

COPENHAGEN JANUARY 4th & 5th

LPI SUMMIT 2023

Day 1



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Agenda Day 1 – January 4

Time	Topic
8:00	Welcome coffee & networking Individual photos (for some videos)
10:00	Welcome to the 2023 LPI Summit (Anders) GROUP PICTURE
10:30	2022 Accomplishments and 2023 Ambition (Kent)
11:30	LPI Awards
12:00	<i>LUNCH</i>
13:00	Impact Results and Nordea example
13:50	Data driven Leadership (Kent)
14:30	<i>BREAK</i>
15:00	Chr. Hansen client Case
16:00	Group work (split into 2 groups and 2 rooms) 1. Facilitators: Facilitation best practice (Keith & Anders) 2. Business Development (Kent & Lars)
17:15	Conclusion on Day 1
17:45	Walk to restaurant LaLaLa
18:15	<i>DINNER</i>

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INTRODUCTION

- Name
- Country
- Years with LPI
- My Role in LPI



KEY PEOPLE FOR SUPPORT

- Maiken
- Emil



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LPI SUMMIT 2023

2022 ACCOMPLISHMENTS AND 2023 AMBITION

Kent Jonasen

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LPI...

New partner in:

- Balkan

New BD VP's in:

- USA, Chicago
- UK
- Netherlands

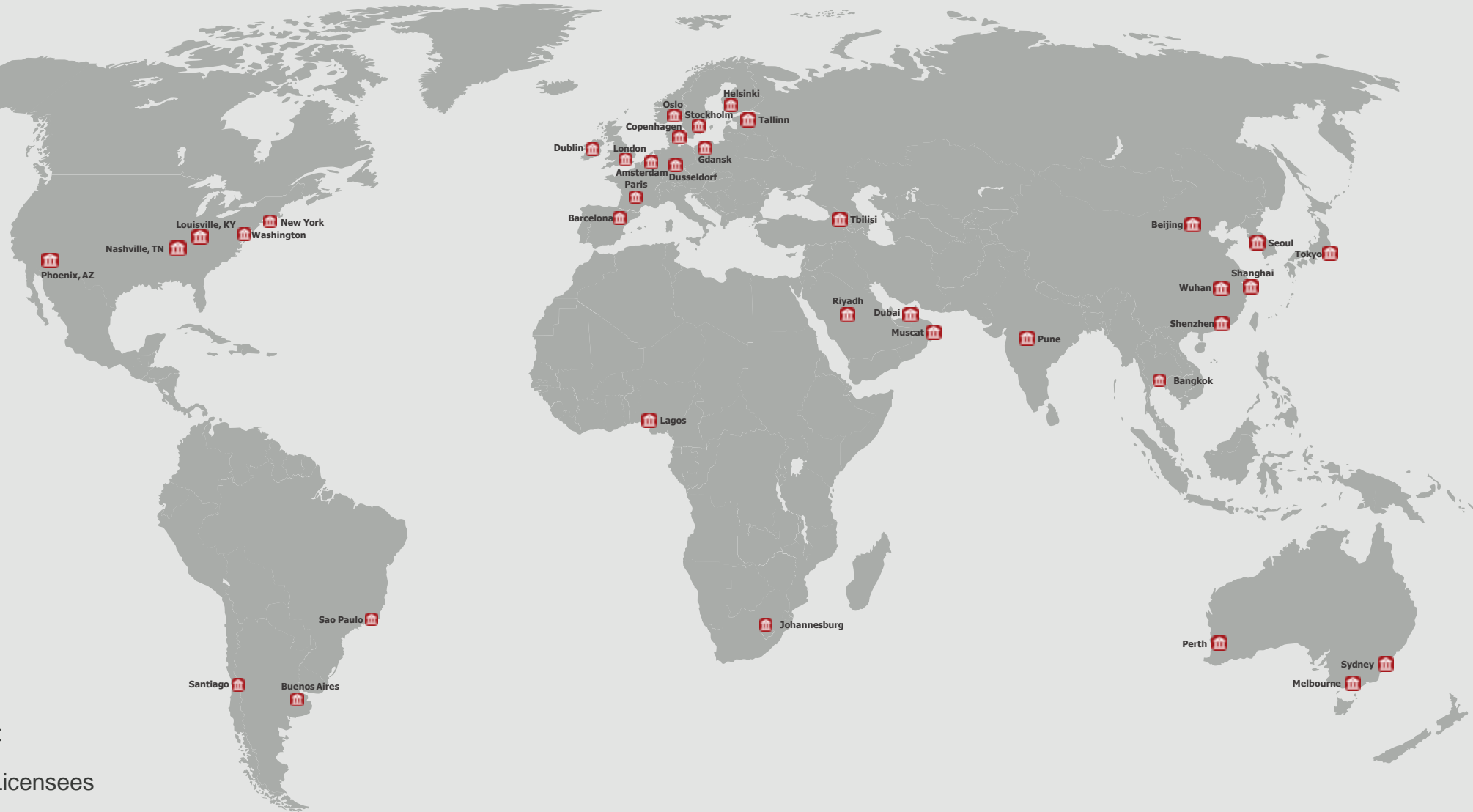
New Support set-up:

- US
- Denmark

Master facilitator

Other:

- Oliver Group buy-out
- Increased focus on Licensees





LOOKING BACK

- 12% growth on topline (45% growth in 2021)
- 85% online programs
- +100% growth in EASE surveys
- Additional solution for data driven leadership development – delivery
- Leadership transition coaching solution tested and in production
- Specialist Pipeline book completed
- 3rd edition of Leadership Pipeline book started



An exponential growth



Strong growth

- 2019 => 130
- 2020 => 994
- 2021 => 2755
- 2022 => **3650**

Clients using the app:

- Ørsted
- Nordea
- BHP
- FLS
- Swedbank
- NETS
- COWI
- CHR Hansen
- PayEx

LPindex and Impact measurements



LPindex

- 2019 => 1.336
- 2020 => 3.075
- 2021 => 9.627
- 2022 => 11.782

Impact Measurement & Satisfaction

- 2019 => 1.867
- 2020 => 1.985
- 2021 => 5.182
- 2022 => 6.529

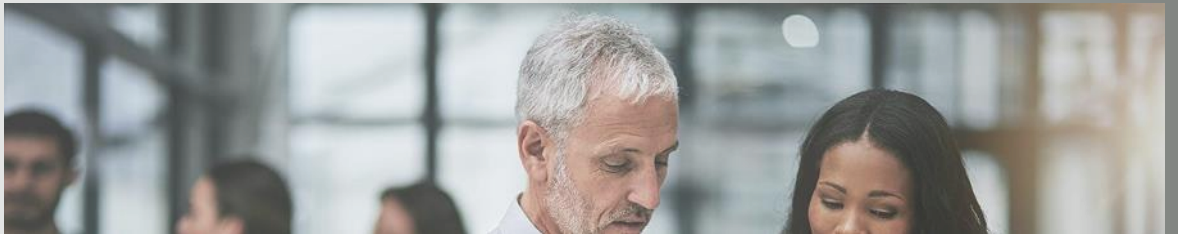
LOOKING FORWARD

- Additional BD VP's (Germany/Canada)
- Utilizing the growth platform – significant investment in marketing in 2023
- Publish Specialist Pipeline book 28 Feb
- Complete 3rd edition of Leadership Pipeline book
- **Update Functional Leader programme**
- Structured error correction in training materials
- Data Driven development
- Add licensees in new countries



CLIENT FEEDBACK/ EXPERIENCE

- They appreciate the uniqueness of our transition programs
- They are positively surprised about our online facilitation solution
- They hold us accountable for impact scores and satisfaction scores and general appearance
- Leadership Pipeline is still a powerful framework in the market



Q & A

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Tentative Agenda Day 1 – January 4

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CERTIFICATE OF HONOR

Certificate of Honor 2019 FACILITATOR OF THE YEAR

Keith Catchpole

For outstanding contribution to the LPI brand by leading the field of lasting impact and participant satisfaction

Kent Jonassen

Kent Jonassen
Global -CEO Leadership Pipeline Institute



WHY AND WHAT

- Our signature practices is what we want to be known for
- It is what we want our clients to tell about us
- It is how we create impact
- It is our guideline
- It is our competitive edge
- It is LPI's unique signature



The categories



Certificate of Honor 2022

FACILITATOR OF THE YEAR

Gereon Becker

For outstanding contribution to the LPI brand by leading the field of lasting impact and participant satisfaction

A handwritten signature in blue ink, appearing to read "Kent O. Jonassen", is written over a thin horizontal line.

