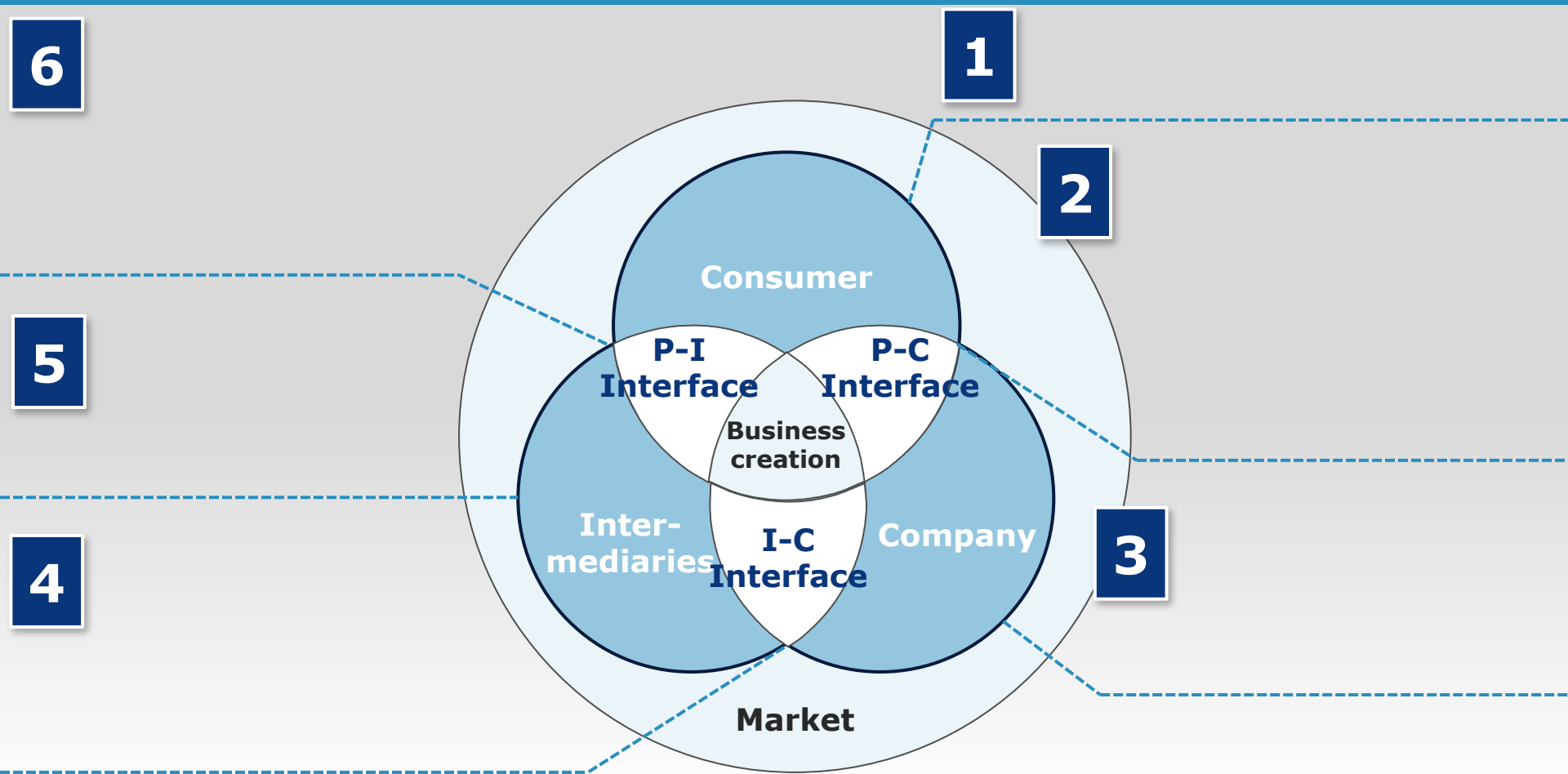
Talent development

No. of dept	Best	-5%	Yield
Dept 1	100%	95%	95%
Dept 2	100%	95%	90%
Dept 3	100%	95%	86%
Dept 4	100%	95%	81%
Dept 5	100%	95%	77%
Dept 6	100%	95%	74%
Dept 7	100%	95%	70%

