

This session is designed to move your First-Line Managers (FLMs) from being "Super-MRs" who simply give instructions to "Coaches" who build capability. In the Indian pharma context, the pressure of the monthly closing often turns coaching into a post-call lecture. This workshop breaks that cycle.

Opening Hook: The "Passenger Seat" Reality

"Imagine you are sitting in the passenger seat of a car. The driver—your MR—is heading toward a dead end. Most of us instinctively grab the steering wheel. We tell them, *'Turn left! You missed the chemist! Why didn't you show the LBL?'*

The result? You reach the destination, but the MR has forgotten how to drive. They start waiting for you to tell them when to shift gears. Every joint field work (JFW) becomes a day where **you** do the work, and **they** just carry the bag. Today, we're going to learn how to keep your hands off the wheel so they can find the way themselves."

Detailed Session Flow (60 Minutes)

Time	Slide Title	Objective	Trainer Talking Points	Activity	Learner Reflection	Facilitation Notes
0-10m	The WIIFM: Why Coach?	Establish the value of coaching over reviewing.	"If you review, you get today's sales. If you coach, you get a team that hits targets even when you aren't there. Do you want to be a firefighter or an architect?"	The 'Review vs. Coach' Poll: Ask: "What % of your JFW is spent looking at the RCPA vs. the MR's skill?"	"How many times did an MR call you today to ask a question they should already know the answer to?"	Avoid jargon. Focus on the manager's "stolen time" due to MR dependency.
10-20m	GROW: The Field Version	Simplify the GROW model for the Doctor Chamber.	"We don't need 2-hour sessions. We need 10-minute 'Roadside Coaching.' GROW is just a map: Goal, Reality, Options, Will."	Scenario Flash: Show a doctor's missed conversion. Ask: "What's the first question you'd ask the MR?"	"Am I asking questions I already know the answers to, just to trap them?"	Emphasize that 'Goal' is about the <i>call</i> , not just the <i>target</i> .
20-35m	G & R: The Mirror	Mastering the 'G' and	"Before giving feedback, let them see	The 'Mirror' Roleplay: One person	"Why is it so hard for me to stay silent	Watch for "Leading Questions"

		'R' of GROW.	what you saw. 'What was your objective for Dr. Sharma?' vs 'What actually happened?'"	plays a defensive MR, one plays a Coach focusing ONLY on Reality.	after asking a question?"	(e.g., "Don't you think you should have..."). Correct these immediately.
35-50m	O & W: Building Ownership	Moving from 'Options' to 'Will'.	"Stop giving the 'Treatment Plan.' Ask the MR: 'What are 3 ways we can tackle this chemist's objection?' Make them choose one."	Simulation: 'The Doctor who won't prescribe our New Launch.' Managers must get the MR to suggest 2 ideas.	"If the MR suggests the idea, who is responsible for the failure or success?"	Ensure the 'Will' section includes a specific timeline (e.g., "By Tuesday...").
50-60m	The Commitment	Translating learning to tomorrow's field work.	"Coaching is a muscle. It will feel awkward tomorrow. That's okay. Your MR might even ask, 'Sir, why aren't you shouting today?'"	The 'One Question' Pledge: Every manager writes one coaching question they will use tomorrow.	"What is one 'telling' habit I am willing to give up to save my time?"	End on a high-energy, supportive note.

Pharma Field Coaching Scenarios

1. The Weak Conversation (The "Instructional" Manager)

Context: After a call where the MR forgot to mention the key USP of a newly launched antibiotic.

- **Manager:** "Rahul, why didn't you mention the 'Fast-Action' USP? I've told you ten times, Dr. Gupta only cares about recovery speed. Next time, show the third page of the LBL first. Okay? Also, your RCPA was weak. Do it properly at the next chemist."
- **MR:** "Yes, sir. Sorry, sir. I will do it." (*Internal thought: Just let this day end.*)
- **Mistake:** High "Tell," zero "Ask." The MR is a robot.

2. The Strong Conversation (The GROW Approach)

Context: Same scenario.

- **Manager (Goal):** "Rahul, before we entered, we planned to shift Dr. Gupta's preference. How do you feel the call went?"
- **MR:** "It was okay, but he didn't commit."
- **Manager (Reality):** "I noticed when he mentioned 'patient affordability,' we stopped talking about the drug's efficacy. What happened there?"
- **MR:** "I got nervous because he's a senior doctor, so I just moved to the POB."
- **Manager (Options):** "Understood. If we could rewind, how else could you have addressed the 'price' issue while still showing the LBL?"
- **MR:** "Maybe I could show the '3-day course vs 5-day course' comparison?"
- **Manager (Will):** "That's a strong point. Let's try that with Dr. Verma at the next clinic. How confident are you on a scale of 1-10 to lead that part of the conversation?"

3. The Difficult Scenario: The "Burned Out" Veteran

The MR is 10 years senior, knows the territory, but is "stagnant" and resistant to new digital detailing tools.

- **The Trap:** Challenging their authority or ego.
- **The Coaching Key:** Use **Reflective Questioning** based on their legacy.
 - *Question:* "Vikram, you've seen this market change over 10 years. You're a legend here. How do you think we can use these new digital tools to maintain your 'No. 1' spot against these younger, tech-savvy reps from competitors?"
 - **Insight:** You are framing the coaching as a way to protect their "King" status, not as a critique of their age.

Transition Statements

- **From Theory to Action:** "We've seen the model on the slide; now let's see it in the dust and heat of the pharmacy visit."
- **Handling Resistance:** "It's natural to feel that coaching takes too much time. But remember: Telling takes 5 minutes every day forever. Coaching takes 15 minutes once a week."

Closing Summary: The 3-2-1 Rule

"As you head back to your territories, remember the 3-2-1 of field coaching:

- **3 Seconds of Silence:** After you ask a question, wait. Let them think.
- **2 'How' Questions:** Ask 'How' instead of 'Why' (Why feels like an accusation; How feels like a challenge).
- **1 Commitment:** Never leave a pharmacy or a clinic without the MR committing to one specific action.

You aren't just managers of sales; you are developers of people. When your MRs grow, your targets take care of themselves."

Trainer Facilitation Notes

- **Body Language:** During role plays, ensure managers are not standing over the MR. In the field, coaching happens walking or over tea. Keep it informal.
- **Common MR Response:** "Sir, you do it, the doctor listens to you."
- **Coach's Rebuttal:** "I'm happy to help, but if I do it, I'm the one getting the practice, not you. I want you to be the one the doctor remembers."