Kent Jonassen

Global – CEO Leadership Pipeline Institute





Certificate of Honor 2022

**SPECIALIST
FACILITATOR OF THE YEAR**

Jessica Strand

For outstanding contribution to the LPI brand by leading the field of lasting impact and participant satisfaction

A handwritten signature in blue ink, appearing to read "Kent Jonassen".

Kent Jonassen

Global – CEO Leadership Pipeline Institute





Certificate of Honor 2022

BUSINESS DEVELOPMENT AWARD

Mati Sööt & Change Partners Team

A handwritten signature in blue ink, appearing to read "Kent O. Jonassen".

Kent Jonassen

Global – CEO Leadership Pipeline Institute





Certificate of Honor 2022

THE EXTRA MILE AWARD

Martin Sutton

For an extraordinary contribution to the LPI brand

A handwritten signature in blue ink, appearing to read "Kent Jonassen".

Kent Jonassen

Global – CEO Leadership Pipeline Institute



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WE PROTECT YOUR INVESTMENT

- We firmly believe that strategic development initiatives can (and should) be measured
- Measuring training impact is an integrated part of our DNA
- We protect your investment by working with some of the worlds leading independent providers of impact measurement

2022 KEY FIGURES

Impact Measurement

Leadership Pipeline Institute Measurements completed in 2022

The 2022 Key Figures is based on data from:

- +100 different organizations
- 5 continents

Measurement type	2022
LPindex	5.616
Impact Measurement	4.268
Satisfaction Measurement	5.011

Overall results

- LPI has achieved a 68%-point fulfillment of Behavior Objectives
19% above Peopleway Benchmark
- Behavior Effect
34% above peopleway Benchmark



OVERALL LPI IMPACT MEASUREMENT RESULTS

Type	LPI 2020	LPI 2021	LPI 2022	Benchmark	Difference
Satisfaction	85,5%	85,0%	86,0%	78,0%	10%
Learning	74,8%	72,4%	73,1%	67,0%	9,1%
Post-test learning objectives	87,3%	86,0%	86,1%	81,2%	6,1%
Job-test learning objectives	83,3%	83,0%	81,4%	72,4%	9,0%
Job-test behavior objectives	74,1%	76,8%	68,2%	57,3%	19%
Job effect behavior objectives	26,4%	25,6%	23,8%	17,7%	34%

* The Benchmark data is based on all of Peopleway's impact-measurement data (25.9 million responses).

LEADING OTHERS 2022

LPI Facilitator	Post score	Satisfaction score
Keith Catchpole	93,8	92,1
Gereon Becker	92,5	83,4
Anders Rona Duer	92,3	90,5
Charlotte Fogel	91,8	87,5
Steve Von Hoene*	91,4	90,6
Paul Zaffiro*	91,1	91,3
Richard Asklund	90,3	82,7
Regina Reke	90,0	88,1
Jessica Oden Strand*	89,9	83,2
Eve Emerson*	89,7	87,2
	89,3	88,7
	88,8	-
	88,7	81,1
	88,4	74,5
	87,5	74,1
	86,9	-
	86,4	-
	86,1	83,9
	84,8	84,4
	84,3	82,0
	84,1	83,6
	83,6	85,3
	82,8	84,7
	82,6	86,2
	79,2	87,6
	79,1	81,7
	78,8	79,7
	78,3	86,7
	77,8	72,9
	76,2	77,5
	75,4	91,7
	-	81,5

**Difference of 18,4
percentages points from top
to bottom**

* Fewer than three activity observations

LEADING OTHERS – Organizational impact 2022

LPI Facilitator	Behaviour effect
Keith Catchpole*	38,3
Paul Zaffiro*	37,1
Martin Sutton*	34,7
Steve Von Hoene	30,7
Romans Holomjovs*	28,5
	27,9
	26,9
	26,6
	25,9
	23
	22,9
	22,5
	22,2
	20,8
	20,4
	18,6
	18,3
	12,8
	8,9
	7,1

Difference of 31,2 percentage points from top to bottom

* Fewer than three activity observations

2023 THE YEAR OF BEHAVIORAL IMPACT

Impact tests



Job-test: Learning objectives: An average score consisting of all the questions from the impact job-test survey, which include knowledge, behavior, and attitude questions.

Job-test: Behavior objectives: The average score of all behavior questions, which relates to questions regarding retrospective behavior of the participant.

Job-test: Job effect Behavior objectives: Indicates the growth in the participant's behavioral improvement after the implementation of learning and development activities. I.e. percentage point difference from pre to job-test.

Formel: overall behavior score on job test – overall behavior score on pre-test = Job effect behavior

NORDEA EFDM AWARD



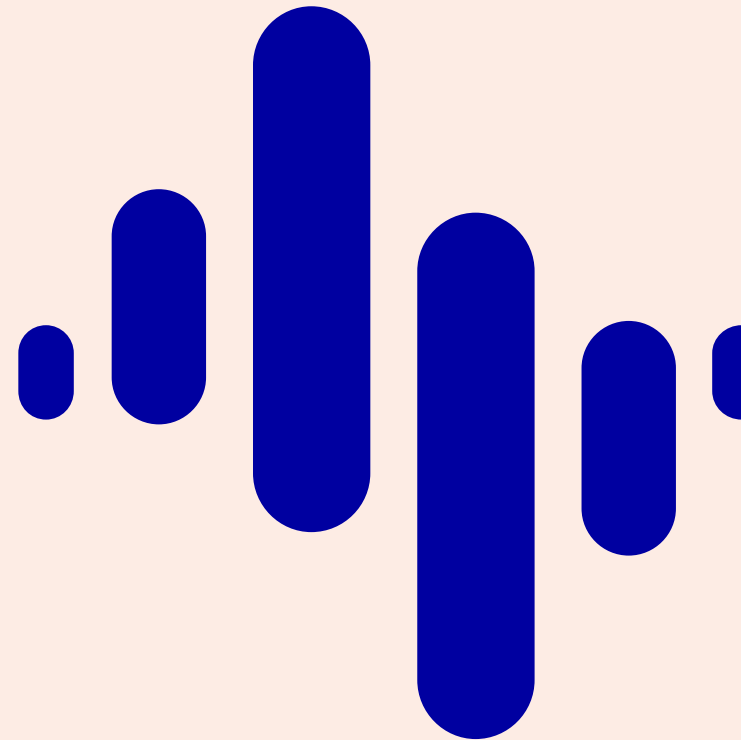


Kirkpatrick's 4 level's of evaluation

“Outcome” Job Implementation 3 & 6 months after the training	Level 4: Result	Business Results
	Level 3: Job Behavior	Behavior
	Level 2: Transfer of Learning	Knowledge / Attitude
Training “Output” Immediately after training	Level 2: Learning	Knowledge / Attitude
	Level 1: Reaction	Satisfaction

Satisfaction

Average overall satisfaction for all programs score 88,9%
Benchmark: 7.8



Overall satisfaction for all programmes

88,8

Facilitator score overall (two scores)

