



# Pharma Congress 2018 Panel: The Evolution of E&C Training Programs

# LinkedIn 2018 Workplace Learning Report

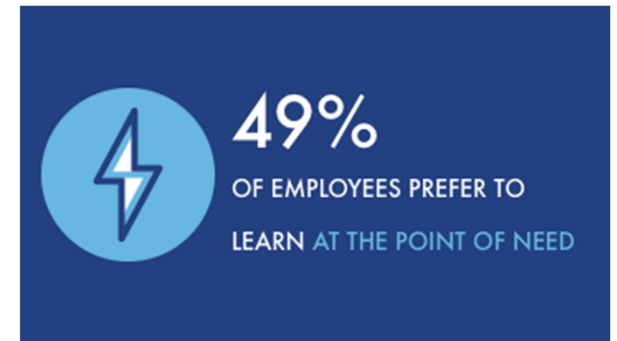
Top online learning industry trends:






# Learner preferences are driving E&C programs to evolve

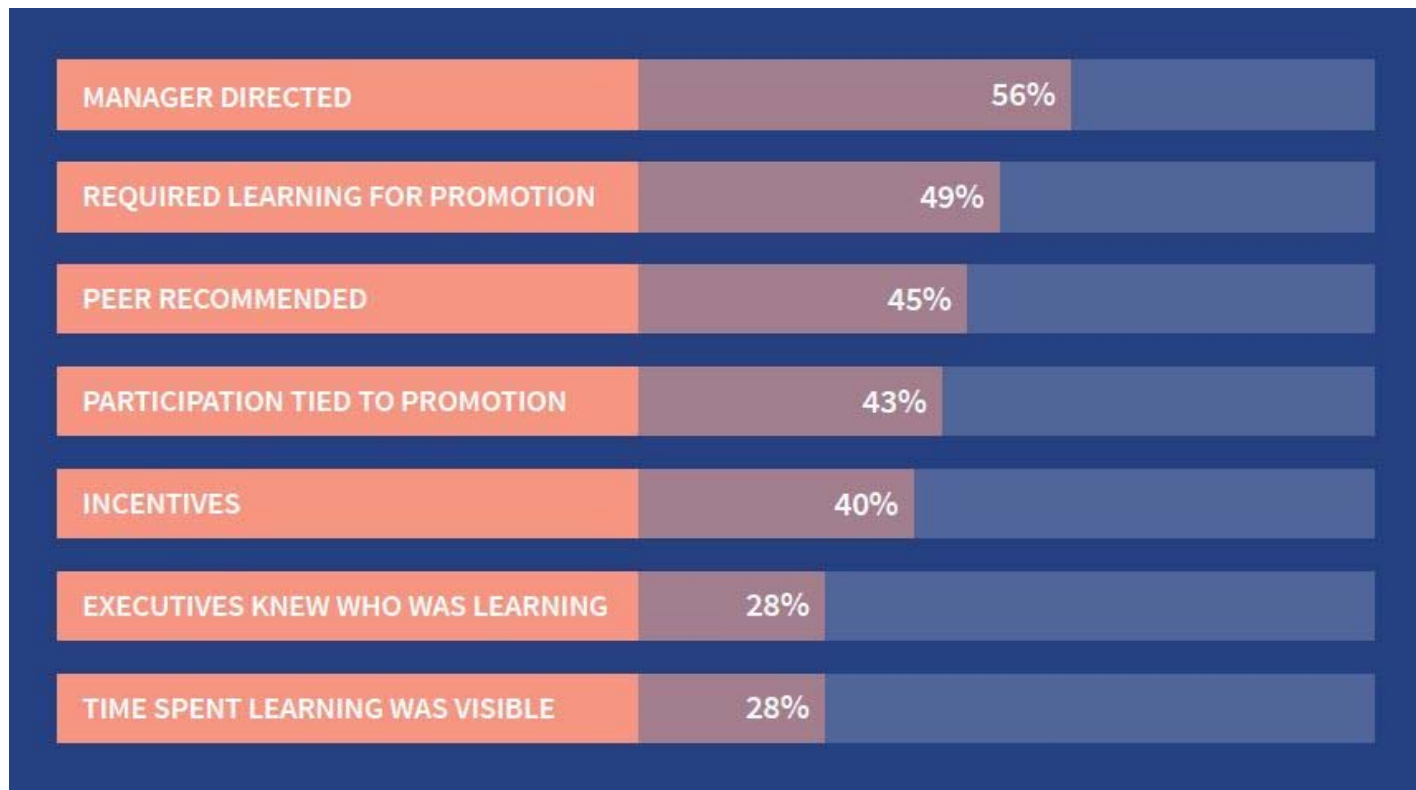
According to LinkedIn's 2018 Workplace Learning Report, this is what modern learners prefer from their experiences:





