

Making the Most of Your Competency Assessments

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Discussion

- AbbVie's history & current state
- Challenges and opportunities with competency assessments
- Where AbbVie is headed
- Creating a closed loop system
- Q&A

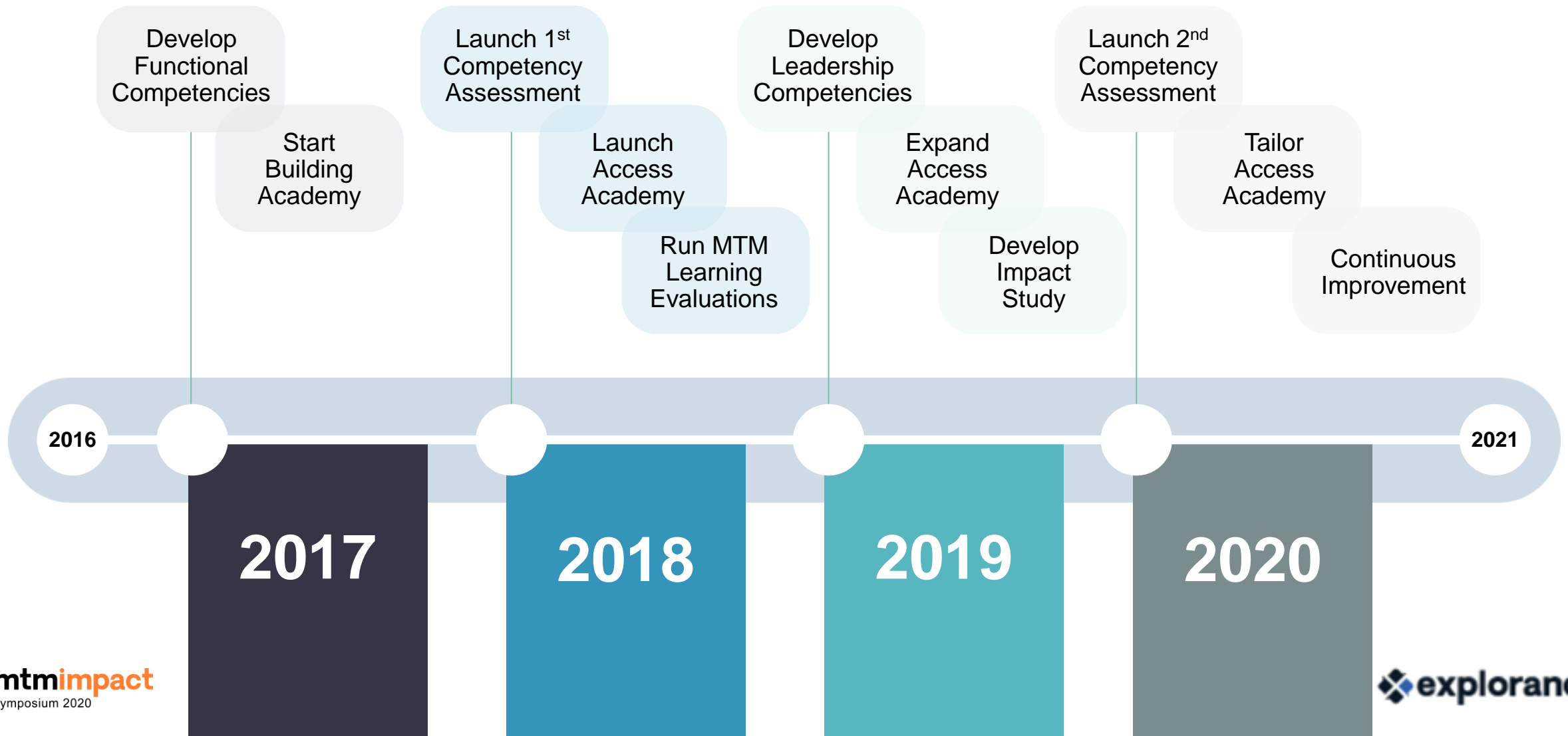


Thought Provoker

Why are you doing a competency assessment or why would you like to do a competency assessment?

