

## CASE STUDY

# Biopharmaceutical Company Cultivates Strong Leadership Bench and Increased Retention Rates with Vaya Group

## Executive Summary

- ✓ Our client is a global biopharmaceutical company that has spent more than 35 years commercializing innovative medicines to treat life-threatening diseases.
- ✓ Values-based culture focused on integrity, inclusion, teamwork, accountability, and excellence is evident in all they do.
- ✓ Colleagues inspire and challenge each other to achieve ever-higher standards and accomplishments.

**INDUSTRY****Biopharmaceutical****NUMBER OF EMPLOYEES****14,000+****US/INTERNATIONAL****HQ in US****REVENUE****\$26b**

## Challenge

The client needed to build a bench of talent at the emerging leader level to better handle critical role turnover.

They desired to increase their employee retention rates in a highly competitive employment environment, which decreased during the pandemic.

They needed an emerging leader program that was customizable to their organization.

## Identifying the Problem

The client shared with Vaya the desire for a customized assessment center that could better mirror their workplace. They shared what they had and what they would like to see in this new, custom approach. They sought an unbiased perspective on how best to proceed with program customization.

- The current program felt too stiff and static, especially with a new wave of learning and development leaders coming in.
- There was concern about whether the client was selecting the right talent based on the right merits for the program after several cycles. This started in 2015 when Vaya assisted with interviewing candidates for the program and providing unbiased insights. There was a desire for more input and consultation, leading to Vaya facilitating in 2018.
- The Assessment Center exercises needed revamping as participant performance suggested they knew the answers in advance yet were unable to explain how they got to the answers. The Assessment Center experience was redesigned for its fifth deployment to replace the original.

## Solution

Vaya built a customized Assessment Center and Assessment Solutions for the client's emerging leader program.

- Vaya was asked to be part of the selection interview and to provide an unbiased view of each participant.
- Vaya gave guidance and counsel on who to select and what was important from a skill and behavioral perspective while the client owned the final decisions.
- Partnering closely with the client, exercises in the Assessment Center were updated with a fresh look and feel.
- As the partnership progressed, the client added Vaya-facilitated workshops to its program roadmap and was an early adopter of Vayability to support development pull-through.

## Results

The implementation of the custom Assessment Center set the stage for development over time. The right behaviors and skills are being measured, Assessment Center performance is predictive of promotions longer-term, and participants who use it and are highly engaged with Vayability achieve stronger growth.

The Assessment Center is not only perceived as fair and thorough, but participants feel the program helps prepare them for leadership roles, and those who have been promoted feel the program played a significant role.

The client has also increased their retention rates and had very few participants drop out of the program.

## Key Outcomes

**67%**  
PROMOTED

**67% of program participants have been promoted**

**61%**  
LEADERSHIP

**61% of those promoted are in leadership roles**

**68%**  
RETAINED

**68% of program participants are still at the company**

**2x**  
GROWTH

**Perceived growth of those highly engaged in the program is 2x+**



**Is your leadership program equipped to create a strong bench?**

**SCHEDULE A FREE CONSULTATION**

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