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Denmark
Ronnie has type 2 diabetes

Talent management at Novo Nordisk

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Why talent management



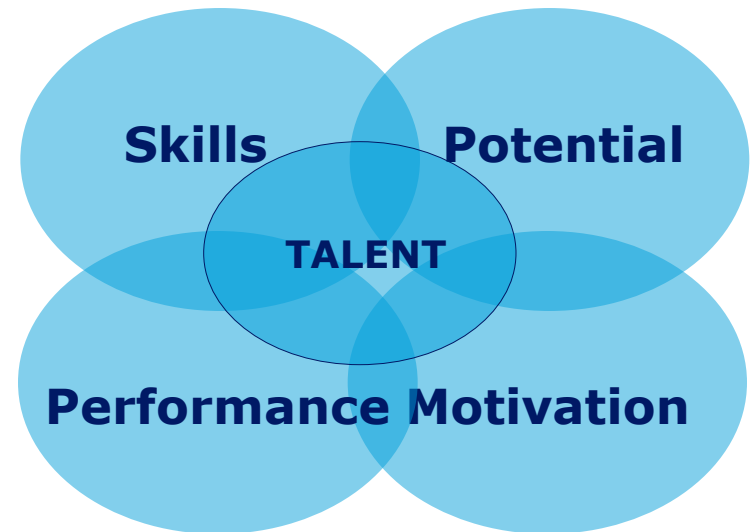
MAURIZIO BARDINI
Italy
Maurizio has type 1 diabetes

- To ensure we have the right talent to deliver on our vision and strategies
- To develop a strong internal talent pipeline of successors to our key positions in the future
- To live up to our aspiration of being 'an outstanding company to work for'

