

Novo Nordisk and IMD

Building leadership and
a Community of Practice
to accelerate strategy



Executive Summary



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In 2022, Novo Nordisk was **transitioning** from its longstanding focus on diabetes treatments **to multiple therapeutic areas** while navigating other important challenges:

- **Changing** market, competitive and regulatory environments
- **Dramatic growth** due to blockbuster medications for diabetes, obesity and cardiovascular health
- **Increasing complexity** both inside and outside the organization
- **Fulfillment** intensity and execution pressures
- **Evolving** project management and development philosophy.

Its **Global Project Teams (GPTs)**, headed by the GPT Chairs, were responsible for all **research, drug, device and treatment approach**

development activities. For Novo Nordisk's transition to succeed, these leaders needed to transform **their project-centric approach** into one that **integrated complex value chains across internal boundaries.**

To help them do so, **Novo Nordisk partnered with IMD** in April 2023 to co-create a year-long leadership development program. It focused on **boosting collaboration** as a way to **enhance project leadership, foster an enterprise mindset** and develop a **thriving and enduring Community of Practice (COP)** for these key leaders.

Through **intense, tailored learning modules** and **meaningful work with peers**, the GPT Chairs developed their **project leadership capabilities** and **expanded their understanding** of the **interdependencies** across the whole enterprise (Figure 1).

100%

Agreed that the program was a good investment for them personally as well as for Novo Nordisk

92%

Learned fresh knowledge and insights

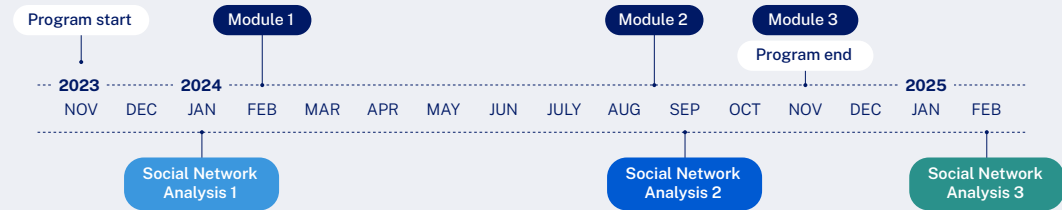
86%

Gained practical tools and ideas

82%

Were well-prepared to use what they had learned

Figure 1: Positive post-program impact across all modules



Comprehensiveness of connections among all peers

40% → 78% → 95%

Strength of indirect links that enhance innovation & learning

56% → 82% → 95%

Decentralized network without information bottleneck

61% → 76% → 94%

Figure 2: Significantly enhanced social networks of peer connections

Social Network Analysis measured at the start, during and post-program showed an **expanded awareness of others' knowledge and expertise, an increased willingness to interact with peers, and a transformative evolution of the social architecture that underpins collaboration** (Figure 2).

There was a **quantum leap as a result of program interactions** and an equal, or even greater improvement through **the program-induced,**

ongoing work of the participants. Further network analysis of the GPT Chairs' awareness of their peers' expertise and the likelihood of seeking help from others showed virtually the same robust patterns of improvement.

Altogether, the program and its enduring impact on the work of the **GPT Chairs contributed to a fundamental transformation of Novo Nordisk's development practices.**