

SAP – Levering an actor’s skill to drive new behavior - accelerated and targeted development for a strategic role

SAP created a new and highly strategic role in their Global Digital Business Unit: The role of an “Service & Support Partner”. Competence gaps were assessed, and a highly customized learning journey was devised to address these gaps, of which most were in the behavioral space. A hybrid role without formal power requires skills how to influence, win-over and engage both SAP’s clients for cloud-based innovation as well as internal stakeholders. What made learning stick? Throughout the 2 modules, participants practiced new behavior with the support of a professional actor who provided both feedback and challenged them. The learning journey was complemented with virtual peer coaching intervention and an innovative learning reinforcement app (“everskill” – placeholder logo?) that reminded participants daily to practice the newly learned behavior.

#### Participant Feedback:

*“Great, how the content was adjusted to the SSP’s needs. The third/ fourth day are supporting our SSP role specifically and is easier to apply to our daily routines. I love the usage of the Everskill APP - brilliant way to embed the training content to the daily life!”*

*“Personally, I likes the role plays with Marco (the actor) best. This reflects best how to act in customer situations.”*

*“...the training was great, and I liked the “panic zone” which was even more obvious the first two days because the methods and structure of the training was so uncommon for SAP participants. It was more convenient the second part of the training. It was great that Marco Zbinden the actor also joined the second part, it was a great combination of creativity, theory, intellectual challenge, structured content and practice.”*