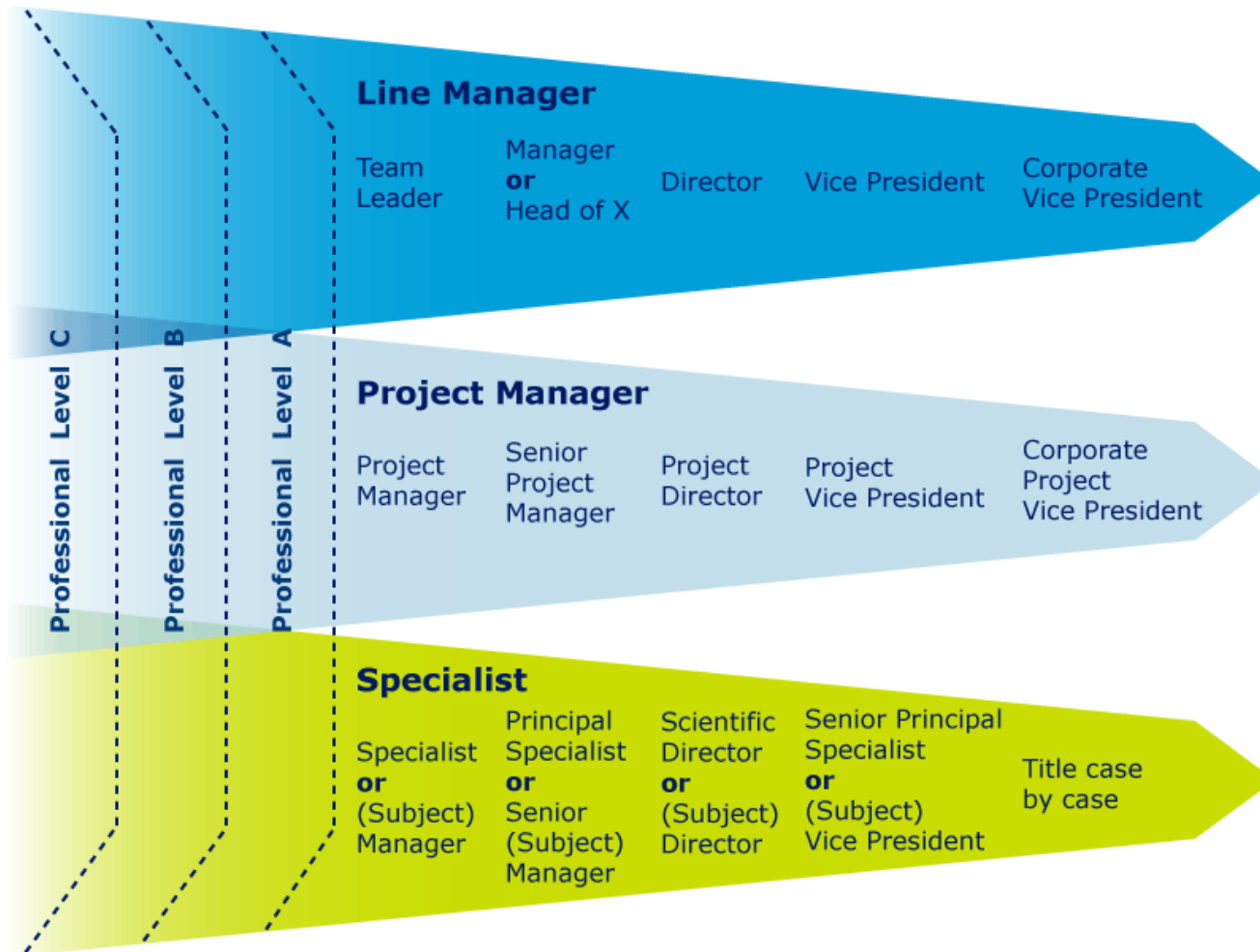
The definition of talent is broad

It is the combination of

- **delivering high performance** in current/previous positions
- and
- **demonstrating potential** for taking up a bigger responsibility/a more demanding position at a higher level



