



Experience Maps

Employee engagement surveys consistently show that employees seek development opportunities, yet many organizations are unable to articulate what those specific opportunities are. This leaves organizations with a workforce that may be hungry for learning and growth but unsure of where to turn. At BTS, we believe that the most effective way for an individual to grow and develop is through experiences. Because of this, we utilize Experience Maps to help organizations identify opportunities for employees to accelerate their career growth.

What are Experience Maps and how can they help you and your organization?

Success profiles and competency models identify and define what capabilities the workforce must learn and master to excel in a role and help execute against the organization's strategy. Experience maps help translate important capabilities into tangible on-the-job opportunities where employees can practice.

Experience Maps identify the foundational and leadership experiences an individual can seek throughout his/her career that will provide the opportunity to develop within a job family or career track.

Experience Maps are also a great tool for facilitating productive conversations around development between managers and their direct reports. A critical component of development is about practicing effectively and at the right time. Research shows that effective development stems from 70% on-the-job experiences, 20% teachings from others, and 10% formal training. Thus, managers and employees can use an Experience Map during performance management and talent planning discussions to identify specific experiences that should be sought to develop targeted capabilities.

By targeting specific experiences, employees can most effectively work toward gaining **deeper functional expertise** (foundational experiences) as well as a **stronger leadership presence and influence** (leadership experiences).

When we pair an Experience Map with a **Great Profile** and a **Great Playbook**, we help you paint a clear picture around what great performance looks like defined as capabilities, in what critical moments those capabilities show up, and how to help employees build those capabilities through targeted experiences. By equipping your workforce with these consumable, customized, and user-friendly tools, you can accelerate their growth, development, and performance.

Foundational Experiences (Going Deep)			Leadership Experiences (Going Wide)	
Therapeutic Area & Disease State Expertise	Cross-Functional Collaboration	Cross-Functional Teams	Geographic Leadership	People Leadership
<ul style="list-style-type: none"> Participate in both formal and informal learning activities (e.g., trainings, seminars, review of journal articles) to remain current on trends in focal area Serve as a subject matter expert in focal area; advise others on key issues and considerations Obtain exposure to therapeutic areas and/or disease states outside of focal area 	<ul style="list-style-type: none"> Communicate and educate on technical concepts, strategies, and results to different audiences with varying levels of expertise (e.g., clinical study teams, evidence generation teams, educational events) Collaborate on publications Establish credibility as knowledgeable, strategic partner internally and externally 	<ul style="list-style-type: none"> Participate in a cross-functional team or initiative with deliverables impacting groups or functions across organization Lead and execute on a functional strategic initiative using influence without authority Execute a strategic meeting aligned with corporate 	<ul style="list-style-type: none"> Lead medical strategy activities in a geography (e.g., country, region, global) Create a strategic plan for a geography that is aligned with corporate strategy 	<ul style="list-style-type: none"> Accelerate the performance and development of staff across a diverse, matrixed team (e.g., multiple products, therapeutic areas, geographies, job profiles, etc.) Provide meaningful and constructive feedback and coaching on a regular basis Actively engage with staff in career development and partner in crafting robust development plans to identify stretch assignments and close gaps