



Brandon Hall Group

EXCELLENCE AWARDS 2023

Salience Learning Builds Powerful Blended Learning Program for Lasting, Life-Saving Change

Salience and Eurekos

Best Use of a Blended Learning Program

October 2023



Company Background



Company-at-a-Glance	
Headquarters	New York, NY
Year Founded	2019
Employees	20
Global Scale (Regions that you operate in or provide services to)	Global
Customers/Output, etc. (Key customers and services offered)	<p>Key customers: Life sciences and biopharmaceutical organizations.</p> <p>Services offered: Role-specific academies to develop must-have capabilities for life science professionals, delivered via blended learning programs with custom and off-the-shelf learning solutions and strategic consulting.</p>
Industry	Pharmaceutical and Life Sciences
Website	www.saliencelearning.com



Company Background



Company-at-a-Glance	
Headquarters	Hillerød, Denmark
Year Founded	2013
Employees	30
Global Scale (Regions that you operate in or provide services to)	Global
Customers/Output, etc. (Key customers and services offered)	Key customers: training organizations and businesses offering customer training. Services offered: LMS, content creation, authoring tool, customer training, social learning.
Industry	E-learning
Website	www.eurekos.com

Budget and Timeframe

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Number of (HR, Learning, Talent) employees involved with the implementation?	Saliency Learning = 2
Number of Operations or Subject Matter Expert employees involved with the implementation?	Saliency Learning = 3
Number of contractors involved with implementation	1 = Eurekos
Timeframe to implement	3 weeks to prepare to go “live” with learners. Program runs 3- 4 months on average.
Start date of the program	2022



Business Conditions and Business Needs

Salience Learning is a learning and development (L&D) firm focused on the life sciences. Its diverse team of learning experts and experienced biopharmaceutical professionals apply the science of learning to solve complex business challenges facing the industry today. Salience Learning's solutions include learning strategy consulting, custom learning solutions, and digital capability academies.

Salience Learning's customers consist of professionals in the pharmaceutical industry, in specialisms such as L&D, medical, market access, commercial, and clinical operations. To ensure these professionals are equipped with the skills and behaviors they need to make literally life-changing decisions every single day, they need the right thought processes and critical capabilities. However, this change of mindset doesn't happen overnight, and a single e-learning course or workshop isn't going to cut it.

For decisions like these, true behavior change is needed, which takes time and a multi-channel approach to learning. Busy life science professionals most likely don't have time to sit through lengthy live workshops or work through long e-learning courses, making a "little and often" approach ideal. A blended learning program is the best way to get learners adapting their thought processes, whether that means thinking through a scenario, reflecting on their desired behaviors, or discussing challenges with colleagues.

Overview

In order to help time-pressured life science professionals improve their decision-making skills, Salience Learning knew it needed to take a blended approach to learning in the form of its capability academies. Each program is designed to target a specific skill set, such as critical thinking, strategic thinking, or generating insights, and is underpinned by Salience Learning's "Explore, Practice, Do" model. In particular, Salience Learning's customers want to ensure that behaviors learned in the academies are transferred into learners' real workplaces.

Each blended learning program broadly comprises instructor-led training (ILT), virtual instructor-led training (vILT), e-learning, practice plans, and social learning, using both synchronous and asynchronous methods to get the best results. Learning analytics and learner feedback is closely monitored and analyzed to maximize the effectiveness of every learning moment, and to enable constant iteration and improvement across the program.

Results from the first cohorts prove that these blended capability academies are extremely successful when it comes to both changing mindsets and ensuring knowledge is transferred into the workplace. Academy completion rates are high across the board,



with an average of 84% across the total learner base and rising to 90.5% for those in the medical leaders and independent contributors' functional area.

In several cohorts, 100% of participants have self-reported that they will apply their learnings from the academies in their roles, alongside 100% confidence in understanding of the program material. These are the exact results that these customers want to see - the better the level of understanding and confidence among pharmaceutical professionals, the better the decisions they will make, leading to better patient care and outcomes.

Design of the Program

Professionals in the life sciences industry make important decisions every single day. Whether they work in the commercial sector, medical sector, clinical operations, or market access sector, these professionals need to be confident that every decision they make is the right one. In an industry where constant change is the norm and the stakes are high, every person needs to feel empowered to make decisions that may literally change - or save - lives.