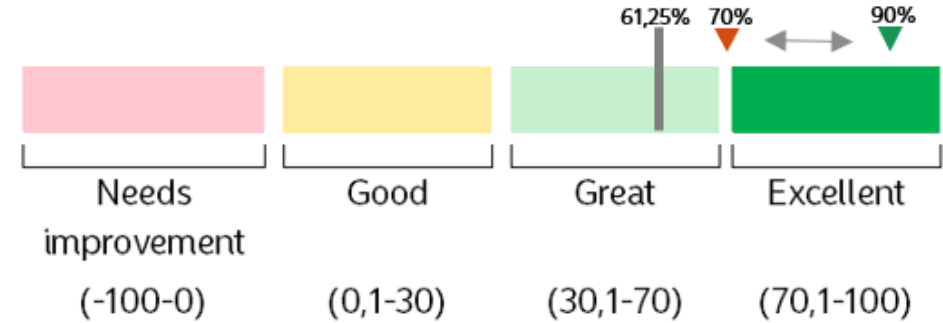
94,2

Implementation score

90,6

Net promoter score for all programmes

70

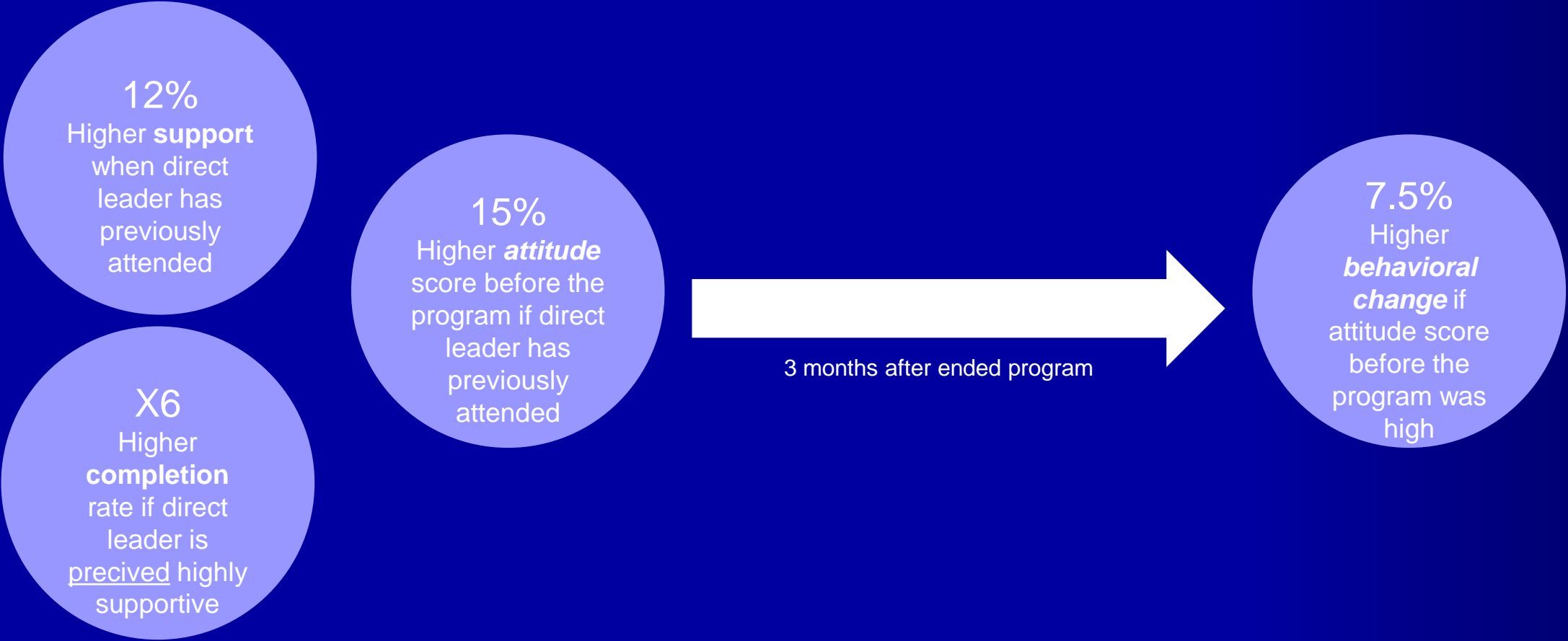


*The data is based on 832 participants from the New People Leader (n = 319), People Leader Experienced (n = 356), People Leader Experienced International and Leader of Leaders (n = 157) programmes.

**Facilitator score consists of two questions: (A) how would you rate the facilitator in terms of facilitation? (B) how would you rate the facilitator in terms of knowledge?

*** Implementation score is consists of one question: (A) I am able to apply this learning and tools in my daily work

Direct leaders' impact on participants involvement, attitude and behavioral change

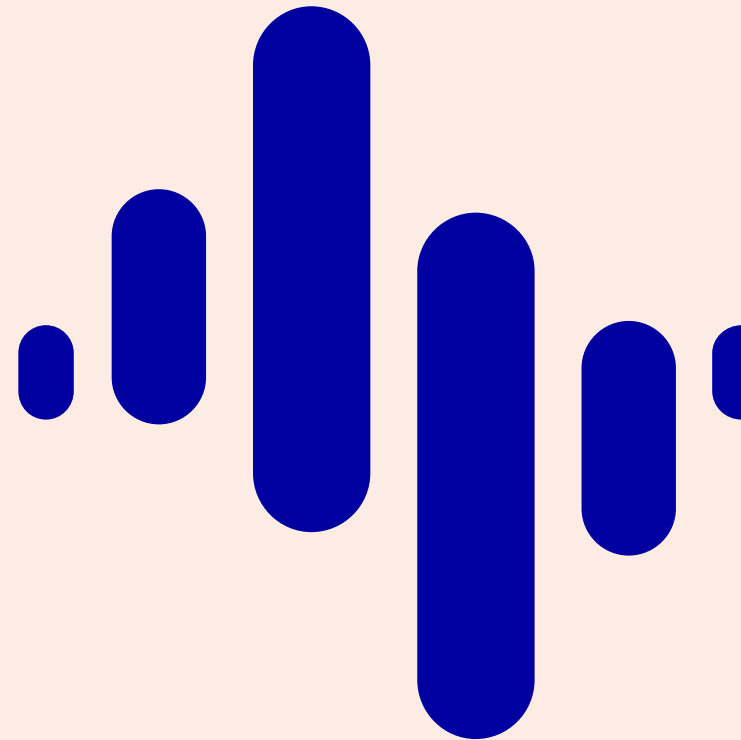


Nordea

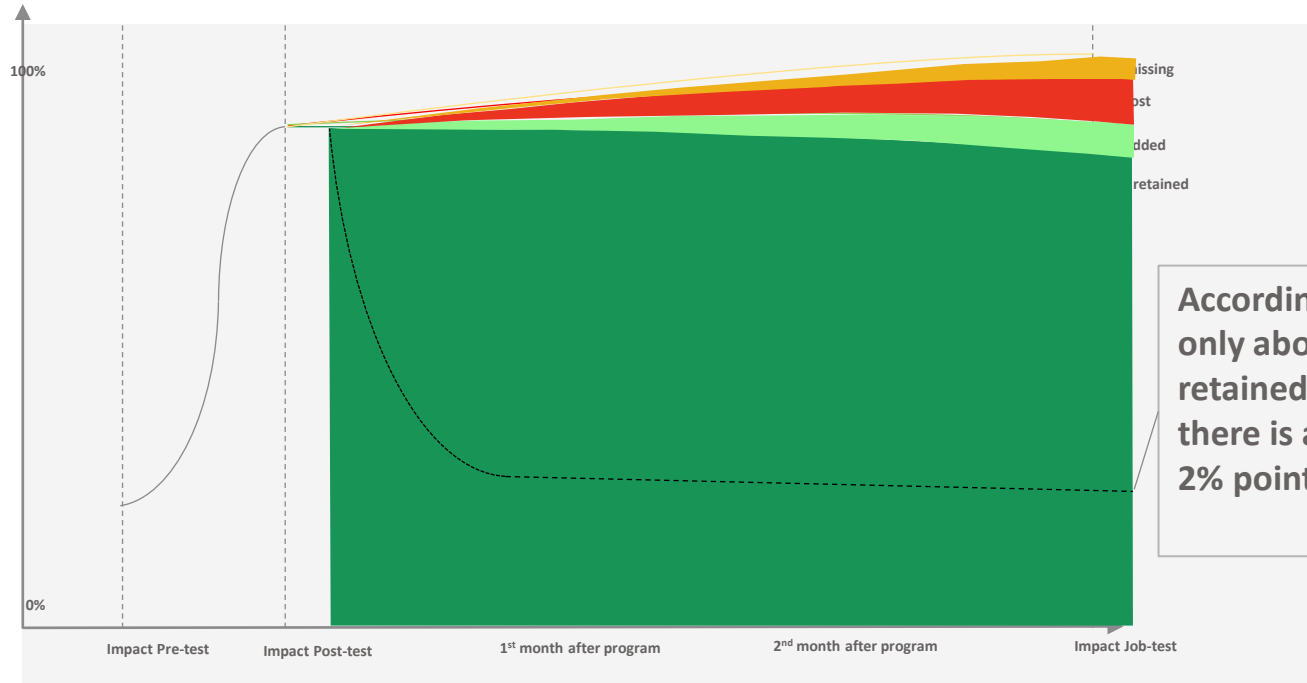
Knowledge & Attitude

Average attitude scores for all programs is 55% (pre-test), 93% (post-test), and 92% (job-test)
Benchmark: 50% (pre-test), 84% (post-test), and 80% (job-test)

Knowledge attitude scores for all programs is 48% (pre-test), 86% (post-test), and 82% (job-test)
Benchmark: 30% (pre-test), 77% (post-test), and 80% (job-test)



Migration Analysis for all programs



Implementation on the job

Retained
The participants had this knowledge right after the program and still has it.

