

# Top 5 Things *Marketing Capability Builders* Get Wrong

These things impact the speed and effectiveness in creating new beliefs, behaviors, and skills across life science marketing organizations:

**1**

## Don't treat marketers as a "whole person."

It takes more than technical skills to be successful in a global, social, and digital world. Marketers are creative workers who need competency in navigating social saturation, fast-paced change, and our environment that is complex, ambiguous, and volatile. We need to nurture their critical thinking and self-care skills so they can realize true work-life integration, do their best work, and create the good life they deserve.

**2**

## Don't seek to create meaning across learning topics.

Topics are siloed and concepts don't hang together as a cohesive story, which is especially problematic for the vast majority of life science marketers who have no formal marketing training. In lieu of driving toward clear, consistent language and terminology, we fall into the traps of jargon, imprecision, and confusion.

**3**

## Don't meet marketers where they are.

Programs are often imposed on marketers, without making sure it's solving their marketing challenges or making their lives easier. Marketers don't see a need and balk when training is imposed upon them. Life science examples are not provided (or they are weak examples) and there is little translation of how a non-life science example can be readily applied. Many learning providers don't have a core group of marketing experts with on-the-ground life science marketing experience and business results from creating learning content.

**4**

## Forget that small learning snacks can be nourishing too.

We force hours of coursework or standard training programs often as check-the-box accompaniments to generic "customer-focused" marketing initiatives. Marketers don't have time to sit through multiple-day courses or consume training that they're not going to apply right away. We need to provide small interventions that give marketers the right information, practice, tool, and skill at the right time in their work.

**5**

## Focus on training rather than behavioral change.

Training is seen as the potion to cure all and traditional academy and curriculum design echoes early education—which isn't practical for adult learners in a busy, high-pressure, corporate environment. Learning programs should be designed around desired marketer beliefs and behavior shifts to build skills, which may or may not include classical training approaches. Instead of training tactic completion, we should examine achievement of learning outcomes. We must consider how to engage marketers in creating their future as they learn and grow.