



# Galderma's Leadership Journey: *Measuring DM Readiness with Assessment Centers*

LTEN 2016

## Galderma

- *William Hand*

Senior Training Manager

## Psychological Consultants, Inc. (PCI)

- *David Purdy*

President

- **How Galderma uses the assessment center method to evaluate promotional readiness and provide developmental strategies**
- **What is the “Assessment Center Method”**
- **Which leadership simulations and evaluation criteria are used with Galderma’s “Leadership Development Center (LDC)”**
- **How feedback is provided and how participants use the results for developmental planning**
- **New ideas / experiences from other participants**

# Background on Galderma

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- **Dermatology Focused Company**
  - **Our Real Commitment to Skin Health**
  - **Annual Investment in R & D**
- **Global Company/Leader**
- **Rx, Self Med, Aesthetic & Corrective Product Portfolios**
  - **Innovative and First in Class Products in Therapeutic Markets**
- **Galderma Sales Force Ranks #1 among competition by dermatologists**

# History of the Assessment Center Program at Galderma

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- **9 sessions between 2008 – 2016**
- **79 total participants 2008 –2016**
- **Where are they now?**
- **Selling the Value to Senior Management**

## Goals of Galderma's Leadership Development Center

- **High-impact learning experience**
- **Opportunity to “try on” the next-level management role**
- **Assessment of current management skills / competencies**
- **A development path forward**

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***A standardized evaluation  
of behavior based on multiple inputs***

- **Trained assessors**
- **Behavioral observations**
- **Job-related simulations**
- **Job-related competencies**
- **Ratings based on consensus**

- **Assesses competencies in alignment with Galderma management requirements**
- **Enhances the development planning process for participants with their managers**
- **Provides immediate video feedback**
- **Delivers a comprehensive written report and feedback during a conference call approximately one month after completing the program**
- **Leadership commitment insures development pull-through on development plans**



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- **Participants must be nominated by their managers to attend the LDC**
  - **Committee reviews all nominations and confirms attendees**
  - **Aspire to take on more responsibility**
  - **Current field trainer**

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- **2.5 days**
  - **5 simulations**
  - **Video review**
  - **Written report**
  - **Feedback conference**
  - **6-month coaching conference**

# Front Line Manager Competencies

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- Influencing
- Problem Analysis
- Decision Making
- Planning/Organizing
- Delegation
- Management Control
- Interpersonal Skills
- Stress Tolerance
- Oral Communication
- Written Communication

# Galderma/PCI Competency Matrix



		PCI Competencies									
		Influencing	Problem Analysis	Decision Making	Planning and Organizing	Delegation	Management Control	Sensitivity	Stress Tolerance	Oral Communication	Written Communication
Galderma Competencies	Achievement				•		•				
	Initiative-Anticipation		•	•							
	Customer and Brand Focus			•				•			
	Impact and Influence	•								•	
	Courage and Integrity			•				•	•		
	Innovation		•								
	Organizational Sense			•		•					
	Cooperation							•			
	Team Leadership	•				•	•				
	Developing Others					•	•				
	Change Leadership	•									

# Agenda - Day 1

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- **Orientation**
- **Group**
- **Inbox**
- **One-on-One**
- **Critical Thinking**

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- **Analytical**
  - **One-on-One**
  - **Learning Styles Diagnosis**
  - **Development Discussion**
  - **Video Review Session**
  - **Debriefing**

## Debriefing (8-11 am)

- Review of exercises and competencies
- Explanation of methodology
- Discussion of more effective and less effective approaches to exercises
- Program evaluation

- **Assessor sits with participant, and together they view video recording of role play from Day 1.**
- **Pause playback to comment**
- **Assessor guides participant through a self-assessment**
- **Focus on behavior:**
  - **what was said**
  - **how it was said**
  - **body language**
  - **vocal tone**
  - **what could have been done differently**



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- **25-30 pages**
  - **Overview**
  - **Behavioral observations**
  - **Strengths and developmental recommendations**

