

## Bayer Health Care: Science For A Better Life

The Company combines the global activities of the divisions Animal Health, Pharmaceuticals, Consumer Care and Medical Care. About 60,700 people are employed by Bayer HealthCare worldwide.

This subgroup researches, develops, manufactures and markets products to improve the health of people and animals.

- Sales 2014: 19,975 Euro million
- Workforce: 60,700 worldwide
- Operating profit 2014: 3,581 Euro million
- Headquarters: Leverkusen, Germany

Bayer Vital has applied the DNLA approach in numerous projects since many many years.

Projects include:

- **Integration and development of Sales Teams** (approx 250+ employees) and marketing staff over a period of more than 5 years. DNLA Social Competence and DNLA Sales Skills – approaches have been applied repeatedly, to track developments over time, to highlight and to quantify the development of potential and Soft Skills, and to determine next steps, priorities, actions for improvement and training measures both on and off the job. Performance Data and Group-KPIs were linked to the DNLA-measures and to the development process. The development on both levels – potential & performance – was equally positive and the development curves evolved parallel to each other.
- **Internal placement and new placement of employees:** DNLA has been applied in order to measure strengths / potential & weaknesses / development areas in the candidates and to help those who took over new positions and responsibilities to be prepared for the demands of the new job role and to perform well.
- **Leadership development programs:** Leaders of the Medical Care Division all participated in DNLA Social Competence and Leadership. The goal was to help them to identify their individual potential and to develop it to the greatest extent.
- **HR-development:** HR-development processes were initiated for all members of the IT-department, including repeated DNLA-analyses and follow-ups.

If you wish to learn more about the application of the DNLA approach at Bayer Vital, please refer to:

### Potenzialentwicklung mit System



Unternehmerischer Erfolg ist kein Zufall!

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