Using Learning Analytics to Improve Outcomes

November 15, 2018
Meet Our Presenters

Hosted By

**Carl Rhodes**
Chief Operating Officer, CorpU

**Doug Shupinski**
Director of Leadership Development

Nearly 30 years of experience with Merck through a variety of positions within the Manufacturing, Sales + Marketing, and HR organizations

Addresses leadership issues through creation and implementation of learning and development solutions

**Alfredo Perez**
Director JJSC Academy Education & Development, JJOS Strategy & Deployment

Nearly 22 years of experience at Johnson & Johnson through a variety of positions in the Pharmaceutical (Neuroscience) and Medical Device (Orthopedics) sectors in sales, sales engagement and leadership & development
Our Time Together Today

• Agenda and Timing
• Ask questions and comment anytime!
• Technical Support
An Introduction to CORP/U

IDEAS + DIALOGUE + ANALYTICS ON SHARED VISION = RESULTS

Impact on Sales

AT-A-GLANCE
- Cloud SaaS
- Premium Service
- Over 100,000 leaders developed
- Founded in 1999

METHODOLOGY
- Natural language processing and statistical models

COMMON AREAS OF FOCUS
- Leading Breakthrough Change
- Leading Others
- Functional Transformation
- Leading Analytically & Digitally

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- Cloud SaaS
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COMMON AREAS OF FOCUS
- Leading Breakthrough Change
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Our Underlying Questions, Interests and Discussion

01. How can we measure our work and its impact?

02. How can we use data to measure and improve learning outcomes?

03. How can use data from learning organizations to understand and improve our people and organizations?

04. What’s next?
Lessons and Insights from Merck

Doug Shupinski
CORPORATE WELCOME

Doug Shupinski

DIRECTOR OF LEADERSHIP DEVELOPMENT

• Nearly 30 years of experience with Merck through a variety of positions within the Manufacturing, Sales + Marketing, and HR organizations

• Director of Leadership Development, supporting all divisions and regions of Merck

• Addresses leadership issues through creation and implementation of learning and development solutions
The “Virtuous Evaluation Cycle”

1. Identify Business Needs
2. Develop Learning Solution
3. Collect/Analyze Results
4. Determine Impacts
5. Modify Learning Solution
Objective: Offer Sprints Aligned with Merck Strategy

Our Company Strategy

We will follow the science to discover, develop and bring to market innovative human and animal health medicines, vaccines and solutions that address significant unmet medical needs and responsibly deliver patient and customer value that supports long-term shareholder return.

INVENT – pursue the most promising internal and external science to address significant unmet medical needs

EXECUTE – prioritize resources behind our key growth drivers (oncology, vaccines, select specialty areas, animal health) while optimizing our base business

ADAPT – develop our people, culture and business model to evolve with a dynamic landscape
## Curriculum Design

### Inspiring Performance Through Positive Action
- Develop and empowered and inspired team
- Develop a framework to build new habits to improve energy, emotional and physical health and job performance.
- Live facilitation at Keystone and Capstone

### Managing Innovation
- Generate solid ideas in response to a challenge posed to organization
- Live facilitation at Keystone, W2, and Capstone

### Communicating to Inspire Change
- Establish a need and urgency to change
- Create and communicate a compelling vision for the future
- Demonstrate authentic leadership communication skills to inspire change.

### Making Winning Business Decisions
- Increase individual and collective decision-making capabilities
- Consistently apply the structured decision-making process
- Create environments that foster feedback and learning
- Live facilitation at Keystone and Capstone

### Engage and Empower Your People
- Understand what empowerment means, and learn approaches to drive team empowerment
- Explore why engagement is important and how it is measured
- Be introduced to practical approaches to generate higher engagement.

### Negotiating for Mutual Gains
- Improve relationships with external partners through an organizational MGA
- Understand fundamental concepts of negotiating and bargaining.
- Live facilitation at Keystone and Capstone.
Takeaway #1: Evaluation of Impact

01. Review Quantitative Organizational Measures of Impact

02. Compare Quantitative Measures to Other Organizations

03. Review Qualitative Feedback

04. Understand and Interpret the Difference Between Data and Information
Strategic Objective: Execute

**KEY INSIGHTS AND RECOMMENDATIONS**

Significant and ongoing tangible value is derived from the Negotiations for Mutual Gains course, but participants struggle with lack of shared language throughout the organization. Embed full program or components of the Mutual Gains Approach content in other programs within the Leadership Development community in order to create a lexicon and ‘win-win’ culture. Review prior waitlists to determine how to deepen exposure across Divisions, particularly GHH & MMD.

