

Make Time for Growth: Fostering a Mindset of Continuous Learning

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Hello, and welcome!



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Agenda

- 01** Setting the Stage
- 02** Make Time for Growth
- 03** Finding Your “Why”
- 04** Looking Ahead



Workshop Objectives



Explore how to use **self-reflection** to uncover intrinsic motivation for elective training



Understand the importance of **manager support** in elective professional development



Discuss how purposefully connected initiatives can support a **larger strategic vision**

Setting the Stage



What's the Impact of a Learning Culture?

The gap today¹

10%

Only 10% of organizations have successfully created a productive learning culture

2 in 10

Employees demonstrating effective workplace learning behaviors

Companies with an edge in learning are...²

46%

More likely to be **first to market**

37%

More **productive**

92%

More likely to **innovate**

58%

More prepared to meet **future demand**

34%

Better response to **customer needs**

17%

More likely to be **market share leader**

...and have better business results³

2.6x

More likely to **exceed financial targets**

7.2x

More likely to **engage and retain employees**

1 - How to Create a Learning Culture, CEB/SHRM ([link](#))

2 - Leading in Learning, Deloitte and Bersin ([link](#))

3 - The Benefits of a Learning Culture, Udemy Business ([link](#))

The Challenge

Two biggest challenges for talent development are:

1. Getting **employees to make time** for learning
2. Getting **managers involved** in employee learning

Competency-Based Development

Field Sales and Educator Competencies

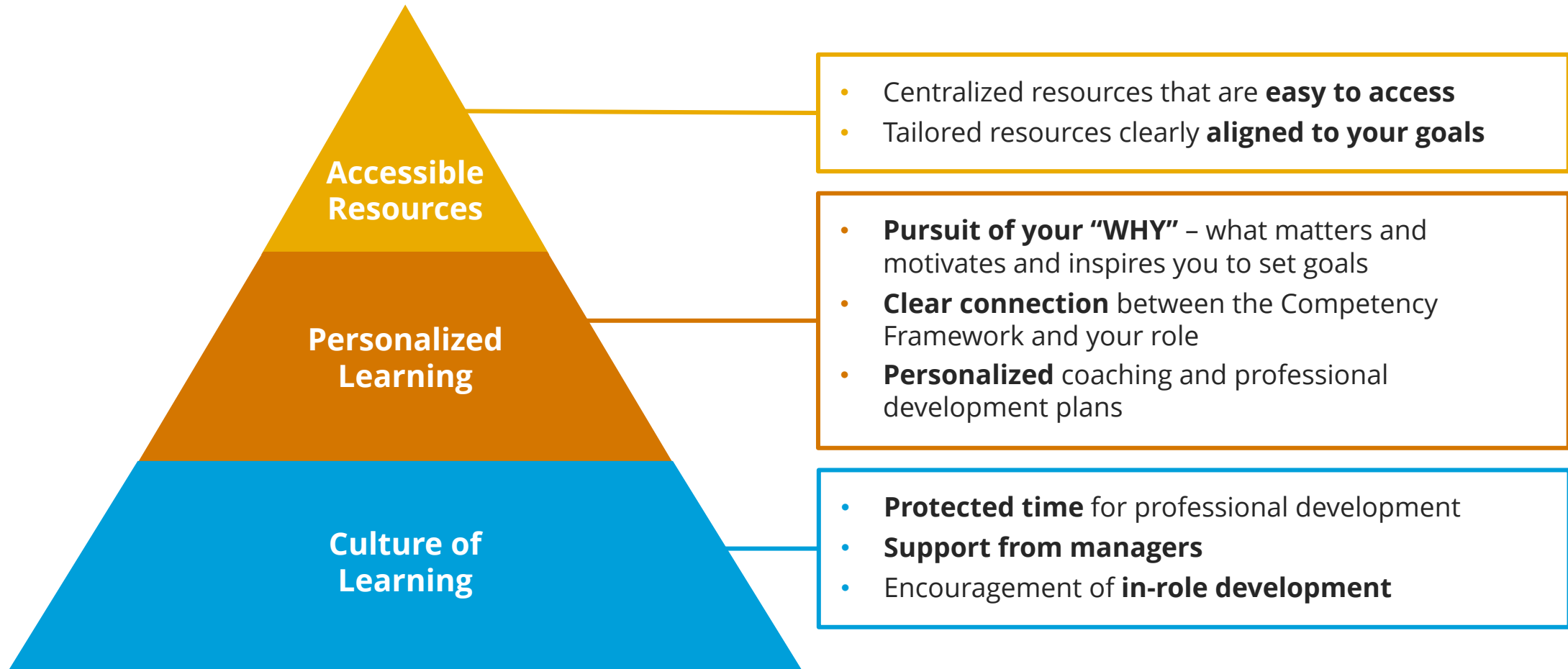
These competencies apply to Sales Reps, Sales Managers, Educators and Educator Managers.

