



# Specialist career

Working with Specialist Pipeline in Supply Chain & PSQIT finance, Novo Nordisk

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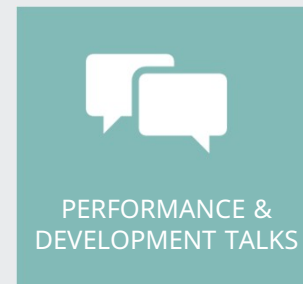
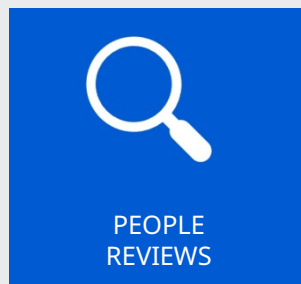
**18-04-2023**

# Why focus on Specialist Career

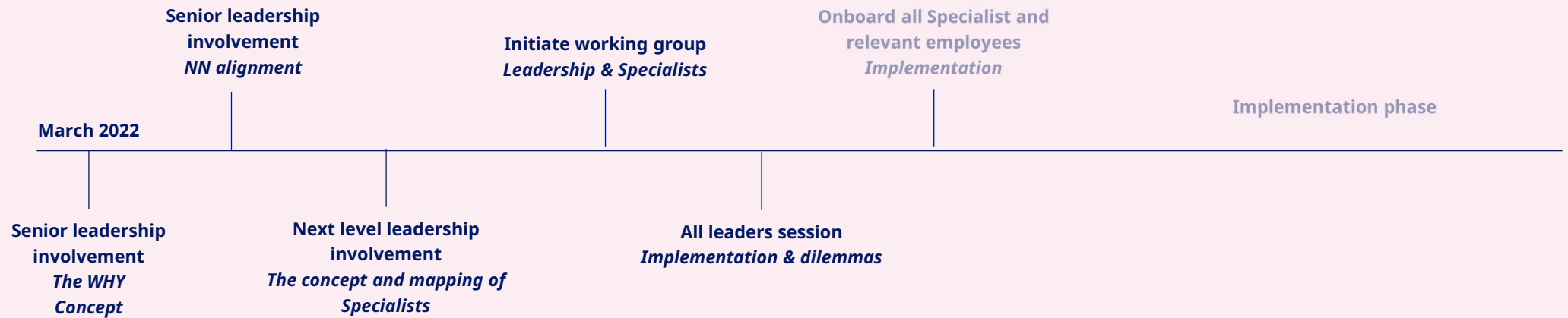
## Strategic anchors and reasons

Increased complexity in our business and need for organisational agility

Make specialist an attractive career path with equal career opportunities



# Our process





# Specialist Pipeline

**Performance expectations and transition standards**  
*- each level has its own characteristics*

Knowledge Expert

**Organizational depth and breadth**  
Certain depth of knowledge and insight into the organization

- Demonstrates depth of knowledge to deliver the required results
- Early identifies underlying issues and patterns in complex situations based on organizational needs
- Demonstrates a clear understanding of how own job contributes to the overall business success
- is a person that you would recommend to colleagues as a go-to person within the domain of expertise
- Acknowledges how colleagues depend on his/her domain of expertise and his/her deliverables

**Result orientation**  
Delivering results through personal expertise

- Proactively contributes to defining own personal business objectives based on organizational needs
- Independently breaks down business problems and issues into practical solutions
- Gathers, analyzes and applies relevant business data to optimize performance
- Demonstrates a clear understanding of what high performance looks like in own role
- Drives and effectively prioritizes own work in order to get the job done

**Communication**  
Personal excellence and guidance of peers

- Demonstrates courtesy in an open and respectful style
- Clearly conveys information and ideas to colleagues in a concise way
- Identifies the root causes of daily challenges and suggests relevant solutions
- Proactively guides and inspires colleagues and stakeholders in relation to own domain of expertise
- Seeks and provides feedback

**Innovation**  
Representing the domain of expertise

- Proactively applies available knowledge to secure continuous improvement
- Seeks relevant information both inside and outside the organization
- Makes relevant colleagues aware of own domain of expertise within the organization
- Constructively questions and challenges existing standards and perceptions
- Demonstrates good understanding of how own domain of expertise can contribute to a good external customer experience