That's where Salience Learning comes in. They equip professionals in the life sciences industry with the crucial skills and behaviors they need to make better decisions faster, leading to better patient outcomes and care across the board. They achieve this by designing their programs around their own "Explore, Practice, Do" approach:

- **Explore** - introducing new content and strategies.
- **Practice** - interactive learning strategies employing decision making and analysis by learners, with worked examples in job function-specific contexts. Descriptive feedback is provided upon submission of the decision or analysis.
- **Do** - micro plan strategy, intention-gap closing plans, or "if-then" plans to encourage behaviors in a specific moment (for instance "If I'm about to enter a feedback conversation, then I will start by sharing what was observed and the impact it had.") and to help incrementally shift behaviors over time.



The screenshot displays a course interface. On the left is a dark blue navigation menu titled 'COURSE CONTENT' with a list of items: 'Overview', 'Explore: What is Critical Thinking and Why is it Important?', 'Explore: Build Your Awareness of Your Thinking', 'Explore: Get to Know Modes of Thinking', 'Practice: Differentiate Critical Thinking from Strategic Thinking', 'Practice: When is Critical Thinking Most Critical?', and 'Do: Your Critical Thinking Moments'. Each item has a red checkmark icon. To the right of the menu is a red circular button with a white left-pointing arrow. Above the video player is a light blue tip box: 'Tip: Be sure to do all interactive activities, such as videos and lesson interactions, to earn your completion checkmark in the course menu.' The video player shows a video titled 'Why is critical thinking so important?' with a dark blue background and white text. Below the video is a 'Discussions' section with a search bar, a 'Create topic' button, and a search filter set to 'Most recent'. A discussion topic is visible: 'Which word in the definition of critical thinking resonates the most with you?' created by 'University Admin'. The discussion text reads: 'Critical thinking is defined as the effortful and continuous analysis and revision of thinking processes for reasoning, logic and bias to assess the validity of a conclusion. Which word in this definition resonates the most with you? Why is that?'. Below the text are icons for views (4), replies (1), and shares (0), along with a timestamp: 'Latest comment by Amy Parent 4 months ago'.

Salience Learning’s Critical Thinking Academy, showing the Explore - Practice - Do model in the left-hand navigation.

The new blended learning approach, underpinned by the Eureka LMS, enables Salience Learning to differentiate the learning experience for each user. For instance, worked examples and scenarios are tailored to each user’s job function within life sciences. To do this, Salience Learning uses Eureka’s ability to assign individuals to courses based on job functions, ensuring examples, scenarios, and activities reflect the context of their work situation.



Scenarios that **model behaviors**

Medical Science Liaison scenario



Meet Jamal

Jamal is a MSL at Biopharma Inc., a global pharmaceutical company. Jamal has been in his role for almost two years and really enjoys it. It's been a bit of a shift from his previous position as a PharmD at a prestigious academic institution where he has an extensive professional network.

The situation

Jamal's division is launching a new and highly innovative product that has the potential to become a market-leading solution.

Jamal needs to identify two KOLs from his area to nominate as potential speakers for the upcoming National launch meeting. The final speaker selected will present the product's clinical data to over three hundred cross-functional attendees from commercial, medical and market access functions.

Help Jamal think critically as he evaluates information.

Behaviors are modeled for key moments when critical thinking is critical.

Medical Science Liaison scenario to encourage modeling of behaviors as part of the blended learning program.

Combining live, synchronous learning events with on-demand asynchronous learning activities ensures that learners can stay engaged with learning throughout the entire three-month program, without going for weeks without thinking about the learning material. "Nudges" are built into each program to remind learners to continue engaging with the content, and social learning keeps the conversation alive between live sessions, meaning learners are constantly thinking about the subject matter to continue honing their skills and cementing behaviors.



Example of the blended learning approach for a recent Generating Insights Academy



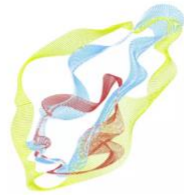
Delivery of the Program

To deliver these ambitious academies, Salience Learning needed a new LMS which would grow and scale with them - namely, Eureka's LMS, which specializes in customer training.

Each capability academy is set up as a self-contained, standalone program within the LMS, ensuring each cohort gets access only to their specific area of interest.