 Leads Self and Others	 Understands the Market	 Uses Market Understanding for Business Planning	 Building Business Relationships
 Market Advocacy and Customer Influence	 Delivering Results and Driving Performance	 Collaborated Across Boundaries	Anchored to the NNWay Behaviors and Success Profiles

Building Business Relationships

Builds Relationships	Applies an account mindset	Navigates the healthcare environment	Orchestrates system-wide engagement
INCREASE IN COMPLEXITY OF STAKEHOLDER RELATIONSHIP MANAGEMENT			
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<div style="background-color: #002060; color: white; padding: 10px; display: inline-block;"> 76% vs 40% High performers </div>			

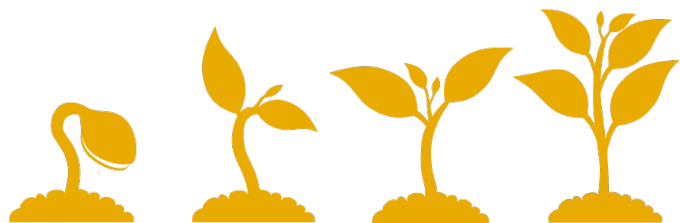
Competency Adoption: A Model for Success



Make Time for Growth



MAKE TIME FOR GROWTH



Teaser Video

Getting Started Guide

Manager Resource

Degreed Learning Plans

Choosing Resources Aid

Communities of Practice Guide

Competency Spotlight Emails

MTFG Theme

Employee Experience Team | Meaningful Growth, Business Outcome & Personal Achievement

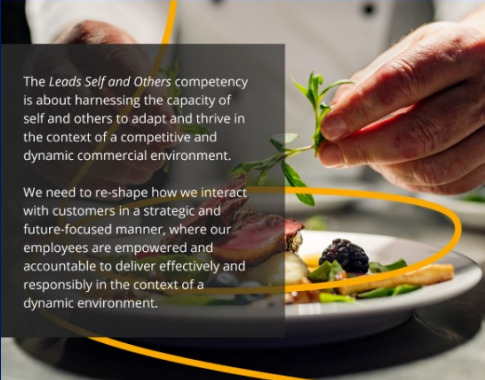
Competency Spotlight

Monthly Newsletter

LEADS SELF AND OTHERS

The *Leads Self and Others* competency is about harnessing the capacity of self and others to adapt and thrive in the context of a competitive and dynamic commercial environment.

We need to re-shape how we interact with customers in a strategic and future-focused manner, where our employees are empowered and accountable to deliver effectively and responsibly in the context of a dynamic environment.






Employee Experience Team | Meaningful Growth, Business Outcome & Personal Achievement

Introducing


MAKE TIME FOR GROWTH

The seed was planted...
Recently your manager introduced you to *Make Time for Growth* and gave you a sneak peek at its exciting features.

Now, here comes the sun!
Today marks the official launch of *Make Time for Growth*! Click the image below to view the teaser video and see what's to come.

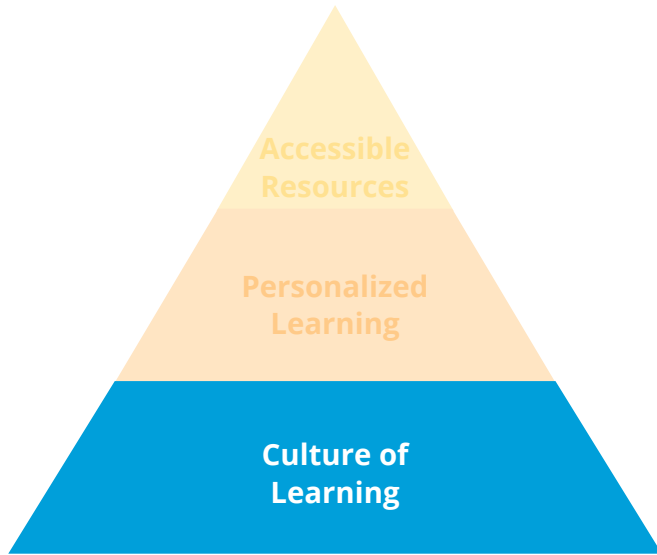

Tip!



