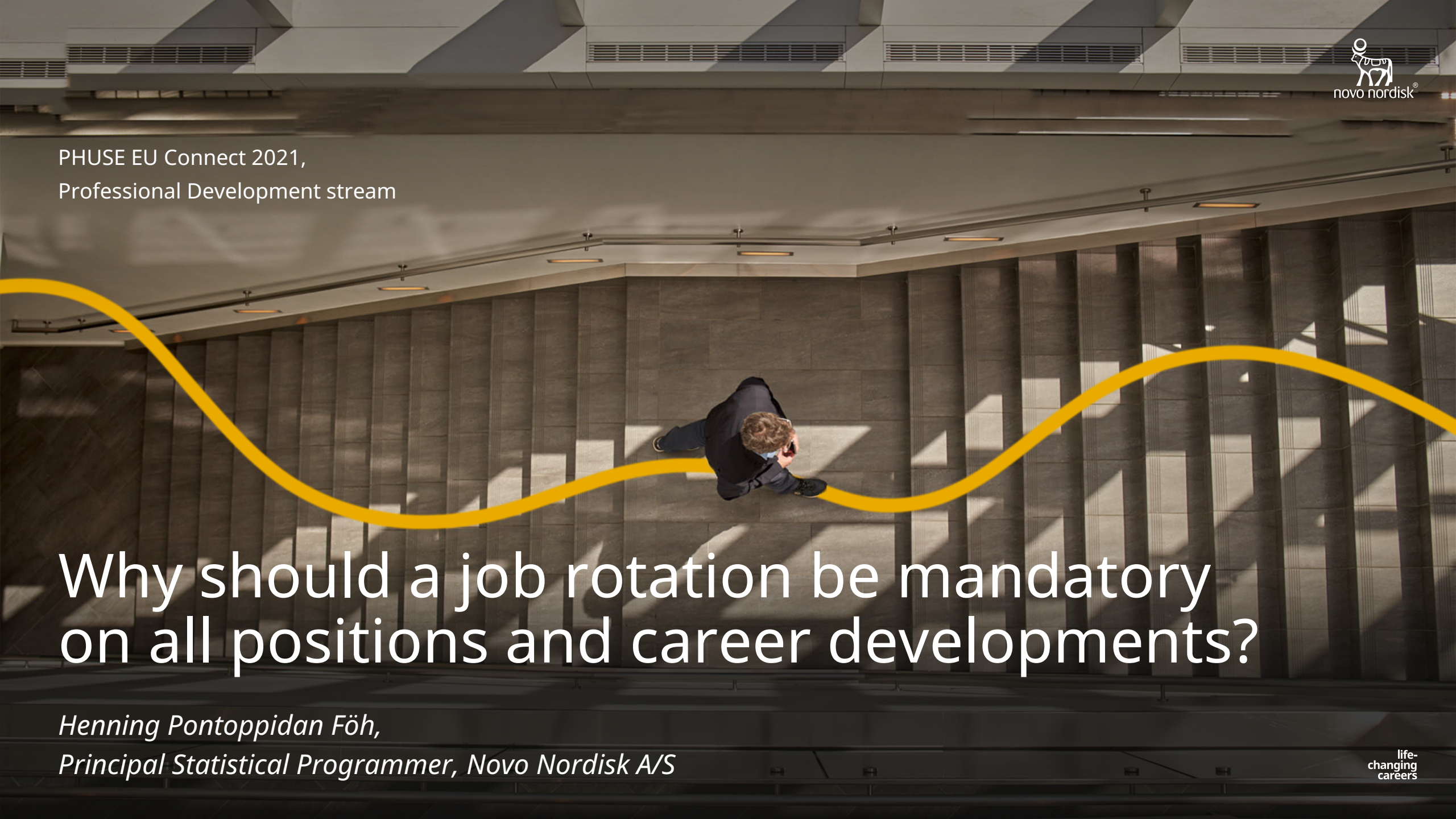


PHUSE EU Connect 2021,
Professional Development stream



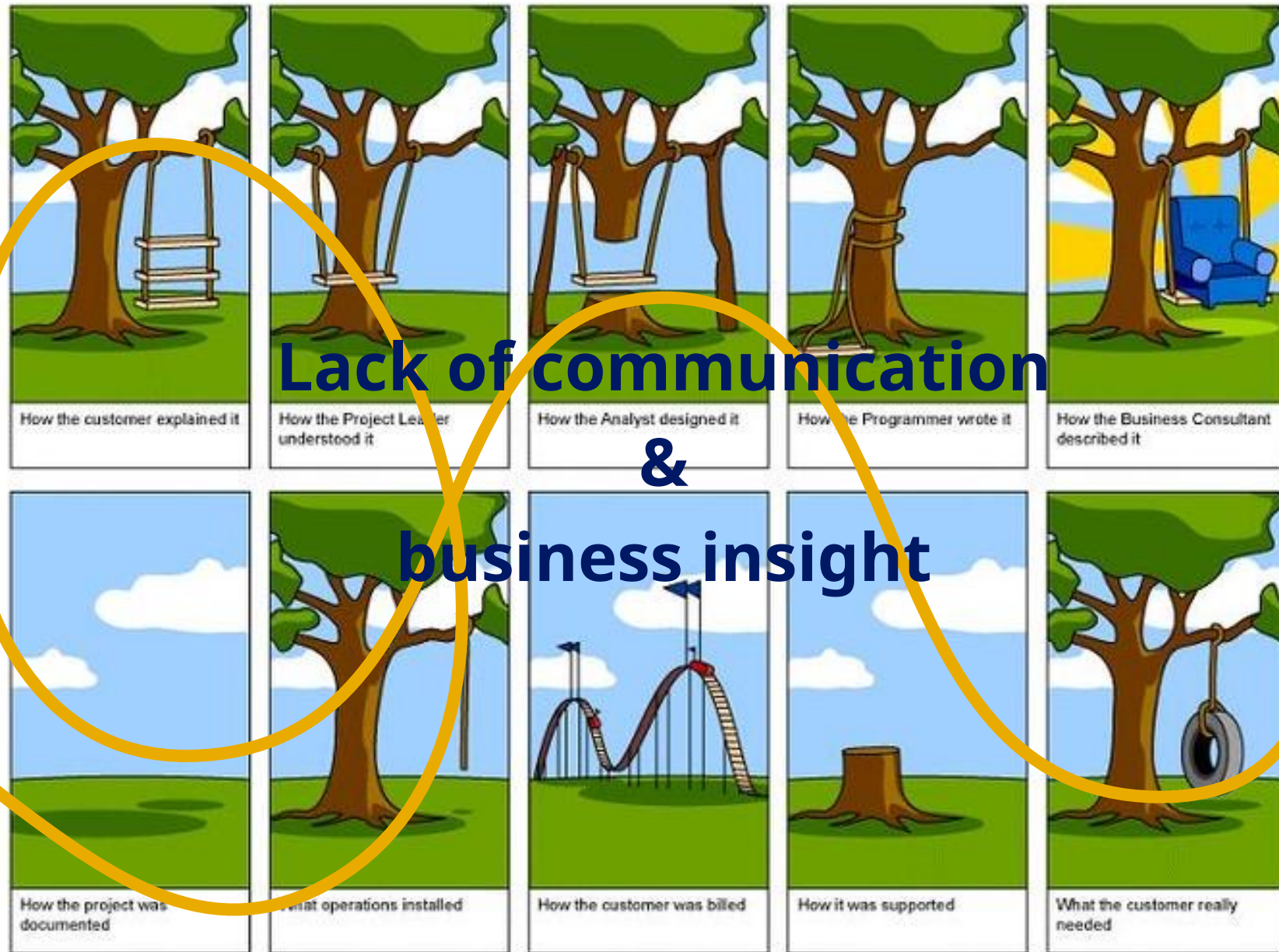
Why should a job rotation be mandatory on all positions and career developments?

*Henning Pontoppidan Föh,
Principal Statistical Programmer, Novo Nordisk A/S*



Disclaimer

*Views and opinions expressed are those of the speaker
and not necessarily Novo Nordisk*



Agenda

What is meant by a *job rotation*?

What is in it for me?

What is in it for the organisation?

How do we apply it in Novo Nordisk?



What is meant by a *job rotation*?

