



Case Study:

# Merlin on COACHING



## The Client

A major pharmaceutical company, with significant presence in oncology and immunology in the UK.

This client operates significant primary care and secondary care sales forces, together with a range of other customer-facing personnel.

## The Merlin Metrics<sup>©</sup> Solution

Using our unique Merlin Metrics<sup>©</sup> software and evaluation tool, we were instructed to evaluate this program.

In partnership with the client, we developed a tailor-made bank of questions; thereafter Merlin Metrics<sup>©</sup> was configured to provide a comprehensive on-line review of the experience and perceptions of all 9 field coaches, plus their manager.

## The Results

The client's training management received valuable business information within three weeks of the evaluation commencing. This was presented to them as a 12-page report, which they have since used to validate their subsequent training plans for the coaching team.

The client was sufficiently impressed with the project to begin discussions on a comprehensive Merlin Metrics<sup>©</sup> Training 'dashboard', to capture, analyse and report on the range of activities carried out by the training department.

## The Client's Need

In June 2009, the client's team of field coaches concluded an accredited program on advanced coaching skills (delivered by ourselves, over a period of three months). The field coaching team is a very experienced group and work directly with sales personnel: their dominant purpose is to drive sales growth, through increasing the effectiveness of their sales people.

The core aim of the program was to enhance the coaches' ability to drive sales growth, through enhancing the quality of their coaching interactions. This required the development of new skills and more consistent application of other critical coaching behaviors.

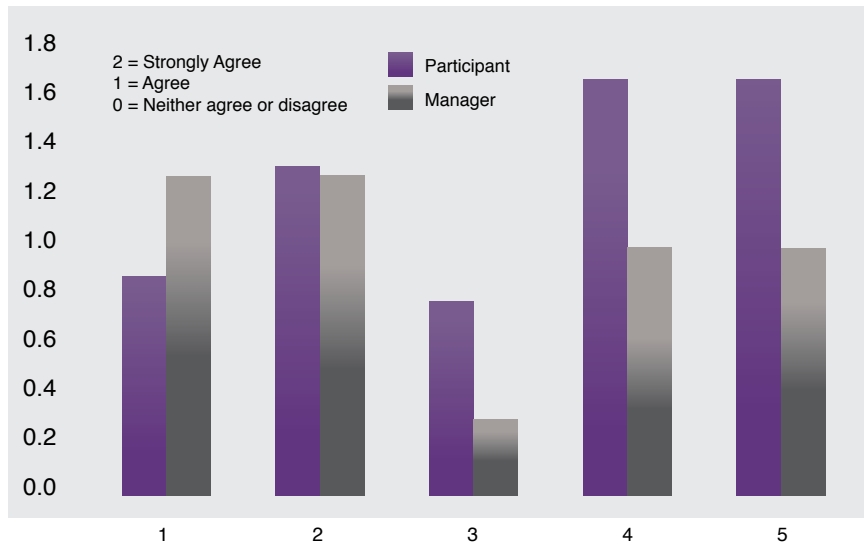
The coaches' manager and senior training management were keen to assess the impact of the program on the behaviors of the field coaches, three months after the program concluded.

Among other things, they wanted to know:

1. What level of behavioral change, if any, has resulted from the training?
2. Are there any positive impacts on coaching outcomes?
3. Has the impact of the training extended to commercial parameters, such as commercial return?



