

# Trending 2017: Talent War

For sustainable success, companies need to create an employee experience and an environment where employees want to show up, not necessarily where they need to show up.

For most organizations the war for talent isn't just with their competitors; it's a battle being waged on a global basis that transcends industries. As global megatrends escalate, companies are reshaping their businesses and innovating to meet new market demands. The challenge is talent innovation is not keeping pace. According to a recent Deloitte study, the war for talent is far from over. Companies looking to recruit and acquire talent now compete on a new battlefield shaped by global talent networks and social media and defined by employment brands and changing views of careers; 60% of respondents have already or are currently updating and revamping their talent sourcing strategy, and another 27% are considering changes.

Faced with a scarcity of key skills and rapidly evolving talent demands, companies that fail to adapt will likely be on the losing end when it comes to attracting and accessing the people and skills they need. Deloitte research clearly shows a major transformation is taking place and there is a need for companies to re-invest in and re-engineer their end-to-end talent acquisition programs.

A recent TGaS study of 15 emerging pharma leaders found that talent-related issues constitute four of the top six most serious issues facing pharma companies when launching new drugs.

"The results told us that getting the talent right can make all the difference for launch," says Tim Wohlgemut, senior VP, TGaS Insights, a division of TGaS Advisors. "Knowing when to hire, who to hire, and how to hire/retain key talent are pressing issues not easily solved. Once the talent is hired, aligning great people in different departments and from different backgrounds can also be a formidable challenge."

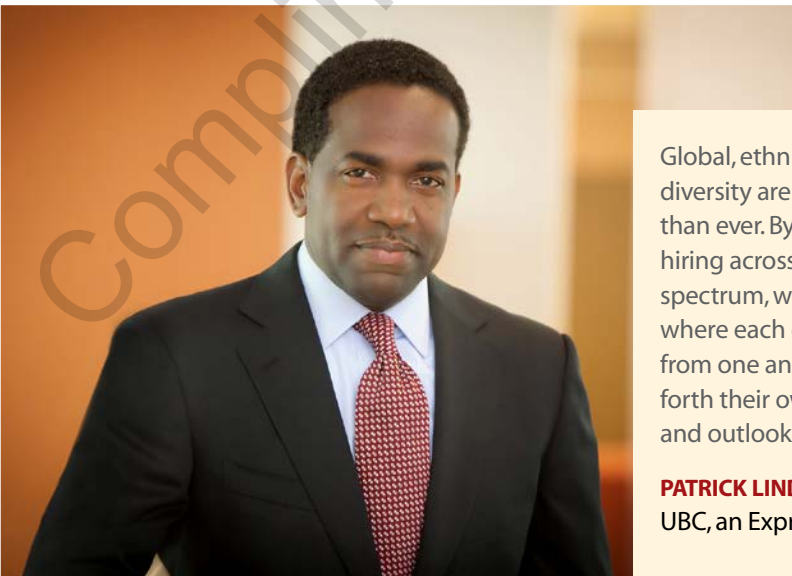
Deloitte researchers say to be successful in this new environment, companies should constantly attract new talent and "re-recruit" the talent that is already in place. The traditional staffing team is being replaced by a strategic talent acquisition function, focusing on building an employment brand, sourcing people in new places using social media tools, creating opportunities for internal candidates, and leveraging the huge network of referral relationships within the company.

Talent acquisition is also being expanded as companies look for new ways to access and engage people, including through joint ventures, contracting, freelancers, and open source talent. These approaches are pushing the boundaries of talent acquisition to include new models of employment and new types of relationships for accessing skills and ideas.

"At Novartis, we have a clear mission to leverage science-based innovation to deliver better outcomes for patients," says Steven Baert, head of human resources, Novartis. "To achieve this we need to proactively develop the right talent and acquire the right capabilities at the right time. We drive talent innovation through an integrated approach to talent management, ensuring that we have the ability to anticipate, plan, and proactively develop the best diverse talent. Our five-step model starts with ensuring we understand what future skills and experiences we need, implementing a robust approach to identifying and assessing talents through to ensuring that we have a clear commitment to support talents to close experience gaps, and develop and grow careers in line with our mission. All of our managers are measured and evaluated on their ability to develop, engage, diversify, retain, and move talent — providing opportunities for our associates and creating a stronger Novartis."

Rob Laurens, principal, head of HR, BBK Worldwide, challenges the phrase "talent war," noting that our industry — in fact every company — needs the evolving door of new talent with different experiences, perspectives, and easy familiarity with innovative technologies.

"With the national average of time spent in one job dropping below three years, knowledge transfer becomes as important as knowledge storing," he says. "As a Baby Boomer I remember how we used to disparage our parents' generation of 'company men' who



Global, ethnic, age and gender diversity are more important than ever. By attracting and hiring across the generational spectrum, we create a culture where each cohort can learn from one another while bringing forth their own set of expertise and outlooks.

**PATRICK LINDSAY**  
UBC, an Express Scripts company



Understanding the differences between the so-called millennial and non-millennial generations is key to fostering an ever-changing work environment aimed at motivation, engagement, and retention.

**ERIC STECKELMAN**  
Giant Creative/Strategy

often had one employer for a life-long career. We saw ourselves as different: free to move companies and careers, often starting our own businesses. Ironically, as managers, we expect subsequent generations of workers to stay put.

“We’re not at war with our staff, competitors or clients for talent,” he continues. “From an HR perspective, we have reset our expectations, supporting our young and mid-career talent when they decide it’s time to move on to a new job inside our company or somewhere else, to pursue an advanced degree, or relocate to a new country. We’re committed to developing a community of workers able to integrate a mix of innovative and established methods of executing quality patient and site engagement programs wherever their careers take them.”

