

# Skalérbar og digital organiseret ledelsesudvikling

## Lead the Way

Towards a brighter future

Lead the Way is a new leadership development programme that will ensure that all leaders in Novozymes develop the **core leadership skills** needed to **live our values** and drive **employee engagement and performance in daily life**.

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*Senior Leadership Development Manager*

novozymes 

# Why new leadership development?

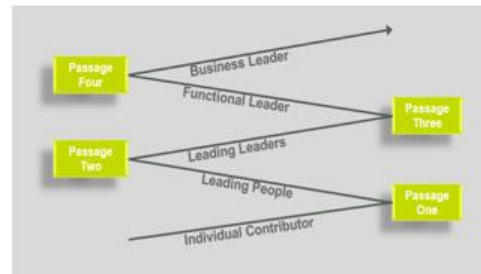
## CLOSER TO THE CORE

A framework that emerges from the core values of Novozymes



## CONSISTENT & GLOBAL

A consistent approach to leadership with specific indicators for core leadership skills



## EFFECTIVENESS

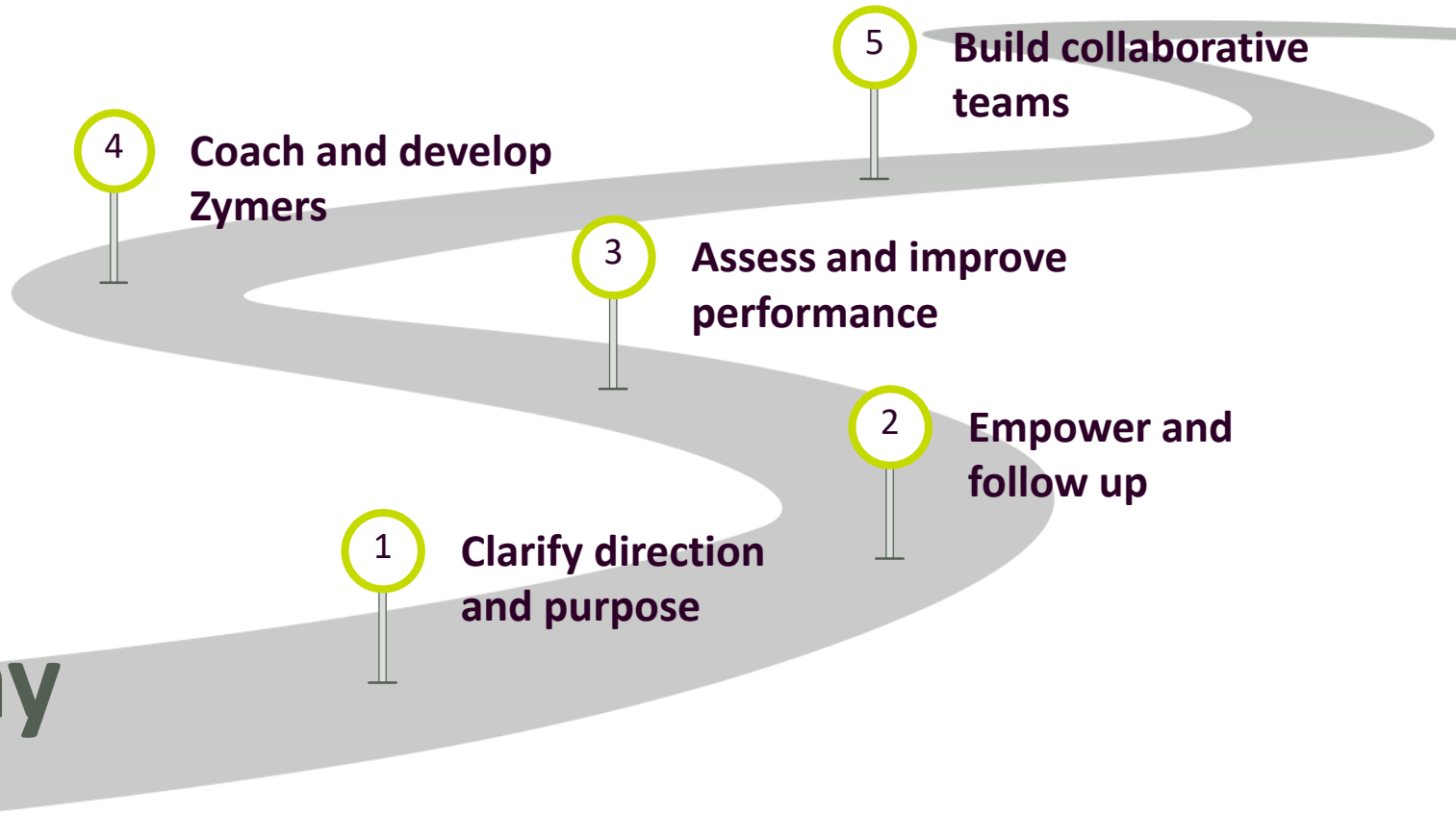
On-demand and scalable development with high impact learning that accelerate leadership transitions