A good mentor and coach teaches others how to extract the right lessons from their experiences. In your next mentorship meeting, be a *question coach*! Ask the following questions to help your mentee reflect on their experience and establish key learning points.

- What did you learn from this situation?
- How might you approach this situation in the future?
- What patterns are you noticing about yourself?

Make Time for Growth Tools



- Protected time for professional development
- Support from managers
- Encouragement of in-role development

Make Time for Growth
Manager Resource

es
es that align
t. The process

by-specific plans
by-specific plans

their IDP. Ask
Brainstorm

and reinforce

Keep your team motivated and contribute to a culture of learning by celebrating wins, both big and small! Recognition can go a long way!

Share Opportunities
Share any webinars, conferences, or courses that relate to your team's goals and interests. Keep their goals and interests in mind when assigning stretch projects, short-term assignments, or additional responsibilities. Identify opportunities for job-shadowing, team reflections, and 1-on-1 coaching. Help them make connections and network across the organization.

Step 1: Defining Growth
~20-minute activity

Let's get started by first defining what growth means to **you**. Reflecting on where you are now, where you want to go, and what you want to accomplish can help you create goals and explore different ways to achieve them. This leads to meaningful growth.

"Growth" means something different to everyone and how you define it can change over time. This is because growth is **personal**.

Step 5: Embedding Learning into Your Workday
~10-minute activity

Setting aside time to learn can be challenging, even when you have clear goals and the resources to support you. At Novo Nordisk it is our priority to provide you with the space and support to **Make Time for Growth!** We strive to ensure that you feel engaged and guided in your professional development, knowing that prioritizing your own growth every day is an important part of your journey to success.

Communities of Practice at Novo Nordisk

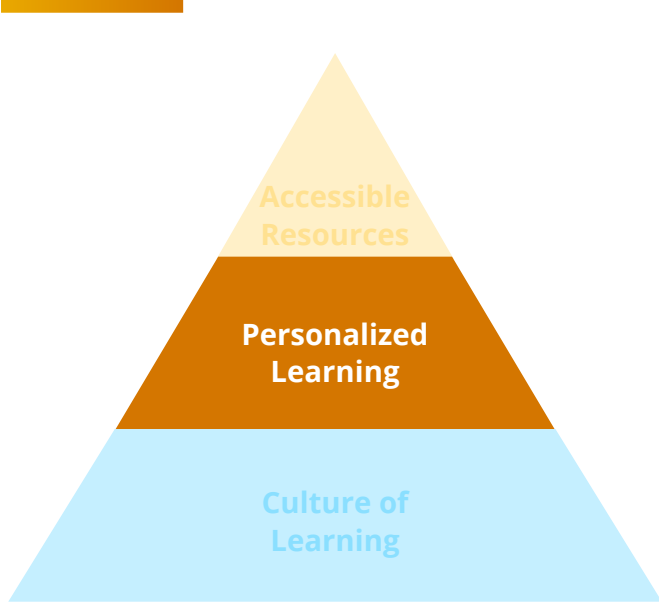
What is it?
A Community of Practice (CoP) is a group of people that are brought together by a shared interest, goal, concern, or skill set. CoPs may be held once, for one specific purpose, or at regular intervals, for pursuing longer-term goals.

How does it work?
A CoP can exist within a team, a role or specialty, a business unit or stretch across divisional boundaries. The number of participants is flexible. Typically, there is a leader or core group whose passion for the topic energizes the group and who can facilitate the meeting.

Why participate?

- To improve your understanding of recent learning
- To help you apply what you've learned to your role
- To access the expertise and experience of others
- To create a safe space to share best practices, perspectives, and ideas
- To engage and collaborate with your peers
- To discuss challenges and goals with like-minded individuals
- To identify knowledge gaps and make a plan to address them
- To practice facilitation/presentation skills

Make Time for Growth Tools



Make Time for Growth
Getting Started Guide

Your Growth Journey

Remember, investing in your growth and development is optional and driven by you! The path you take may look quite different from that of your peers, but the same principles will guide you. To the right is a overview of a process that can help you navigate your growth.