Each academy focuses on a topic of the client's choosing, such as the Critical Thinking Academy, the Generate Insights Academy, or the Strategic Thinking Academy, which is tied to each organization's learning and company goals. Each academy provides strategies, tools, and behaviors to exemplify the desired way of thinking and demonstrates how to promote that way of thinking in oneself and others. Downloadable performance support PDF resources are provided as part of each academy to support learners in the workplace.

Critical Thinking Academy MSL Manager



Medical Science Liaison Manager (MSL Manager)

Modules in this learning path

	Get Started Activities Completed	Open
	Course 1: Get to Know Your Thinking Completed	Open
	Course 2: Begin to Think More Critically In progress	Start
	Course 3: Putting Critical Thinking to Work at Work In progress	Start
	Capstone Activities Self-paced	Start

Critical Thinking Academy delivered via Eureka's LMS. The learning path makes it clear what the learner needs to do next and shows where they are in the program.

The blended delivery takes place through the Eureka's LMS, whether this involves registering for an ILT or vILT session, completing an e-learning course, accessing multimedia learning resources, or discussing program material with other cohort members, making it a one-stop shop for each academy.



As part of each blended learning program, instructors kick off with discussions and exercises to draw from the digital work and self-directed practice. Before each live event, managers receive a discussion guide to help them check in on progress with learners’ micro plans, and to understand how they may be impacting outcomes when put into practice. Learners also have the option to share their own micro plans with others for feedback, boosting accountability. This ensures that both program instructors and learners are fully supported through the process for the best chance of success.

Critical Thinking Microplan

This microplan is designed to help you take one step toward thinking more critically in your role. It is a scientifically-backed strategy that helps your brain **connect a specific moment to a new behavior, with intention**. Over time and with conscious practice, the new behavior replaces a default behavior you are trying to change. This plan is intended to be a living document; adjust and refine as you progress.

Directions

Follow the steps below to define when and how you will think critically in your role. Be concise and specific. Before starting, take a moment to review the definition and key behaviors of critical thinking.

Select a category: Select one category where you or others would benefit from thinking more critically. Category options: when evaluating information, when making decisions, when leading others, when coaching or giving feedback.

Enter category

Define specifics: Identify who is involved, when this will occur, and in what environment. *For example, the next working session with Jose over the virtual platform.*

Enter specifics

Define Behavior: Explicitly state **one** behavior you will practice in those specific circumstances in that situation. Be detailed and concise. *For example, I will ask more questions before suggesting solutions.*

Enter behavior

Summarize and Share Plan: Combine the situation and behavior into one statement. Add a reminder to your phone or create a sticky note for quick access. *For example, during my next working session, I will ask more questions about the situation first before suggesting solutions.*

Share your plan with others for feedback.

Enter detailed microplan



Critical Thinking Academy micro plan, showing how learners connect specific moments to new behaviors with intention - in other words, transferring knowledge into their real jobs.



Strategic Thinking Self Reflection and Microplan

Regardless of what you're thinking strategically about at work—whether it's for something narrow or broad, consistently following the steps of strategic thinking is invaluable in enabling you to become a better strategic thinker.

Remember the step you want to do more consistently, and keep it in mind when you next need to think strategically. Printing your results from this activity will help you remember the step you have committed to focusing on.

| The narrow situation:

| The broad situation:

| One step you would like to focus on:

Strategic Thinking self-reflection and micro plan, helping learners apply the program's learning to their real jobs.

An important part of the delivery of Salience Learning's academies is social learning. Social learning is fully embedded into each step of the learning journey, encouraging learners to think more deeply about the learning material and analyze and evaluate complex subject matter. Asynchronous discussion takes place in tandem with synchronous, live virtual deliveries and discussions within the Eureka LMS, building a sense of community among cohorts, driving peer-to-peer learning, and supporting ongoing discussion.

For Salience Learning, Eureka is more than just a standard LMS used to store a library of e-learning and resources. Its interoperability has proved invaluable, as the LMS works seamlessly within their existing technology stack, and supports technologies such as H5P, xAPI, SSO, LRS, Microsoft Teams, and more.