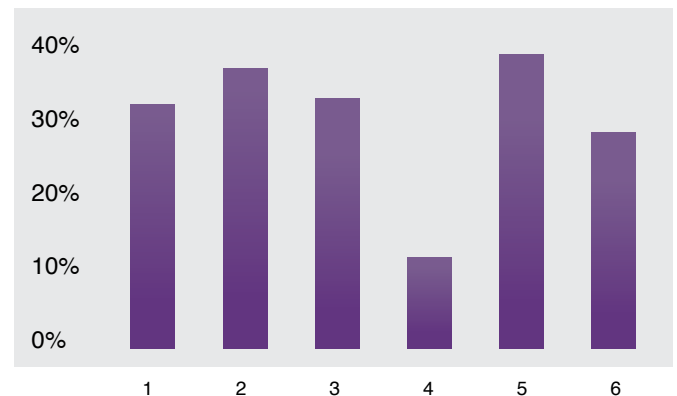
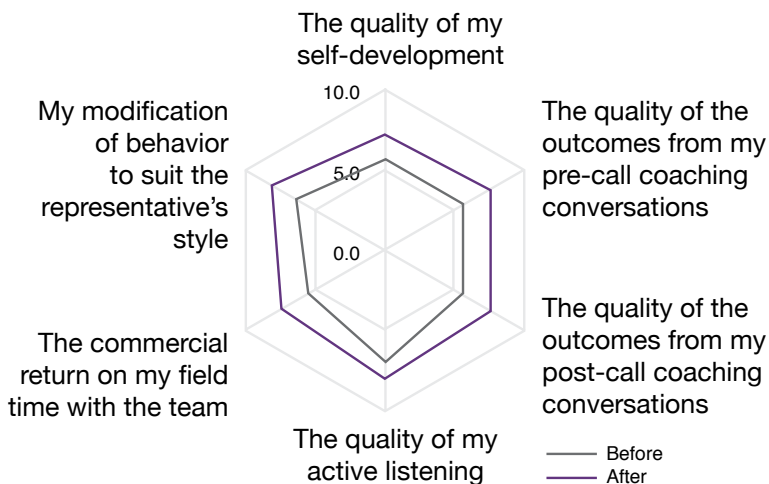
The markers for ‘commercial return on investment’ all showed an increase, in the eyes of the coaches and their manager, with consistent agreement that “My coachees have gained more business from certain customers as a result of the COACHING programme”



1. My coaches have gained more business from certain customer areas as result of the LEVEL5 COACHING program
2. The LEVEL5 COACHING program
3. has been a worth while investment for my coaches
4. I receive more requests from field personnel for coaching and other support
5. The LEVEL5 COACHING program has been a worth while investment in me as a coach
6. The LEVEL5 COACHING program has been a worth while investment for the company