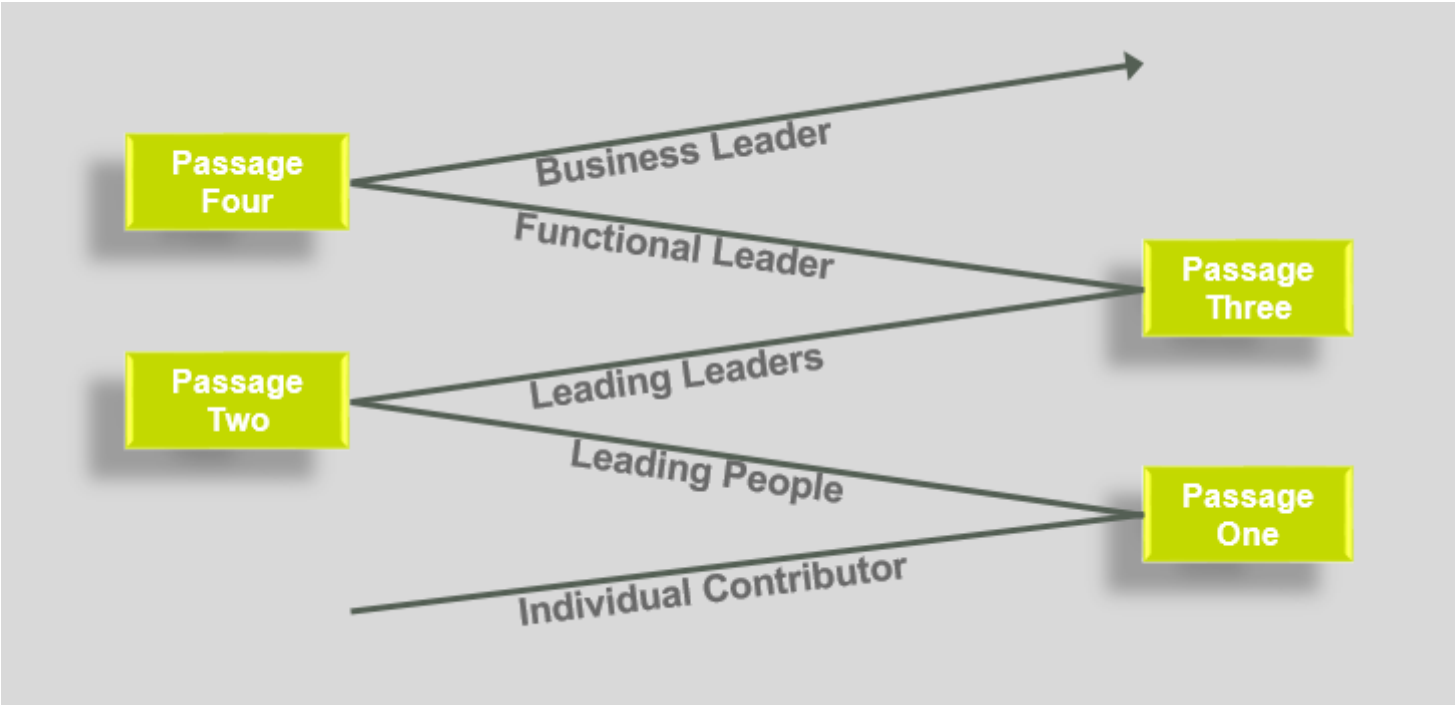
# What are the core leadership skills?