Additionally, Salience Learning can brand each client instance of the LMS according to the organization, providing a more tailored, cohesive learning experience for end users. This is extremely useful for Salience Learning, who can run multiple cohorts simultaneously via Eurekos, each of which will access an instance of the LMS configured and branded just for their organization.

On the tracking and data side, Eurekos provides deep insights into learner analytics that go far beyond course progress and completions. The LMS is fully integrated with the Learning Locker LRS, giving Salience Learning full visibility of all learning activity within individual lessons.

Change Management Efforts

As with every learning program deployment, Salience Learning encountered several obstacles along the way. The three main challenges, and the way Salience Learning overcame them, were:

- **Ensuring participants receive system emails**

As learners were part of separate customer organizations (and not internal learners), Salience Learning needed to ensure that every learner would receive the correct emails from the LMS. They worked with IT teams to ensure that email filters “whitelisted” the “salience university” domain. Salience Learning also takes extra precautions by working with client sponsors for 2-3 weeks before launching each program to finalize logistics, access, and other launch necessities. This helps customer organizations hit the ground running with immediate access to the platform on launch day.

- **Supporting a friction-free technology experience**

Salience Learning wants to help learners enjoy the best possible learning experience, which means getting them up to speed on the program and technology they will be using. They hold virtual kick-offs to give participants an overview of the learning program, why they are participating, and how to access and navigate the platform. They encourage the use of University Support to address individual technology issues, which has proved very successful - response time is immediate, with most issues being fully resolved immediately or within 24 hours.

Eurekos’ ticket system is used to address system-wide issues, with instant responses from the support team despite time zone differences. Eurekos also maintains a smooth relationship with Salience Learning by assigning the same customer service representatives to build relationships that turn into partnerships



between team members. This level of support is critical to ensure that learners have a friction-free, user-friendly learning experience.

- **Maintaining asynchronous engagement** between synchronous events
As part of their monthly 1-to-1 check-ins with clients, Saliency Learning discovered that some clients found learner engagement fell off between synchronous learning events. Saliency Learning created an optimized “nudging” strategy, providing communications that clients could personalize and deliver from their own email address, rather than delivering directly from the system. This proved highly effective at re-engaging learners across the asynchronous activities in the blended learning program.

Saliency Learning also developed, in partnership with its clients, a series of discussion guides for scheduled virtual discussions around how the learning is going, new insights, or additional support needed. Introducing these guides led to consistent increases in engagement just before and after these events, demonstrating the effectiveness of this approach.

On top of this, learning and engagement data is a significant part of Saliency Learning’s overarching strategy. They work closely with Eurekos in getting access to deeper data around usage and learning outputs via xAPI data calls built into the platform and learning lesson objects. Accessing this data via Learning Locker LRS through the back end of Eurekos, helps Saliency Learning track activity and make small incremental tweaks across the entire program, such as amending virtual discussions, adding nudge emails, and more. This helps Saliency Learning make data-driven decisions around change management, without having to rely on gut instinct or make assumptions about what learners want.

Measurable Benefits

Online academies have had a significant impact on Saliency Learning’s approach to training, with excellent results across the board.

The Eurekos LMS gives them the ability to run multiple cohorts simultaneously, which will increase their capacity to deliver multiple trainings over time.

Saliency Learning creates impact reports using data pulled from the Eurekos LMS, allowing them to understand engagement and activity. Furthermore, data collected in the LRS from individual lessons allows for deeper analysis of learning success by measuring levels of confidence and application of learning recorded by individuals. The results have been consistently excellent - in fact, one cohort of Medical Affairs leaders saw 100% participation, 91% completion, 100% confidence in understanding of content, and 100% of learners intending to apply their learnings in their roles.



In a cohort of Field Medical leaders, results were just as strong, with 100% participation, 91% course completion, 100% of participants understanding what was taught and 100% of participants saying they will apply their learnings.

Scenarios are purposefully written to enable the learner to absorb content more easily and envision themselves applying the behaviors on-the-job

First Line Leader sample scenario



Meet Abe

Abe is a First Line Leader at Cranomora, a company that specializes in therapies for treating depression, anxiety and PTSD. Abe has been in the pharmaceutical industry for over 8 years, 5 at Cranomora. Abe became a First Line Leader over 2 years ago after demonstrating success as a Customer Specialist.