To be mindful of your busy schedule, the appropriate time to complete each exercise has been provided. This way you can effectively plan ahead and *Make Time for Growth!*

- 1 Defining Growth (p.8)** - 20 mins to complete
- 2 Preparing for Your Initial Growth Meeting with Your Manager (p.14)** - 10 mins to complete
- 3 Finding Your "Why" (p.17)** - 10 mins to complete
- 4 Finding Resources & Opportunities (p.22)** - 15 mins to complete
- 5 Embedding Learning into Your Workday (p.27)** - 10 mins to complete
- 6 Setting New Goals & Identifying Areas for Growth (p.44)** - 10 mins to complete

Now, let's dive into Step 1 of your growth journey!
Ready, set, grow!

Step 1: Defining Growth

How To Grow at Novo Nordisk

Now that you have identified your desired type of growth, how can you make this happen? You can grow...

- Through Experience (70%)**
 - To adapt and grow, you must be continuously involved in new experiences and challenges that foster learning.
- Through Others (20%)**
 - We learn and grow through sharing knowledge, observing others, and nurturing relationships.
- Through Training (10%)**
 - Engaging in formal training to gain new knowledge, skills, and behaviors can help clarify, support, and boost the other 90% of your learning!

Some of these opportunities include:

- Stretch assignments
- Special projects
- Different responsibilities
- Temporary role to gain specific experience
- Short-term assignments or covering for another individual
- Self-reflection
- Applying new learning in real situations
- Managing change

This may be through:

- Observing role models and/or experts in action (1-on-1 coaching and feedback from a manager, peer, or mentor)
- Job shadowing
- Knowledge-sharing presentations
- Networking
- Peer learning group/coaching circles
- Team reflections

Training opportunities may include:

- Seminars or conferences
- Classroom training or workshops
- Courses
- Reading
- Podcasts
- Webinars

Step 2: Preparing For Your Initial Growth Meeting With Your Manager

So, how can you prepare?

Take Note!
Take a few minutes to reflect and complete the following:

- What is supporting your learning and growth?
 -
 -
 -
- What is slowing or preventing you from learning and growing?
 -
 -
 -
- How can your manager support you in your growth journey?
 -
 -
 -
- How often do you want to talk about your growth?
 - At every 1-on-1 meeting
 - Weekly
 - Monthly
 - Other:

- Pursuit of your "WHY"** – what matters and motivates and inspires you to set goals
- Clear connection** between the Competency Framework and your role
- Personalized** coaching and professional development plans

Step 3: Finding Your "Why"

Self-Assessment Questions

On a scale from 1 (strongly disagree) to 5 (strongly agree), indicate your level of agreement with the following statements.

Statement	Strongly Disagree	Strongly Agree
Leads Self and Others I consciously develop self-awareness to see and understand my own values, passions, aspirations, fears, my team, reactions (including thoughts, feelings, behaviors, strengths, and weaknesses), and impact on others.	1	5
I am comfortable understanding and adjusting to change in the workplace, such as a change of leadership, work partner, territory, or a product shortage.	1	5
Understands the Market I have a deep knowledge of the physicians I call on, including their prescribing habits, dynamics of their practice, and socioeconomic information of the patient populations in their practice (eg, underserved, Medicare/Medicaid, commercial insurance).	1	5
I can interpret and analyze data from Connext, and have functional use of Excel, Word, PowerPoint, RMA Success, and reports from Area/Region/District managers in order to create a plan of action. I can use Excel to complete business analysis using techniques such as creating formulas, working with tables and executing queries.	1	5

Step 4: Finding Resources & Opportunities

Over the next 1-2 months you will explore resources and opportunities that align with your strengths and/or areas of development, and your Growth Summary Statement.

The process to find resources and opportunities can be either manager- or self-directed.

Manager directed
During a coaching session, your manager may identify a strength or development area and assign you a resource or learning opportunity to pursue. A link to the resource or member of the opportunity will be provided to you in iCoach.