The focus is on key talent



R&D Development Path Framework

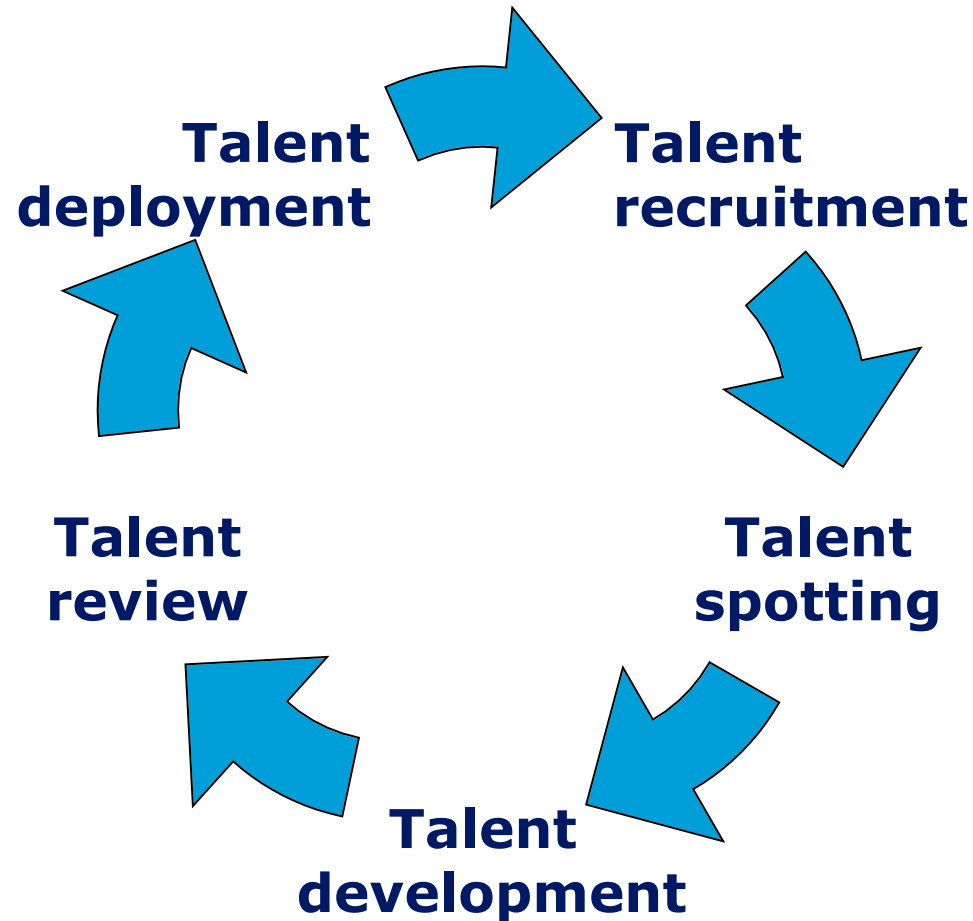


MICHELA SISANI
Italy
Michela has type 1 diabetes

We believe that...

- Talent can be identified and developed
- Development should focus on using strengths and minimise the impact of weaknesses
- Development must be continuous and relevant to business challenges
- Constructive feedback and challenging opportunities are the basis for effective development

Traditional approach to talent management



Talent management is a management responsibility supported by HR

The graduate programme

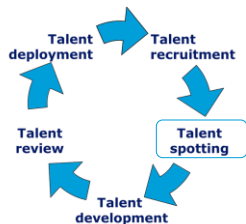
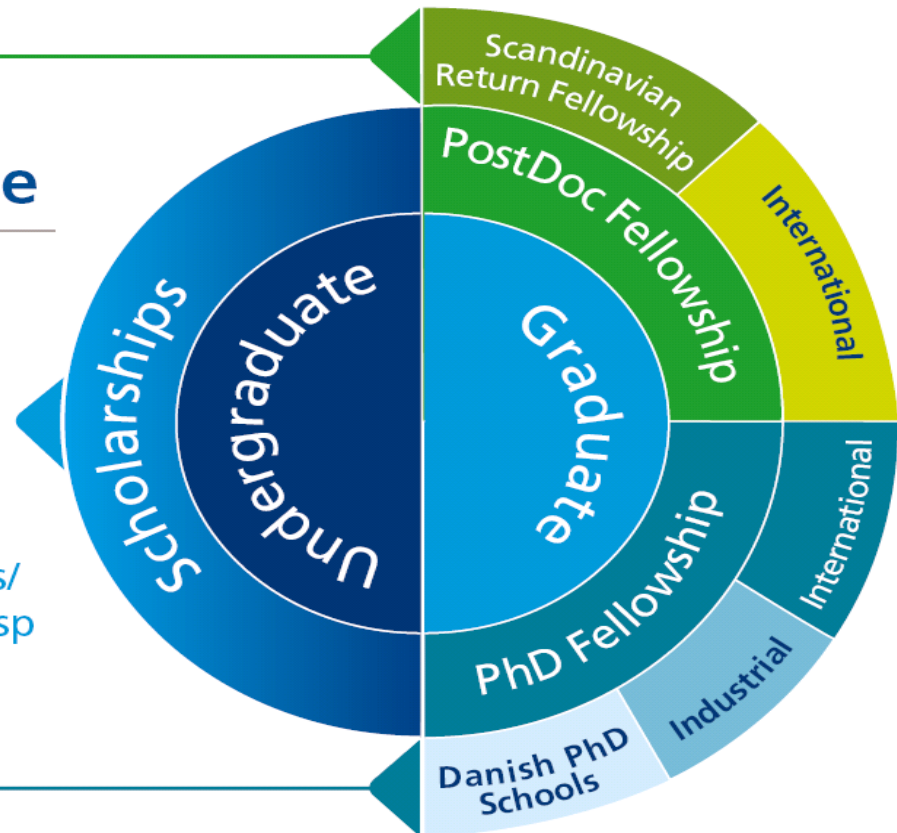


The STAR programme

novo nordisk STAR programme

To learn more
about STAR
please visit:

[www.novonordisk.com/
careers/phds-and-postdocs/
fellowships-scholarships.asp](http://www.novonordisk.com/careers/phds-and-postdocs/fellowships-scholarships.asp)



Individual Development Plan



Individual Development Plan

Name:

[Name]

Position:

[Position]

The most important results from my IDP preparation:

[Type text here - use the arrowkeys to get to the next field]

Development focus (choose one):



Into current position



Of current position



For next position

My present development goal:

[Text]

Activities to reach my goal:

Deadline:

How to apply in daily work:

1.