The situation

Abe's company, Cranomora, after more than five years of research and analysis, Cranomora is launching a new treatment for patients with severe treatment-resistant depression: the therapeutic use of psilocybin, the active compound in psychedelic mushrooms. While a bit unconventional, the national regulatory agency approved Cranomora's application inclusive of strict HCP credentialing, intense pre-administration screening and guidelines for its administration.

Two weeks ago, First Line Leaders, including Abe, were provided the strategic marketing plan for the product, to be marketed as Vitaprozol and, tasked with building a drafting an approach to identify the top potential prescribers of Vitaprozol in their territories.

Abe is thrilled to see progress being made for these patients, and immediately begins to think strategically around this ask.

Scenario content makes unobservable thinking processes and skills come alive.

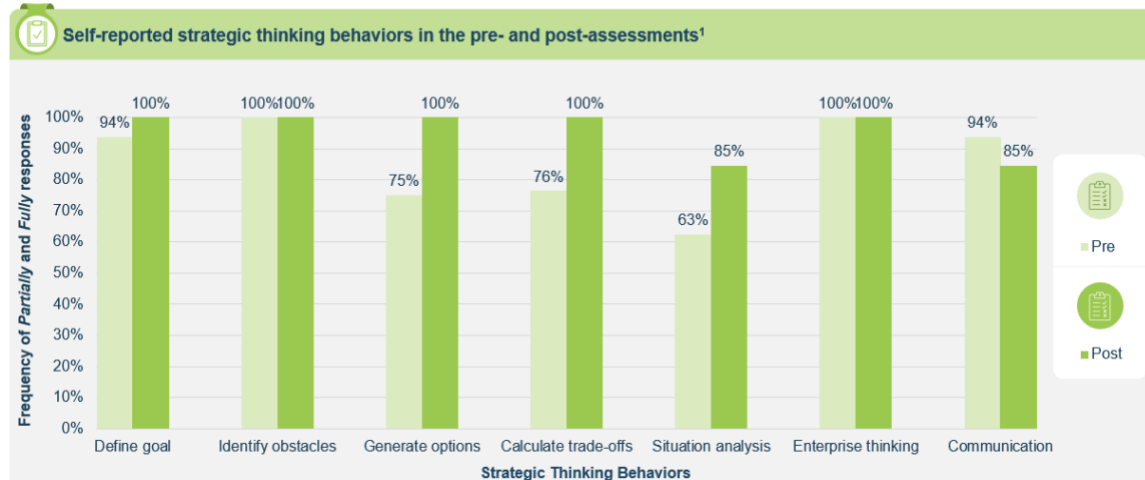
First Line Leader scenario within a capability academy

Completion rates are high across the board, with an 84% average, rising to 90.5% in the medical leaders and individual contributors' functional area, which is a testament to Salience Learning's upfront consulting, frequent customer touchpoints, and automated "nudge" emails from Eureka to re-engage users and remind them to continue their learning.

Beyond course completions, Salience Learning administers Academy Badges, earned by submitting a case study and STAR report, reflecting the use of behaviors and strategies in a learner's day-to-day work, demonstrating the transfer of knowledge beyond the learning program and into the workplace.



Impact Data



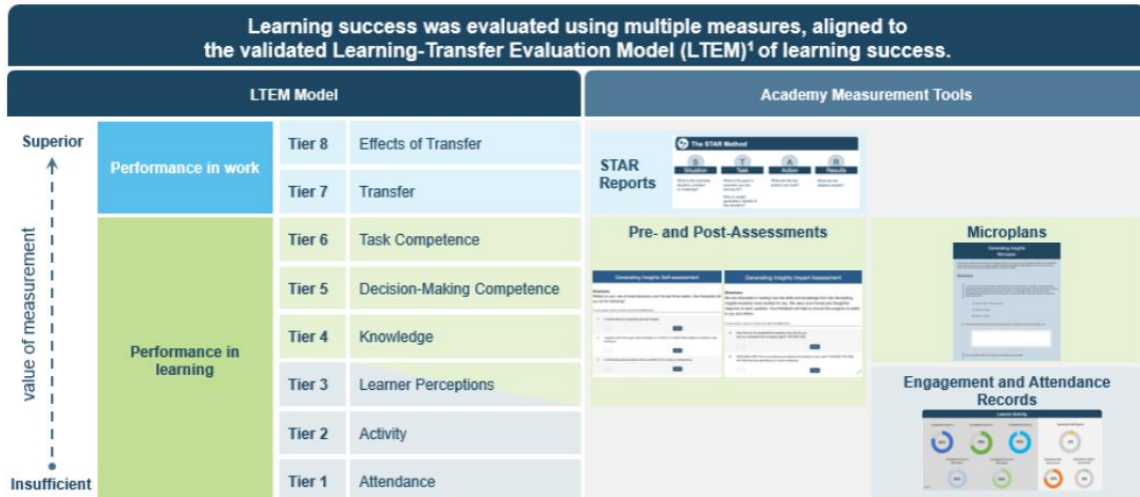
Results from the Strategic Thinking Academy showing the improvement in strategic thinking behaviors as reported in pre- and post-assessments.