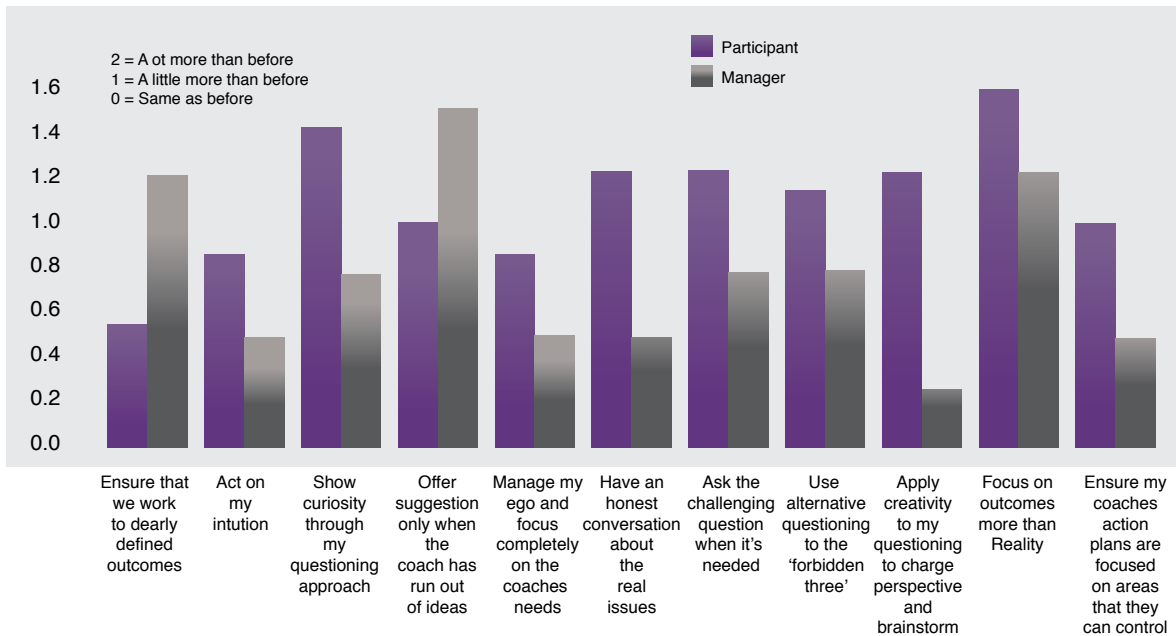
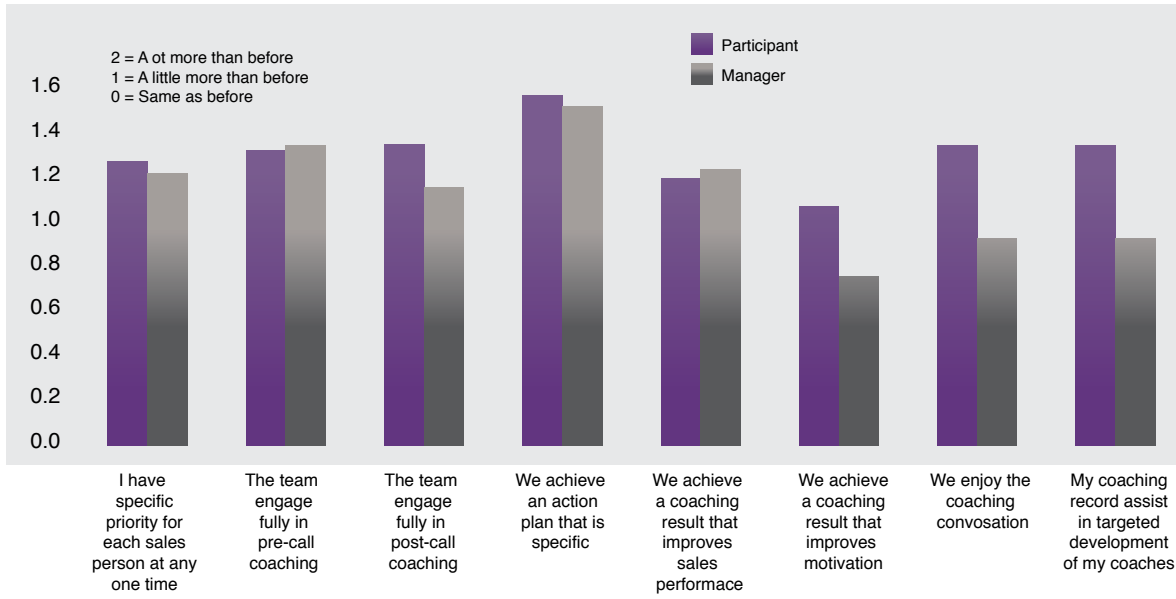
There was a marked improvement in outcomes, including

- a perceived 37% improvement in “the commercial return on my field time with the team”
- a marked increase in “achieving a coaching result that improves sales performance”



1. The quality of my self development
2. The quality of the outcomes from my pre-call coaching conversations
3. The quality of the outcomes from my post-call conversations
4. The quality of my active listening
5. The commercial return of my field time with the team
6. My modification of behavior to the representative's style





## In Summary

The team and their manager are delighted with the information from Merlin Metrics©. This project has enabled them to:

1. Confirm a return on their investment – in terms of behavioral change and impact on sales
2. Target follow-up training and peer-coaching for maximum return
3. Demonstrate to the organization:
  - an improving standard of coaching skills
  - an invaluable contribution to the sales line
  - a clear return on training time and investment