



## **How to introduce and run trainings for specialists – case Nordea**

NOCA Specialist Pipeline-webinar

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Lauri Ala-Könni, Senior Leadership Learning Consultant



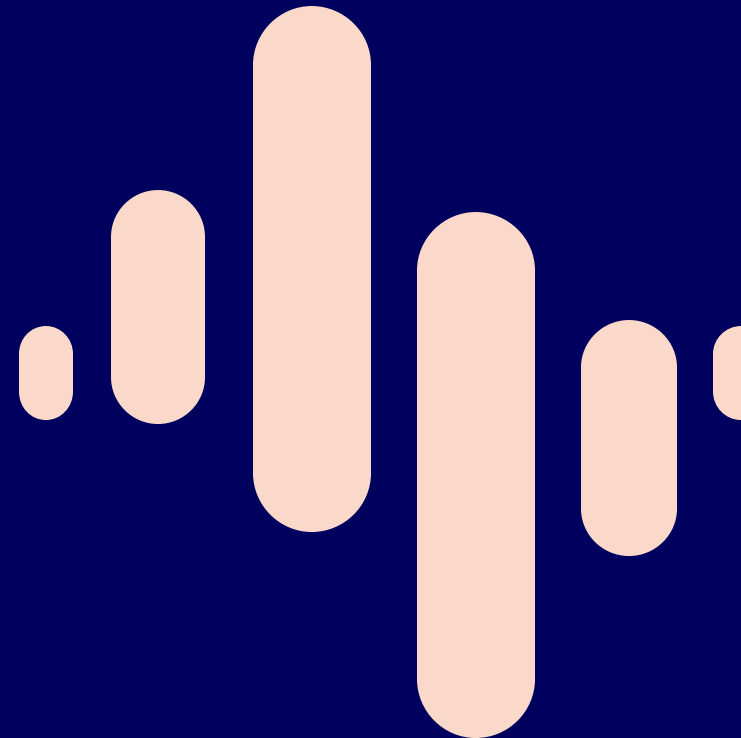
**Sofia Brinkeborn**

Functional & Capability Lead for Leadership, Head of Learning Portfolio



