

Case study

McKesson Canada accelerates business with SuccessFinder's behavioural science insights

Pharmaceutical industry

Business issue

McKesson Canada is the Canadian division of the \$198.5 billion leading healthcare and pharmaceutical company, McKesson Corporation. To support continued business expansion in the highly-regulated Canadian pharmaceutical market, McKesson Canada faced talent management challenges associated with high growth, including:

- Attracting and successfully on-boarding new hires at a fast pace
- Advancing an organizational model to support the business strategy
- Accelerating development and promotions to sustain growth

“In addition, we needed to ensure McKesson’s leadership framework was reinforced across the organization” said Geneviève Fortier, SVP of Human Resources and Public Affairs at McKesson Canada. “Therefore, we were looking for a tool that could grow with us to give us insights on individuals and teams. And we needed speed to streamline execution of the process.”

Solution

McKesson initially deployed SuccessFinder to assess the career fit for senior-level internal and external candidates. Afterwards, they expanded their use of SuccessFinder over five years to support:

- Internal and external hiring as well as promotion for higher level positions
- Insights for personalized onboarding to set up the new hire and their manager for success
- Team-building to assess and connect behaviors for the best team effectiveness
- A new development program for emerging leaders

“As we evolve from traditional hiring and succession patterns and take the risk to accelerate promotion, we initially had to make those moves without enough insight: only anecdotal experience with a given candidate. With SuccessFinder, we now have an enhanced view of the candidate, with regard to their potential for success in the specific role and team. This is a leap-forward tool we’ve been able to apply with confidence.”

About McKesson Canada

Founded more than 100 years ago, McKesson Canada is dedicated to delivering vital medicines, supplies and information technologies that enable the health care industry to provide patients better, safer care. Its solutions empower pharmacies, manufacturers, hospitals and other health care institutions by enabling them to get closer to the millions of patients they serve every single day, while contributing to the quality and safety of care in Canada. Visit www.mckesson.ca for more information.



Business results

Fortier says that McKesson's leverage of SuccessFinder is helping them:

- Meet accelerated business needs
- Change decision-making bias
- Open new levels of career exploration & conversation
- Build stronger teams
- Create better customer and employee experiences

McKesson is not only changing the dynamics of its career conversations; it is changing how it engages and advances its people to accelerate its business.

Three powerful examples of how McKesson is resetting and accelerating its talent management:

1. Non-traditional career acceleration

A leader in the company's finance department was interested in a move into a P&L management role. Two VP roles became available, one in finance (his "natural" fit) and one as a General Manager. The strong alignment of his SuccessFinder results with the GM position and *McKesson ILEAD* criteria helped them identify the right development support to help ensure his success in this new role. Four years later, with a great track record leading a business unit, he was again promoted to a SVP role on McKesson's executive team, bringing even more value to the broader business.

2. Executive team-building

With the addition of a new president, all members of the executive management team at McKesson Canada took SuccessFinder assessments to look, collectively, at their team effectiveness and how their behaviors either built upon or detracting from their mission. An action plan was developed based on the results and has been used to enhance the teams' effectiveness.

3. Leaders, building leaders

McKesson is piloting a 300-day leadership development program with a select cohort of its high potential female managers, directors and vice presidents.

- The first 100 days focuses on skills in trust-building, risk-taking and increasing influence
- The second 100 uses SuccessFinder assessments as foundation to build: a five-year career plan, personal brand and personal advisory board
- The third 100 teaches them how to develop and accelerate the next generation of women leaders through mentorship

Within its first phase alone, three of the 11 participants have either expanded their roles, or been promoted. In some cases, these movements were to new roles the women designed themselves and built a compelling business case for. Better supported leaders are bringing McKesson stronger, more audacious ideas to drive its business forward.

What they said

"Before SuccessFinder, we were more tentative on taking a risk to promote from within. Now, we are confident in our ability to make non-traditional hiring and promotional decisions."

Geneviève Fortier

SVP, Human Resources and Public Affairs - McKesson Canada

"There is something magical about being able to apply science to bring insight and objectivity to a career conversation. With SuccessFinder assessment results, we can challenge, reaffirm or even make new connections for people and roles."