**Working with Different Work Styles**

With reports that cite up to 75% of the workforce being a part of the millennial generation by 2025, it is key that organizations appreciate the differences in expectations, even if those are subtle. Understanding what’s important to any employee is not only a millennial issue, but also an issue for every organization and every manager to consider. Embracing change and being open to alternate points of view (even if it comes from someone with less experience) is a key driver for organizational success today and in the future, says Eric Steckelman, chief growth officer at Giant Creative/Strategy.

“While Millennials continue to be a hot topic within the workplace culture discussion, the challenges are not new,” he says. “Understanding the differences between the so-called millennial and non-millennial generations is key to fostering an ever-changing work environment aimed at motivation, engagement, and retention. Social science tells us that Millennials do have a drastically different outlook on what they expect from their employment experience. Millennials are well-educated, in



Senior management training looks at high-level ways to motivate employees and cultivate growth while junior management training involves building relevant foundational and teamwork skills.

**GEORGE YEH**  
TLC

comparison to previous generations; skilled in technology; self-confident; able to multi-task; and have plenty of energy. And while they have high expectations for themselves, they prefer to work in teams, rather than as individuals. Building a culture of community and collaboration among Millennials and their non-millennial counterparts is critical to success for any organization focused on growth — and simply makes sense today.”

Attracting and retaining a workforce comprised of multiple generations takes a multi-faceted approach.

“Social media, particularly Facebook, Twitter, and LinkedIn, have become essential recruiting and engagement tools, especially for a younger generation of employees,” says Anne Tinker, senior VP, human resources,

**Talent War Insights...**



**ELIZABETH BOLGIANO**  
Senior VP, Human Resources  
AMAG Pharmaceuticals

AMAG’s five core values are embedded into every aspect of our business, from recruiting and hiring, to using our values to drive decisions about business strategy. They provide a common thread that brings employees from different generations and backgrounds together.

**SHANNON BOYLE**  
Global Chief Talent Officer, Publicis Health

We strongly believe that people are our product. We approach our talent strategy the way that other companies might approach R&D. We put an enormous amount of investment and focus on how we develop this incredibly scarce resource called talent. An inclusive culture and ethos of continual learning are championed from the mailroom to the corner offices.



**ANTHONY CAGGIANO**  
Client Account Director, Ashfield

We give as much weight to examining behaviors and attitudes that fit the culture as we do to specific job-related competencies and skills.



**YUVAL COHEN**  
CEO, Corbus Pharmaceuticals

Not only is it necessary for a company to attract the best talent, it needs to continuously generate new opportunities for growth to keep current employees engaged and to retain existing talent.



**DANIEL DELLACONA**  
Group VP, Human Resources & Resource Management, Publicis Health Media

Our approach to innovation meant we had to create a culture where people could bring their whole lives to work. We want people to bring their passions, diversity of experiences, and perspectives to work. By doing so we create an environment that not only supports, but accelerates innovation. It is a strategy that works across generations.



**GREGG FISHER**  
Managing Partner, The Stem Our talent model was constructed to address the digital knowledge and experience gap in life sciences. In

2016, according to one study, 77% of marketers believed missing digital know-how was the key to their digital transformation. In 2017, we see this gap widening as digital becomes more central to the C-level agenda.

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## Talent Strategies Enable Innovation



**JOHN CASSIMATIS**  
Co-founder and  
President, TayganPoint  
Consulting Group

The ability to attract and retain talent is increasingly becoming a top priority for companies. And within the life-sciences industry there is simply a stronger competitive environment in place for talent. Many are leaving large pharma for biotech companies, which are perceived to be more innovative and less bureaucratic. With aging workforce populations many companies will see a significant percentage of their employee population retiring so there will be a need to attract new talent. And those just beginning or in the first five to 10 years of their career are looking for different things from other generations.

Here are some ways organizations are evolving their talent strategy to achieve top business goals and drive talent innovation:

- ▶ Culture. There is a saying “culture eats strategy for lunch.” Culture is everything and to compete for talent, companies need to have a clear sense of purpose and a set of shared values. That purpose and shared values not only needs to be communicated but also demonstrated by the behaviors of senior management.
- ▶ Change Management. Most companies are going through transformation and those that effectively manage change and shorten the communication tree from the C-suite to the floor and communicate effectively to employees will have a competitive advantage over other companies
- ▶ Employee Engagement and Skill Development. Employees want to be engaged and feel like they are making a difference. There is a great deal of investment being made in empowering employees to challenge the status quo, lead at all levels, and promote the notion that it’s never too late to learn a new skill or change focus.

INC Research. “A key to engaging with a workforce that spans multiple generations is flexibility. Every employee learns differently and has a unique preference for training and career development.”

Mickey Shimp, president, Taylor Strategy Partners, says understanding the nuances of generational diversity in the workplace is another critical factor; each generation brings its own unique set of skills and expectations.

“While Boomers are typically more set in their ways, they also bring extensive business experience, and can provide a transfer of knowledge to the next generation,” he says. “Millennials, on the other hand, view training as the key to their success and have a strong desire for constant feedback. They expect to be asked questions regarding benefits, salaries, and work-life balance.”

The companies that will experience exponential growth realize the hiring model of the past will not find them the candidates of the future. By assimilating the best practices of the new and the old, Mr. Shimp says, they will redefine the hiring process and acquire the talent necessary to meet the needs of today’s healthcare professionals.

Kristin Sherman, chief financial officer at

VMS BioMarketing believes the industry must constantly innovate on available technology to lead, rather than follow, in any capability that makes work more efficient “on the go.”

“And, as more Millennials and Gen-Xers enter the workforce, it becomes more critical to individualize and personalize how we interact through technology and in person,” she says. “One size doesn’t fit all for these new generations, and we must be comfortable evolving our recruitment strategy and processes, while not losing intimacy in our day-to-day communications, feedback, employee engagement, and motivation efforts from a distance.”

Likewise Laurie Halloran, CEO and president of Halloran Consulting Group, believes it’s best to approach people with work-life options based on where their interests lie.