Put your responses into the questions pane

The Road We Have Traveled



2019 Academy, Assessment & Evaluation



Access Academy

- Online Learning Courses
- Cross-functional workshops
- Function deep-dive workshop
- Categorized by foundational, advanced, expert



Access Assessment

- 4 functional competencies
- 5 common competencies
- Labor intensive measurement – online, custom reports, mediocre follow-up discussions



Learning Evaluation

- Evaluation through workshop surveys
- No measurement for online learning
- Low response rate on surveys

Challenges with Competency Assessments

Clarity of purpose

- Development or performance management focused?

Business alignment

- Not aligned with business talent needs

Competency models

- Too many competencies in the model
- Not relevant to the role

Competency assessments

- Disconnected from the end-to-end employee journey

Competency assessment process

- Out of synch with planning and development process
- Do not adapt to changing business requirements

Technology

- Can't address both the individual and business requirements



Thought Provoker

What is your current state?

- Do you have competencies?
- Are they working for you?
- Do you have an academy?
- Do you evaluate learning?

Put your responses into the questions pane


Leadership Vision of Talent Development

Manage to performance standards




Augment talent through external sourcing and pipeline



Accelerate access mindset through Access Academy 



Accelerate talent through development programs 



Building Competencies to Drive Success

Functional Competencies

Ensures depth of knowledge, skill, and experience in key Market Access areas

+

Leadership Competencies

Articulates critical capabilities required to effectively drive a patient-access mindset across the organization

+

Ways We Work

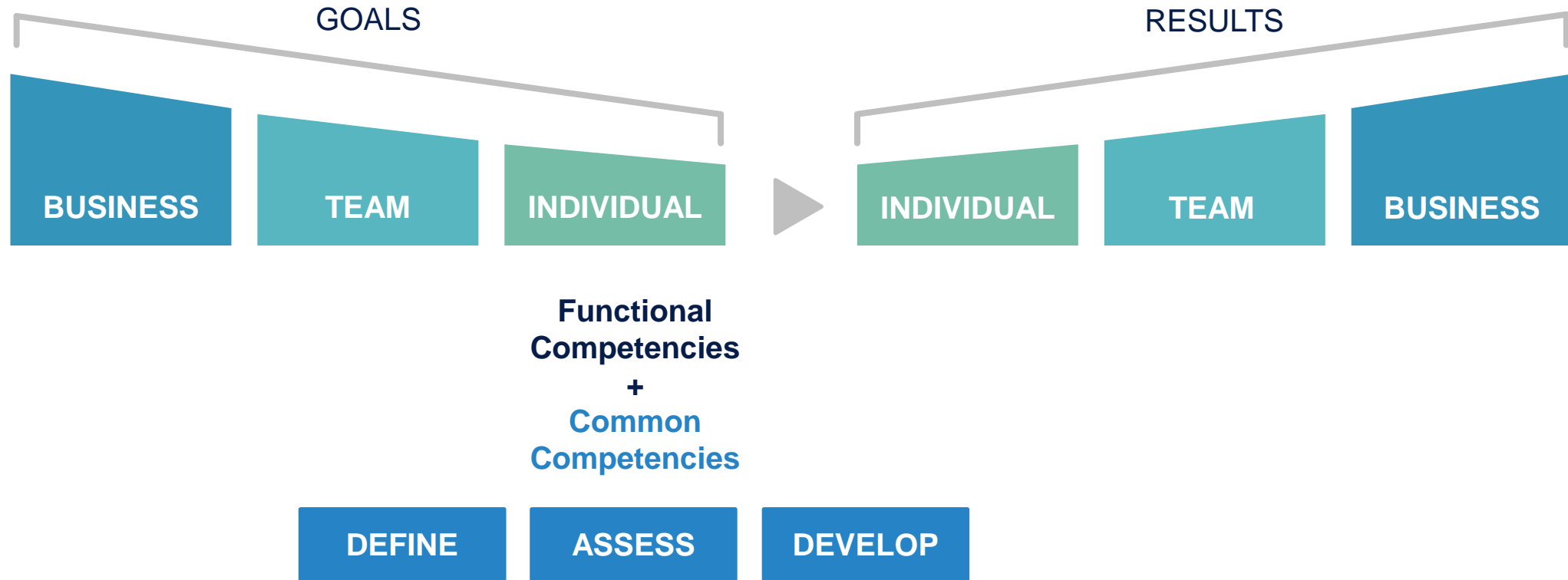
Highlights essential leadership attributes expected of AbbVie employees and people leaders