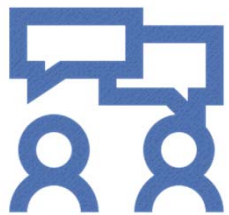
## How can E&C teams incentivize the modern learner?

According to LinkedIn, these are the top reasons an employee would spend more time engaging with learning:



# The evolving role of E&C professionals

Scott Dahl, Inspector General at the U.S. Department of Labor and a former Ethics professor at Georgetown Law, believes modern CCOs and the programs they create possess 6 characteristics:



Incorporate real-world examples and roleplaying



Go beyond annual training sessions



Weave ethics & compliance into performance reviews



Focus more on scenarios and less on rules



Make senior leaders part of the training experience



Establish benchmarks for measuring program effectiveness

## Slide 5

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**BJ3**

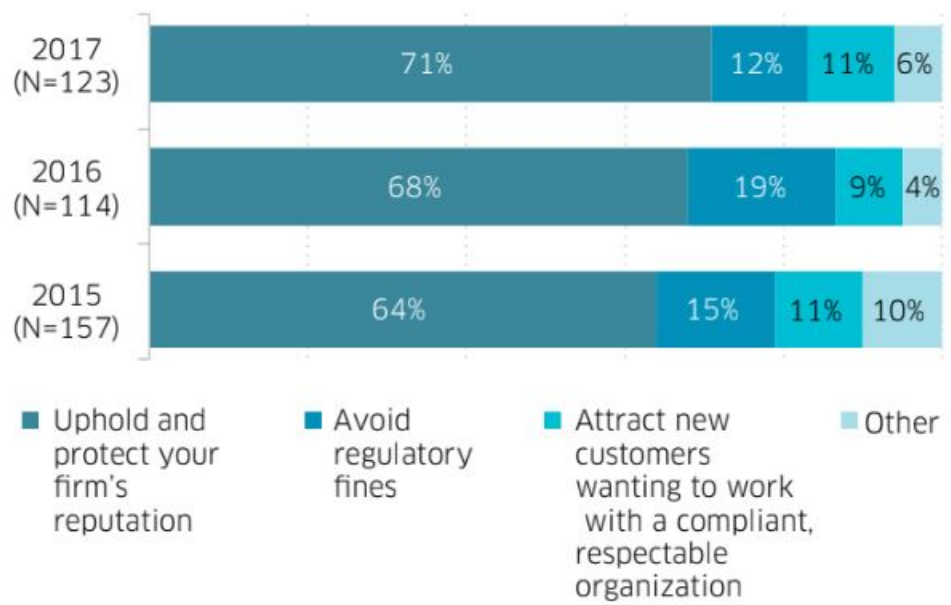
Great info. Focus on measureable training, leadership support of training program, time sensitivity to training delivery and scenario based training

Brierley, Julianne, 11/6/2018

# The role of reputation in E&C and risk

In [NASDAQ's 2017 Global Compliance Survey](#), respondents revealed that their big-picture goal and most important function is focused on protecting reputation.