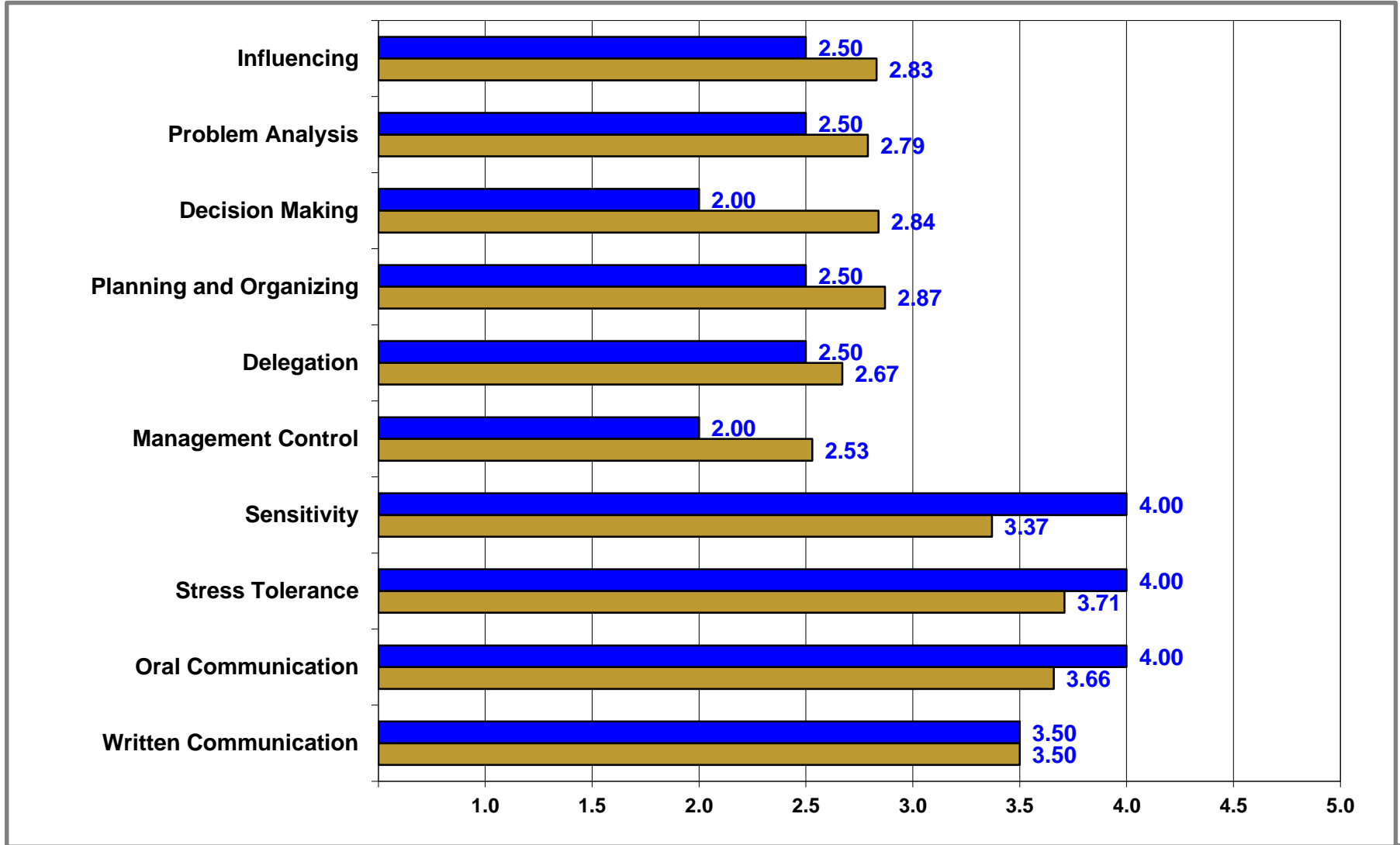
- **On-site feedback (video review)**
- **Group debriefing**
- **Written summary report**
- **Telephone feedback conference with participant**
- **Telephone feedback conference with participant's first-line manager**
- **Focus on next steps**
  - **Individual development plan**
  - **Emphasis on experiential learning**
    - **On-the-job activities**
    - **Stretch assignments**

- ***“This was an amazing experience.”***
- ***“Great to have both my managers on the feedback call.”***
- ***“This experience was a significant catalyst for my development.”***
- ***“I liked being assessed on multiple competencies over numerous exercises and having live feedback from neutral, trained professionals.”***
- ***“I really enjoyed reviewing the video. My assessor gave me very good tips and practical feedback.”***

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- **Discuss at tables: What has your company done to develop and evaluate emerging front-line managers?**
    - **What has worked well?**
    - **What has not?**
  - **Report back on unique approaches / practices**

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- **Challenging, high-impact experience**
  - **Identify strengths and developmental needs**
  - **Tailored professional development plans**
  - **Emphasis on accountability**

# Benchmarking



# Your Feedback Is Important To Us

**Please take a moment to complete the workshop evaluation located in the mobile app. LTEN looks to your feedback to help improve the program each year.**

- 1. Open the Mobile App**
- 2. Click on Agenda**
- 3. Select the Session You Are Evaluating**
- 4. Select the Rate and Review Button**

***If you do not want to complete in the mobile app you can collect a hard copy form at the registration desk.***

**THANK  
YOU!**