If our leaders excel at doing these 5 things, they will be able to drive employee engagement and performance and lead with a Novozymes touch.

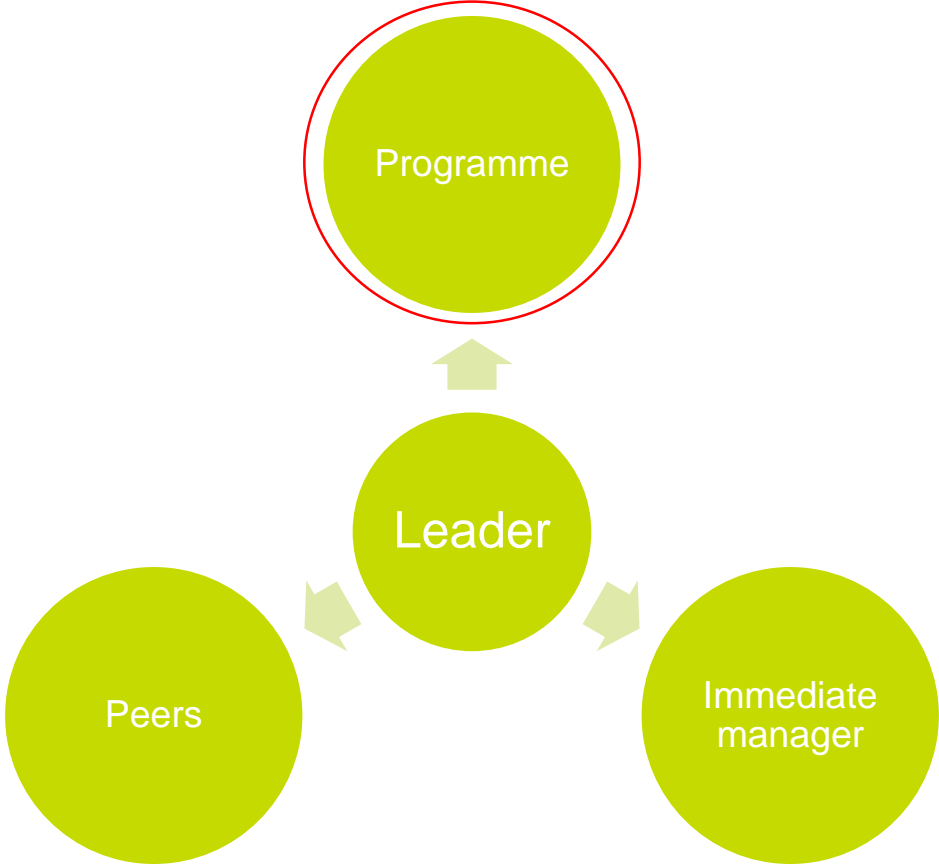
## Lead the Way



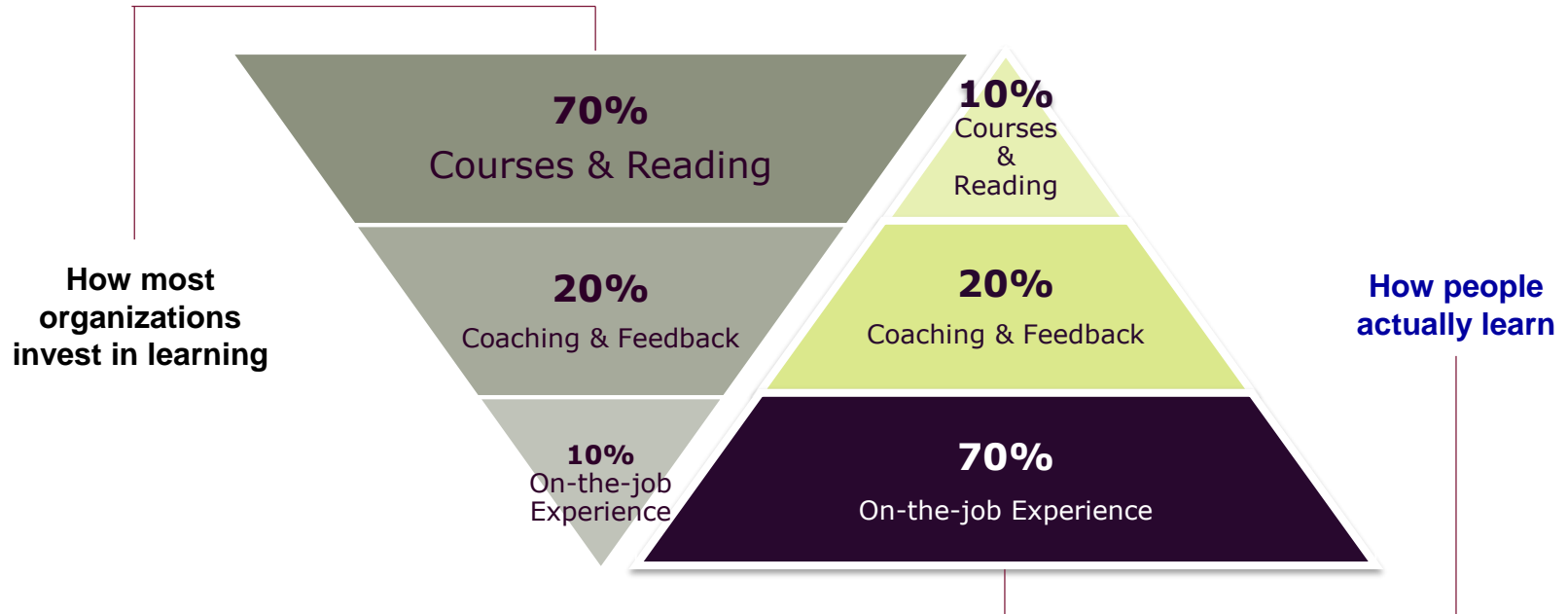
# How you add value is different for each leadership role



# Lead the Way success



# How people learn



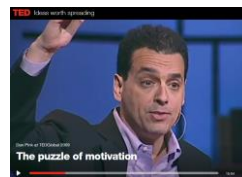
# How does it work?

Lead the Way will be organized through a web app with a "Learning path" that combines multiple types of activities

## On-the-job tasks



## Videos and articles



## F2F training



## Peer learning



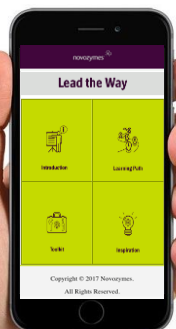
## Manager sparring



## E-learning



....and more!



# How is that different from traditional training?

## Before

- Few programmes
- Immediate manager not involved
- 4 day course
- Traditional training style