“The generational differences are distinct, and we are continuously researching both outside and inside the company to determine what our talent needs for success and happiness within their jobs,” she says. “Some tactics are as simple as regular social events so employees early in their career feel a sense of community and a culture committee that seeks input from people at all levels within the company.”

It’s well-documented that while Millen-



The industry must constantly innovate on available technology to lead, rather than follow, in any capability that makes work more efficient “on the go.”

**KRISTIN SHERMAN**  
VMS BioMarketing

nials may not care as much about their salary, they are more concerned about their career development compared with other generations.

“Everyone — no matter the age, ethnicity, or gender — wants coworkers who have good people skills, that is, people who relate to and treat others well,” says Heather McCann, head of human resources at Cambridge BioMarketing. “When hiring — and rewarding staff, for that matter — CB places an emphasis on cultural fit versus technical skills.”

At TLC, a biopharmaceutical company developing lipid-based nanomedicines, George Yeh, president, says it’s important to actively work to support each employee at every level and age group depending on specific needs.

“A strong social media presence is particularly helpful in communication and engagement with younger employees,” he says. “For our many employees with young children, we host a well-attended annual bring your child to work day with an open house, games, and child-friendly activities. For those employees further along in their careers, enabling access to our global contacts in big pharma, regulatory agencies and research institutions provide many opportunities for career development. We also have separate, focused retreats for both senior and junior management with training tailored to each skill set. Senior management training looks at high-level ways to motivate employees and cultivate growth while junior management training involves building relevant foundational and teamwork skills.”



Knowing when to hire, who to hire, and how to hire/retain key talent are pressing issues not easily solved.

**TIM WOHLGEMUT**  
TGaS Insights



A key to engaging with a workforce that spans multiple generations is flexibility. Every employee learns differently and has a unique preference for training and career development.

**ANNE TINKER**  
INC Research



Understanding the nuances of generational diversity in the workplace is critical; each generation brings its own unique set of skills and expectations.

**MICKEY SHIMP**  
Taylor Strategy Partners

Patrick Lindsay, president of UBC, an Express Scripts company, agrees each generation certainly has its own unique set of qualities, and that while they don't want to typecast employees based on age, he and his team recognize that overall, employee groups have some shared preferences in how they work and how they want to be managed.

"For example, the strong influx of Millennials has pushed us to change the frequency with which we offer feedback," he notes. "An 'on-demand' generation such as Millennials prefers more feedback, not less. Global, ethnic, age, and gender diversity are more important than ever. By attracting and hiring across the generational spectrum, we create a culture where each cohort can learn from one another while bringing forth their own set of expertise and outlooks."

When it comes company culture, it's important to encourage all people — regardless

of what generation they come from — to bring their whole selves to work.

"We've created a work environment where whatever generational differences may exist are put on the table for everyone to see, embrace, and work through," says Shannon Boyle, global chief talent officer, Publicis Health. "When everyone feels comfortable expressing their work styles, preferences, and habits, we discover that we have more in common than not because of our shared business values and goals. Personally connecting with co-workers wherever they are on their life journeys and knowing that individual and collective contributions are appreciated helps us foster an environment that celebrates and recognizes the distinctiveness of all generations." <sup>PV</sup>

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**RYAN MAGLIONE**  
VP, Talent Acquisition & inVentiv  
Recruitment Services, inVentiv  
Health

We have a program focused on developing the next-generation executive leaders within our global businesses. This model includes a rigorous assessment and development program focused on providing the tools, resources, and development opportunities that will position inVentiv and our leaders for the evolving life-sciences landscape.

**DAVID PARAGAMIAN**



Managing Director, Razorfish  
Health

The phrase talent war has been used for so long that it is greeted with numbed agreement by executives; fundamentally, no matter the agency, no matter the geography, no matter the function, the key issue is simply: Talent with a capital "T." The issue is how to attract and retain the best talent.

**ANDREW REINA**

Senior VP, Advanced Clinical

We leverage tools to ensure the characteristics of our talent align with the behaviors required to be successful in various roles. We complement this with an extensive focus on career paths and employee engagement, thus creating an emotional connection to the organization and clients, while embracing the needs and motivations of a multi-generational workforce.

**KIMBERLY SLOAN**

Senior VP, Human Resources, RegenzBio

As we prepare to enter the clinic with several gene therapies, attracting and retaining talent is essential to our growth and vitality. Rather than ducking in and out of trends in human resources, we chose to focus on establishing a vibrant corporate culture and defining our mission, vision, and values statements to serve as the backbone of the company.



**COLLETTE TAYLOR**  
Senior VP, HR and Facilities,  
Astellas

There is no single solution that creates the perfect work environment for every generation. However, Astellas takes workplace equality seriously and strives to provide an inclusive and supportive environment. We offer traditional employee benefit programs that help employees balance lives in and outside of work, like flexible work options, parental leave, child and elder family care, and paid volunteer days off. We actively explore ways to continue cultivating diversity in all aspects of our business.

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# Boomers, Millennials, Gen-Xers: A Talent Strategy For All

A diverse workforce is the key to sustainable success.

**H**igh-performing companies build unique and powerful ways to source and access top employees. One innovative tactic is the use of social networks to build talent “communities” supported by full-time employees, retired workers, independent contractors, and everyone in between, according to a recent study from Deloitte. AT&T’s talent community, for example, attracts potential team members by providing a forum to talk about mobile computing and telecommunications in a fun and exciting way.

Many companies are also leveraging LinkedIn, Facebook, Twitter, Glassdoor, Google, and other social networks to build a compelling employment brand, find talent, and market their companies to passive job candidates. They aggressively deploy referral marketing programs and send their key executives to universities and other critical sources of new talent around the world. Slightly more than six in 10 executives (62%) participating in Deloitte’s global survey report that they rely on social tools for sourcing and advertising positions. Organizations also report that they are beginning to utilize analytics for recruitment and staffing, though a majority (54%) say they are still weak in this area.