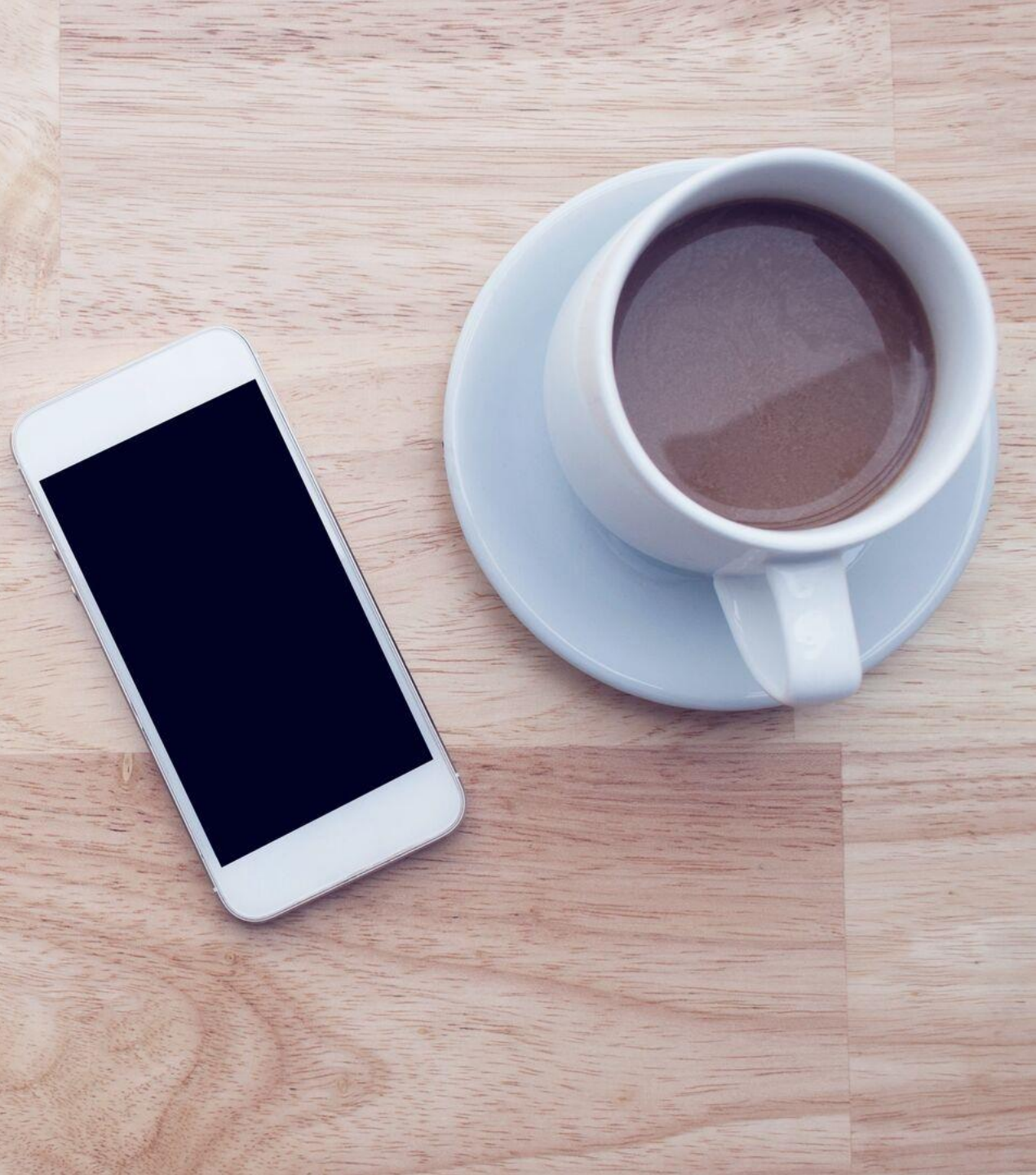
**Lauri Ala-Könni**

Senior Leadership Learning Consultant

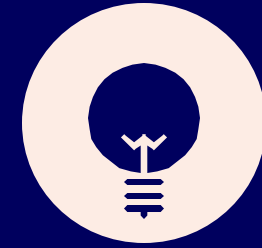


# Agenda

- ❖ Purpose of the session
- ❖ Organisational rationale for training of specialists
- ❖ How to introduce and run training of specialists
- ❖ Results
- ❖ Learnings
- ❖ Q&A



