



Talent Management Case Study

Project:
Leadership Development
Talent Management
Personal Coaching

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*-Mark Banks
VP, Human Resources
Sciele Pharma, Inc*

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CHALLENGE:

Sciele Pharma, Inc. is an Atlanta, Georgia based firm specializing in commercial sales and marketing strategies for pharmaceutical products.

Founded in 1992, the company has since grown to include more than 1000 employees and 750-800 on the ground sales representatives. As a result of this growth, Vice President of Human Resources Mark Banks recently identified a need for outside consulting to provide coaching, succession planning and leadership development programs. An immediate priority for Sciele was also to create a program for identifying high potentials within the firm and training them to take on expanded leadership roles and responsibility within the company. Banks, who had worked with Corporate Performance Strategies' President Dave Brookmire in the past, invited CPS to be among the firms considered for Sciele's consulting needs.

“I contacted Dave about this project based on my prior work with Dave and the results he provided,” Banks says. “The bottom line for me is always results. Good results to me mean a long term relationship, and Dave and his team have always delivered.”

SOLUTION:

After considering several consulting firms to identify and develop high potential within the company, Sciele Pharma, Inc. turned to Corporate Performance Strategies for coaching, succession planning and leadership development consulting. According to Banks, the CPS approach best matched Sciele's needs, goals and corporate culture.

“Philosophically, the CPS approach and the philosophy of their program as a whole worked for us,” Banks says. “They start with the individual, move that individual into a team and then into high level leadership. Based on their solutions and the proven successes we had seen from them in the past, we felt that they were going to be the best investment.”

APPROACH:

CPS immediately began developing a wide variety of programs within Sciele to strengthen their talent pipeline, including individual coaching, team building, talent management, leadership development and long term succession planning strategies. Banks has been thoroughly impressed with



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team leader Dave Brookmire and his ability to quickly understand and embed himself within the company culture and engage target individuals to participate fully in his development programs.

“The greatest thing about Dave is his style. He’s relentless. If somebody is not engaged or committed to doing their work, he will fire them. He’s not going to take it. He is very direct and very honest, and very dedicated to producing the results he knows are possible.”

Brookmire’s expertise, which includes a PhD in Industrial/Organizational Psychology and more than thirty years of experience in providing executive leadership and business strategies consulting to firms worldwide, was also an important factor for Sciele leadership. “His broad breadth of experience in the corporate environment is also very important,” Banks says. “Dave knows how to navigate corporate politics as well as how to help people navigate organizations and work effectively with their leadership. Dave also has the credentials. When you are working with MDs and PhDs, which are the majority of our clients, it’s important to have credentials.”

RESULT:

“Our high potentials are thrilled

with their program,” Banks says. “CPS developed a program for Sciele that combines classroom training with group assignments and individual, one-on-one coaching. Early results and feedback have been extremely positive.” According to Banks, Sciele has been most impressed with CPS’ ability to develop customized coaching programs that both develop each individual and also achieve the company’s overarching and long term development goals.

“There are a ton of coaches out there, but what make Dave and CPS unique is their style. Successful coaches have to be able to adapt to corporate cultures and individual styles. CPS is effective because of the people that are part of the CPS team. They all seem to be able work within separate cultures. Dave picked the right people to work within our culture and our business.”

According to Banks, Sciele not only values CPS because of their approach, philosophy and business ethics, but because of their customized approaches and commitment to producing the results they have promised. “If there is one word that describes CPS, it’s results. We definitely see them as a partner and adviser. The group the CPS is working with consists of the people that we see as our future executives. CPS is preparing them for that next level.”