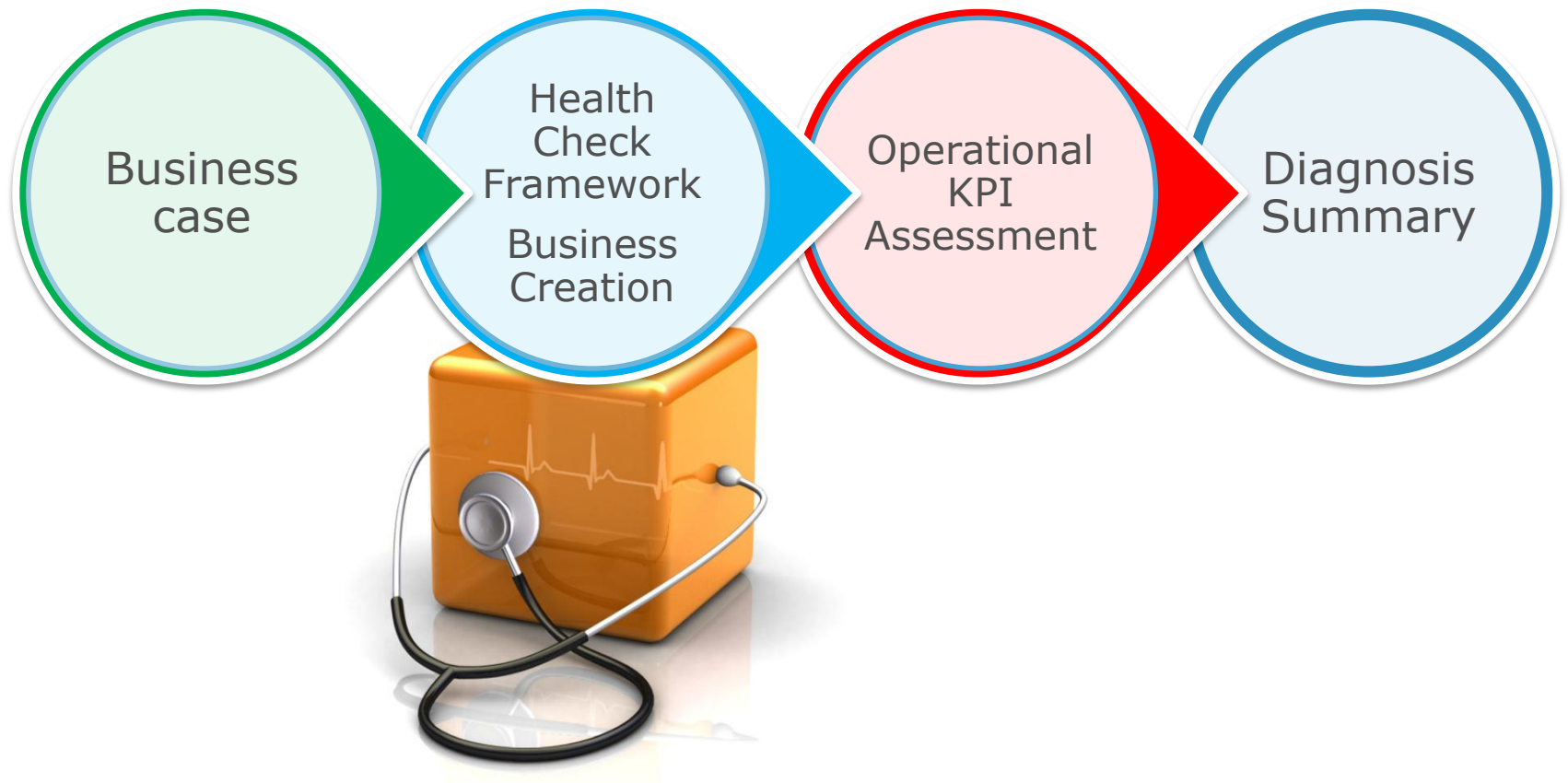
Step 3: 利用有效分析模型

Use a model that help analysis

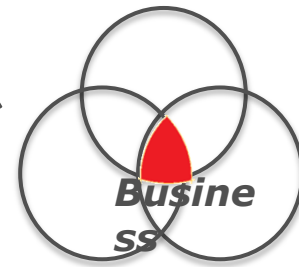
360 Business Diagnosis to assess business in a holistic view