## Purpose of the session



Ideas for training specialists



Sharing our results and  
learnings

## Organisational rationale for training specialists

Knowledge based organisation

Acknowledging the importance of specialists

Common key behaviours for specialists

Talent development

Clear development paths for specialists

Improving people leadership of functional leaders

## Why LPI & Specialist Pipeline

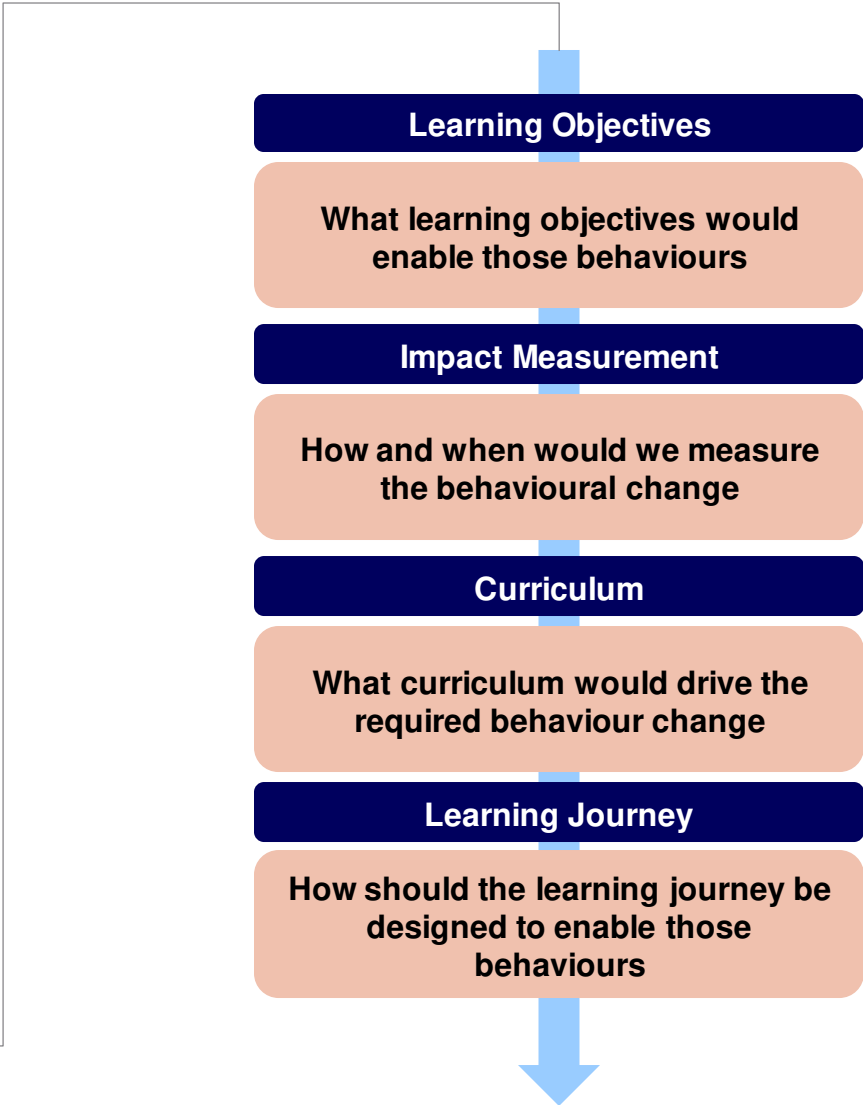
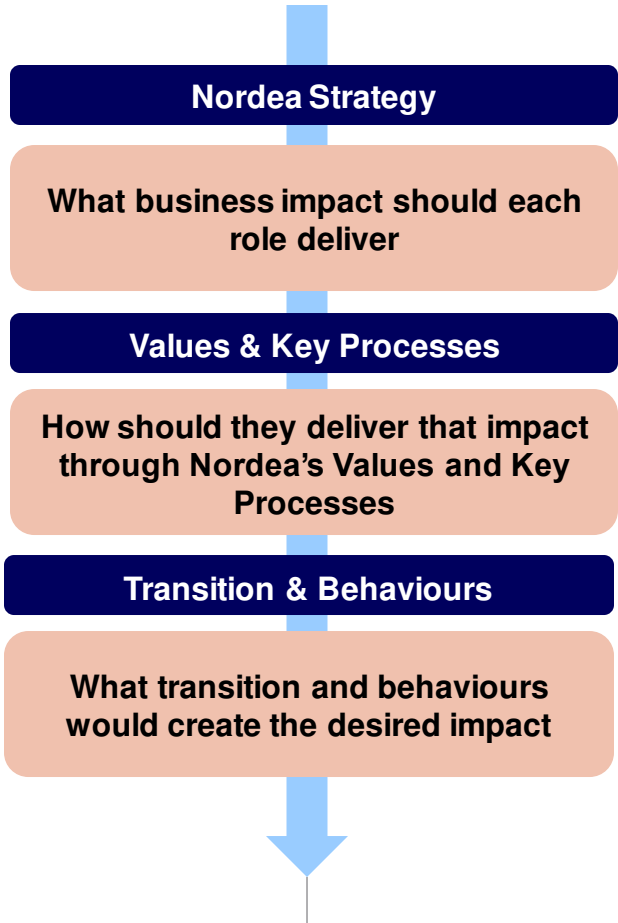
Common foundation for role expectations