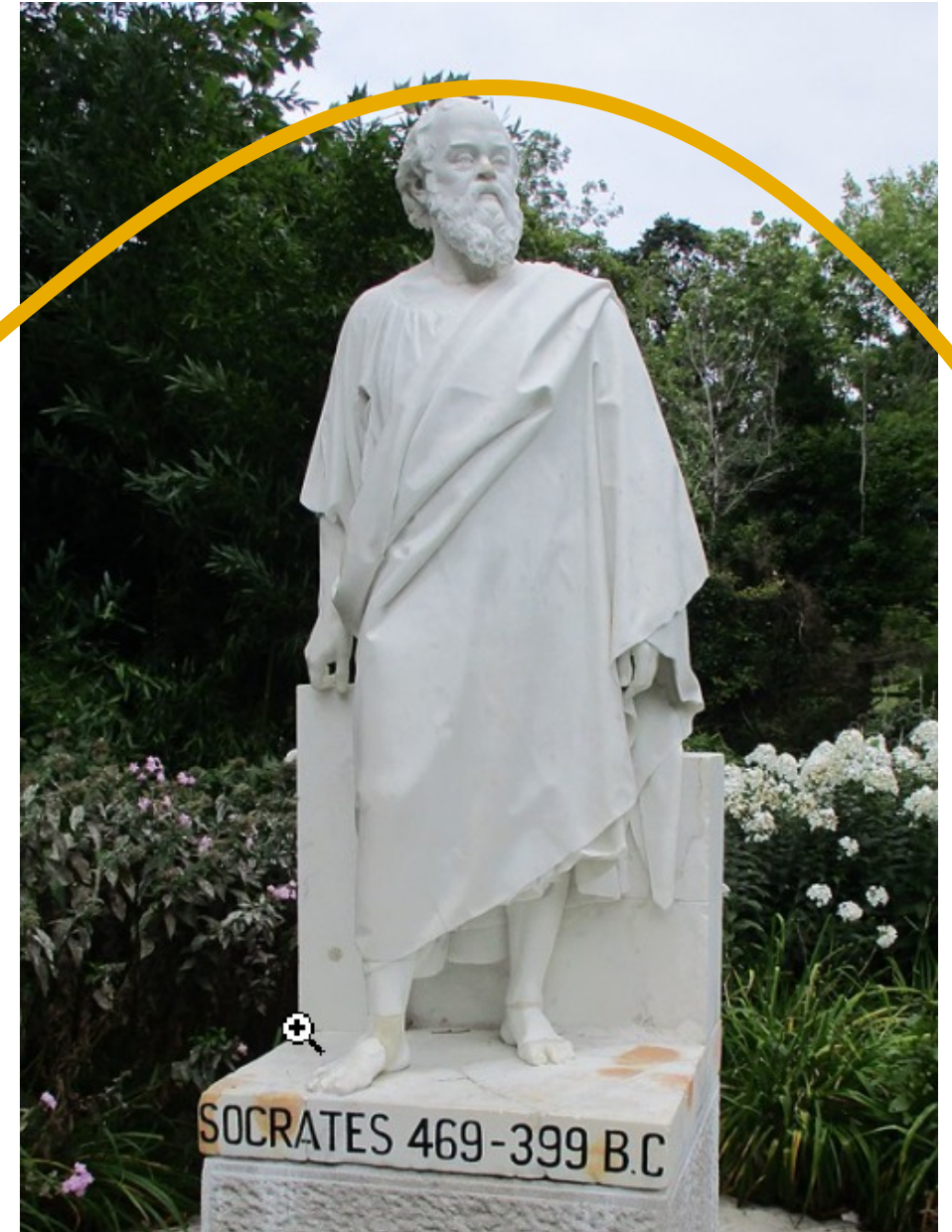
Cross-functional task and work at a time limited period

Type of rotation	Definition
Temporary Job swap	Full-time role 2-sided rotation. Learning opportunities for both sides. Return to 'old' job afterwards (rotation "without worry"). Timing is key.
STA (short-term job assignment)	Up to 1 year and typical across borders.
Stretch assignment	Part-time role Additional scope/responsibility on top of existing role. Could be a cross-functional project in own or other area
Learning assignment	Full-time role Rotation to new area/different career path to explore and test for future career. 100% in rotation role. Return to previous position afterwards and no guarantee of promotion or new role afterwards.