Added
The participants did not have this knowledge when the program ended but has it now.

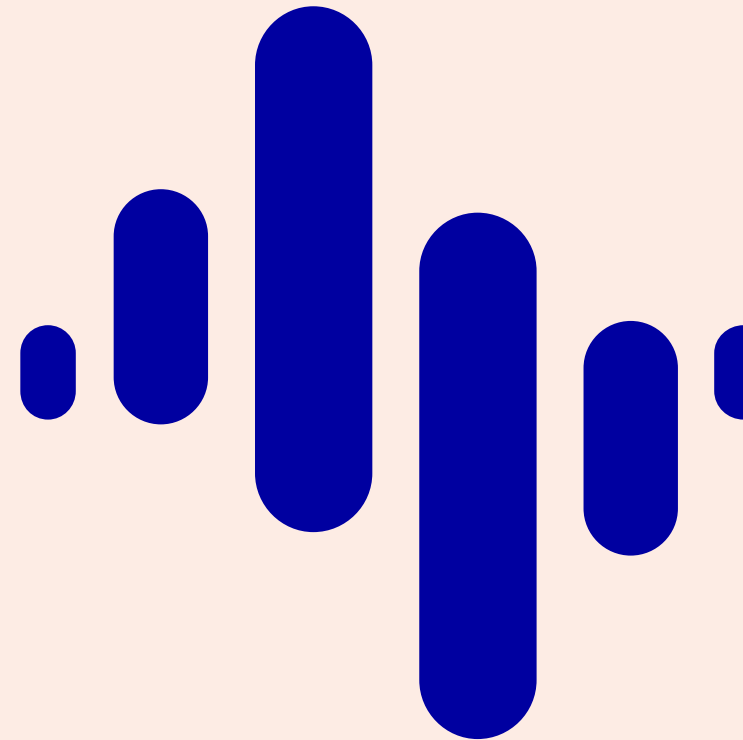
Lost
The participants had this knowledge right after the program but does not have it anymore.

Missing
The participant did not have this knowledge right after the program nor 3 months after.

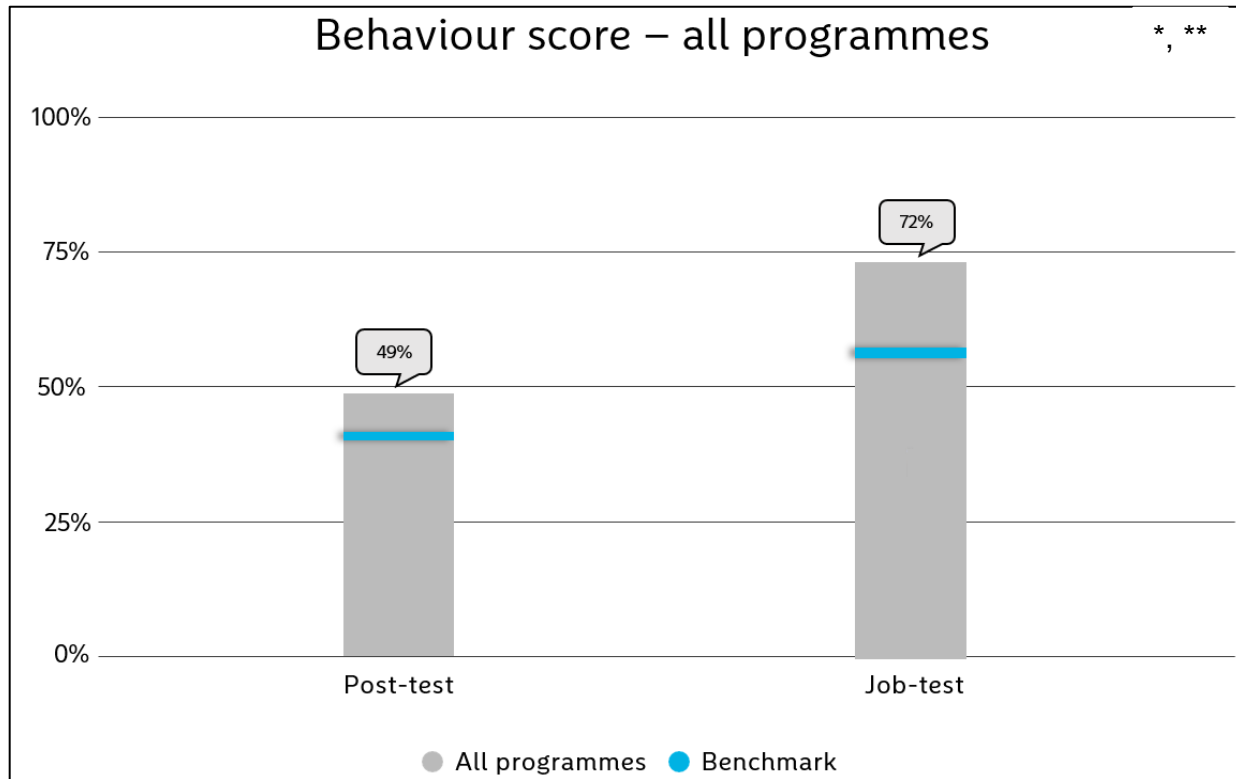
Herman Ebbinghaus: "Forgetting Curve", Practical Psychology September 2022, <https://practicalpie.com/ebbinghaus-forgetting-curve>
The data is based on 832 participants from the New People Leader (n = 319), People Leader Experienced (n = 356), People Leader Experienced International and Leader of Leaders (n = 157) programmes.

Behaviour

Average knowledge scores for all programs is 49% (pre-test) and 72% (job-test)
Benchmark: 39,6% (pre-test) and 57,3% (job-test)