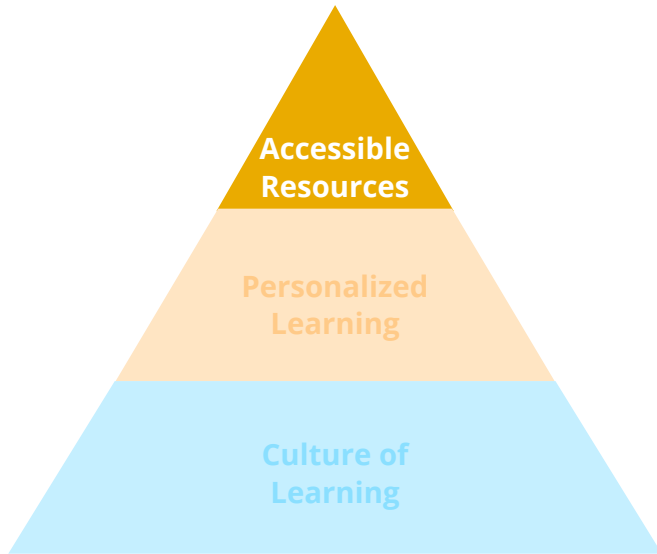
Self-directed
In the self-assessment exercise on page 27, you listed your wants and concerns to competency behaviors. Using this information and the **Choosing Resources Aid**, you identify and locate resources to pursue your interests and address any challenges you face!

Step 5: Embedding Learning into Your Workday

Communities of Practice

Approach	Example
Discuss what you have learned When? After you have completed training or attended a learning opportunity. Why? To share key takeaways with your colleagues, generate discussion, and encourage knowledge/skill application.	Kai attends a webinar and feels there are several strategies that his business unit could implement and benefit from. He initiates a CoP to share what he learned in the webinar and to brainstorm ways that his colleagues and business unit can apply these strategies in their current environment.
Discuss what the group has learned When? After many people have completed the same training or attended the same learning opportunity. Why? To reinforce learning, facilitate meaningful discussions, and help people apply what they learned to their current role.	Lina and some of her colleagues across different business units have shown interest in developing their MS Excel skills to help them better perform analyses and pursue new business opportunities. She suggests that they each complete the Sales Excel Challenge in iCoach and then meet at the end of the month to discuss their experience with the course, address any challenges, and talk about how they can use these skills in their roles.
Discuss what the group wants to learn When? First to meet regularly (eg, monthly) with peers who have common interests, passions, or goals. Why? First to decide what resource/opportunity/topic you will explore together. Then to ask questions, collaborate, and discuss key takeaways and how the knowledge/skill applies to your role.	As Sarah completes her IDP, she identifies that she wants to be more up-to-date with local market trends and developments and their effects on her customers. She shares this with her team at a weekly meeting. As a result, seven of her colleagues express their interest and agree to meet monthly to discuss current market trends and their impact. They take turns facilitating each month and discuss recent resources to stay up-to-date.

Make Time for Growth Tools



- Centralized resources that are **easy to access**
- Tailored resources clearly **aligned to your goals**



Understands the Market

Collaboration: [Icons] Visible to organization

Peopple: [Icon] Plan

Plan Followers Insights

Understands the Market

Understands the Market

What is it?
A thorough understanding of marketplace trends and dynamics and the ability to use these insights to identify business opportunities.

Why is it important?
Especially in the context of dynamic change, market understanding and analysis is vital to ensure that effort is focused in the right place. In addition, the shift from insulin to semaglutide will need a reassessment of our business environment and opportunities.

Understands the Market Framework

Articles: Understands the Market Framework

Identifies Current Opportunities: Drawing on a Range of Available Data Sources
Understate business analysis using available tools to identify key opportunities.

I want to...

- Understand local customers & patients
- Seek information
- Analyze data (Excel, Connex, etc.)
- Identify business opportunities

Articles: Every Medical Sales Call is a Fact-finding Intelligence...

Articles: Why You Need Better Analytical Skills

Courses: 0.5 Hours: LinkedIn Learning: Excel: Power Query for Beginners

Courses: 0.5 Hours: LinkedIn Learning: Excel: Filtering Data for Beginners

EXCEL: YOU CAN DO THIS

Courses: 0.5 Hours: LinkedIn Learning: Excel: You Can Do This

MAKE TIME FOR GROWTH

Employee Experience Team | Meaningful Growth, Business Outcome & Personal Achievement

Choosing Resources Aid

I'm interested in learning about...	And I want to...	In Degreed, I can review...
<p>Market Fluency</p>	<ul style="list-style-type: none"> • Understand local customers & patients • Seek information 	<p>Plan: Understands the Market</p> <p>Section: Identifies current opportunities drawing on a range of available data sources</p>
	<ul style="list-style-type: none"> • Analyze data (Excel, Connex, etc.) • Identify business opportunities 	<p>Plan: Understands the Market</p> <p>Section: Sees trends and connections across the local healthcare environment</p>
	<ul style="list-style-type: none"> • Understand the healthcare environment (trends) • Make connections across data points 	<p>Plan: Understands the Market</p> <p>Section: Identifies complex relationships in a dynamic market to make robust business choices</p>
	<ul style="list-style-type: none"> • Understand market complexity & dynamics • Analyze trends • Determine where best to invest time • Exercise business acumen 	<p>Plan: Understands the Market</p> <p>Section: Anticipates future market developments</p>
	<ul style="list-style-type: none"> • Forecast changes in local healthcare environment • Position NN's portfolio to key decision makers • Communicate complex ideas 	<p>Plan: Understands the Market</p> <p>Section: Anticipates future market developments</p>