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Best-in-class Market Access Leader at AbbVie

An AbbVie Leader, with **deep access expertise** and broader capabilities to **drive a patient-access mindset** and **effectively across AbbVie**

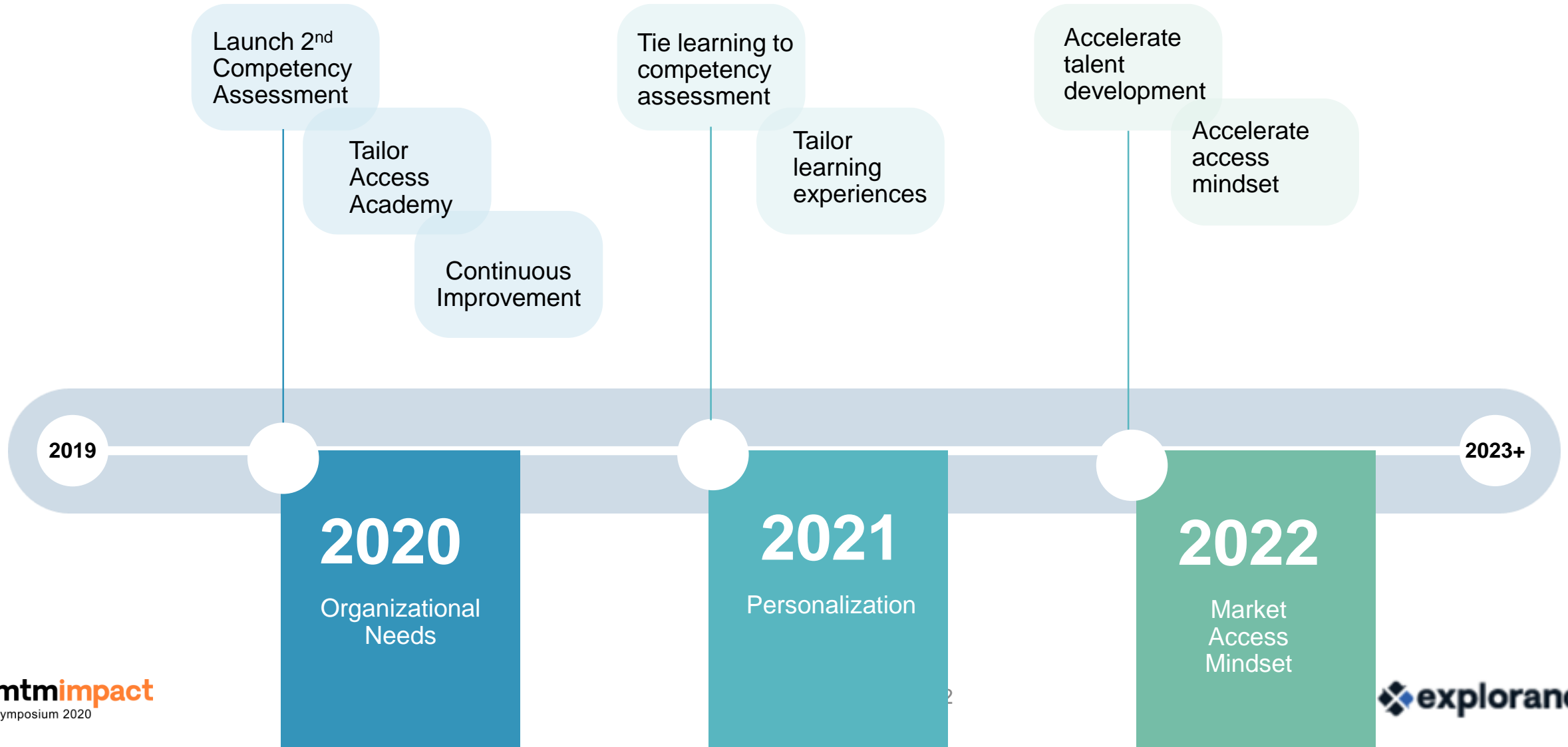
Cascading Goals and Achieving Results



Global Access Competency Model



Our Road Forward





Thought Provoker

What is your future state? Dream big!

Put your responses into the questions pane

Multiple Talent Development Perspectives



Individual and Team

- Facilitate manager-employee performance feedback and career development discussions
- Enable prospective candidates to assess their own capabilities and their path toward success
