

A global project for developing leaders

? CHALLENGE

Bayer focuses HR strategy on enabling every employee to grow

The company sought a partner to assist with standardising the process for identifying and developing leaders across its multinational operations. All future leaders would need to be assessed against Bayer's values, set out in the company's own framework for identifying potential.

With a global footprint and extensive experience in the pharmaceutical sector, Cubiks was a natural choice to support Bayer with this project. Cubiks' proven track record in delivering development centres and working with leaders internationally meant the team could bring to the project the expertise Bayer was looking for.

💡 SOLUTION

A flexible, credible partner for a high-stakes project

As a key strategic programme, the Future Leader Development Centres (FLDC) needed credibility across the business and buy-in from a range of senior stakeholders. Cubiks would have to demonstrate the highest level of professionalism in implementing this already established methodology.

The Cubiks team needed to bring flexibility to this project, fulfilling multiple roles within the development centre process (e.g. lead assessor, role player, facilitator) and also to deliver assessments, reports and feedback within a tight timeframe.

International collaboration for global best practice

Cubiks worked alongside Bayer to deliver a harmonised, best practice development centres approach across all countries. This included:

- Training for Bayer's managers
- Workshops for candidates involved in development centres
- Discussions with managers after each exercise, to evaluate performance and come to a consensus for each key competency.
- Collaborating with Bayer to integrate all assessment results in reports
- Feedback to candidates throughout the 2 day process
- Supporting Bayer with planning and facilitation of development centres.

🏆 RESULT

Developing skills, delivering insight

Participants, line managers and also Bayer's HR team have all reported that the FLDC is a very positive experience. The HR team was able to grow further in its role as strategic business partner, demonstrating its ability to understand challenges and take appropriate action to contribute to the company's success. The positive results from this project led to the HR team implementing the approach across different sectors of the Bayer workforce.

- Bayer awarded 'Top Employer in France', the FLDC was a key factor contributing to this
- FLDC participants value the insight gained from the process, creating personal development plans to help them work toward their goals.
- Bayer managers have developed their assessor and feedback skills and deepened their understanding of the company's future leader criteria.



About Bayer

- A multinational business working in healthcare agriculture and high-tech polymers
- Over 113,000 employees worldwide with sales of approx. €40.2 billion per year
- Bayer France turns over €1.6 billion per year, employing around 3,200 people.



"The Future Leadership Development Centre (FLDC) is a powerful development tool for our future leaders. Participants receive feedback on their strengths and development areas and managers gain some insight into their coaching style.

Our partnership with Cubiks has been a great success. Their close collaboration allowed us to create two very successful development centres for non-executive and executive levels."

**Head of Talent Management,
Bayer France**