

CASE STUDY

Biopharmaceutical Company Builds Effective People Development Program with Vaya Group

Executive Summary

-  Our client is a biopharmaceutical company focused on treating rare hematological disorders.
-  They are committed to using the power of science, empathy, and community to transform the lives of their patients.
-  Their culture is built on innovation, inclusion, accountability, and community, which has allowed them to thrive and improve the lives of the patient communities they serve.

INDUSTRY**Biopharmaceutical****NUMBER OF EMPLOYEES****450****US/INTERNATIONAL****HQ in US****REVENUE****\$230m**

Challenge

The client had a vast number of employees who had left predictable pharma roles at bigger companies to advance their careers and grow with their new company.

Concerns regarding leadership bias among the ranks were beginning to emerge.

The company had a deep commitment to people development and needed to build a leadership development program from the ground up.

Identifying the Problem

They approached Vaya because they wanted an unbiased process which required the need for experts who were unbiased to support their efforts in both building the leadership development program and selecting the participants.

- Starting with a broad competency framework suited them well at first but, over time, the need to operationalize the model into discrete behaviors by which employees could develop, be coached, and grow became necessary.
- There was no blueprint to build off, as they were a new company.
- The client knew what the blueprint could be and where it could be further improved, which led to their partnership with Vaya.

Solution

Vaya partnered with the client to operationalize the competency model and behaviors and worked to socialize that model within the company.

- Listening sessions were held to nail down the program's intention, how to prepare, and when to start applying for consideration.
- Vaya was asked to support the client's selection efforts by creating a field-based success profile for their emerging leaders.
- Vaya supported the client through helping review applications, training interviewers on what to look for, and facilitating a half-day selection webinar to select the participants for the inaugural cohort.

After selection, Vaya was asked to provide a baseline assessment of the cohort with a behavioral interview, supervisor interview, and personality assessments. From this baseline, participants and their managers received feedback and development plan support before entering a six-month development journey with Vayability.

Results

Throughout Vayability, participants were highly engaged in the process, both in and beyond the platform. The client shared evidence that they communicated regularly, shared best practices, and supported each other's growth, even when virtually based. At the conclusion of Vayability, a pulse survey was conducted with their stakeholder team to provide feedback about growth they observed from the cohort. The results were positive and helped the cohort prepare for the Assessment Center Capstone.

Vaya built a custom assessment center for the client consisting of four exercises and a simulated interview to help prepare talent for leadership roles. The participants and leaders shared that the experience felt realistic and best-in-class in addition to the support they received along the way from their Vaya coaches.

Key Outcomes

5/5
PROMOTED

5 out of 5 of the selected participants were promoted

2/5
LEADERSHIP

2 out of 5 of the selected participants were promoted to leadership roles

1
NOMINEE

1 of the nominees was promoted to a leadership role prior to the program beginning

>90%
ENGAGEMENT

Cohort was super engaged (90-100% of activities were completed)



Does your company have an effective development program in place?

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