- Provide managers with insight about the collective capabilities of their teams



Organizational

- Ensure continual growth of technical and leadership skills by professionals in the domain
- Identify organizational risks due to gaps in key competencies
- Inform workforce planning and hiring profiles
- Influence L&D priorities to build mastery

The Role of blue

1 Blue's role in assessing competencies

- Provides reports for individuals and managers to create development plans
- Enables managers to identify team or demographic-based gaps

2 Blue's role in evaluating training effectiveness

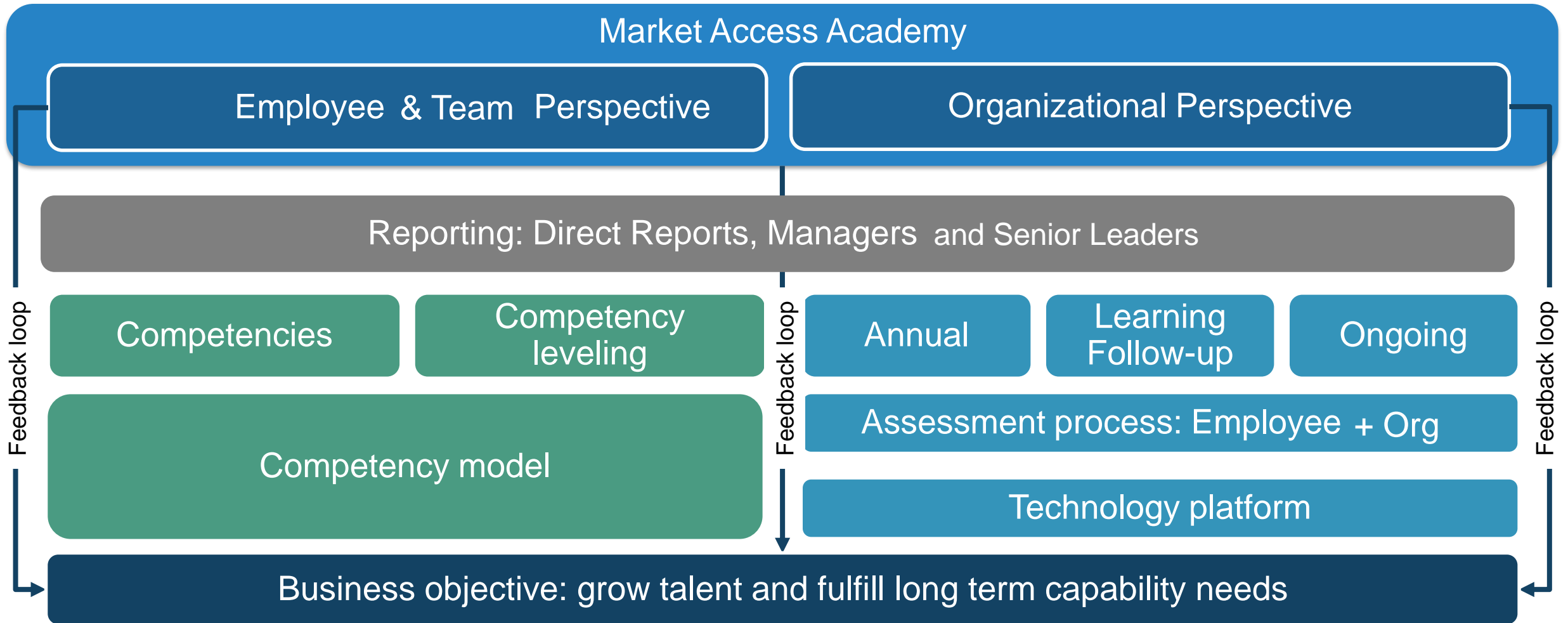
- Provides insights about the value of Deep Dive workshops
- Identifies workshops' effectiveness to develop core competencies