Sharing architecture with Leadership Pipeline

Track record with Nordea

Impact measurement expertise

# Design one meaningful practice



## Existing offering

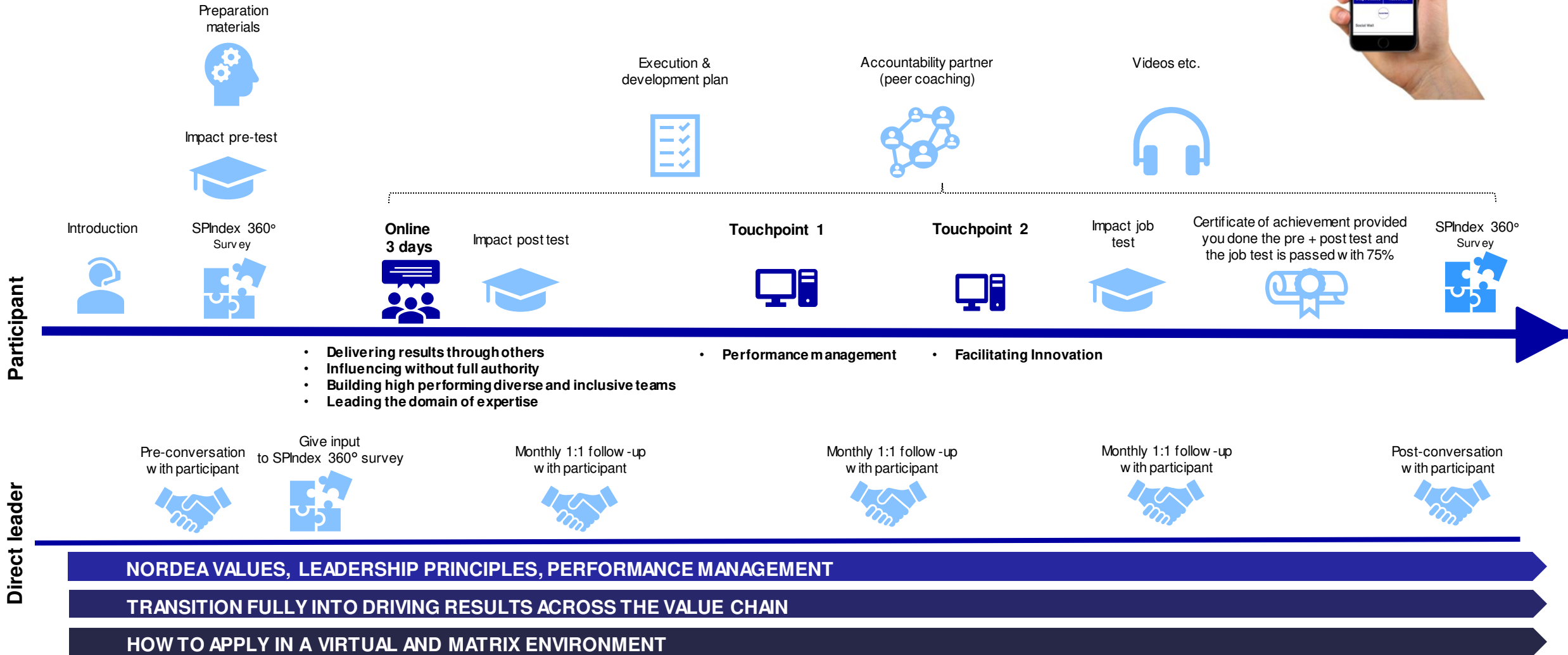
- **Knowledge Leader**
  - Started in December 2020
  - 18 cohorts with 428 participants completed
  - 149 enrolled
- **Knowledge Expert**
  - Started in May 2022
  - 3 cohorts with 67 participants completed
  - 111 enrolled
- **Leading Specialist**
  - Started in March 2023
  - 1 cohort with 28 participants completed
  - 50 enrolled

**Nordea**

### Leadership Learning Portfolio

FUNCTIONAL LEADERSHIP	PEOPLE LEADERSHIP	TOPIC BASED	
<p><b>NOMINATION BASED</b></p> <p><b>Potential Leader</b></p> <p>Target group: The team member who shows a willingness and suitability for taking on a leadership role, should have a leadership role in their development plan and have practiced leadership on-the-job.</p>	<p><b>MANDATORY</b></p> <p><b>Licence to Lead</b></p> <p>Target group: All newly appointed leaders</p>	<p><b>Communication</b></p>	<p><b>Coaching</b></p>
<p><b>Knowledge Expert</b></p> <p>Target group: Specialists who hold a certain depth of knowledge within a specific domain, who deliver results through both, influencing others and by individual contributions and who are recognized as an expert capacity within their area of expertise.</p>	<p><b>MANDATORY</b></p> <p><b>New People Leader</b></p> <p>Target group: People Leaders who have been in their role for a minimum of 6 months</p>	<p><b>Leading Remote &amp; Hybrid</b></p>	<p><b>Inclusive Leadership</b></p>
<p><b>Knowledge Leader</b></p> <p>Target group: Specialists/Functional leaders with significant depth of knowledge within their area and lead their area of expertise across Nordea. Even acknowledged externally.</p>	<p><b>Leader of Leaders</b></p> <p>Target group: Leaders who have other leaders reporting to them</p>	<p><b>Leading change</b></p>	<p><b>Recruitment &amp; Interviewing</b></p>
<p><b>NOMINATION BASED</b></p> <p><b>Strategy and Leadership Excellence</b></p> <p>Target group: Top-tier leaders on executive level 1 and 2</p>	<p><b>People Leader Experienced</b></p> <p>Target group: People Leaders who have been in their role for a minimum of 2 years</p>	<p><b>Team Development</b></p>	<p><b>Mentoring</b></p>
		<p><b>Occupational Health and Wellbeing</b></p>	<p><b>Leading Specialists</b></p>