[Text]

[xx.xx.xx]

[Text]

2.

[Text]

[xx.xx.xx]

[Text]

3.

[Text]

[xx.xx.xx]

[Text]

Date for following up on the plan:

[xx.xx.xx]

Date:

[xx.xx.xx]

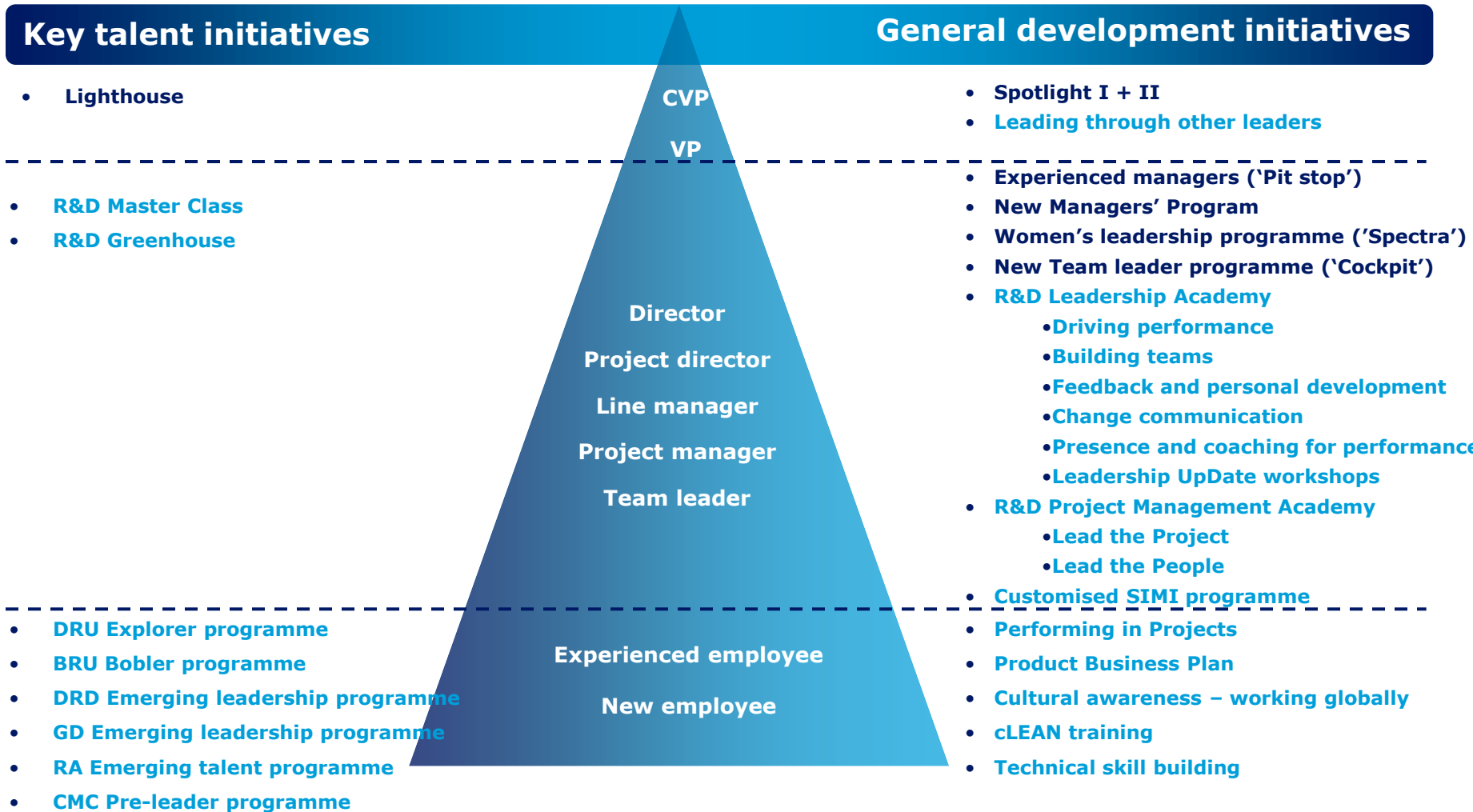
Manager signature:

Employee signature:

The scope for talent management



Talent & development initiatives



Dark Blue = Corporate Novo Nordisk programme
Light Blue = R&D programme

Talent programmes

- Identify
 - Participants are nominated
 - Management teams select participants based on defined entry criteria
- Assess, accelerate and develop
 - Assess talent
 - Clarify strengths and development needs
 - Provide development activities
- Review
 - Feedback provided to participants
 - Members are reviewed yearly by relevant management teams

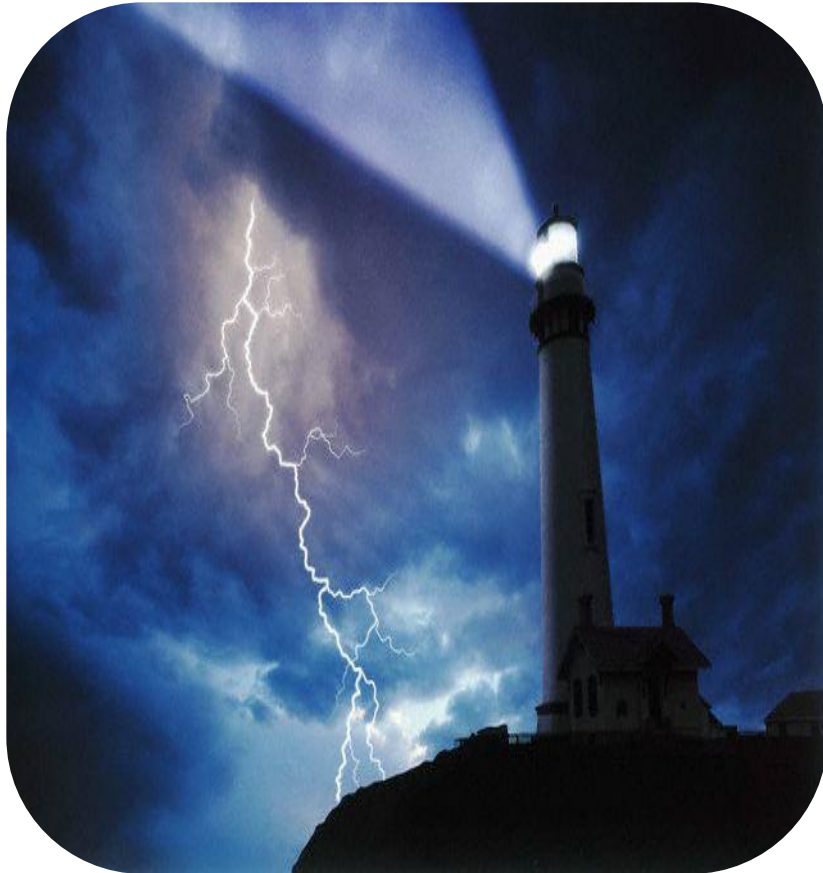


Greenhouse programme

- Exposure to senior management
- Personality test
- Leadership tasks
- Business case work in teams
- Inspirational workshops
- IDP sparring
- Mentoring



Lighthouse programme



- Transformational leadership journey
 - First heart; then mind
 - Story telling
- Multi sensory
 - Hear, see, smell, taste
 - Power point free zone
- 'Moving' experience
 - Hiking/biking/rowing?
 - Move the participants emotionally
- Multi level – connecting to
 - Patients
 - Business
 - Society