3 Blue's role in informing workforce requirements

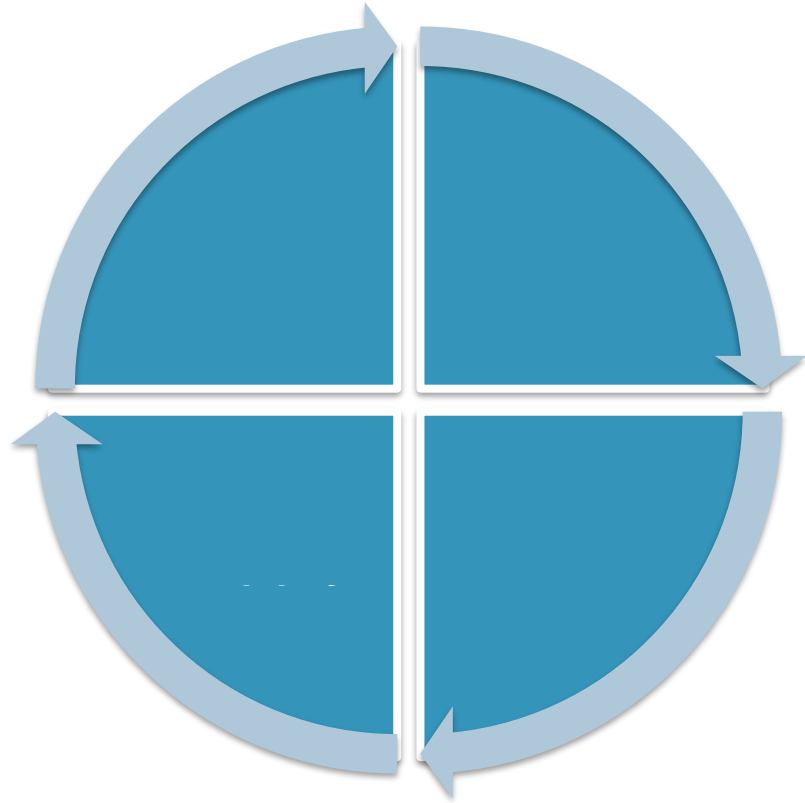
- Identifies competency gaps at country, area or global level
- Informs learning and support needs across the organization

- Integrated data set
- Combines standard, benchmarked items with AbbVie Market Access relevant questions

Talent Development Framework



A Process and a Broad Lens



Step	Individual	Team	Organization

How AbbVie is Addressing these Challenges

Clarity of purpose

- Development focused only

Business alignment

- Grounded in current and future business requirements

Competency models

- Finite set of competencies
- Tied to role and expectations for excellence

Competency assessments

- Provides insights for individual and organizational talent needs
- Connected to training and non-training development needs