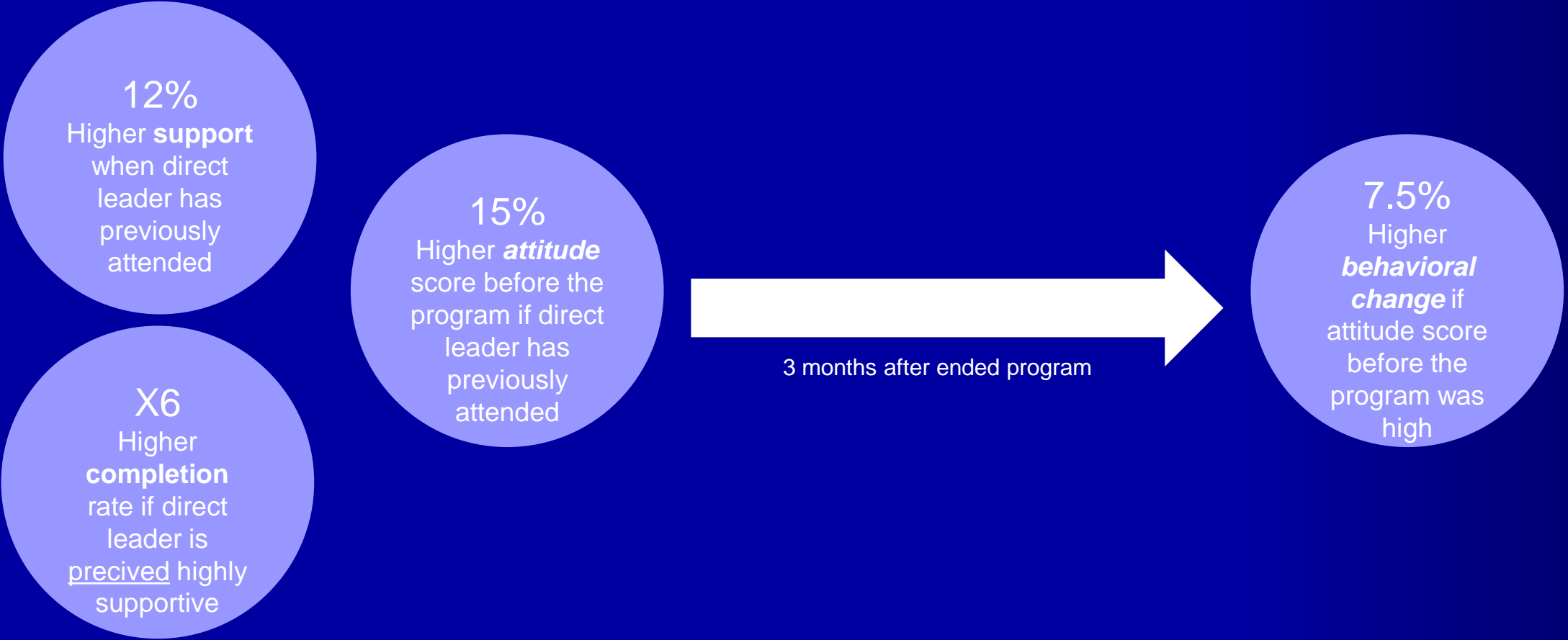


Programs	Behaviour scores	Benchmark	Behaviour scores	Benchmark	* , **
	Pre-test		Job-test		
Average for all programs	49%	39,6% (-9,4%)	72%	57,3% (-14,7%)	
New People Leader	46%	39,6% (-6,4%)	69%	57,3% (-11,7%)	
People Leader Experienced	52%	39,6% (-12,4%)	72%	57,3% (-14,7%)	
Leader of Leaders	46%	39,6% (-6,4%)	76%	57,3% (-18,7%)	



**The data is based on 832 participants from the New People Leader (n = 319), People Leader Experienced (n = 356), People Leader Experienced International and Leader of Leaders (n = 157) programmes.
 ** The Benchmark data is based on all of Peopleway's impact-measurement data (25.9 million responses) from 2019.*

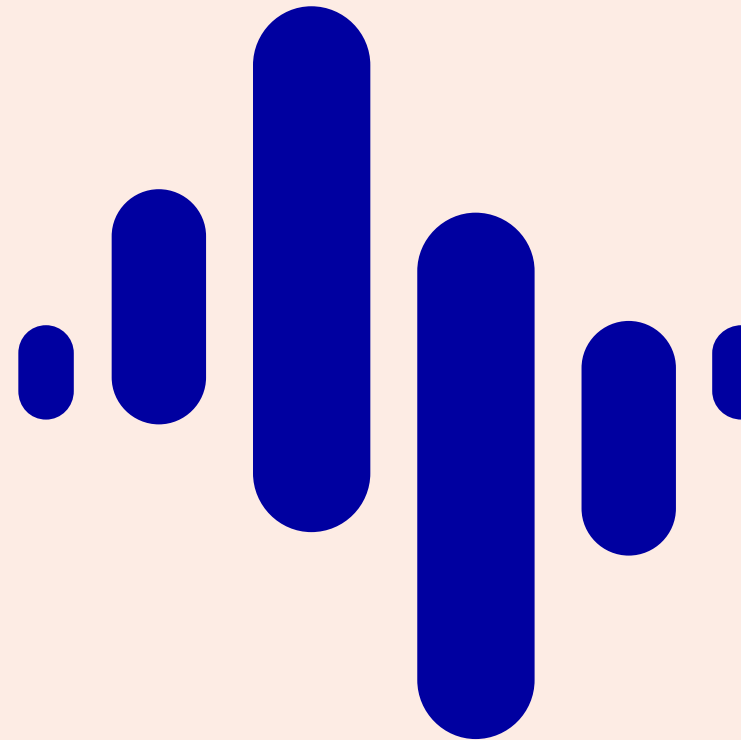
Direct leaders' impact on participants involvement, attitude and behavioral change



Nordea

Key Learnings

Collected from 1795 participants that has participated in NPL, PLE or LL.



Key learnings in the NPL program

Contextual analysis of satisfaction comments based on 1795 participants across all programs

Coaching



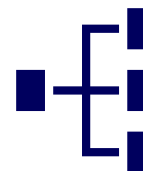
656 participants mentioned coaching as a key learning from the programme

SMART Goals



522 participants mentioned SMART goals as a key learning from the programme

Delegation



332 participants mentioned delegation as a key learning from the programme

GROW



310 participants mentioned GROW as a key learning from the programme

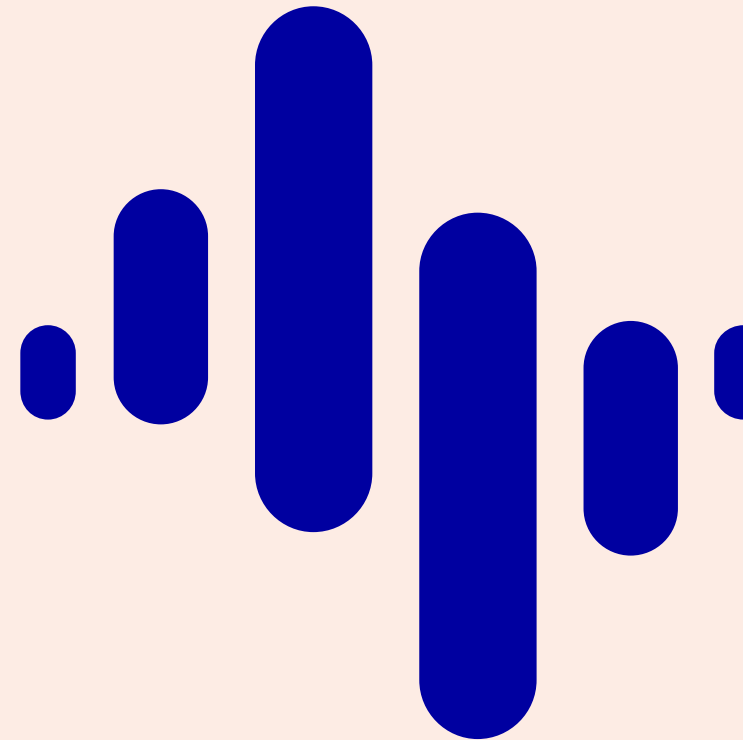
Feedback



294 participants mentioned feedback as a key learning from the programme

Nordea

Round Robin



Main challenges faced during the first 3 to 6 months of stepping into a LO position

Contextual analysis of round robins from 47 Nordea cohorts across all programs

Leading



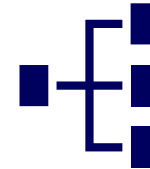
“Leading previous peers”
“Leading through Others”
“Leading different age groups and people”

Time



“Time management skills”
“Time for leadership duties/tasks”
“Time to learn”

Delegating



“How to delegate tasks”
“Stopping micromanagement”

Team

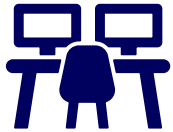


“Organizing/Reshaping the team”
“Change of relationship with the team”
“Transitioning from being a team member to being a team leader”

What do you miss about being an individual contributor?

Contextual analysis of round robins from 47 Nordea cohorts across all programs

Work



“Being only accountable for own work”

“Miss being close to the work”

“Concrete/hands-on work”

Responsibility

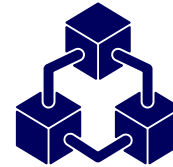


“Having less responsibility”

“The narrower scope of responsibility”

“Not to take the decision and responsibility”

Contributing to the team



“I miss being part of the team”

“Fear of being isolated”

Focus



“Missing focus”

“Clearer focus on my own development/tasks”

“Focus and limited responsibility”

What would you like to spend more time on in your current position?

