

Merck Oncology

1S 2020

Coaching Guide



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Merck Oncology 1S 2020: Coaching Guide

Introduction

This Coaching Guide is designed to help Merck Customer Team Leaders (CTLs) reinforce learnings from 1S 2020. Using the guide will help CTLs ensure that Oncology Sales Representatives (OSRs) can successfully meet goals set during the meeting and apply what they learned to customer interactions in the field. CTLs can expect to use this tool following 1S 2020 and at future times throughout the learning journey.

The Coaching Guide contains **Key Takeaways**, **Team Goals**, and **Ways of Working** for each workshop/activity. During post-meeting coaching, refer to these notes from each workshop/activity.



Key Takeaways



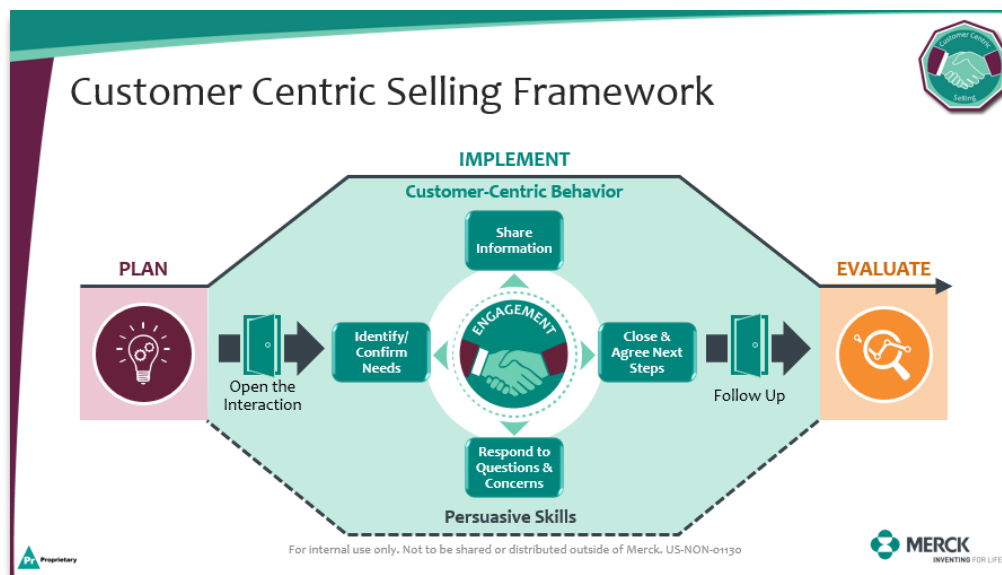
Team Goals



Ways of Working

Customer Centric Selling Framework: Your Role

The Customer Centric Selling Framework is designed to optimize impactful interactions with healthcare providers (HCPs). Your coaching will help OSRs build a trusted partnership with HCPs.



Set the Expectation

Let team members know that you will be observing their use of the Customer Centric Selling Framework in their HCP interactions.

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Workshop/Activity Name: _____



Key Takeaways



Team Goals



Ways of Working

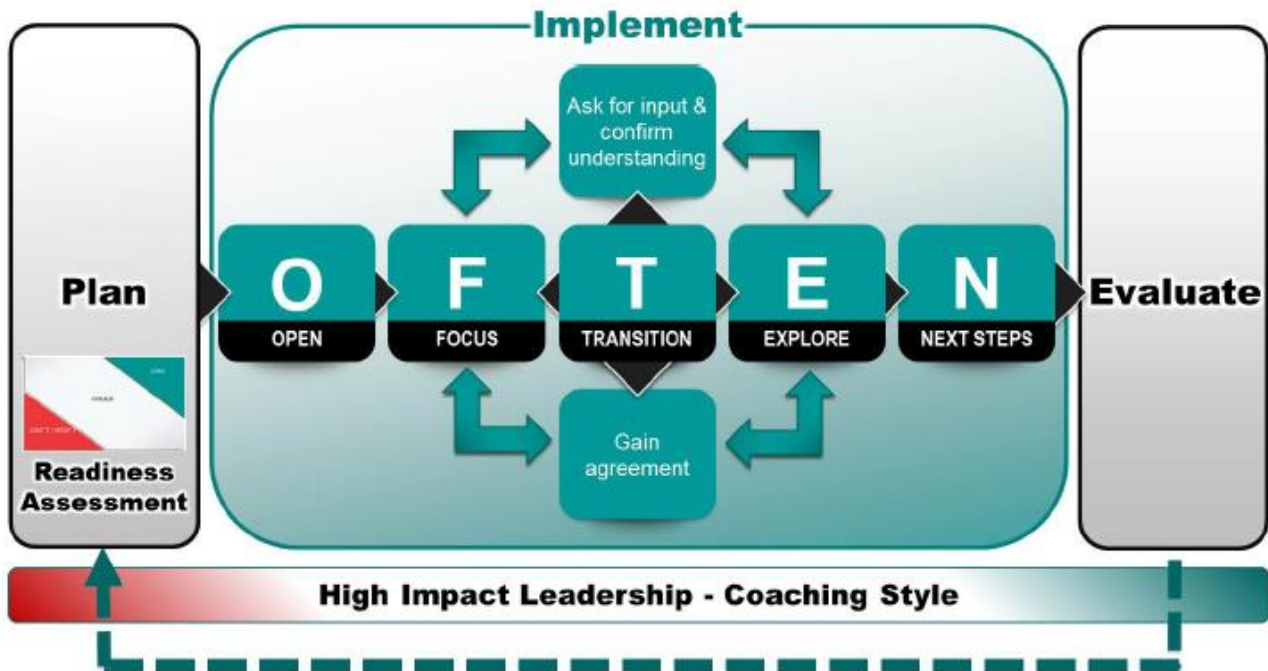
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Post-Meeting Coaching