## Now

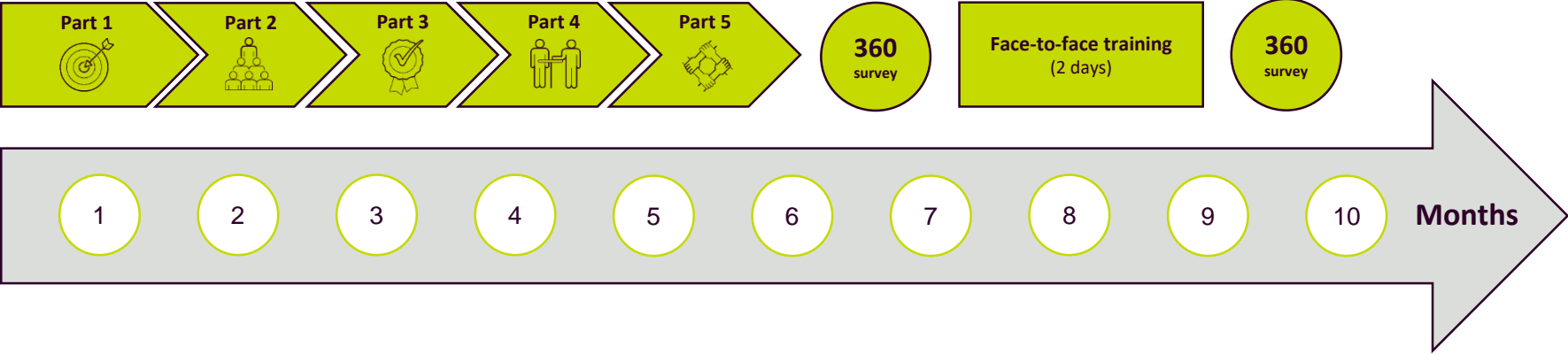
- ✓ Quick access for all
- ✓ Immediate manager are directly involved and accountable
- ✓ 7 days over 6-9 months
- ✓ Blended learning activities
  - A total of around 1 day digital learning
  - 2 days collaborative social learning
  - 2-4 day on-the-job training
  - On-going implementation
  - 2 day face to face training



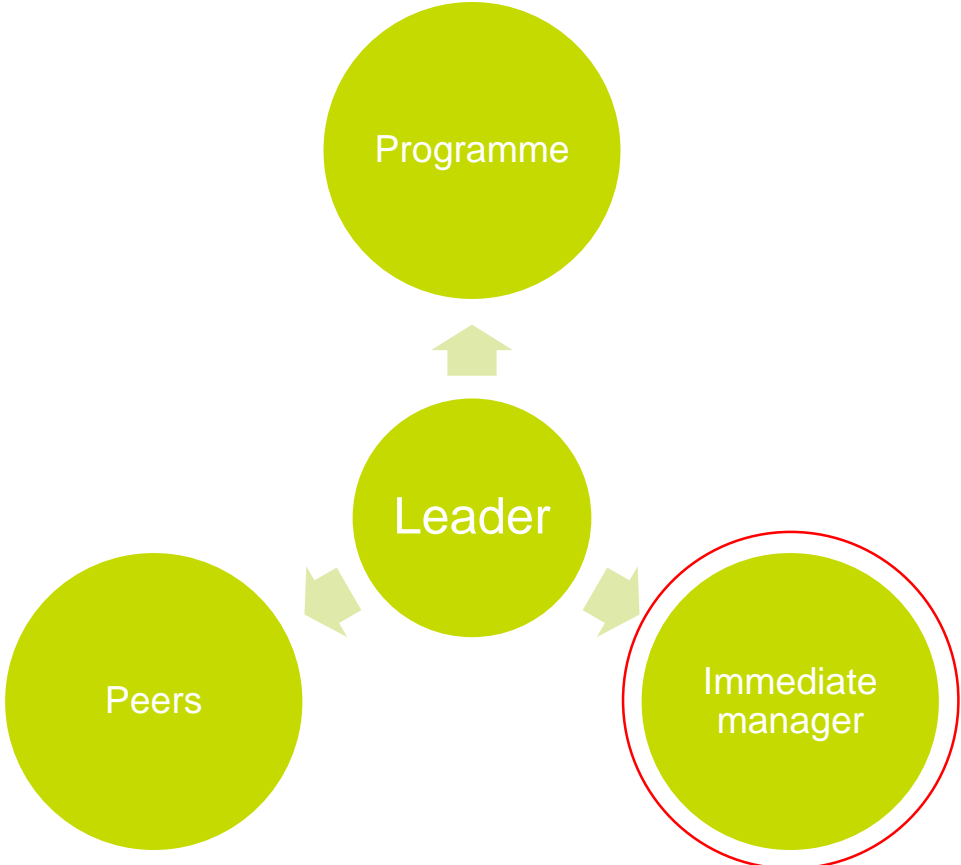


# High level timeline

We expect Part 1-5 to be completed within 6 months. After that, the participant will conduct the 360 survey and then be invited to a face-to-face event as soon as possible.