Contextual analysis of round robins from 47 Nordea cohorts across all programs

Developing



“People/team development”

“More time for own development as a leader”

Team



“Getting to know/socialize with the team members”

“Organization and structuring of the team”

“Coaching the team”

Planning



“More time for planning ahead formulating future strategic agendas”

“Strategic thinking and long planning”

Reflection



“More time for reflection and inspiration”

“Self reflection”

Most important leadership skills that the participants came to realized after stepping into a LO position

Contextual analysis of round robins from 47 Nordea cohorts across all programs

Communication/Direction



“Clarity in presentation and communication of direction”

“Transparent communication to team members”

“Adjusting communication style to each team member”

Coaching



“Coaching skills to help develop team”

“Listen to employees and supplement with coaching”

Listening

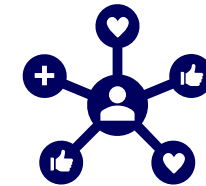


“Active listening, caring and being available”

“Coaching by listening”

“Listening to be present”

Motivating



“Motivating and empowering people”

“Motivating and setting a common vision”

LPI SUMMIT 2023

DATA DRIVEN LEADERSHIP

Kent Jonasen & Anders Ibsen



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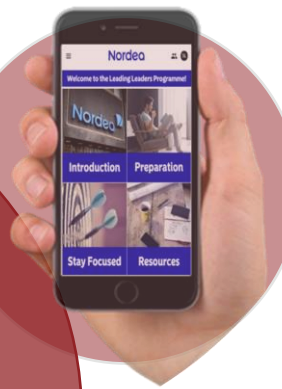
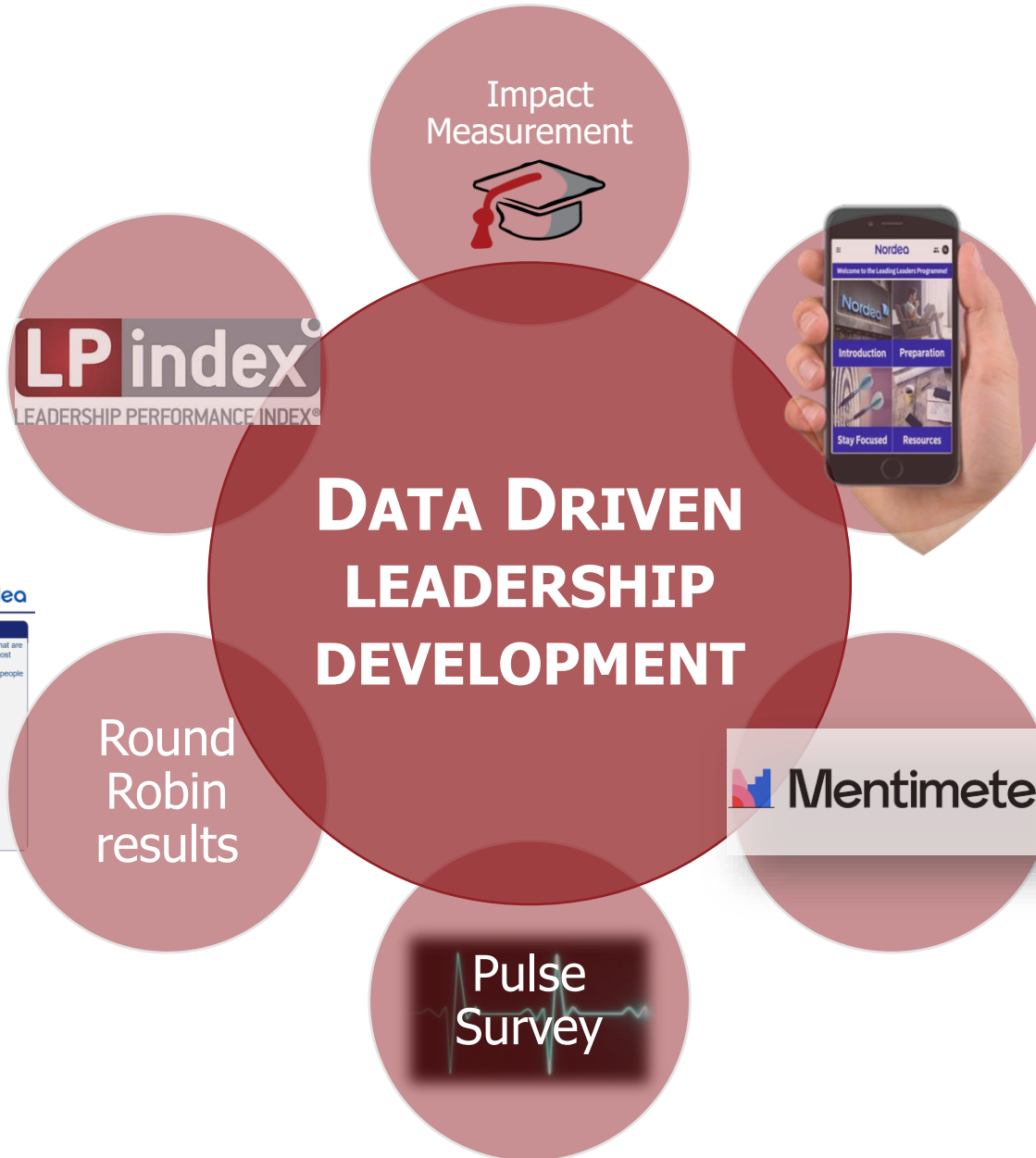


“In a data-driven approach, decisions are made based on data instead of intuition. Following a data-driven approach offers measurable advantages. That's because a data-driven strategy uses facts and hard information rather than gut instinct. Using a data-driven approach makes it easier to be objective about decisions.”

Data driven leadership development

- LPI should own this space
- We will codify existing data
- We will capture additional data
- We will develop new IT solutions enabling us to capture even more data and cross analyse data

One integrated approach for collecting and analyzing data



Round Robin

Letter A	Letter B	Letter C	Letter D
What are the 2-3 things that make you interested in stepping into a leadership role?	Given your current knowledge about what leadership is about and how leaders spend their time in your company, what are the two or three things that you expect to enjoy the least in a leadership role?	What are the opportunities in your current role to act as a leader or be part of conducting specific leadership tasks?	In your experience, what are the three or four most important leadership tasks for a people leader?

Nordea

Collecting data via Round Robin



A. What were the 2 or 3 main challenges you faced during the first 3-6 months after moving into your first “leading others” position?