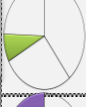
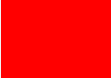




Step 4 按流程工作 work on the process



业务分析

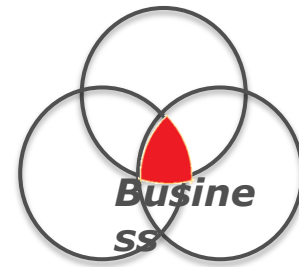


Illustrative

HP Level	Total HP#	FTE	Sales Performance (YTD)				Growth Type HP#			Doc Covered	
			Zero sales HP#	YTM Sales('000)	Sales Contri%	YTM GR%	+Gr	No Gr	-Gr	AB	TTL
LEVEL I*	27	30	0	50,xxx	 39%	 -5%		300	871		
LEVEL II**	56	29	3	25,xxx	 28%	 11%		285	1002		
LEVEL III	26	14	5	3,xxx	 8%	 -21%		120	438		
LEVEL_NO GROUP	299	29	155	25,xxx	 24%	 17%		437	1759		
Total	408	102	163	89,082	100%	2%	142	95	171	1142	4070

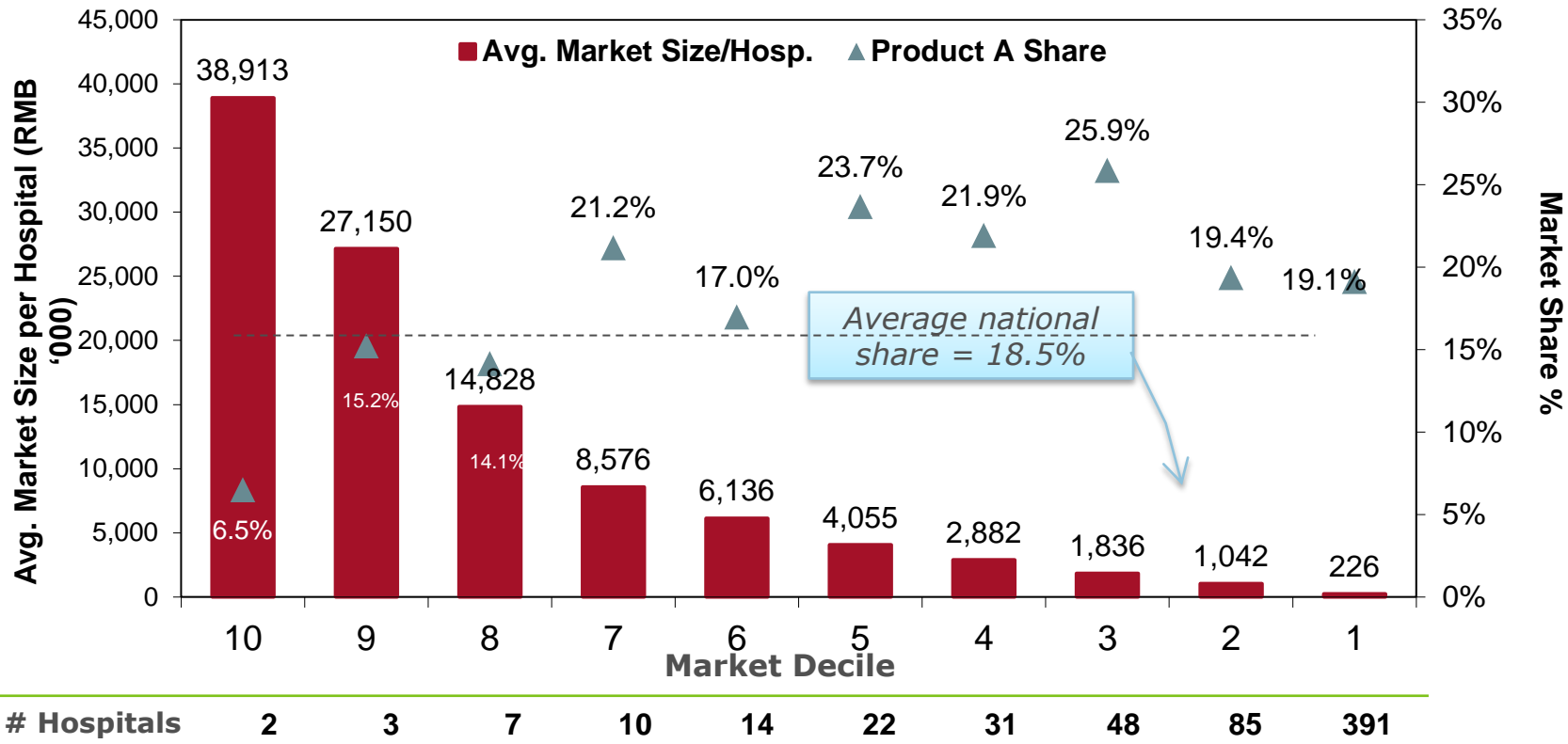
🕒 **Insight:** 50% of hospitals in Level 1 and 2 do not drive business growth.