Tracking of talent programme participants

Promoted



Name, year of participation
and year of promotion

Horizontal career move



Name, year of participation
and year of job change

In same job

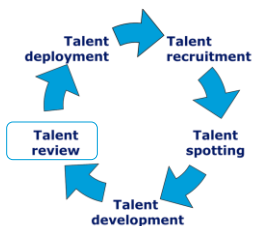


Name and year of participation

Left Novo Nordisk



Name, year of participation
and year of exit



Performance & potential grid

POTENTIAL

4: High potential

- Potential for position at a higher level and/or more complex position
- Potential could justify either a one or two level vertical move

3: Potential to move laterally

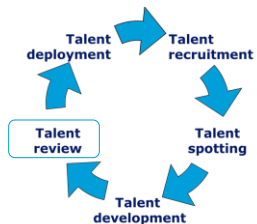
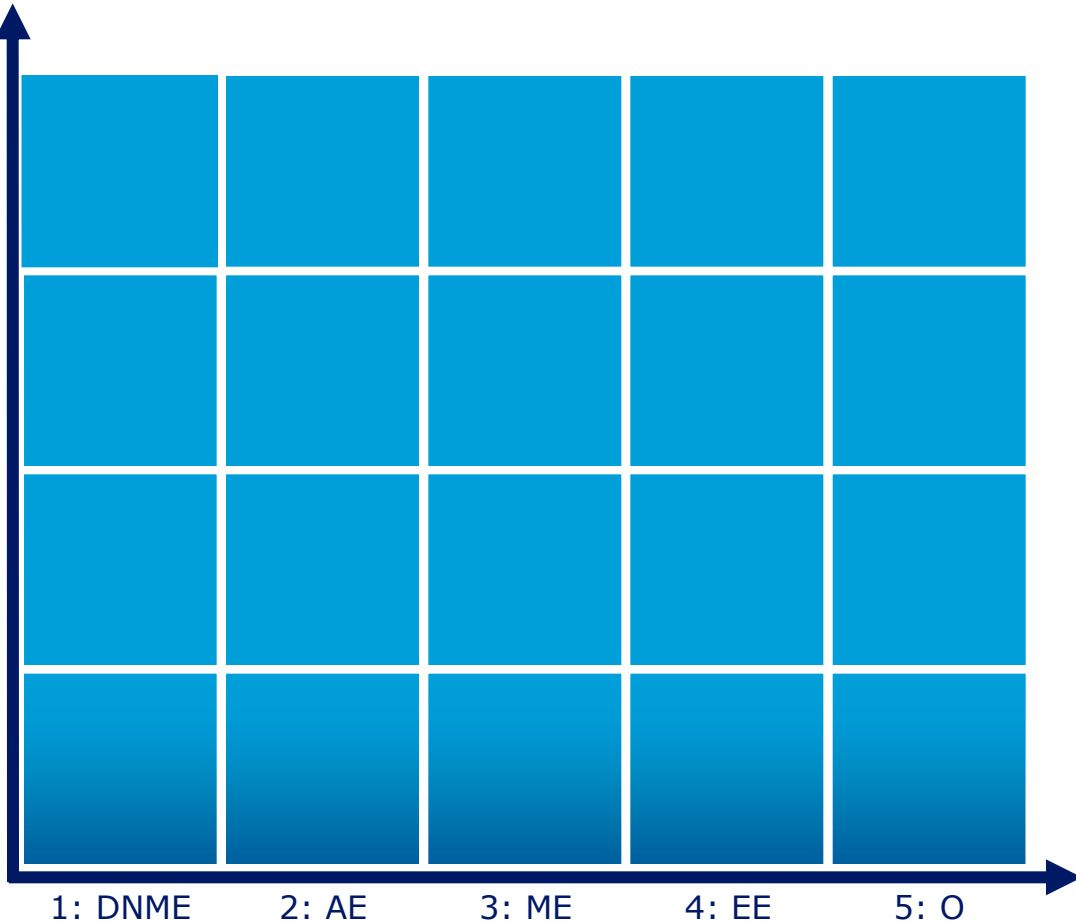
- Expand capability by developing in a new position at same level independent of current IPE and position
- The lateral move could be within or outside talent's area of technical expertise