Remember

The focus of a coaching conversation should progress from a broad consideration of the **business**, then examine individual **accounts** and **customers**, and ultimately focus directly on an OSR's specific **tasks**, **behaviors**, and **goals**.

For each coaching conversation, you will need to:



Using the resources that follow, you and your **OSR** will:

	Develop a focused plan
	Implement coaching
	Evaluate the OSR's progress afterwards

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Develop A Focused Plan

When **planning** for a coaching conversation, identify the specific tasks/skills to focus on during the interaction. An OSR's readiness can be described as a combination of demonstrated task-specific ABILITY and WILLINGNESS. Managers should be:

- **DIRECTIVE** with those who **CAN'T** or **WON'T** perform the specific task;
- **PARTICIPATIVE** with those who **COULD** perform the specific task; and
- **ENCOURAGING** with those who **CAN** perform the specific task.

An OSR's performance readiness may vary by task. For example, you may need to adopt a Directive coaching style for one task and a Participative coaching style for another task.

Before meeting with the OSR, develop a focused plan by completing the actions below.

- Review action steps from the last Field Trip Report and/or coaching conversation and goals set by the OSR during the 1S Meeting.

- Prioritize which aspects of current performance you plan to address during the coaching conversation.

- Form a hypothesis about why the OSR is or is not getting desired results.

- Decide on coaching style (directive, participative, or encouraging).

- Contact additional resources when appropriate.

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Implement Coaching: Directive (High Guidance)

The steps outlined in the O.F.T.E.N. model below will be a road map for the coaching conversation. Be prepared to conduct each coaching conversation somewhat differently, depending on how the OSR likes to be coached and his or her specific performance issue. Explore ideas for getting results, improvement, and development.

O
OPEN

Identify the problem and clearly state why performance needs to improve.

Potential reasons for improvement include:

- Lacks skill and experience, does not see clearly how to move forward or know what resources to draw upon, may be unaware of performance issue
- Lacks confidence in own ability to be successful
- Demonstrates unacceptable performance (does not meet performance expectations) on a sustained basis

F
FOCUS

Review performance expectations and gain agreement that a problem exists.

- Review the behaviors and performance expectations listed in the Competency Model or behavior standards
- Identify and gain agreement on the specific behavior standards and performance gaps that exist

T
TRANSITION

Ask how the employee views their performance.

Ask questions to confirm that the employee clearly understands performance expectations and consequences if performance standards are not met.

- Focus on the *potential* value the OSR will provide to external and internal teams, as well as individual professional growth when the identified performance gaps are eliminated

E
EXPLORE

Develop a plan of action for what the employee will do to improve and how you will follow up.

- Team with an experienced peer and/or meet regularly to provide feedback
- Help create measurable, obtainable, and relevant goals for area of performance focus
- Provide opportunities to practice and obtain training, as needed
- Encourage an ongoing dialogue with CTL to explore ways to continue growth within performance standards

N
NEXT
STEPS

Have the employee summarize what they will do next to encourage improved performance.

- Provide written action plan describing specific performance expectations that must be met within a specified time frame
- Clearly communicate need for improved performance and closely supervise performance improvement efforts

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Implement Coaching: Participative (Balanced Guidance and Support)

The steps outlined in the O.F.T.E.N. model below will be a road map for the coaching conversation. Be prepared to conduct each coaching conversation somewhat differently, depending on how the OSR likes to be coached and his or her specific performance issue. Explore ideas for getting results, improvement, and development.

O

OPEN

Identify the performance issue you want to focus upon and why.

Potential reasons for improvement include:

- Has negative influence on team collaboration
- Demonstrates ability but shows evidence of poor motivation or attitude
- Avoids taking initiative or avoids manager
- Delivers results, may have setbacks
- Enthusiastically takes on more than he/she can handle

F

FOCUS

Review performance expectations and gain agreement that there is an opportunity to improve or develop further.

- Review the behaviors and performance expectations listed in the Competency Model or behavior standards
- Gain agreement that there are behaviors that could be improved upon or developed further when compared to the performance expectations
- Focus on the *potential* value the rep will provide to external and internal teams as well as personal professional growth when the identified areas of opportunity for growth are developed further

T

TRANSITION

Ask how the employee views their performance.