与平均标准比较



Business Overview_ showing where we are

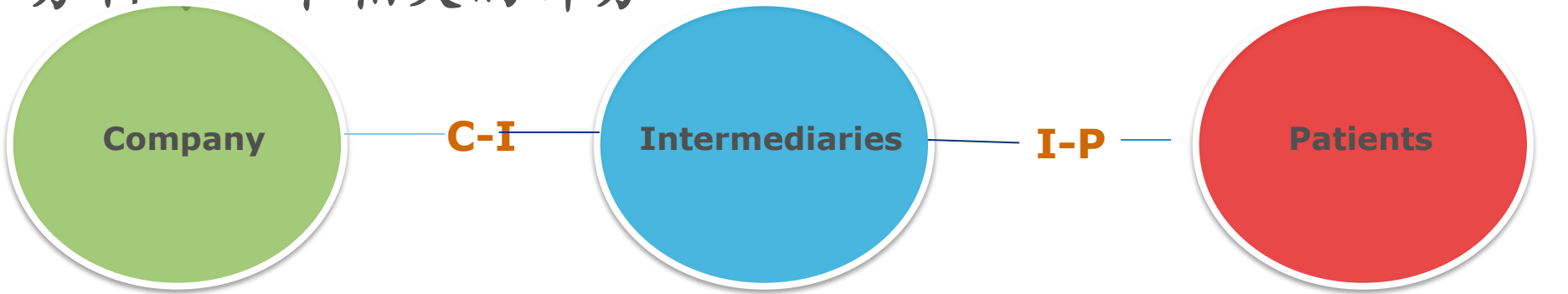
Average Market Size per Hospital vs. Remicade Market



Source: Total Market potential assessment on RA /AS sales (2013.4 – 2014.3)

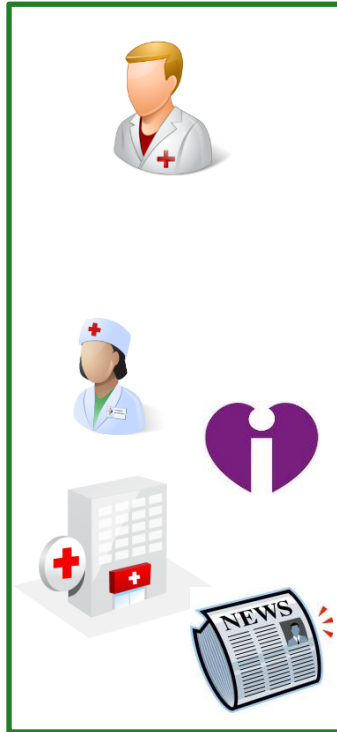
Insight: Sales force is non-competitive at the high potential hospitals.

分析每一个相关的部分



Cross-functional capability and Quality

- ~ Sales interaction
- ~ Details aid
- ~ Medical education
- ~ Trialship
- ~ Medical Information
- ~ Pt management scheme
- ~ Nurse training
- ~ Drug
- ~ Value dossiers/ Hospital listing
- ~ Editorial



