

Novo Nordisk strengthens its *leadership pipeline* with SHL

Novo Nordisk is a global healthcare company with 88 years of innovation and leadership in diabetes care. The company also has leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy.

Headquartered in Denmark, Novo Nordisk employs approximately 31,400 employees in 74 countries, and markets its products in 179 countries.

The challenge

Despite Novo Nordisk's growing and highly successful global business, it faced an increasing competitive challenge. Irene Hornero, Talent Development Manager Europe, for Novo Nordisk, explains, "We knew we needed to foster a new generation of leaders for the organisation, who would have to face a much more competitive global marketplace."

To ensure Novo Nordisk attracted, retained and developed the best European talent, Irene recognised that the company needed to take a more centralised and focused approach. "In Europe we had seven different business areas, each with its own talent programmes. To improve visibility of our best talent, and internal mobility, we knew we needed a cross-border programme."

The solution

Novo Nordisk engaged SHL to set up, manage and facilitate its new 'Eurokeys' leadership development programme. Irene explains that the company had two related requirements. "We wanted SHL's insight into our leadership talent, and their practical expertise in putting together a development centre with the tools and support to prepare our best people for leadership roles."

Based on employees' performance and leadership skills, Novo Nordisk's management team nominated its most promising staff for the Eurokeys programme, who were then given 360 appraisals prior to embarking on the three-day development programme.

"SHL helped give us insight into our leadership talent and prepare our most promising individuals for development into future leadership roles. We particularly valued SHL's strong customer focus and flexibility."

Irene Hornero, Novo Nordisk



Day 1: The door to Leadership

Participants from across Europe were coached by representatives of SHL and Novo Nordisk in groups of four. The session included a panel discussion with peers on inspirational leadership, as well as 'real-life' business simulations and role-plays, to help participants understand areas of challenge and strength and start to define their development goals.

Day 2: Finding the key

This highly interactive session focused on Leadership, Communication and Negotiation, each of which Novo Nordisk regarded as critical to management success, and provided tools to help participants in each of these areas. Using role play in facilitated groups and peer coaching sessions led by consultants, participants were encouraged to question current ways of working, understanding how to maximise their personal strengths and overcome their individual challenges.

Day 3: Opening the door

Led by an SHL facilitator the participants were shown how to use 'Feed Forward', an interview technique that emphasises the value of positive feedback. The technique was used in the session to improve participants' self-knowledge as well as showing how it could be used as a practical management tool with direct reports.

Each participant left the programme armed with a clear idea of his or her strengths, challenges and development focus and an individual development plan with concrete actions and ideas on how to work on these development areas.

The results

Improved visibility and tracking of best talent across Europe

Novo Nordisk now has a much clearer picture of its existing talent and can actively manage development of its best people in line with new opportunities.

Provided the foundations for a cross-European succession plan

Created a strong talent pool and, through its multinational approach, increased awareness of European opportunities – creating a stronger pipeline for senior management succession.

Enhanced the company's reputation for employee development

The programme is very positively regarded by participants, most of whom saw the programme as a highly engaging route to greater self-awareness and were confident it would improve their chances of career success.

Novo Nordisk wanted to identify a new generation of leaders for a more competitive global marketplace

The company has a clearer picture of its best talent, has the foundations for a Europe-wide succession plan and has enhanced its employee development



Assessments
in more than
30 languages

Organisations that understand and maximise their people's potential achieve outstanding results. SHL gives you the insights to make better decisions about your people.

**We call this People Intelligence,
Business Results.**