Industry executives recognize that a diverse workforce plays a key role in driving innovation and novel ideas. The sheer amount of information and experience that various perspectives bring to the proverbial table cannot be disregarded. It enriches productivity and enhances networking and collaboration between professionals, says Yuvel Cohen, CEO, Corbus Pharmaceuticals.

“Because of the importance of our people and our talent strategy, I put the majority of my focus on delighting our employees, followed by our customers,” says Peter Benton, president and chief operating officer, Worldwide Clinical Trials.

“If we are doing our jobs to delight our employees and customers, our shareholders will also be happy,” he says. “I truly believe there is no more important strategy for us as

a business, as a CRO, than our talent strategy. This is because we don’t have a tangible product to sell; we sell a service that is delivered by our people. Our people and their expertise are exponentially more valuable than anything else we possess as a business — they are a limited, finite resource that we have to take good care of.

“We’ve put a tremendous focus over the past two years on developing a robust talent strategy, with a focus on hiring the right people, motivating our teams to achieve new heights of success, and de-hiring people who aren’t the right fit for the organization. In bringing in new people to join our team, we consider experience, diversity of thought and cultural fit for our organization. Our entire



The sheer amount of information and experience that various perspectives bring to the proverbial table cannot be disregarded. It enriches productivity and enhances networking and collaboration between professionals.

**YUVEL COHEN**  
Corbus Pharmaceuticals

management team is engaged in helping our current teams grow — in sharing their knowledge, expanding their experience, and exploring new ideas.”

The healthcare landscape has changed dramatically; steady state is a thing of the past. Successful companies are rethinking the characteristics and behaviors critical in this “new world.”

“While everyone talks about hiring the right rep, the ability to do so remains a significant challenge,” says Mickey Shimp, president, Taylor Strategy Partners. “High turnover rates and under-performing reps are costly and have long-term implications on a brand’s revenue growth. What is required is an entirely new approach to hiring the talent of the future, one that fuses a systematic evaluation process with the scientific study of human behavior to ensure that the skills and strengths of candidates perfectly match the needs of the healthcare professionals they serve.”

## Addressing Multi-Generational Workforces

Heather McCann, head of human resources at Cambridge BioMarketing, says to address its multi-generational workforce, the company frequently checks in with employees via anonymous surveys and responds to feedback in a timely fashion.

“We also develop policies and programs, such as Lunch & Learns, monthly employee/executive sessions, social outings, and quarterly game nights to boost employee morale,” she says. “We invest in targeted agencywide and individual training efforts, and provide career pathing so employees understand the skills and competencies they need to demonstrate, as well as the experience, attitude, and achievements required to move from one level to the next.”

Dr. Jeremy Levin, CEO of Ovid Therapeutics, says having spent nearly three decades in life-sciences leadership, he has learned many things when it comes to talent.

## Evolving Talent Strategies to Achieve Top Business Goals



**ELIZABETH BOLGIANO**  
Senior VP, Human Resources, AMAG Pharmaceuticals

In less than two years, AMAG Pharmaceuticals has more than tripled the size of its workforce through strategic acquisitions. We have always had an eye toward meeting the needs of a diverse group of employees and this is especially a key priority for the company as we grow. Our comprehensive talent strategy focuses on three things: recruiting talent who identify and embody our corporate values; assessing talent within the organization that helps us effectively plan for the present and define our needs for the future; and imbuing the organization with new ideas and perspectives by investing in multi-year, rotational programs for emerging leaders who have recently obtained an MBA degree.

Through a process not often done at organizations of our size, we develop and assess talent using measures beyond performance. Employees' potential and learning agility are also measured through a formalized process and leaders commit to providing our rising stars with development plans that include their strengths, growth areas, and opportunities within the company that can further their advancement.

AMAG recently implemented a two-year MBA Associate program, which has already proven to stimulate different forms of thinking and provide Millennials a variety of experiences through six-month rotations in different departments. The company gains fresh thinking and attracts top talent while providing career opportunities that differentiate AMAG from other companies.



**ANTHONY CAGGIANO**  
Client Account Director, Ashfield

First of all, as a CSO, it's a literal fact that people are our business. So having an effective talent strategy and continually evaluating and evolving it for greater results is always a top priority.

Our culture continues to evolve too, with a focus on employee engagement. There are two dimensions to that: workplace engagement and professional development. From recognition programs to employee forums and day-to-day involvement with senior management, employees are allowed to make a meaningful contribution and know that they matter at Ashfield. And we invest in employees through training programs for professional growth. Every employee has a development plan for career advancement and/or growth in their current role.

Each strategic initiative is measured against a fundamental standard: Will it make our employees want to be part of Ashfield? If the answer is yes, then we evolve in that direction.

Ashfield has made a concerted effort to not only employ a diverse workforce, but also to foster growth across all cohorts. Ashfield has an entrepreneurial spirit, in which employees are not bound to their desks. Ashfield promotes a high performance culture in which teamwork and collaboration are the norm. Employees of every generation work on various projects and committees that lead to process improvements. Projects often include representation across different job functions and experiences. Everyone contributes in his or her best way.

Specific to career advancement, Ashfield focuses more on performance and expertise than on tenure

and experience. Managers, directors and executives span many generations at Ashfield. As a result, Ashfield leaders bring broader perspectives, Ingenuity, creativity and unique talents. The younger generations at Ashfield thrive because they are involved in shaping the future of the organization, while the older employees embrace the opportunity to shape its future leaders.



**YUVAL COHEN**  
CEO, Corbus Pharmaceuticals

Corbus Pharmaceuticals is at the heart of the Boston biotech cluster where the great demand for talent often outstrips the supply. Rather than excluding new but otherwise excellent candidates because of their lack of lengthy industry experience, Corbus has taken the decision to recruit and cultivate promising young talent with the vision of creating a highly motivated and loyal talent pool that learns and grows within the company. Many of our employees have an average age of 25-30 years old and Corbus is typically their first or second job. Ambition and a keen interest in the pursuit of knowledge are only some of the numerous advantages of adopting this strategy.

