



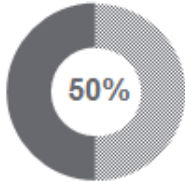
Overcoming a Talent Shortage with Assessment Strategy



Assessment Strategy in the Bio-Pharma Industry

Growing Pains

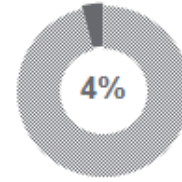
This successful biotech firm was experiencing tremendous growth, and planned to double revenue in five years. However, this growth was anticipated to continue to result in a talent shortage at multiple levels:



Vice presidents and country managers worked with the company 2 years or less



Insufficient bench strength one level below target positions



Roles filled by internal promotions

The rapid pace of growth was fueling the need to ensure that the best selection decisions were being made, and to prepare leaders to provide even greater contributions to the business. The company needed to accelerate and improve talent selection, identification, and development decisions, but lacked an objective, data-driven process to do so. It also lacked the know-how on where to start and which assessment approaches would be best.

Developing an Assessment Strategy

Right Management developed an assessment strategy in order to lay the foundation for a strategic and effective assessment process using its vast experience and best practices from work done with similar clients. Right Management conducted a full-day whiteboarding session that included key stakeholders to understand their business strategy and objectives, the resulting talent priorities, existing assessment and development activities, and critical roles/groups. From there, Right Management created an assessment strategy that outlined recommended assessment approaches, processes, tools, and timing for talent selection, promotion, identification of potential, and development.

Aligning Assessment Strategy with Business Strategy & Talent Priorities

Right Management introduced new assessments, used the best tools, and customized the assessment strategy to align with the company's business strategy and resulting talent priorities. As a result, the company went from not knowing how to address its talent shortage to having a fully customized assessment strategy that helped it identify, select, and develop its talent to help fill the shortage.