Saliency Learning also recognizes the benefits of social sharing, and they built in opportunities for progress sharing throughout the learning program. Micro plans, commitment devices, and STAR reports ensure that learning becomes more ingrained into learners' day-to-day lives, by asking them to connect the learning with their real-life behaviors and actions.

Posting these plans in the platform creates a sense of "social commitment," creating accountability and increasing the likelihood of real behavior change. Learners can then download a PDF with a summary of their commitment statement to refer back to, enabling deeper reflection.

- "By applying critical thinking, I was able to put together a new plan looking at all of the resources available to set up a center [with infrastructure for specialized care that can reach beyond state borders] and drive patient advocacy for treatment."
 - Learner from Critical Thinking Academy
- "Application of strategic thinking helped identify obstacles and propose ways to manage them. The result was a comprehensive framework developed with clear priorities for 2023."
 - Learner from Strategic Thinking Academy

One of the reasons behind the success of Saliency Learning's blended learning program is its laser focus on measuring and validating the effectiveness of the learning.



Saliency Learning’s approach to measuring learning success.

There are eight tiers in its measurement spectrum, from the most basic measure of attendance through to the effects of transfer. This means that Saliency Learning goes far beyond the usual measurements of who’s participating, what they’re doing, and what they think of the learning offering, and delves deeper into how the learning is improving performance in the workplace, and in turn, what that really means in relation to the client’s wider business goals. For example, measuring performance at work via STAR reports means that clients can understand the true impact of the learning, rather than viewing learning as merely a box-ticking exercise.

Overall

To summarize, Saliency Learning has realized its mission to provide truly impactful learning to its clients with a data-driven blended learning program.

The impressive results across the board come from a scientific approach to learning and behavior change, including what motivates learners to make real, lasting changes in their roles, and close attention to the real-time data. Staying on top of the data empowers Saliency Learning to constantly improve the program according to learner needs and engagement, meaning results will only continue to get better through constant iteration.

This blended program, comprising ILT, vILT, e-learning, scenarios, on-demand resources, social learning, self-reflection, and micro plans, ensures that every single learner is constantly engaging with the learning material. They’re not left to forget everything they’ve learned between live learning events - instead, they receive frequent nudges to remind them to continue their learning and keep progressing through the academy.



The learners themselves also love this approach, with one saying:

- “These new approaches allowed me to not only gather more insights, but also helped the conversation flow more naturally and allowed me to delve deeper into understanding the ‘Why?’ behind each insight. I was thrilled to see such an immediate return on my effort.”

The next steps for Saliency Learning are to expand each program, which is a straightforward process thanks to Eureka LMS.

They have also just upgraded to Eureka 11, and the new Learning Journey functionality will significantly reduce the amount of effort it takes to deliver programs, making client education more efficient and cost effective. All complex blended learning scheduling and notifications will take place inside the Eureka LMS, ensuring learners know what they need to focus on next as they are guided through the program.

Owing to the success of the micro plans, Saliency Learning is hoping to build triggers throughout the input process, which includes each user receiving a follow-up message five days after submitting the plan to check their progress.

A high-quality blended learning program, underpinned by an advanced LMS, ensures that Saliency Learning has the tools it needs to make a real, lasting impact on its clients and learners, now and long into the future, changing the way life sciences professionals behave for good.



Brandon Hall Group

**EXCELLENCE
AWARDS 2023**

About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

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Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

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**SOME WAYS
WE CAN HELP**

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