Compliance departments most important function  
*in respondent's opinion*



Source: [2017 Global Compliance Survey](#) (NASDAQ)

## Slide 6

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**BJ4** Need to tie this to training. At Novartis we have moved to principle based policy, aiming to empower our associates to make good decisions by asking the right questions and always considering how their activities will impact the company reputation


Brierley, Julianne, 11/6/2018




# Trends in E&C learning to be aware of



15% of E&C professionals currently extend training to suppliers and third parties



25% of E&C professionals currently deliver learning content and training on tablets



66% of E&C professionals intend on increasing their budget for mobile apps and training over the next 24 months

**Slide 7**

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**BJ5**

**Key slide**

Brierley, Julianne, 11/6/2018

## The role time plays in E&C learning programs

56% of learners cite a lack of time as their biggest barrier to engaging with learning materials.



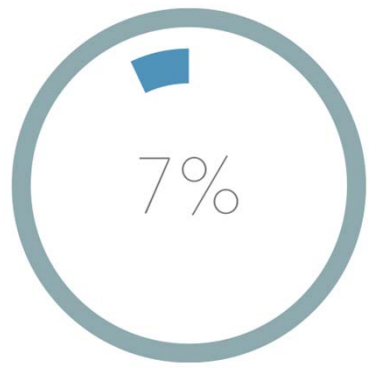
## Slide 8

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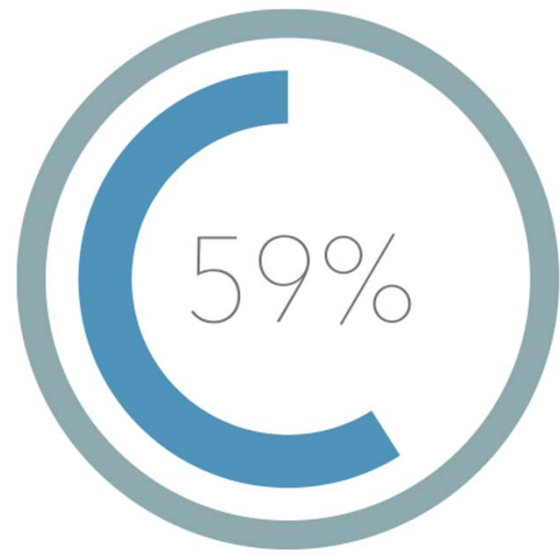
**BJ6** Goes to the argument of shorter "training bites", micro learning and diverse training delivery  
Brierley, Julianne, 11/6/2018



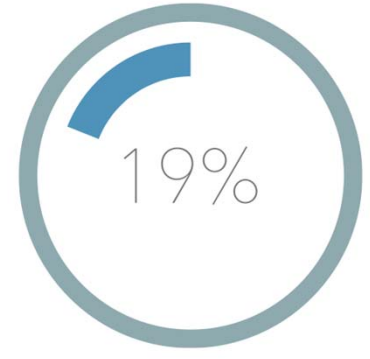
# Trends in learning delivery, data, and personalization



deliver learning content on smartphones



generate 'meaningful' program effectiveness data



use adaptive learning to personalize learning content

## Slide 9

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**BJ7**

Adaptive learning and branched learning helps to deliver more targeted, specific training, a key ask of the CIA. Meaningful scenarios that are applicable to associates role, again branched training allows associates to self identify in order to learn through examples and scenarios specific to their role

Brierley, Julianne, 11/6/2018



## Trends in learning delivery and content preference

What employees find engaging:

1. Performance support tools
2. Instructor led workshops
3. Video testimonials and stories
4. Shorter e-learning courses
5. Manager-led team meetings
6. Digital communication tools
7. Self-study materials
8. Physical communications
9. Foundational e-learning courses
10. Online resource centers and reference tools

What E&C professionals do:

1. Foundational e-learning courses (30 to 40 minutes)
2. Instructor led workshops
3. Physical communications (posters, infographics, and printed materials)
4. Manager-led team meetings
5. Online resource centers and reference tools
6. Digital communication tools (videos, teasers, whiteboards)
7. Performance support tools (games and apps)
8. Shorter e-learning courses (5-10 minutes)
9. Video testimonials and stories
10. Self-study materials

**Slide 10**

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**BJ8** Key to driving diverse training delivery.  
Brierley, Julianne, 11/6/2018