B. What 2 or 3 things do you miss most about being an individual contributor?

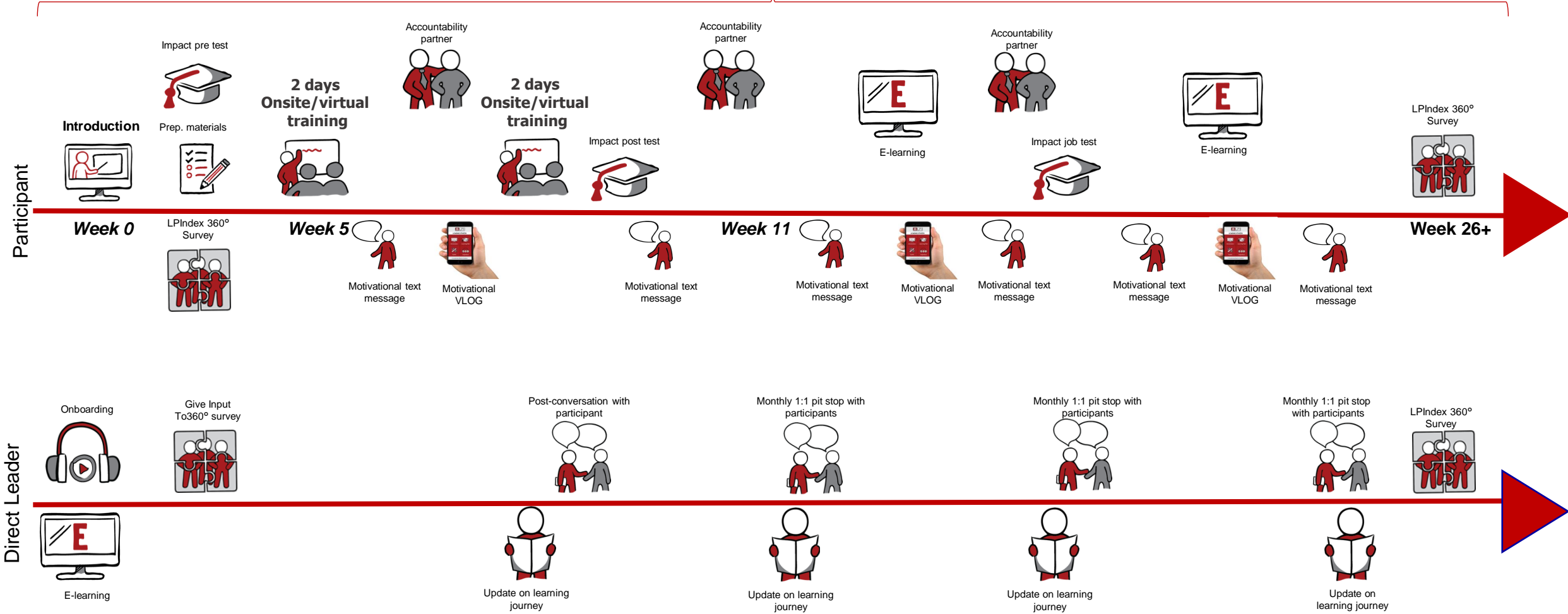


C. What 2 or 3 things would you like to spend more time on in your current position, but seem unable to find time for?

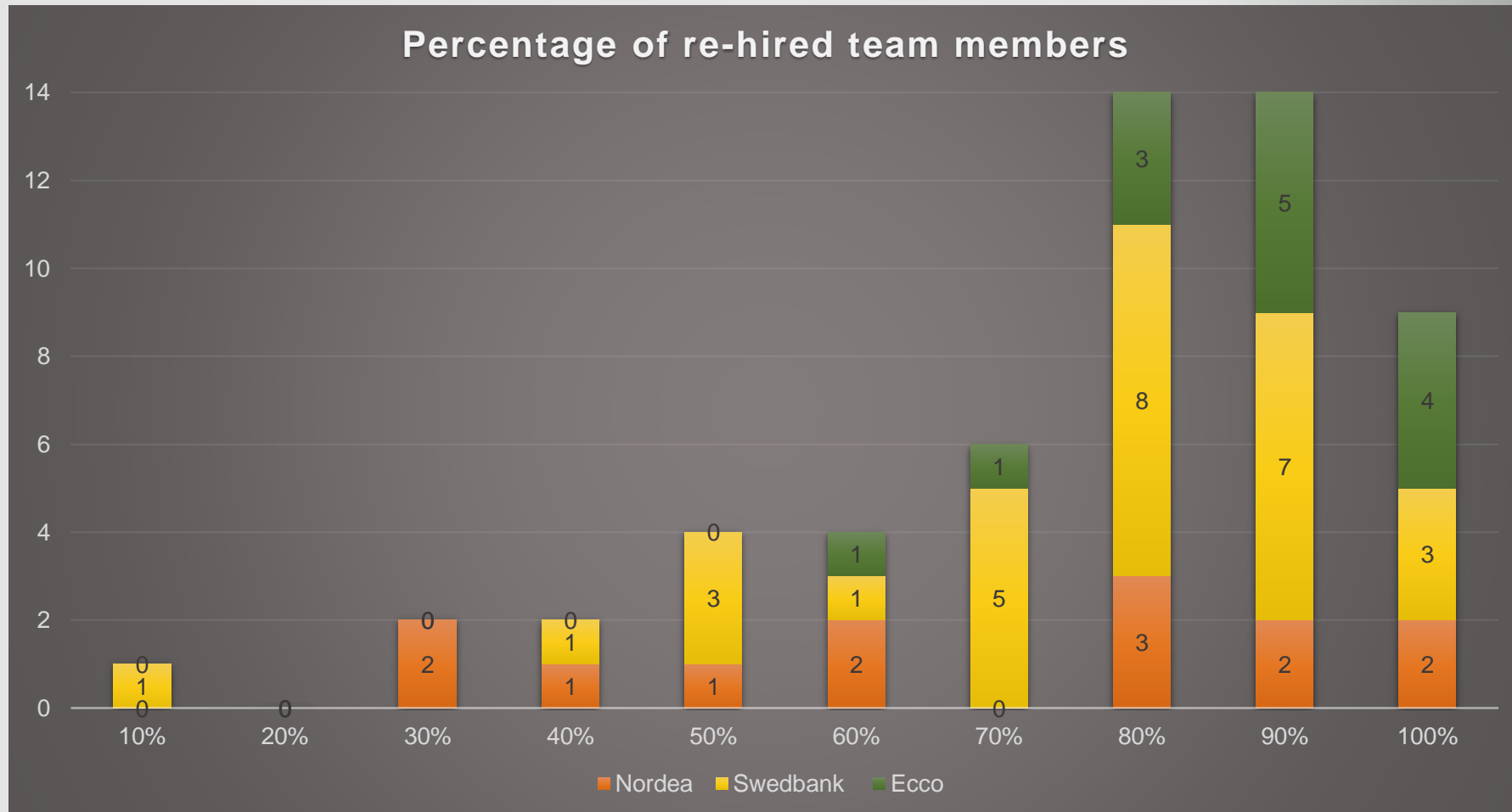


D. What are the 2 or 3 most important skills you have come to realise you need as a leader of others?

Collecting data via LPI App

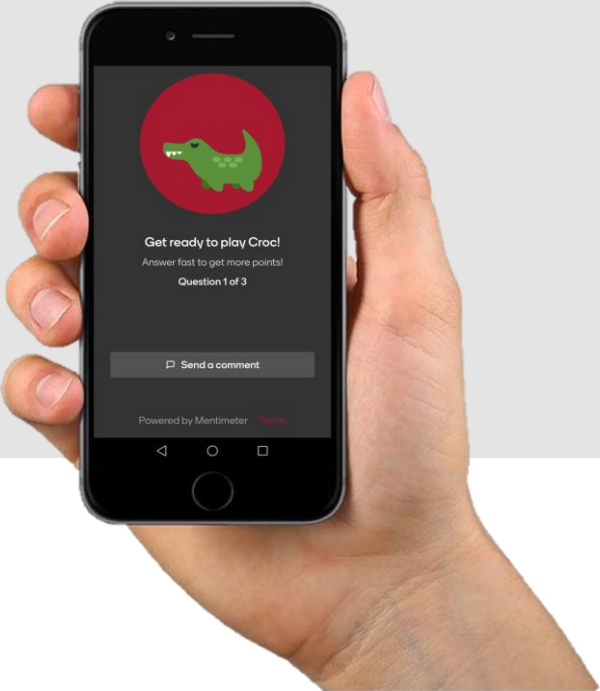


Collecting data via Mentimeter

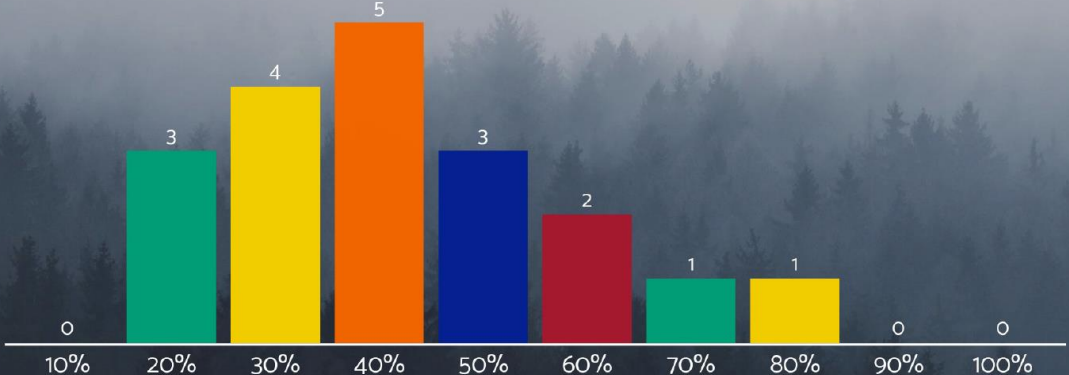


Based on sample size of 55 LO participants.

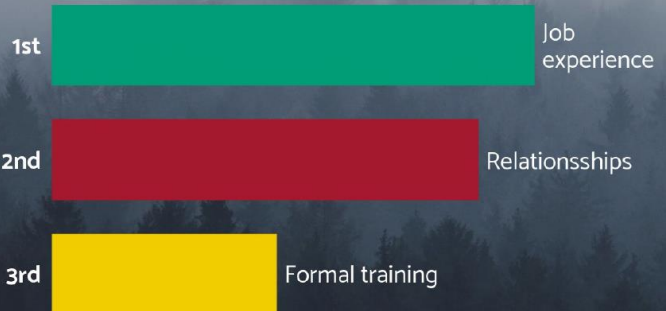
Collecting data via Mentimeter



How far am I in my transition?