**NPS & QUOTE**

**Critical Thinking & Decision Making**

**42.9%**

**NPS SCORE**

“The course is an incredible tool that teaches us to know ourselves and gives us the necessary elements to make responsible, incidental and winning decisions all the time.”

**Negotiating for Mutual Gains**

**50.0%**

**NPS SCORE**

“I think everyone at Merck and in our industry should take this course! MGA is a powerful tool with so much applicability! It shows you a technique that allow you to stay neutral, listen with intent, consider alternatives, and negotiate to create value! EXCEPTIONAL!”

**APPLICABILITY**

![Applicability Chart]

**COMPLETION**

![Completion Chart]
**Thematic Analysis**

**Participant Quotes**

**PREPARE TO EXECUTE**

“As an organization, I often times feel like **lack of sound decision making processes causes fires**, which in turn need to be put out rapidly and often times with heroic efforts… Not only should projects in which the team can demonstrate the sound decision making process that led to success be rewarded, but also teams that may have pushback or failures, but can demonstrate rational decision making. **Leadership must publicly recognize teams that utilize sound decision making principles regardless of the outcome.** In order to make that culture change, it starts with leaders being very engaged with their teams and asking them "HOW" they are getting things accomplished…”

**DRIVE INVENTION**

“At the moment, there is not much room for creative and innovative efforts at my department, or I'm not seeing it happening. There is of course the time constraint. But the biggest hurdle now is that there is no one to push for these efforts. As for increasing the quantity of ideas; just starting a (mini) innovation challenge/tournament or create an opportunity to discuss creativity and innovation in my team/department would already be a lot more than what is happening now…”

**CULTURAL BARRIERS**

“I think the **most significant barrier to implementing the Mutual Gains Approach in our organization is the idea that there needs to be winners and losers. There are many "hardliners" at our organization that think they have "lost" if they concede even the most minute thing, that wasn't even that important to them. There are very smart people and often are in much higher positions, so going against their wishes is difficult. However, I think the best way to counter this is to keep a cool head and continue modeling the MGA approach until they get it…”

**IMPROVE ABILITY TO ADAPT**

“It is important, as pointed out several times; it is not what you say but how to say it. You can have a very strong message but if it is not delivered well, then it will not come across. You yourself need to be acceptance to the change and you yourself need to be genuine in your message. **If you are just the messenger, you are not being a leader.** What resonated with me was that you need to understand others, where they are coming from and how are they receiving the message…”

**WORK-LIFE BALANCE AND PRIORITIZATION**

“I frequently feel stressed and really appreciate today’s lesson about changing your mindset toward stress. **While I could tell a difference between times when the stress is good/beneficial (eustress) vs when it's bad/unhelpful (distress), having the words and language around it is a key differentiator.** It’s so true that we grow the most when we’re challenged and stretched and this usually leads us to some of our most exciting opportunities/achievements…”

**EMPHASIZE EMPLOYEE’S MEANING AT WORK**

“Despite all the great work Merck does to create a sense of purpose to the employees across all divisions (many examples already given in this discussion), there is in my view one challenge in the research and manufacturing divisions related with **the elevated number of programs cancelled** in the past recent years. We all know it’s part of the business. However, **the teams working on these programs for many years can struggle at times to keep the sense of purpose and the engagement levels might drop** afterwards…”
Takeaway #2: Ruthlessly Prioritize!

01 What Organizational Impacts You Are Looking To Achieve

02 What Instruments You Use To Measure Those Impacts

03 What Modifications You Choose To Pursue
Takeaway #3: The Value of Data Analysis

Data Analysis = Insights on the Learning Solution + Insights on the Organization
Lessons and Insights from Johnson & Johnson

Alfredo Perez
Using Data and Analytics Effectively: JJOS Exchange

November 15, 2018
JJOS Activation with CorpU

**JJOS: a new way of working at J&J**

- 2016 – Pilot with CorpU
- 2017 – JJOS activation for 300+ Senior Leaders across J&J Supply Chain
- 2018 – Extension to JJOS deployment teams

- 7-day sprint
- Global participation
- ~30 min/day
- 3 live events
  - Kick-off
  - Office Hours
  - Capstone Call

**Rapid delivery across global organizations with live and virtual components**
Using Data and Analytics to Drive Learning Outcomes

3 ways data and analytics are used during the JJOS Exchange Sprints

- Self: Learners assess their understanding
- Peer to Peer: Learners engage in dialog
- Real-Time: Learners engage live as a group
Using Data and Analytics to Drive Learning Outcomes

3 ways data and analytics are used during the JJOS Exchange Sprints

- **Self: Learners assess their understanding**
- **Peer to Peer: Learners engage in dialog**
- **Real-Time: Learners engage live as a group**
### Understanding JJOS: Self Assessment

#### I have a complete understanding of JJOS as it relates to the JJSC strategy.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Responses</th>
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#### I have a complete understanding of JJOS.