# Lead the Way success



# IM - Immediate Manager Involvement



Throughout Lead the Way the IM will be prompted to have 1:1 meetings with their direct report. The purpose of these meetings is to follow up on progress, address any issues and agree on development areas.

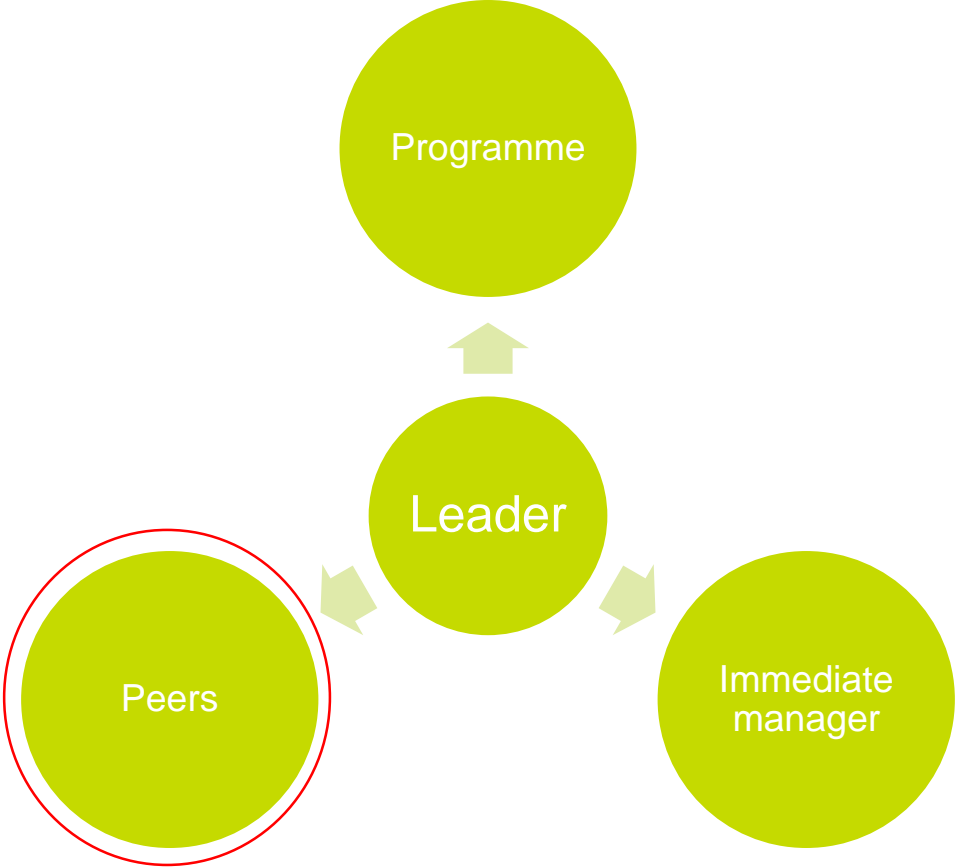
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## Meetings with direct report

There is a total of 8 meetings which will require IM direct involvement and support:

- A kick-off meeting to clarify expectations
  - 5 meetings to follow up on each core skill
  - A meeting about the results of the 360 survey
  - A final meeting to plan the future development journey
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# Lead the Way success



# Peer learning groups



Throughout Lead the Way they will be part of a learning group with 3-4 other leaders across Novozymes with whom they will connect to learn, challenge and inspire each other.