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**Performance expectations**  
*"The job that needs to get done"*



The Transition

**Mindset**

**Time Application**

**Skills**

<b>Domain of expertise</b>		<b>Knowledge Expert</b>	<b>Knowledge Leader</b>	<b>Knowledge Principal</b>
<b>Self-leadership</b>		Set objectives for impact within own domain of expertise	Set objectives for impact across the company	Set objectives for strategic organizational impact
<b>Change Management</b>		Drive continuous improvements	Manage change and subordinates	Lead company industry business development
<b>Specialist excellence</b>		Apply structured problem solving for critical decisions	Build delivery capacity for stakeholders	Contribute to building functional competitive advantage
<b>Communication</b>		Provide clear feedback to colleagues	Coach for results	Advise executives and senior stakeholders

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**Successful transition**  
*"Apply adequate work values, time application and skills"*



# Specialist roles mapping | our Specialists

## 1. Depth and breadth of knowledge



Knowledge  
Expert

Certain depth of knowledge. Not necessarily much organizational insight outside own unit

Knowledge  
Leader

Significant depth of knowledge and broad understanding of the broader value chain of the company

Knowledge  
Principal

Unique depth of knowledge compared also to peers outside the company. Broad understanding of the business model and how the company competes in the market

## 2. Results orientation



Knowledge  
Expert

Delivers results through personal expertise

Knowledge  
Leader

Delivers results through colleagues

Knowledge  
Principal

Delivers results through the organization

### Reflective questions

What is the key objective of this role?

Who are their stakeholders?

With whom does this role communicate?

Within what time frame do they work?