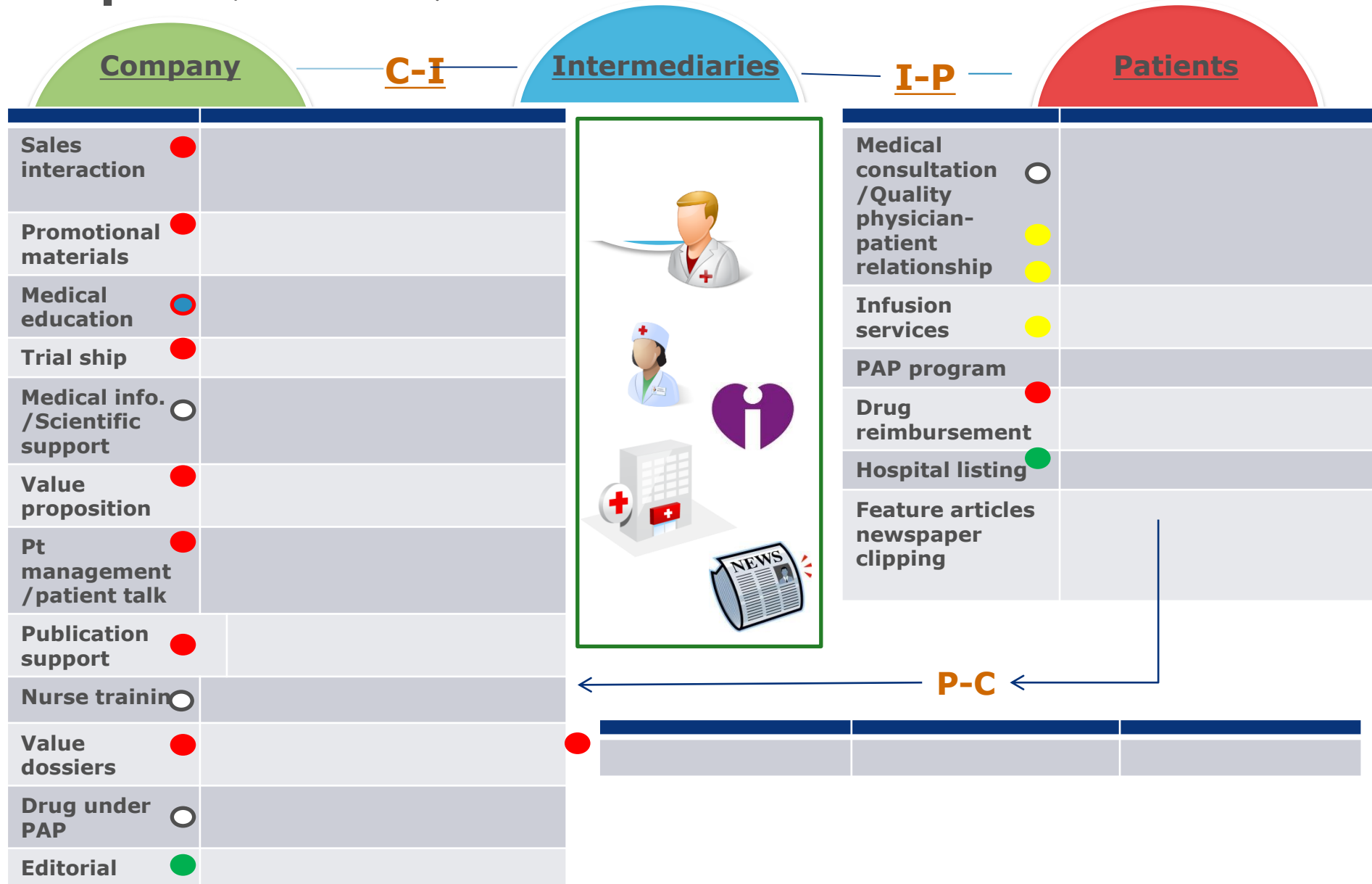
- ~ Medical Consultation
- ~ Drug recommendation
- ~ Quality physician-patient relationship
- ~ Infusion services
- ~ Patient Education program
- ~ PAP program
- ~ Reimbursement scheme
- ~ Feature articles

Various client type

P-C

- ~ Creditability, Company Perception/Image, Loyalty
- ~ Financial Output* (also considered as business creation)

