

Managing@Genentech

Genentech has over 25 years of experience in biotechnology, having founded the industry in 1976. The company has consistently used its technology to better the lives of patients by discovering novel biotherapeutics that address unmet medical needs. Today, Genentech has 11 protein-based products on the market for serious or life-threatening medical conditions and 20 projects in the pipeline, making it one of the world's leading biotech companies.



The Challenge

As a rapidly growing company in a complex industry, Genentech needed to communicate and develop consistent management practices across the organization. The company sought to build managers' self-sufficiency in completing their responsibilities by providing employees promoted to management positions and existing managers with the support and tools that would make them and their teams successful. A multi-tiered, competency-based program was needed to ensure all managers gained the basic process knowledge, and possessed and demonstrated the skills required to effectively manage their people and lead their organizations.

The Solution

Design Media created Orientation to Managing@Genentech - Training Program and Online Performance Support, a flexible, blended approach to address the needs of three audiences: new managers, newly promoted managers, and existing managers. This course lays the foundation for a multi-tiered, competency-based management curriculum. The curriculum comprises:

- Online prework that introduces participants to the performance support component, the Manager Tool Kit, an online performance support tool redesigned for Genentech by Design Media. Organized around a six-phase Employee Lifecycle, this tool provides easy access to policies, procedures, and resources to assist managers in completing HR-related managerial responsibilities efficiently.
- A highly interactive, instructor-led program that provides participants with hands-on practice using the Manager Tool Kit.
- The opportunity to discuss issues and build relationships with peers.
- Video messages from senior management and real life stories from existing managers reinforce the importance of consistent management practices.