


BUSINESS CASE

Reducing risk and bias in
internal promotions

talengo 



Challenge

A Spanish pharmaceutical company with a global presence needed to introduce greater objectivity and predictive accuracy into its internal talent acquisition process for critical leadership roles.

The company had identified and shortlisted three internal candidates for strategic positions within a global department. While it already had strong internal knowledge of each candidate, it required an external assessment to validate their suitability in a consistent, objective, and evidence-based way.

The assessment also needed to identify each candidate's leadership potential, readiness for greater responsibility, and any potential concerns before making a final appointment decision.





Solution

The phases carried out were as follows:

1

Success profile definition

Based on the organizational context, the leadership challenges associated with each role, and the company's leadership model, the key capabilities and success criteria were defined for each position.

2

Contrast assessment

The shortlisted professionals completed an assessment process including psychometric questionnaires, business case exercises, and an in-depth interview. This provided a robust view of each candidate's capability profile and potential to assume greater responsibility.

3

Results analysis

All information gathered was integrated and reviewed by expert consultants to generate an objective evaluation of each candidate's level of fit with the target role.

4

Decision support

The results were shared with the organization in calibration sessions, providing a consistent and evidence-based basis for comparing candidates and supporting the final appointment decisions.



Results & impact

- **They made decisions with greater objectivity** by incorporating homogeneous criteria and behavioral evidence into candidate comparisons
- **They reduced risk** by anticipating possible leadership, adaptability, or capability gaps related to taking on more complex challenges
- **They complemented the organization's internal perspective** with an external assessment of the professionals' potential and degree of fit
- **They accelerated decision-making** through more structured and aligned conversations among the different stakeholders involved
- **They gained actionable information** for future internal movements and development plans
- **They reinforced the perception of transparency and objectivity** among candidates, increasing acceptance of the decisions made



Keys to success

- **Integration of the contrast assessment process** into the internal talent management model, respecting the organization's existing processes
- **Focus on critical positions**, where the impact of the decision is greater and rigor is essential
- **Use of highly reliable assessment tools**, ensuring a comprehensive view of potential
- Ability to **translate the analysis into clear and actionable recommendations** for decision-making
- **Close collaboration between the internal team and Talengo**, ensuring alignment and knowledge transfer
- **Business-oriented approach**, connecting talent assessment with the company's strategic needs



Are you identifying the right talent to address each leadership challenge? Let's talk.

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