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Getting Started Guide



Make Time for Growth Process – 6 Steps



Finding Your “Why”



Who has ever wanted to learn a new skill or improve their knowledge on a subject but felt like **you didn't have enough time to do it?**

Who has **spent a few hours** reading your favorite book, searching for a new recipe, or exploring YouTube for a DIY tutorial?



“Learning is the by-product of pursuing
the things **we care about.**”

- Nick Shackleton-Jones

Step 3: Finding Your “Why”



Step 3: Finding Your “Why”



PART 1 Self-Reflection

- Reflect on the past 6 months in your role
- Identify positive events (wins) & negative events (concerns)



PART 2 Self-Assessment

- Identify competencies that you currently demonstrate or need to develop
- Connect wins/concerns to competencies



PART 3 Growth Summary Statement

- Summarize your “why” and pair it with the actions you will take to grow

42%

More likely to achieve a goal that's written down

Now it's your turn!

Activity: Self-Reflection

Milestone, Task, or Event

Successfully delivered a presentation

Assigned to a large project

Missed a sales opportunity

Emotion

Excited

Nervous

Disappointed

Activity: Self-Reflection

Event & Emotion

Impact

Action

TOP WIN

Successfully delivered a presentation (Excited)



It inspires you to continue using these skills and strategies to succeed and experience positive feelings again in the future!



Take a course to continue to develop your facilitation skills

TOP CONCERN

Missed a sales opportunity (Disappointed)



It encourages you to improve your knowledge/skills/support to avoid experiencing negative feelings again in the future.



Ask manager to help connect you with a mentor with excellent sales skills

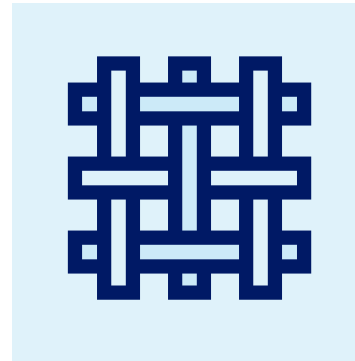
Looking Ahead



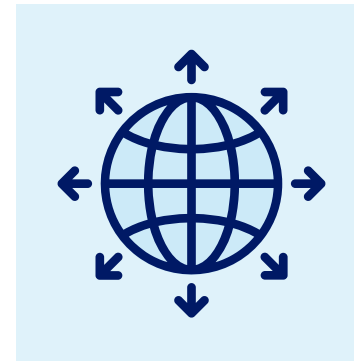
The Bigger Picture



Increased perception
of opportunities
for growth



Integration
into key processes
and initiatives (eg,
Selling Model &
other training)



Expansion
across the
enterprise

Testimonials



I really like your teaser video, but what I love even more is the MTFG Getting Started Guide. It is so well laid out and it's **nice to have the timeline** to put a schedule together when partnering with our team members.



The new selling “approach” and our performance discussions are all based on the competencies, it's nice to have **resources to share** with team members who want to work **on specific areas of development.**



We've had such an incredible positive response to the video. We play it at all of our development days. **Make Time for Growth is becoming a common phrase**, a part of the Novo Nordisk language.

Testimonials



Make Time for Growth is **the most comprehensive and development-forward platform** created for employees at Novo Nordisk since my tenure of 5 years! It has truly lived up to its name in that it provides a brilliant way for Novo Nordisk employees to **grow and develop** in their careers.



By sharing **how easy it is to integrate learning into their workday**— whether it is reading a short 3-minute article, listening to a podcast...or taking a short LinkedIn Learning course while waiting for their sample shipment, individuals are **inspired to make time** for their development!



I have been using Make Time for Growth often... we selected a competency to work on and I went through the **specific resources for that competency**. I have listened to TED talks, read articles and reviewed podcasts on topics that **relate to the growth I'm trying to achieve**.

Questions?



Thank You!



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