

**third
factor**



CASE STUDY

Bayer delivers extraordinary results with innovative leadership program.

Half of Bayer's US leaders voluntarily participated in Bayer's award-winning Rise & Thrive program, produced in partnership with SweetRush and Third Factor.

You can create an amazing experience just by leveraging a little bit of creativity and the right partners.

– Renee Landry
US Learning Lead,
Bayer

BAYER PARTNERS WITH THIRD FACTOR ON INNOVATIVE “RISE & THRIVE” LEADERSHIP DEVELOPMENT EXPERIENCE

With a pressing need to upskill leaders for a hybrid world and no appetite for mandatory training, Bayer partnered with Third Factor and e-learning provider SweetRush to develop a leadership development experience unlike any other.

Approximately half of Bayer’s US leaders voluntarily participated in the program, 94% of whom would recommend the program to others.

CLIENT PROFILE

- Multinational Fortune 500 pharmaceutical company
- 16,000 employees in North America
- \$16.4-billion revenue in 2021

CHALLENGES

- Give leaders new skills for a hybrid work environment
- Create an engaging experience without mandatory or long-form training
- Capture attention against multiple competing priorities

SOLUTION

- An innovative microlearning experience with bold branding and provocative content
- Bite-size learning experiences that could be completed in 2 minutes or less
- Custom-made TED-style video talks by Third Factor CEO, Dane Jensen

RESULTS

- Approximately 50% of US leaders voluntarily participated in the program
- 94% of participants say they would recommend the program to others
- Measurable improvement in leadership skills
- Winner of four Brandon Hall Group Excellence in Learning Awards





The colleagues we talked to were stuck taking traditional in-person training and just throwing it onto the computer . . . that is not the answer.

*– Rachel Lamb,
Senior Leadership Expert,
Bayer*

How do you make a leadership development program stick at a time when there are so many competing priorities?

This is the problem Renee Landry, Bayer’s U.S. Learning Lead, and Rachel Lamb, Bayer’s Senior Leadership Expert, set out to solve. The solution was Rise & Thrive, an innovative microlearning experience developed in partnership with SweetRush and Third Factor. Approximately half of Bayer’s 4,000 US leaders voluntarily participated in the program, which has received outstanding quantitative and qualitative feedback from participants as well as attention from the broader learning industry.

TRADITIONAL TRAINING “OUT OF THE QUESTION.”

Landry and Lamb heard loud and clear from their people that there were big challenges with leading in a hybrid world. People felt they were divided by the screen. They were missing cues from nonverbal communication. They couldn’t see the side-chats happening in meetings, the frustrations after meetings, or the friendships being formed.

Their research also showed them that a traditional training program was out of the question.

“People just do not have the appetite to sit for additional training in front of their computer screen,” says Lamb. “We have a lot of required regulatory training and one more required session was not going to go over well.”

The team at Bayer were also focused on delivering an experience that would be relevant to their people’s challenges at the current moment in time. Cognizant that leaders were facing challenges with COVID vaccine mandates and the return to the office, Landry and Lamb refused to push out generic content. Instead, they insisted on creating something special and current.

IF YOU HAVE TWO MINUTES, YOU HAVE ENOUGH TIME

To create a learning experience that sticks during a time with so many competing priorities, Landry and Lamb partnered with Third Factor and e-learning company SweetRush to develop and produce an innovative online experience.

The result was Rise & Thrive, a microlearning experience based on the idea that if you have two minutes, you have enough time to become a stronger, more empathetic, more inclusive leader. The experience comprised bite-





The solution was not just ask open ended questions. That's the solution to letting your team know that you're a good listener. It was a lot more than that.

– Rachel Lamb,
Senior Leadership Expert,
Bayer

sized content including short videos, curated articles, and 2-minute dares across three pillars:

- **Inspire**, which focused on building relationships, trust, and inclusivity
- **Balance**, which focused on effectively managing volume while under pressure; and
- **Empower**, with a focus on developing team members.

“The whole idea is that these tiny little changes can have a huge impact on you as a leader,” says Lamb. “And then how your team views you, how your team respects you, how your team feels that they are empowered, that you were helping them during this rather difficult time.”

An integral part of the program was a series of TED-style video talks produced by Third Factor and presented by its CEO, Dane Jensen. Each video focused on one of the three pillars of inspire, balance, and empower, delivering Third Factor’s leadership training concepts in the context of Bayer’s specific goals and culture. The videos included personal stories, video clips from the Olympic athletes and coaches Third Factor works with, and highly practical takeaways leaders could implement immediately.

“Overwhelmingly, people loved the videos,” says Lamb. “They appreciated the concise messaging and the new ideas around leading teams in our new hybrid model.”

Because participation in Rise & Thrive was voluntary, Lamb and Landry encouraged participation with a 3-week “kickstart” designed to generate excitement. The kickstart was powered by an email drip campaign and offered incentives to participants including a signed copy of Dane Jensen’s book, *The Power of Pressure: Why Pressure Isn’t The Problem, It’s The Solution*.



We heard over and over again trends like ‘I’ve never been more excited about a leadership training’.

– Renee Landry,
U.S. Learning Lead,
Bayer

ENTHUSIASTIC RESPONSE FROM PARTICIPANTS AND STAKEHOLDERS

Landry and Lamb were successful in their mission to create a learning experience that would capture attention and drive behavior change without using long-form or mandatory training.

Approximately 50% of US leaders voluntarily participated in the program, a testament to Landry and Lamb’s effort to create a unique experience that would directly meet their leaders’ current needs.

Of those who participated, 94% say they would recommend the program to others. And the program also received excellent qualitative feedback.

“I have never been more excited about a leader ‘training’ that Bayer has done... it’s fresh and practical,” said one participant.

“I have never experienced something so tailored to my needs and so unique. Better than any other training I have experienced. Short, sweet, memorable and action-oriented – I want more!” said another.

Landry and Lamb have also observed positive early learning outcomes. The team measured results using three questions measuring leaders’ confidence in their skills. Each question was asked once during the kickoff, and again afterward. The team observed an increase of approximately 30% in each of the 3 metrics following the program.

The program’s success contributed to the creation of a common language that proved valuable to Bayer’s broader leadership development team. “I liked that the program addressed many issues that leaders are asking HRBPs about,” said one HR business partner. “It gave us a tool to start discussions.”

Rise & Thrive has also been recognized for its creativity, winning four Brandon Hall Group Excellence in Learning Awards. The program was awarded Gold for for Best Advance in Custom Content, Best Unique or Innovative Learning and Development Program, and Best Use of Video for Learning, as well as Silver for Best Unique or Innovative Leadership Program. The program has also been recognized by the MUSE Awards with Gold in the Website – E-Learning Category.

With a successful launch in hand, Landry and Lamb plan to deepen the content and broaden the application based on the running start they achieved with SweetRush and Third Factor.

“You can create an amazing experience just by leveraging a little bit of creativity,” says Landry, “and the right partners.”