2: Stay in current job

- Develop talent in current position
- Potential still to be evaluated

1: Low potential

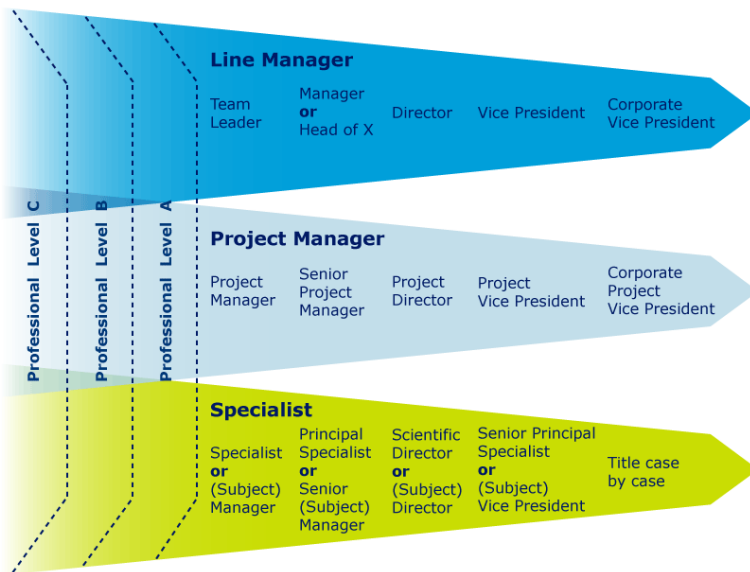
- Consider alternative position
- Reduce complexity in position (e.g. move one step down)



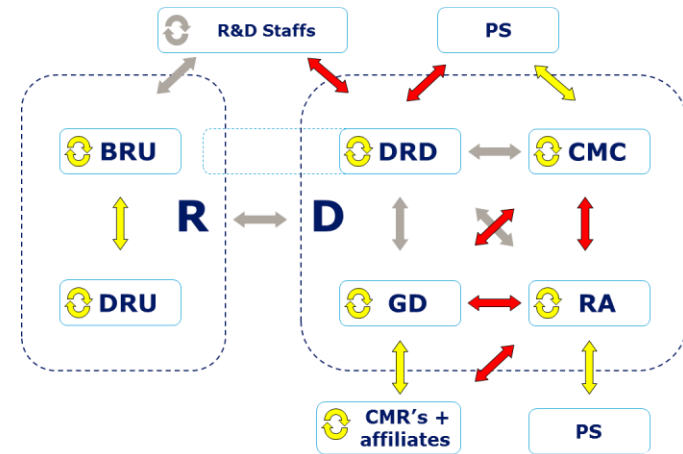
PERFORMANCE

Talent deployment

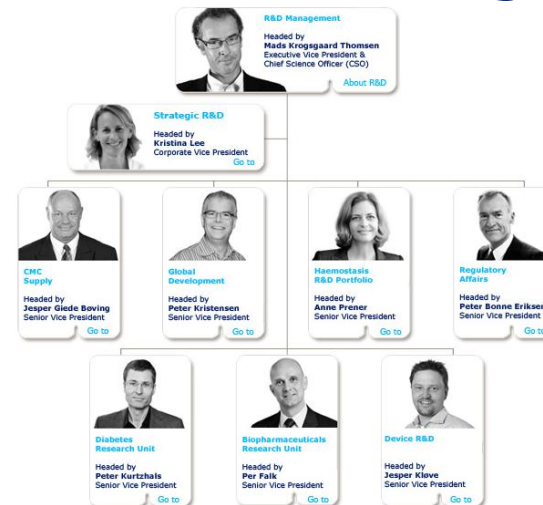
Career paths



Mobility



Succession management





We source talent globally and We develop global talent



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