Candidates newly entering the pharmaceutical industry offer a fresh perspective of the field and have a sense of purpose that drives them to use their knowledge and skills toward real-world applications in inventive new ways. We want to encourage this enthusiasm as it is at the heart of innovation and allows companies to develop new products and pipelines with the objective of revolutionizing the healthcare field.

"One lesson in particular is most important: if you build a company where the mission and purpose is the patient, talent will follow," he says. "The most successful talent in our industry is not driven by money, but rather by a purpose. These are people who want to work on disorders that they feel are important, where innovation to help cure or ameliorate disease is the driving force of everything they

do. Indeed, our industry is built on the people who come in every day and work at the bench trying to find cures for patients. Most days they fail, but they come back, day after day, month after month, year after year. Determined and committed — and eventually, just sometimes, successfully to all our benefit.

"Our goal as is to harness this incredible determination and passion," he continues.

"We celebrate the successes and learn from the failures of our team. We accept that the core to success is both understanding as much what didn't work as what might work, and exchanging ideas to help each other other succeed. And we ensure that our team understands that they are individually empowered to drive innovation, and that their success is the success of all and vice versa." **PV**

**DANIEL DELLACONA**

**Group VP, Human Resources  
& Resource Management,  
Publicis Health Media**

Publicis Health Media (PHM) believes in a modern approach where innovation is empowered at the grass-roots level — versus top-down led innovation. At the leadership level, we believe in creating aspirational goals, “north stars,” around where we want our agency to grow each year. Once we create these, as leaders we then shift our mindset to empowering our people and serving as their champions — coaching them for success and removing organizational obstacles so that they can achieve their goals around innovation.

Our approach to innovation meant we had to create a culture where our people felt they could bring their whole lives to work. At PHM we want people to bring their passions, diversity of experiences and perspectives into work. We deeply believe that by doing so we create an environment that not only supports, but accelerates innovation. It is also a strategy that works across generations — from Baby Boomers to Millennials.

Our approach has created some best-in-class approaches to innovation. One example was PHM’s 2016 Tech Week. Our tech team hosted eight of our best tech partners and also created three separate PHM panels focused on emerging technology for our clients. They also created nine additional learning sessions on best practices around technology and media that our teams could leverage to bring new innovative solutions to our clients.

Our team has also evolved our Subject Matter Expert program, which is designed to help educate both our people and our clients. Leveraging all of the talent and expertise of our own people, the peer-led program is starting to build out new SME areas in media around: niche products, oncology, generics, emerging platforms, and programmatic.

**GREGG FISHER**

**Managing Partner,**

**The Stem**

We launched our “networked consulting” model in 2013, and have refined it each year to meet a growing demand for efficient access to on-demand expertise in digital transformation and customer engagement within the life-sciences industry. Instead of staffing from a pool of in-house talent occasionally supplemented by freelancers, we rely almost entirely on a global virtual network of more than 100 highly skilled independent and project consultants with expertise in all facets of digital healthcare, from ethnography to multi-channel strategy to digital healthcare to big data. And instead paying for hours and large teams, our model offers lean teams and fixed price projects based on tangible outcomes.

In 2016, we saw the greatest demand among life-sciences companies was for help planning and enabling multi-channel strategies. But, increasingly, we expect that work to expand to planning digital patient experiences and leveraging data to strengthen customer experiences as the pharmaceutical industry becomes more customer-centric. Our priority in 2017 therefore is to continue to broaden our network in multi-channel strategy and digital excellence, but increasingly integrate talent with innovation skills, such as ethnography and service design.

Our networked talent model continues to be validated by our independent consultants. Our research has shown they want access to innovative and varied assignments, work-life balance and competitive rates; they seek an antidote to traditional work frustrations arising from office politics, limited control over assignments and income potential. Our model, which provides membership in a multi-disciplinary network of skilled “digital health” professionals, offers each of these things. Whereas the last three years have been focused on network development, in 2017 we intended to focus on talent development as well. In particular, we seek to introduce skills development programs tailored to the specific development path of our consultants.



**PATRICK LINDSAY**  
**President of UBC,  
an Express Scripts  
company**

We recognize that continued growth and success are totally dependent on the caliber and versatility of our people. Therefore we have taken a proactive approach and across the organization we’re focused on learning agility and building a culture of development. It’s estimated that only 15% of the workforce is highly learning agile. Yet, learning agility has become the No. 1 predictor of leadership success — and I would say that applies to staff across the company. In a dynamic workplace, it’s essential to learn new competencies and behaviors. Instead of the more traditional goal of performance management with employees receiving annual feedback, we’re making meaningful coaching and transformation management a part of our work week.



**RYAN MAGLIONE**  
**VP, Talent  
Acquisition & inVentiv,  
Recruitment Services,  
inVentiv Health**

To attract, develop, and retain top talent in the pharmaceutical industry, inVentiv Health is evolving our talent strategies in three key areas: attracting talent, engaging and developing our people, identifying and preparing global leadership.

As a global life-sciences services company with a diverse workforce of more than 15,000 employees, we are dialed into the wants and needs of our current and prospective talent. We focus on how our employees engage or would like to engage with our organization, whether through video, social media, live, or survey platforms, to ensure they have the work-life balance they desire. This has allowed us to deliver a Situational Employment model that appeals to the Millennials, Baby Boomers, and Gen-Xers, delivering a more

diverse, engaged and productive workforce that accelerates performance and client success.