Step 5: 打造仪表盘 Present them in an dashboard



Step 6 & 7:
利用2个管理基本原则
Use the 2 management fundamentals

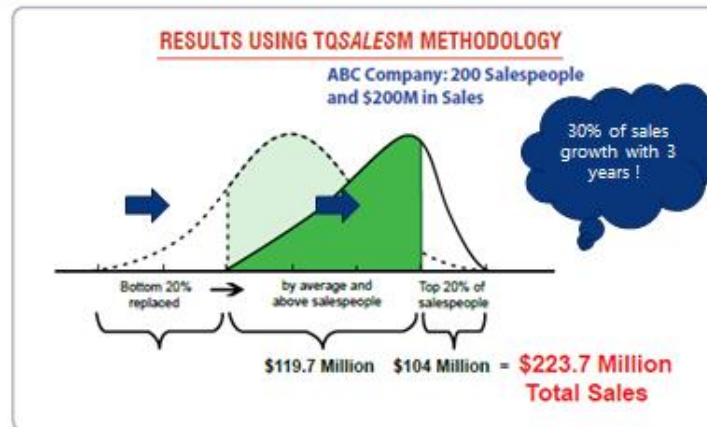
- Shift the curve **移动曲线** : exit the bottom performers
- Enhance collaboration **加强协作**

Step 6: 移动曲线

Shift the curve

Shift the curve to improve people performance and exit non-performer in bottom percentile

As another module: SFE is applying Total Quality Management (TQM)—a data-driven methodology for using standards, measurements and repeatable processes to find and eliminate the sources of sales failure



The Result: By replacing the bottom 20% of salespeople with average or above-average performers, you increase sales to \$223.7 million. Then train the rest of the sales force and get an additional 5% gain.

以绩效和执行把员工分类

We put every sale person in SFE / Ach grid for the appropriate corresponding action



1、中心圆点代表达成100%，SFE KPI 均为合格

Step 7: 加强协作

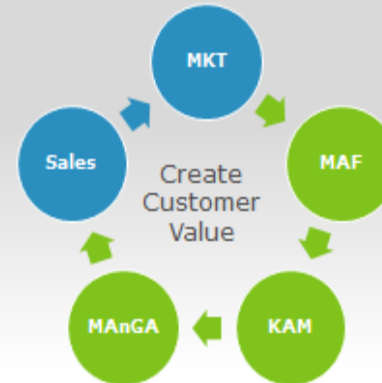
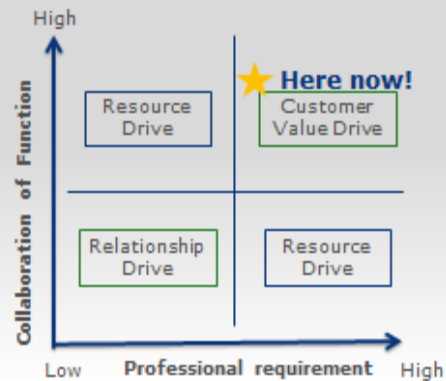
Reinforce collaboration

Enhance Cross functional Collaboration and Effectiveness improvement

Strategically, SFE need to transfer to Operation Effectiveness to create more customer value

As time goes on, our selling process become more and more professional and collaboration of each function

The Key driver of performance were not only rely on Sales/MKT, but also functions which connect with customers.



我们要打造什么的培训课程？

卓越组织3步曲

A model to shape an Excellent Organization

- 功能与领导能力
- Functional Competency
- Leadership Competency



- 远景/使命
- Vision/Mission
- 文化/行为
- Culture/behavior

- 激励销售模型
- High Five new sales model
- 硬件/软件支持
- Related policy/system/process support

Make sure we have the right KPIs

必须挑选关键KPI



Sales increase

Surpassed

销售结果

X

(million) NTS



Kept

Improve competitiveness

X

竞争力改进

EI > 100



Achieve

Capability improvement

X%

能力进步

Pass Rate



Improve the quality of customer value.

Rank

客户满意度

X

NPS Score



Increased SOV

竞争声音改进

increase

X%

SOV



Talent Development

Develop

人才培养

X

Five-star coach

In Summary 总结

- Performance Improvement is a subject of science and arts
绩效改进是科学与艺术的题目
- An effective organization has to be in place to connect the dot
组织需要具备有一个部门来联系所有其它功能部门
- If you want , many models are in place and are very useful
绩效改进可以学习一些可用模型
- If you want , many models are in place and are very useful
绩效改进可以学习一些可用模型
- Training program should align to the need of the Commercial organization
培训课程必须配合业务经营策略
- Dashboard display, regular read and timely action to follow up is necessary.
仪表盘是重要的，更重要的要按时阅读研究和跟进改良！