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<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Responses</th>
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#### I have a complete understanding of each of the three levels within JJOS.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Responses</th>
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#### I believe JJOS is a critical enabler for us to become the best supply chain in the world.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<td>4</td>
<td>14</td>
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</table>

#### I would feel comfortable explaining the JJOS and its purpose to members of my team.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
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</table>
**Understanding JJOS: Final Self Assessment**

**Day 5**

<table>
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<tr>
<th>Statement</th>
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<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Neutral</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Responses</th>
</tr>
</thead>
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<td>I understand the three levels of JJOS.</td>
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<td>2</td>
<td>4</td>
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<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>15.4%</td>
<td>30.8%</td>
<td>53.8%</td>
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<tr>
<td>It is clear that we must implement a better system of standard operating procedures and practices.</td>
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<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>13</td>
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<td>Count</td>
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<td>0.0%</td>
<td>38.5%</td>
<td>61.5%</td>
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<td>I believe JJOS will help us become the world’s best supply chain.</td>
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<td>8</td>
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<td>0.0%</td>
<td>61.5%</td>
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<td>I am ready to commit to implementing JJOS to the best of my ability.</td>
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<td>23.1%</td>
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Using Data and Analytics to Drive Learning Outcomes

3 ways data and analytics are used during the JJOS Exchange Sprints

- **Self Assessment**: Learners assess their understanding
- **Peer to Peer**: Learners engage in dialog
- **Live Polls**: Real-Time: Learners engage live as a group
Discussion activities tap into peer to peer learning – how they *process* and *communicate* about the topic with each other.

Adult learning is enhanced through dialog and discourse.

CorpU Natural Language Processing Algorithms identify key themes based on participants’ use of language in their comments.

This shows whether key learning concepts are borne out in the language they can and do use on a daily basis.

The Key Theme results therefore show a more balanced view of how participants *really* feel, identifying what is in their hearts and minds.
"The concept of standardization makes a lot of sense. I am not sure yet how this will get actioned on an E2E basis across each sector when the current org, resources, incentives and metrics are heavily weighted to regions and pillars rather than E2E. And will this get standardized for both internal as well as external supply as we work to drive Segmentation and Value Stream (especially in Consumer)?"

“I have a complete understanding of JJOS as it relates to the JJOS Strategy.”
Understanding JJOS: Peer-to-Peer Dialogue

Sample Quotes

“Clarity from a strategy and metrics point of view. From core supply chain processes, as we go through the course, will it become clear on where and when it makes sense to standardize and when do we allow for segment and function differentiation based on customer, market place demands/needs?”

“The concept of standardization makes a lot of sense. I am not sure yet how this will get actioned on an E2E basis across each sector when the current org, resources, incentives and metrics are heavily weighted to regions and pillars rather than E2E. And will this get standardized for both internal as well as external supply as we work to drive Segmentation and Value Stream (especially in Consumer)?”

“Do you have the basis of competition nailed for your business? I know when I used to interact with the VSMs in VC they seemed to have good insight on strategy from the commercial teams - if the S&OP process (driving profitable trade off) was hooked up to the basis of competition, that would be really powerful.”
Using Data and Analytics to Drive Learning Outcomes

3 ways data and analytics are used during the JJOS Exchange Sprints

- **Self Assessment**: Learners assess their understanding.
- **Discussion Themes**: Learners engage in dialog.
- **Live Polls**: Learners engage live as a group.
JJOS messaging is clear to me

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

What one thing would make it more clear?

*(raise your hand or write your answer in the question area)*
Using Data and Analytics to Drive Learning Outcomes

3 ways data and analytics are used during the JJOS Exchange Sprints

Self: Learners assess their understanding

Peer to Peer: Learners engage in dialog

Real-Time: Learners engage live as a group
Thank you