

# Management Development: Leading Biotechnology Organization

## THE CHALLENGE

- Without a formal, management development process in place, more than 70% of US-based Field Managers were hired from outside of the organization, which led to:
  - Low opportunities for high-performing Sales Representatives to move into management positions
  - High turnover of high-performing Sales Representatives leaving the organization for management opportunities with competitors
- This organization has been a client since 2002

## THE SOLUTION

- The solution outlined supporting behaviors that stood out as most relevant to assessing readiness of a new management candidate
- It also outlined leadership competencies and attributes associated with high-performing District Managers
- The Center for Leadership Studies designed a three-day business simulation to:
  - Increase the participants' awareness of typical situations a District Manager encounters in a "day in the life"
  - Apply foundational management concepts and skills
  - Identify the participants' individual leadership competency strengths and areas for development
- In addition, a full, three-phased, competency-based, blended learning curriculum was developed to support ongoing competency growth to support their individual development plan

## THE RESULTS

- The program provides a steady stream of "ready now" participants to meet future organizational needs
- It led to 80% internal promotions within the first two years
- Enrollment in the process was overwhelming; we established nomination criteria and a diligent enrollment process to ensure top candidates were admitted to the program
- The program has sustained growth of the organization and is highly visible and reputable to executive leadership as they actively participate in the management development process

## ADDITIONAL PROJECT / CLIENT COMMENTS

- The program has continued to evolve and mature over the past seven years
- We have designed management development programs and supportive curriculums for three other segment groups within the organization (Scientific / Medical Affairs, Hospital / Corporate Accounts and corporate-level management positions)
- In conjunction with the client, The Center for Leadership Studies developed a post-graduate program to support their ongoing personal development, such as interviewing skills, resume writing, networking, leadership, etc.