## 3. Communication



Knowledge  
Expert

Guides and trains peers

Knowledge  
Leader

Influences without authority

Knowledge  
Principal

Cross-functional navigation

## 4. Innovation



Knowledge  
Expert

Represents the domain of expertise

Knowledge  
Leader

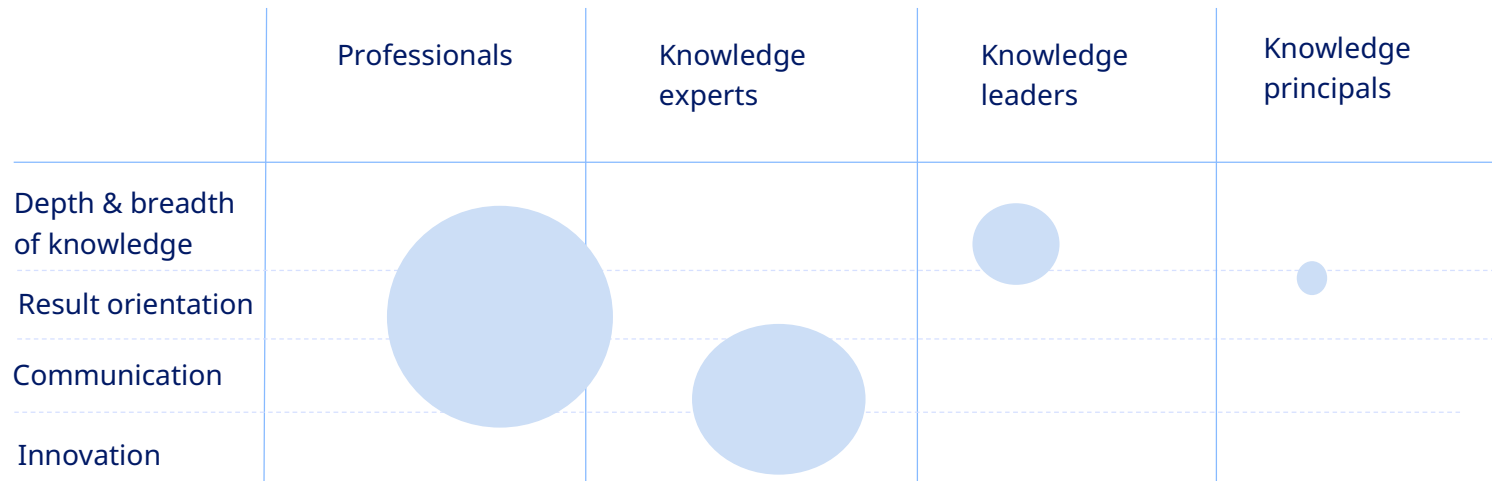
Leads the domain of expertise

Knowledge  
Principal

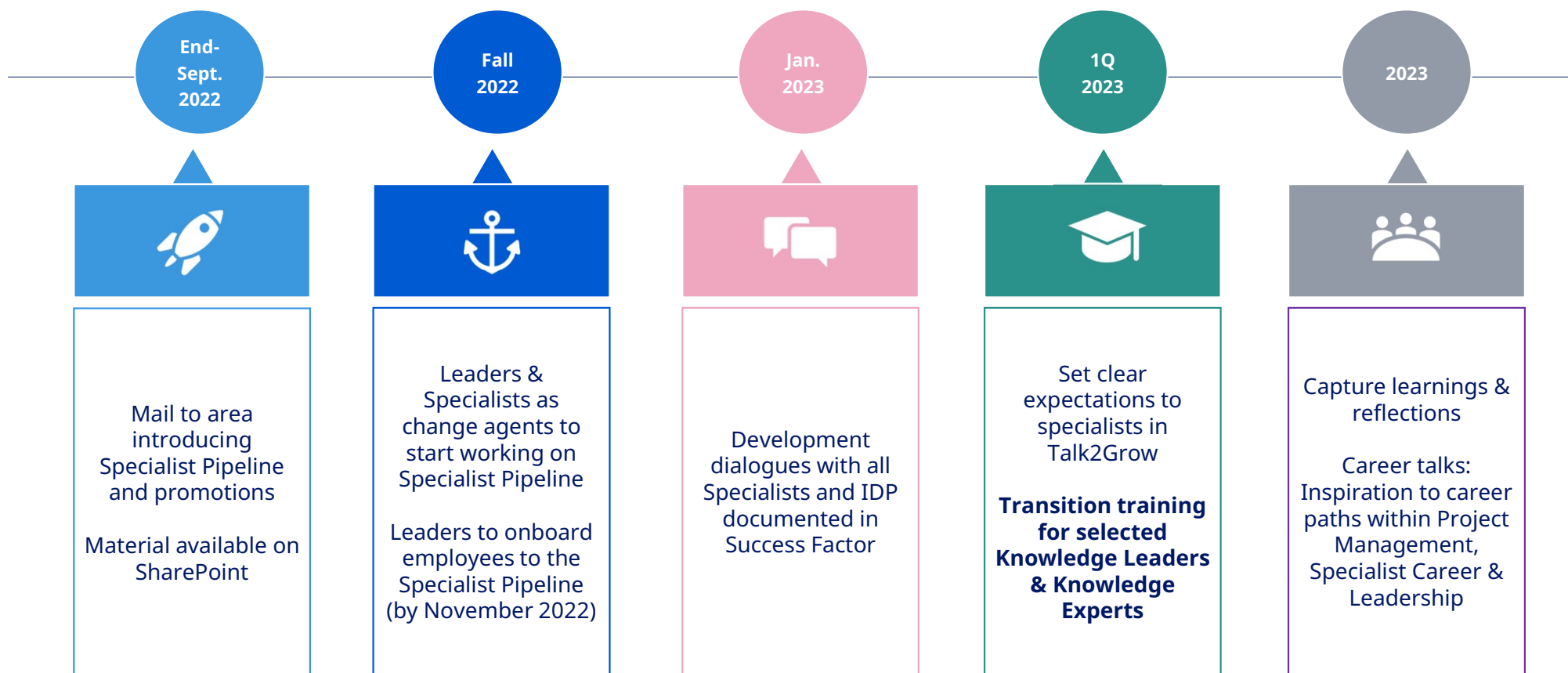
Architects the domain of expertise

# Employees & job categories in scope

## mapping of our specialists



# Our role as change agents for ensuring an attractive specialist career



# Learnings

- Include both leaders and specialist in design phase
- Emphasise importance of specialists
- Simplify and easy overviews
- Focus on development of career and clearer career paths
- Continuously nudge use in development dialogues

