Talent management at Novo Nordisk

Ann-Charlotte Hasselager
CVP, R&D Business Partners

RONNI C. BIRCH
Denmark
Ronnie has type 2 diabetes
Why talent management

- 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
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

To learn more about STAR please visit:
Individuel Development Plan

- Talents
- Passions
- Career Best
- Organization

Individual Development Plan

Name: [Text]
Position: [Position]

The most important results from my IDP preparation:
[Type text here - use the arrowskeys to get to the next field]

Development focus (choose one):

My present development goal:
[Text]

Activities to reach my goal:

1. [Text] [xx-xx-xx] [Text]
2. [Text] [xx-xx-xx] [Text]
3. [Text] [xx-xx-xx] [Text]

How to apply in daily work:

Date for following up on the plan:
[xx-xx-xx]

Date:
[xx-xx-xx]

Manager signature: ____________________
Employee signature: ____________________
The scope for talent management

- Focused Talent: Specialist talent Management
- Core Talent: General training and development activities
- Emerging Talent: Pre-leader Talent Management
- Top Talent: Lighthouse
  - Greenhouse

20 August 2012
Talent management at Novo Nordisk
Talent & development initiatives

Key talent initiatives

- Lighthouse
- R&D Master Class
- R&D Greenhouse
- DRU Explorer programme
- BRU Bobler programme
- DRD Emerging leadership programme
- GD Emerging leadership programme
- RA Emerging talent programme
- CMC Pre-leader programme

General development initiatives

- Spotlight I + II
- Leading through other leaders
- Experienced managers (‘Pit stop’)
- New Managers’ Program
- Women’s leadership programme (‘Spectra’)
- New Team leader programme (‘Cockpit’)
- R&D Leadership Academy
  - Driving performance
  - Building teams
  - Feedback and personal development
  - Change communication
  - Presence and coaching for performance
  - Leadership UpDate workshops
- R&D Project Management Academy
  - Lead the Project
  - Lead the People
- Customised SIMI programme
- Performing in Projects
- Product Business Plan
- Cultural awareness – working globally
- cLEAN training
- Technical skill building

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

Talent management at Novo Nordisk
20 August 2012
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)

1: DNME
2: AE
3: ME
4: EE
5: O
Template for talent review

Insert Name, Position, and Area

Key Strengths:

Achievements

Future Aspirations

Next Step/Successor to:

Development Needs:

Retention Issues:

Mobility Considerations

Leadership Competencies Scoring

1. Direction
2. Innovation
3. Complexity
4. Inspire
5. Performance
6. Collaborate
7. Coach
8. NNWOM

Competencies Rating

Scientific & Professional Competence (R&D):

Potential Rating (Leadership):
2009:
2008:
2007:

3P Performance Rating:
2008:
2007:
2006:

Notes:

Overall Assessment

Talent management at Novo Nordisk
20 August 2012
Slide no 17
Talent deployment

Career paths

Mobility

Succession management
We source talent globally and
We develop global talent