Ask questions to discover what results the employee has been getting and how they have been getting those results; solicit their ideas for improvement and support them when possible.

- Ask employee how he/she would approach the situation; support employee's ideas when possible
- Suggest other approaches or resources as appropriate

E

EXPLORE

Negotiate a plan of action for what the employee will do to improve performance, how the employee will sustain that performance, and how you will follow up.

- Determine if employee needs more direction or if they can improve behavior on their own
- Set realistic limits for employee's efforts at new task

N

NEXT STEPS

Have the employee summarize what they will do next; offer appreciation for current results and encourage continued development.

- Discuss and clarify mutual expectations with regard to initiative
- Continue to recognize and encourage consistency of high performing behaviors and support for areas of opportunity

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Implement Coaching: Encouraging (High Support)

The steps outlined in the O.F.T.E.N. model below will be a road map for the coaching conversation. Be prepared to conduct each coaching conversation somewhat differently, depending on how the OSR likes to be coached and his or her specific performance issue. Explore ideas for getting results, improvement, and development.

O

OPEN

Identify high-performance behaviors and their positive impact on achieving business goals.

High performance behaviors may include:

- Makes optimal decisions about how to get results
- Develops fresh approaches
- Proactively alerts you to problems and opportunities
- Assists in the development of others

F

FOCUS

Review behaviors that are exceeding performance expectations and note any current or future challenges.

- Recognize the specific behaviors that are defined in the Competency Model or behavior standards that consistently exceed expectations
- Be proactive in identifying future challenges that could exist for the representative and create a pathway for navigating through the challenges or avoiding them
- Help representative create or use already existing channels of communication to share ideas and best practices to affect change in a larger area of influence

T

TRANSITION

Ask how the employee views their performance.

Learn more about how the employee is getting the desired results.

Develop possible solutions to any challenges.

- Outline and clarify desired outcomes

E

EXPLORE

Negotiate a plan of action for what you and the employee will do to sustain high performance and how you will follow up.

- Let the employee decide on what and how, while sharing best practices
- Continue to learn what motivates and what is valued recognition for rep

N

NEXT STEPS

Have the employee summarize what they will do next; encourage high performance to continue.

- Eliminate any barriers and continue to provide feedback
- Continue to recognize and encourage consistency of high performing behaviors
- Create channels to communicate best practices and encourage continued development of leadership skills

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Implement Coaching: Questions for Further Insight

Use the questions below to help evaluate how OSRs are doing in the field.

Know the Data

- What clinical data seems to be an obstacle for the OSR?
- What competitive data seems to be an obstacle for the OSR?
- What competitive PI data does the OSR struggle to use in support of key messages?
- What data is not appropriately linked to messages when the OSR uses the Customer Centric Sales Framework?
- Was your rep able to simplify the data in a way that made it easy to build a story over time?

Key Messaging

- Does the OSR consistently and effectively verbalize the appropriate messaging in response to HCP objections?
- What objections are the hardest for the OSR to handle appropriately?

Appropriate Resources

- Does the OSR use a wide array of resources appropriately depending on the need of the account and the HCP?

Patient Profile and Patient Journey

- Does the OSR speak passionately about the patient story, thus evoking empathy and action?
- How can the OSR more effectively pull the patient story through the entire HCP discussion?
- Did the OSR close on the appropriate patient profile?
- How can the OSR improve on the patient story and profile?

Treatment Algorithm

- Does the OSR ask the appropriate probing questions to assess treatment algorithms when appropriate?
- Does the OSR articulate the appropriate treatment algorithm during their discussion with HCPs?

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HCP Adoption Habits/Know Your Audience

- Based on HCP segmentation and pre-call planning, does the OSR engage in the appropriate product discussion with their HCP?
- Depending on where the HCP is on the adoption continuum, does the OSR consistently engage and close the call appropriately and consistently?

Testing for Tumor Emphasis

- Does the OSR drive demand for testing for tumor?
- Does the OSR assist appropriately with requests of tumor testing, requisition, and reporting?

Incorporating Key Opinion Leader (KOL) Objectives

- What KOL objectives does the OSR find most helpful in driving the HCP through the call continuum to adoption?

Incorporating Market Research and Field Insights

- What plans does the OSR have in place to identify and handle objections?

Pulling It All Together

- How can you help the OSR become more fluid with transitions between tumors, product, etc.?
- Did your rep provide context and reframe the message?

Indication and Product Launches

- On what aspects of the market landscape does the OSR need coaching?
- If the OSR is dealing with a product launch, where do they need the most help: account management, competitive selling, clinical selling, making the launch relevant to the market, or focus and empathy on the patient?

Economic Proposition Piece

- Is the OSR sensitive to the cost of the product in the marketplace?
- Does the OSR partner with the appropriate HCP in their account for assistance?