

GSK Pharmaceuticals uses

KNOLSKAPE for **Leadership 'Booster Shot'**



GlaxoSmithKline Pharmaceuticals (GSK) is one of the largest pharmaceutical and healthcare companies in the world, headquartered in Brentford, London. GSK's product portfolio consists of prescription medicines, vaccines, and other healthcare products.

In India, the company operates with over 4,500 employees, comprising the commercial team - feet-on-the-street medical representatives, Field Area Business Managers, and Regional Business Managers. These individuals are crucial for the continuous growth of the organization, and it is a priority to ensure their sustained high performance.

Therefore, a key goal for the learning team at GSK was to create a strategy for leadership development and a robust succession plan for the commercial team. GSK's Learning Philosophy is centered around the 70:20:10 Learning Model – maximum focus on hands-on learning, followed by social learning, and finally closing the loop with formal training.

Through a psychometric assessment conducted in-house by GSK, 80 Field Area Business Managers (First Time Managers) and Regional Business Managers (Middle Level Managers) were identified from a pool of 480 to participate in leadership development programs. The purpose of this assessment was to identify high-potential leaders, and develop the leadership pipeline, based on critical competencies.

The identified participants were to go through two separate learning tracks, depending on their roles.

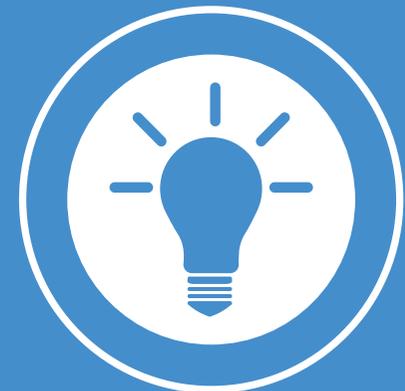
Challenge

1. The existing learning methodology at GSK did not justify their learning philosophy. Instead, the existing learning methodology:
 - a. Provided an overload of theory and information
 - b. Was unable to provide learners with immediate and actionable feedback
 - c. Did not actively engage learners, resulting in low knowledge retention, and skill development
2. A dispersed and constantly traveling learner base posed a challenge for the learning team to schedule learning journeys, and enable sustained learning and engagement
3. To develop the employees holistically, GSK needed an integrated solution that could develop behavioral competencies as well as technical/scientific knowledge of the learner groups



Solution

1. GSK approached KNOLSKAPE to deliver the learning journey, as the developmental design proposed by KNOLSKAPE promised behavioral competency development which:
 - a. was easily scalable,
 - b. provided a simulated environment for safe learning,
 - c. blended classroom interventions with virtual videos and mobile based learning, to ensure continuous engagement
2. The design also provided gamified LMS and Mobile platforms to integrate process specific content, provided by GSK.
3. For behavioral competency development, KNOLSKAPE designed the 'Area Business Manager (ABM) Learning Track' and the 'Regional Business Manager (RBM) Learning Track' for GSK with a blended-learning approach comprising 2 days of simulation-driven, classroom-based intervention for each track, coupled with bite-sized, mobile-based learning, engaging videos, and assessments on a mobile platform, to cater to the two groups of learners
4. Three sets of competencies were identified for each group, and addressed over a span of 6 months to allow assimilation of information, knowledge retention, and skill development
 - a. **Area Business Managers** were developed on 'Coaching Selling Skills' and 'Scientific Knowledge'
 - b. **Regional Business Managers** were developed on 'Building Leadership and Sales Capability' and 'Leveraging Knowledge'
 - c. **Leading Performance** was a common competency developed in both groups



Impact

1. The new solution provided by KNOLSKAPE helped GSK implement their 70:20:10 learning philosophy, as the design ensured experiential, hands-on learning through simulations; social learning through gamified platforms, and formal learning through classroom workshops and mobile learning
2. Positive, high feedback scores indicated high levels of engagement for learners
3. Actions taken during simulations elicited immediate feedback, highlighting and providing learners with the opportunity to reflect on the impact of their actions, and mending learner behavior
4. Analytics and reports generated at the end of the simulation, and assessments helped participants better understand their strengths, areas of improvement, and improvement in performance
5. Mobile learning helped further cement learning, retention, and recall of key information

Sunder Ramachandran

General Manager – Training (Commercial Excellence), GSK Pharmaceuticals:

“Enabling managers is key to achieving commercial success. The value proposition KNOLSKAPE offered through their simulations was a proxy for real time decision making, mitigating the cost of every decision taken by managers. Their solutions helped us not only ensure that our managers are equipped with the right skills for the job, but also redirected our approach to meet our learning philosophy, by developing learning programs that were immersive, experiential and high on engagement.”