We know the importance of driving talent innovation and have spent considerable time developing a deep understanding of our company culture and employment value proposition while focusing on the candidate experience. We've made significant investments in platforms and process to convey our employment brand message in terms of mobile, video, social, and internal company platforms, including employee and management training — not only for current employees but also to targeted talent networks that are critical to our future success. This has led to increased interest and a better understanding of who we are and what we believe in as an organization, which is helping employees become more engaged and productive earlier in their tenure.

#### **HEATHER MCCANN**

**Head of Human Resources,  
Cambridge BioMarketing**

It's becoming increasingly difficult for employers to retain their best and brightest as the economy strengthens and new jobs are being created. While the degree of competition for talent varies, based on industry and geography, Cambridge BioMarketing (CB) is already facing and addressing the challenges of operational excellence by focusing on four key areas: attracting, engaging, developing, and planning for talent. While the company focuses on the client experience, CB focuses, as well, on the employee experience. Our culture plays an important role in this endeavor. There are a few key attributes that set our culture apart. We are ethical and embody a clear set of values — respect, fearlessness, integrity, and laughter — that are embedded in the way business gets done. We love what we do, and we hire nice people, who also happen to be talented, driven, and passionate about the work we do. We put our people first. Period.

#### **DAVID PARAGAMIAN**

**Managing Director, Razorfish Health**

The senior-most agency management must par-



ticipate in both the recruiting of the hire and importantly in the on-boarding and ongoing development plans for the hire. Talent wants to know that the agency leaders are invested in them. I personally speak with every finalist candidate at Razorfish Health.

Everyone in the agency deserves to know the mission, the plan, and all the news — good and bad — and he or she wants the news and the feedback when it happens, not three months later. Everyone in the agency represents the brand every day.

Every job matters. That means that everyone from entry-level staff to VPs to summer interns and directors need to be engaged in work that is meaningful to a client, as well as to the health of the agency.

We invest in the first-level managers, heavily. They are on the front lines of your agency overseeing day-to-day activities of most of the staff. The best agencies and networks realize this and invest in true training curriculum, tools, and support to help make these front line managers successful, happy, and able to grow their team and themselves. At Publicis Health our Manager Training Program and Toolbox is extensive and allows us to ensure that every front-line manager is someone in whom we invest for long-term leadership.



**KRISTIN SHERMAN**  
**Chief Financial Officer,  
VMS BioMarketing**

At VMS, we rely on technology that enables video or voice 1:1 and group calls, IMs, file-sharing, and presentations. Distance does not and should not change the way we respond to employees' needs to feel important, accomplished, and celebrated. For us, building and maintaining a field-based workforce helps provide the infrastructure for our corporate office-based team to enjoy greater job flexibility. What was once a privilege is now a necessity for VMS to maintain its status as a best workplace in America. Without an adaptable approach to talent innovation, retention

can quickly become a problem, rather than a strategic objective.



**MICKEY SHIMP**  
**President, Taylor  
Strategy Partner**

Facts are our friends and data are playing an increasing role in developing and retaining talent. Once an organization defines its markets, customers, and therapeutic categories, the next step is to understand the characteristics and behaviors that lead to success. This is so critical that we've invested in a team of industrial/organizational psychologists, in conjunction with our proprietary technology platform, to ensure companies find the right fit. Comprehensive tracking and systematic measurement of performance is a must, allowing the ability to course correct, revise desired characteristics, and improve coaching.

#### **KIMBERLY SLOAN**

**Senior VP, Human Resources, RegenxBio**

As we prepare to enter the clinic with several gene therapies, attracting and retaining talent is essential to our growth and vitality. Rather than ducking in and out of trends in human resources, we chose to focus on establishing a vibrant corporate culture and defining our mission, vision and values statements to serve as the backbone of the company. We employed an all-hands-on-deck approach to craft these statements, combining feedback and perspectives from team members throughout the ranks.

Perhaps more important than defining our mission, vision and values is that we have turned these statements from words on a piece of paper into actionable items that flow throughout our daily routines. To ensure that we're continuously translating words and novel ideas into concrete actions, RegenxBio has established a cross-function team that meets monthly to discuss new tools and processes to enhance our culture.

Recognizing the importance of hands-on



contributions from all team members, combined with our senior leadership team's receptivity to new ideas and swift action to implement them, has made RegenxBio an attractive option to the talent pool and a collaborative place to work, as demonstrated by our headcount jumping from approximately 30 to 90 employees in 10 months.



**COLLETTE TAYLOR**  
Senior VP, Human Resources and Facilities, Astellas

Aligned with our HR vision, Astellas has created a consistent model and experience

for developing our leaders across the company. Through collaboration with our talent development teams from the Americas, Europe, and Japan/Asia — and in partnership with top ranked Duke Corporate Education — we have developed a cutting-edge series of global leadership development programs. The 10-month program targets VPs/senior VPs by helping them cultivate a more strategic and global mindset. We also offer a five-month program for high-potential employees across the globe who are currently at the director/senior director/executive director level, building their leadership skills so they are prepared for future roles at the executive level.

One of the highlights of my year was our Women in Action conference — a groundbreaking, one-of-a-kind event. We invited 1,600 women

of Astellas at every level of the company to bring a daughter, niece, or other female teen guests to attend our female empowerment conference in Chicago. We had transcendent female speakers, including Robin Roberts, Ronda Rousey, Amy Cuddy, and Malala Yousafzai, and our top male leadership joined the lineup to specifically address the importance of male advocates in our workplace. It was incredibly meaningful to have our CEO Yoshihiko Hatanaka on stage to share Astellas' commitment to lead not just conversation, but action, in bringing gender equality to the pharmaceutical industry.



**ANNE TINKER**  
Senior VP, Human Resources, INC Research

A focused talent acquisition, development, and retention strategy is becoming more and more important as CROs and

biopharmaceutical companies compete for the finite human resources available across our industry. That is why INC Research has made such a commitment to growing our own talent. We've put a great deal of focus on hiring talented people and training them ourselves to have all the skills to succeed in the industry. For example, we've started a CRA Training Institute to train employees seeking a career as a CRA. Through centralized training validated by IAOCR, we create a career pathway for individuals. INC also has created a similar program called the "SSU Academy" in which employees seeking a career in Study Start Up work across all functions of SSU,

essentially apprenticing and gaining proficiency across this key function.