Benefits for the employee

What did I take with me from my job rotation?

*“I know that I know
nothing...”*



Freely after Socrates (in Plato, *Apology* 29b-c)

Focusing on what's in it for me

Building trust

- Being part of team at daily basis
- Fail (and succeed) together
- Building relationship

Distraction of daily working habits

- Inspirations to innovative ideas
- Learning from others
- Seeing things in a larger perspective

Career expansion

- New job openings
- New role comprehensions
- Speed up new opportunities

TRUST

DISRUPTION

NETWORK

Building and expanding network

- Within company and across skill area
- Increase visibility to stakeholders
- Cultural understanding

CAREER

PERSONAL
INSIGHT

Understand yourself better

- What do I like and am I good at?
- Weaknesses and challenges?
- Opportunities

DEVELOPMENT

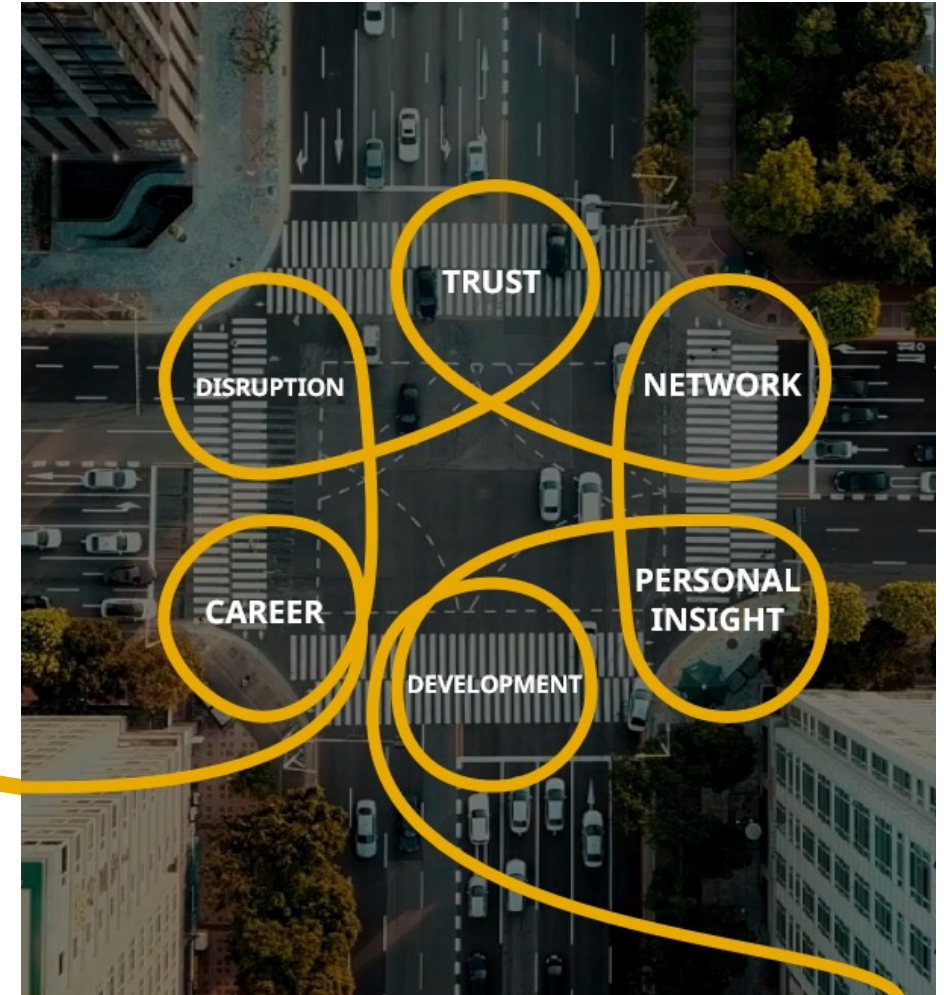
Business understanding

- On the job development
- New skills
- New collaborations across company

Benefits for the organisation

Value for the employee are value for the company

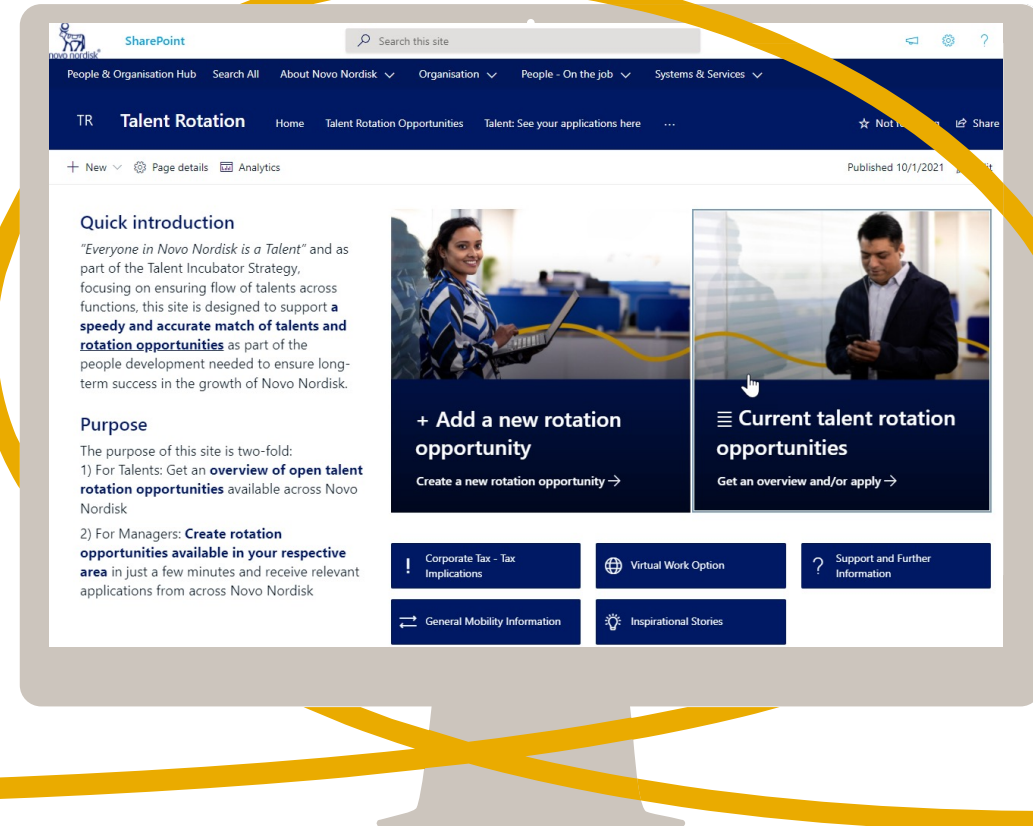
- ✓ Strengthen the global or the **cross functional** organisation
- ✓ **Alignment** of processes and **sharing best practise**
- ✓ **Employee engagement** and attractive workplace
- ✓ Enable **diversity** and a diverse mind-set
- ✓ **Sharing of talents** and critical skills globally
- ✓ An **agile** and **dynamic** organisation
- ✓ Innovation through **understanding** of the full organisation value chain



Talent job rotation platform

Novo Nordisk want to connect curious talents to endless development opportunities across the full value chain

- Look and apply for an appropriate job rotation
- Get inspiration of “what is out there” within the organisation – what could be of interest?
- Sharing/advertise new internally job rotation opportunities



Why a job rotation ought to be *mandatory*?

For the benefit for individual talent as well as for the company

*"Having a **persistent focus on developing talent** will be defining for our long-term success...*

*One could challenge us in our ability to **systematically develop talent** and bring them the experience needed to support the growth of Novo Nordisk...*

*We must have a **flow of talent across functions**, including the mobility policies to make it happen".*

Lars Fruergaard Jørgensen
Novo Nordisk CEO



BEING A TALENT INCUBATOR

- 1 | Enable our people to reach their full potential
- 2 | Grow our talents to fuel the internal talent pool and build core capabilities

- ✓ Promotes **diversity and inclusion** and fosters **innovation** and **learning culture**
- ✓ Expands **business understanding**, **value chain knowledge** and strengthens the internal **network across the company**
- ✓ Accelerates **learning** and **development** among talents
- ✓ Prepared to respond to the future **needs**



Thank you!

Questions or comments?

Henning Pontoppidan Föh
hpf@novonordisk.com