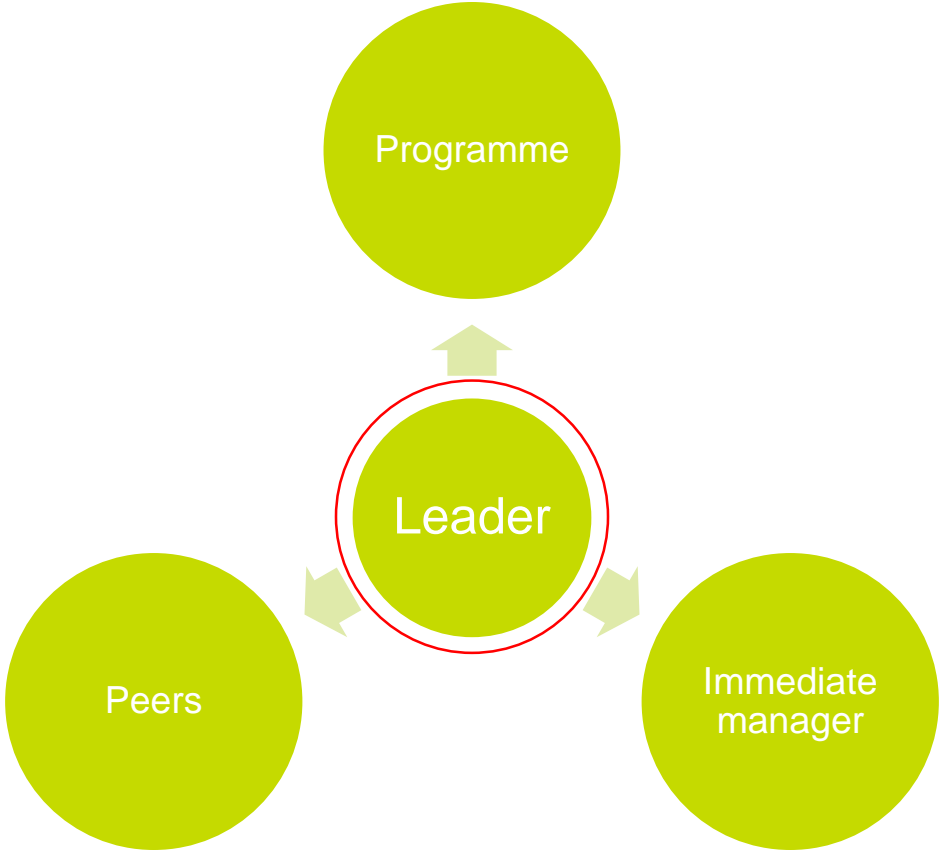
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## Meetings with your peers

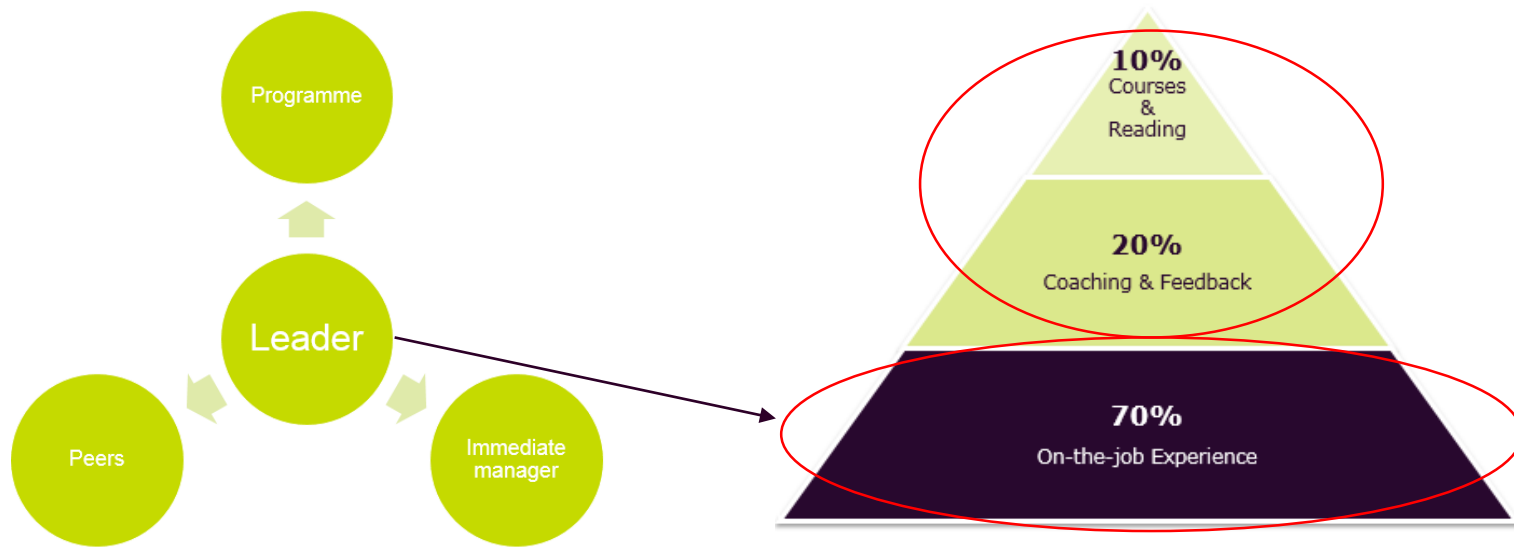
There is a total of 6 meetings which will require direct involvement and support:

- A kick-off meeting to clarify expectations
  - 5 meetings to practice each core skill
  - Besides that you can establish as many meetings as you need
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# Lead the Way success



# The key for successful behaviour change



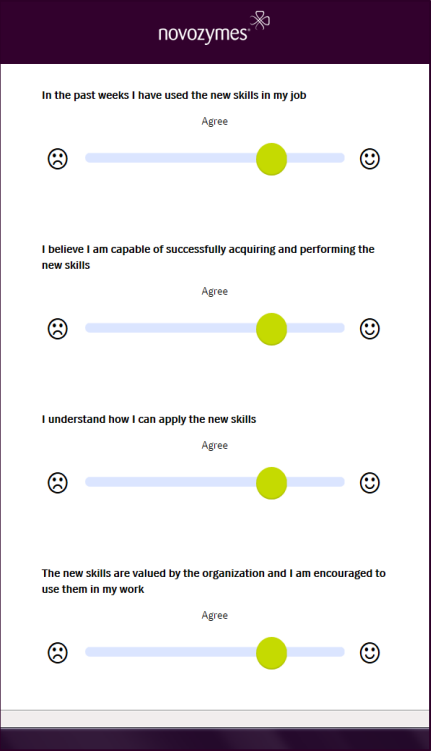
# The App is showing the way



**... but the leader have to walk the path!**



# Lead the Way results

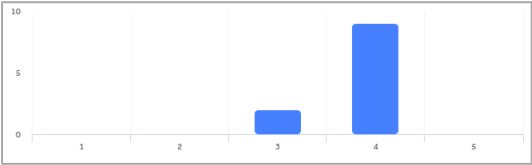


**Application on job**

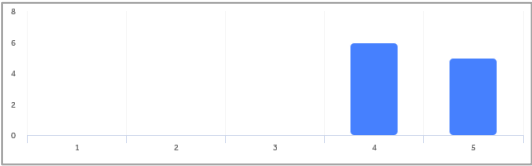
**Own drive and confidence**

**Programme effectiveness**

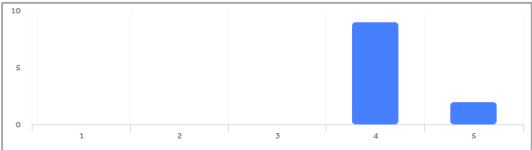
**Supporting environment**



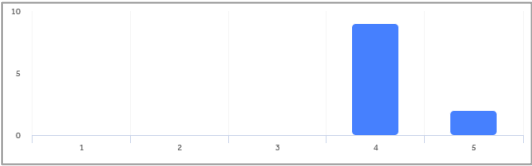
**78 %**



**88 %**



**86 %**



**81 %**

**Thank you**