These types of opportunities are central to INC's "Culture of Opportunity," our employment brand that reflects our corporate culture and demonstrates to prospective and current employees alike that INC is committed to being an employer where they can build long-term careers, feel valued, and make a real and lasting contribution to our industry. Under this program, INC also has focused on management training and career pathway development.

INC also has worked extensively with professional associations to establish relationships and certifications that support long-term career growth. Most notable of these relationships is the one we maintain with IAOCR. INC became the first CRO to be certified under the IAOCR Clinical Operations Workforce Quality Accreditations Program when it achieved the Bronze Standard of the program. In awarding the accreditation to INC, IAOCR reviewers noted exceptional training programs, access to clinical training, and well-developed performance management programs — all of which are essential to building and retaining an exceptional workforce.



**GEORGE YEH**  
President, TLC

We are constantly adjusting the balance between internal and external expertise as we expand globally, keeping the positions that

require knowledge of core competencies in-house while engaging consultants for specific functions and projects in particular regions. This helps us to keep expenses at a manageable level while simultaneously benefiting from the global expertise, which we are always looking to attract. We actively recruit internationally and have employees from New Zealand, Japan, and the United States. Our global footprint allows us to maintain staff at our subsidiary sites in the United States, Europe, and Japan and we will be looking to hire and add to these sites as our business expands.

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## Driving Talent Innovation

### STEVEN BAERT

Head of Human Resources, Novartis

We are expanding and leveraging a network of business unit/regional talent boards to gain greater exposure to talent, support career paths, and plan next moves that will help our associates reach their potential. Furthermore, we are always challenging ourselves to enhance our development programs and achieve more — developing next-generation learning through personal digital delivery and a blended approach designed for sustainable business impact. We are encouraged by some strong results as seen by the fact that 77% of our top leadership appointments have been filled with internal talent, our gender balance is approaching 50/50 overall — with 42% female managers, and 66% of our executive roles have strong succession plans. This is especially impressive given a very competitive global talent market. Our approach to talent development, placement, and retention activities are producing results, reinforcing the fact that talent innovation helps our associates have meaningful careers that make a difference for our customers and patients.

### SHANNON BOYLE

Global Chief Talent Officer,  
Publicis Health

Rather than taking a position of screening candidates out, our talent philosophy is premised on the idea of screening people in. With our diverse portfolio of businesses, we connect individuals' distinctiveness and purpose with the distinctiveness and purpose of each of our business units. We call this alignment "Purpose Squared," when individuals' and businesses' distinctiveness and purpose are aligned and create an exponential impact on our business success. What drives our talent innovation is ensuring that we clearly articulate our employee value proposition, why we're the employer of choice for the right candidate, and always keeping it personal — because it always is.

### ANTHONY CAGGIANO

Client Account Director, Ashfield

Ashfield attempts to drive talent innovation with



personnel, technology and processes. We have an experienced team of local and field-based recruiters whose mission is to find the best of the best. The team leverages its local market expertise and strong networks to source exceptional talent worldwide.

Before and after the hire, Ashfield uses advanced technology and social media to build a robust talent pool. And we champion innovation internally, with processes such as work groups challenging each other to create greater efficiencies and effectiveness. The results go beyond organizational excellence to enhance employee skills and levels of job satisfaction.



**YUVAL COHEN**  
CEO, Corbus  
Pharmaceuticals

Driving talent innovation involves tapping into various channels to let prospective employees know what Corbus

Pharmaceuticals can offer them. Social media, in particular, can offer insight into the company profile and provide interactive media and descriptions of the responsibilities expected in the work environment. A large presence on social platforms indicates that a company wants to be involved in public discourse, which is essential as media has become not only a source of instant health and biopharmaceutical news, but also a growing influence in the public arena.



**GREGG FISHER**  
Managing Partner,  
The Stem

For our company to thrive we must constantly innovate to grow and develop our global network of talent in life sciences, digital transformation, and customer engagement.

To achieve this goal, we will expand our investment in several innovative talent practices in 2017. These are focused in the areas of recruiting, resource allocation,

team collaboration and talent development.

For us, recruiting equals network development. We are not seeking to fill positions, but rather we seek to continually enrich the quality and size of our network to meet evolving client needs. Therefore our recruiting is an ongoing and dynamic process. In 2017, we will be expanding our network both geographically and to deepen our talent bench in emerging areas like innovation, big data, and service design, which mirrors the expected challenges facing pharma and other life-sciences companies.

In the area of resource allocation, we focus on curating the right talent to meet the precise needs of our clients. Therefore we think in terms of sourcing skills from our network versus the individuals who happen to be in-house. Our model gives us the flexibility to integrate highly specialized talent from across three continents to satisfy the evolving needs of life-sciences companies. In 2017, we will be refining our capability to match talent to need by improving our talent management system to search for nuanced skills sets across our service lines: research, strategy, analytics, and program management.

In the area of collaboration, we are focused on improving our ability to manage remote teams as our ability to integrate talent from multiple geographies. This is central to providing a competitive advantage to clients and to providing work-life balance to our consultants. We are therefore making further investments in remote collaboration tools and training in 2017.

Finally, we are committed to investing in the development of our consultants. Unlike many traditional professional services that provide formal annual reviews focused on strengths and weaknesses, we have modified our performance management system to offer regular feedback throughout a projects' life. This type of real-time feedback is well supported by academic literature and we see it growing in importance in years to come.