Competency assessment process

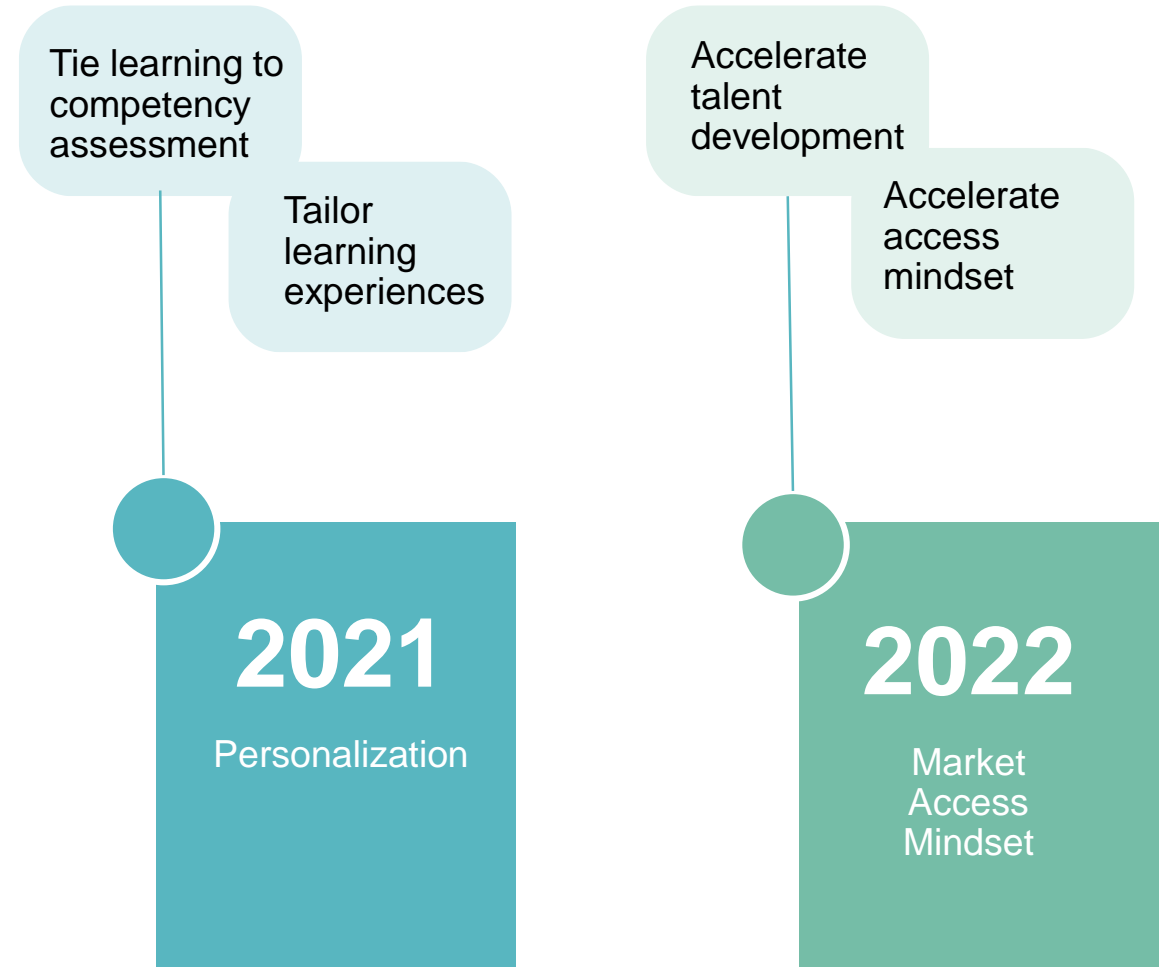
- Aligned with business planning process
- Aligned across organizational functions

Technology

- Flexible to address both individual and organizational needs

What's Next?

- Collecting data now
- Reporting for managers and direct reports
- Global analysis
 - Competency results
 - Market Academy results



Any Questions?



If you have further questions...



Thank You