# Knowledge Leader – programme overview





# Results for Knowledge Expert & Knowledge Leader 2021-2023

2022-2023 KE

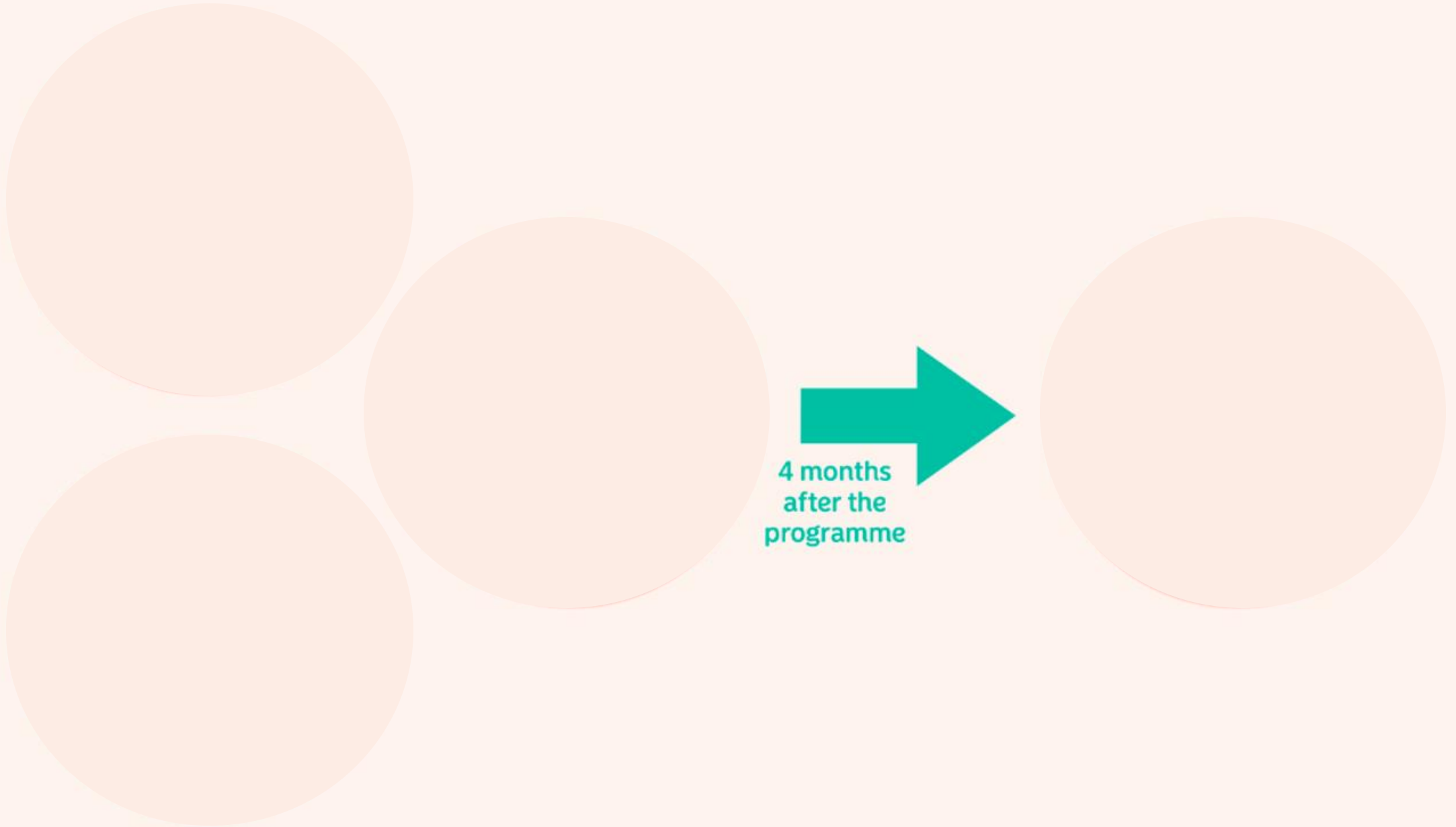


2022-2023 KL



\*The vertical line indicates the Peopleway® Benchmark, which includes +35 million measurements. The scores are compared with the Peopleway® Benchmark and deviations are shown next to each "After training" and "On the job" Score.

# Direct leader's impact on participants' engagement, attitude and behavioural change



## Tips based on our learnings so far...

Involve direct leader in the training programme.

Conduct right level of tailoring to the training programmes

Get going regardless of organisational setup. Pilot fast.

Support the development of full spectrum of Specialists in your organisation by offering different trainings targeted to different specialist roles

To get the right people in, let the learners assess their role and find the matching training programme

Support Leaders to lead specialists even better.  
Leading Specialists – add-on module for the Leadership Pipeline Programmes available for all leaders

**Thank you**