Additionally, we cultivate an active dialogue with consultants to match them with assignments that best match their evolving skills and

interests, which we track on an ongoing basis. In an increasingly complex marketing environment, we see it becoming critically important to have a refined skills taxonomy to effectively harness talent. We invest a portion of profits in skills development activities and this activity will grow in 2017. The programs we are planning include buddy systems to pair consultants for learning, quarterly skills development newsletters and investment in skills development courses.

**LAURIE HALLORAN**  
**CEO and President,**  
**Halloran Consulting Group**

One key area of focus for our newest employees is one whereby they are exposed to the experts at a senior level. We have a ride-along program so that staff at any level can walk in the shoes of someone in another position or be partnered with an executive to get a glimpse into what it takes to run a company. We have an internal curriculum for both life-sciences industry topics as well as a consulting practice program. We have also invested in leadership development exercises to identify areas we need to focus on to keep our employees maximally engaged and feeling that their future growth is with us. We have eager talent, and investing in continuous challenges is how we will grow the millennial generation.

**ROB LAURENS**  
**Principal, Head of HR, BBK Worldwide**

BBK has evolved its training program to engage all members of the company as both learners and educators. Our continuous learning program draws from internal, external and digital resources. Every employee is encouraged to serve as a trainer at least once per year. We nurture those who match our culture, inspiring them and providing the resources to innovate — the most effective retention strategy.

**PATRICK LINDSAY**  
**President, UBC, an Express**  
**Scripts company**

Innovation is a result of ideas, so it's important



to create an environment that's open to new ideas, where setbacks aren't considered failures. One of the ways we foster new ideas is through innovation competitions. In one competition, our analytics teams developed visualizations for a new software program. The teams met virtually but shared live, interactive tools. This proved to be a fast-paced, energetic environment that inspired teams to stretch their imaginations. Another competition is patterned after the Shark Tank series. Employees collaborate on a new idea or process and present that to senior leaders. Both competitions have resulted in valuable, real-world solutions.

**HEATHER MCCANN**  
**Head of Human Resources,**  
**Cambridge BioMarketing**

Beyond a competitive pay structure and generous perks, CB prides itself on a robust culture and a transparent senior leadership team. Senior leaders strive to remain in touch with what matters most to employees. Moreover, CB embarks on its recruitment strategy long before a position is open. We employ various methods, including traditional job boards and postings to not-so-traditional methods, such as Facebook and Twitter, to design a more comprehensive, collaborative, and personal approach to recruiting. This way, we can begin a relationship with individuals long before they actually join the agency. Potential candidates can get to know us through social media and personal connections — folks who either work for or have worked in the past with CB. Managing our culture and staying true to our heritage of working with nice people, continues to be our guiding principle as we compete for the best blend of creative and clinical talent on the planet.

**ANDREW REINA**  
**Senior VP, Advanced Clinical**

Advanced Clinical is driving talent innovation through a unique training program called Advanced Clinical University. Conducted with a foundation of materials from the Association of Clinical Research

Professionals, Advanced Clinical University is a training-and-engagement program designed to bring college graduates with life science degrees into the industry and build competencies that prepare them for work as a CRA. The program provides access to Advanced Clinical's best-in-class employees, tools, and processes. It offers a combination of didactic and observational field visits with experienced CRAs to provide both the practical and soft skills needed to be high-performing CRAs and concludes with simulated evaluations. Upon successful completion of the program, graduates enter the industry through an Advanced Clinical project or business or via their own approach.



**KRISTIN SHERMAN**  
**Chief Financial Officer,**  
**VMS BioMarketing**

Like many service-based companies, VMS BioMarketing is entrusted with providing customized solutions that reinforce our pharmaceutical and biotech clients' brands and differentiate our highly specialized field-based Clinical Educator teams from competitors. Finding top talent is only the tip of the iceberg. Companies must have fluid strategies for sourcing highly specialized expertise, a rigorous selection process, including face-to-face interviews — live or virtual, a robust onboarding process to bring new employees into the corporate culture, and a comprehensive training curriculum to ensure our educators are equipped with the tools to be their best. For us, it's the difference between what makes a good educator and a great educator.



**COLLETTE TAYLOR**  
**Senior VP, Human**  
**Resources and**  
**Facilities, Astellas**

We believe that culture is important to both attracting and retaining top talent — and can be a powerful competitive advantage

in a changing marketplace. In 2016, we undertook an effort to define and embed our culture messages consistently through our organization. We assessed the strengths and opportunities of our current culture through leader interviews and benchmarking visits to highly regarded companies both in and outside of our industry. We also conducted various focus groups with employees across Astellas and engaged them in dialogue about our desired culture. As a result, we initiated a large internal campaign rooted in authentic imagery of those who are most central to our culture: our patients and our employees.

Living and evolving our culture is not just a talent strategy; it defines how we work and requires leaders to drive the change.

#### **ANNE TINKER**

Senior VP, Human

Resources, INC Research

Nothing drives recruitment and retention quite



like a satisfied workforce. Our Culture of Opportunity, our employer brand, demonstrates a strong commitment to being a company where employees can build long-term careers and make and lasting contributions to our industry and world health. Perhaps nowhere is the success of this program more evident than in the increased number of new hire referrals that we receive. To make referring colleagues easier, INC introduced technology that allows employees to share job listings via email or social media and track that referral back to the employee sharing the information. With more than 30% of recent hires coming from referrals, the program clearly is making an impact by allowing passionate employees to be part of the recruitment process.

INC also developed robust talent review processes that help identify and develop talented individuals and allow them to move within our global

organization. By making opportunities available internally, INC makes changing the trajectory of a career possible without losing talented employees to external career changes.



#### **GEORGE YEH**

President, TLC

We are applying new approaches to professional development, both for employees and managers, to build engagement and skills within our team. This includes new types of training events, including retreats and seminars. In addition, we are building a culture of initiative and creativity to attract and retain the best employees. We provide opportunities for employees to submit development ideas to committees that provide feedback, advice and support. We also reward creative thinking with public recognition and awards.

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