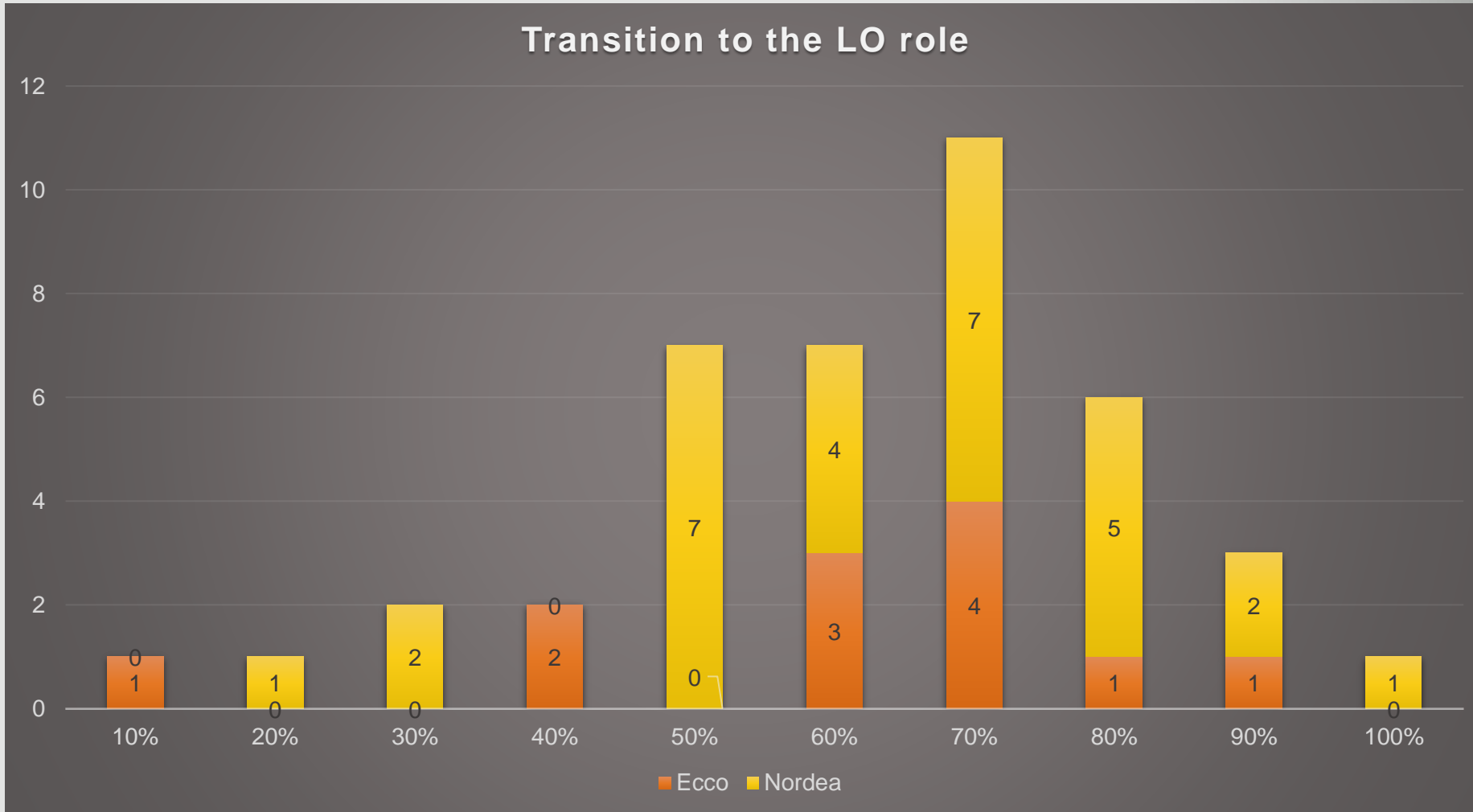
Looking back at development plans which I have made with my direct reports, how do I seem to rank my preference with regards to the 70-20-10 model?



Our ambition with Mentimeter

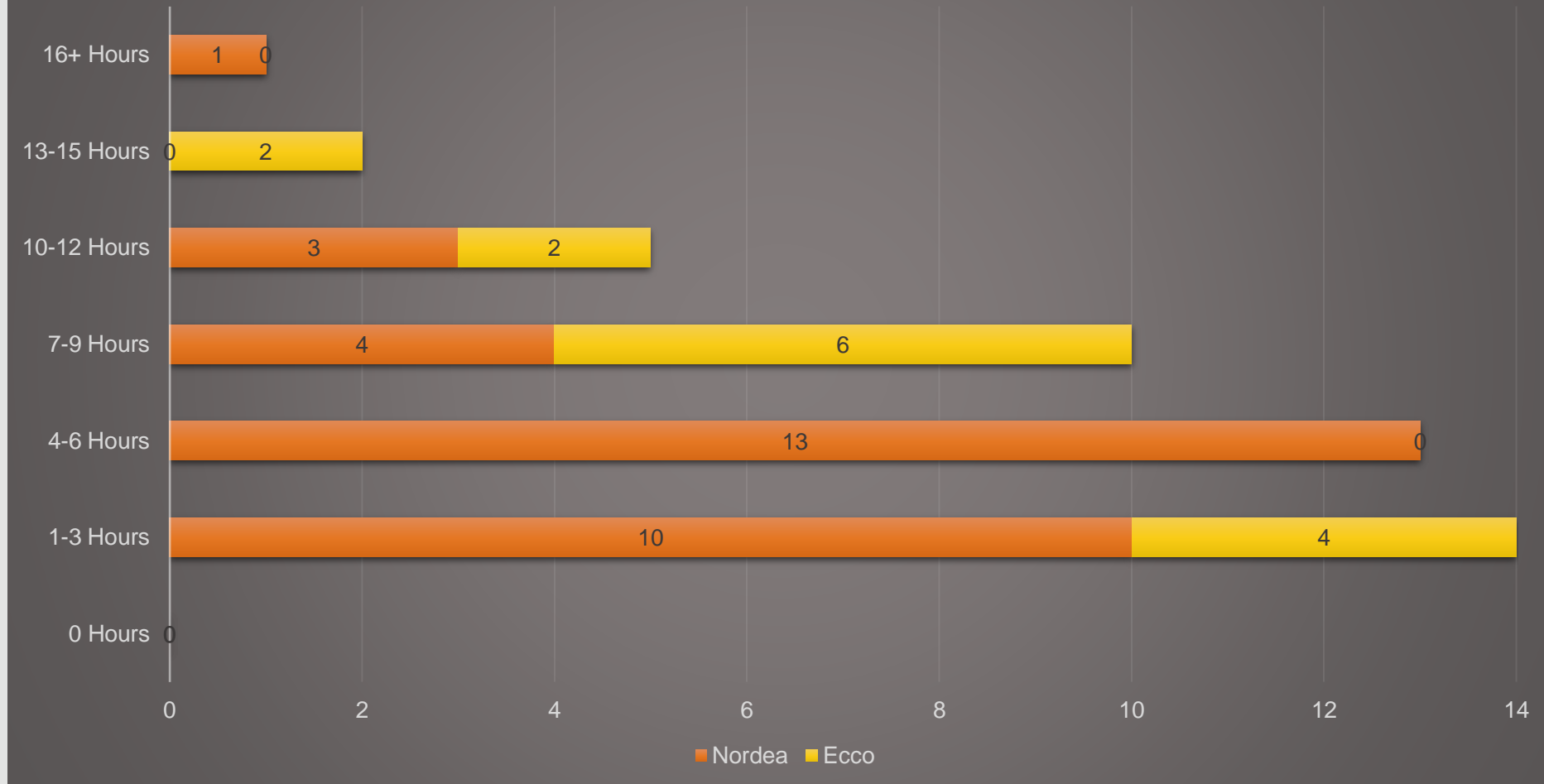
- To create one of the key stepping stones for data driven leadership development
- To collect data that we can feedback to clients
- To engage participants
- To “save” time
- To enforce impact
- To ensure alignment & key practices





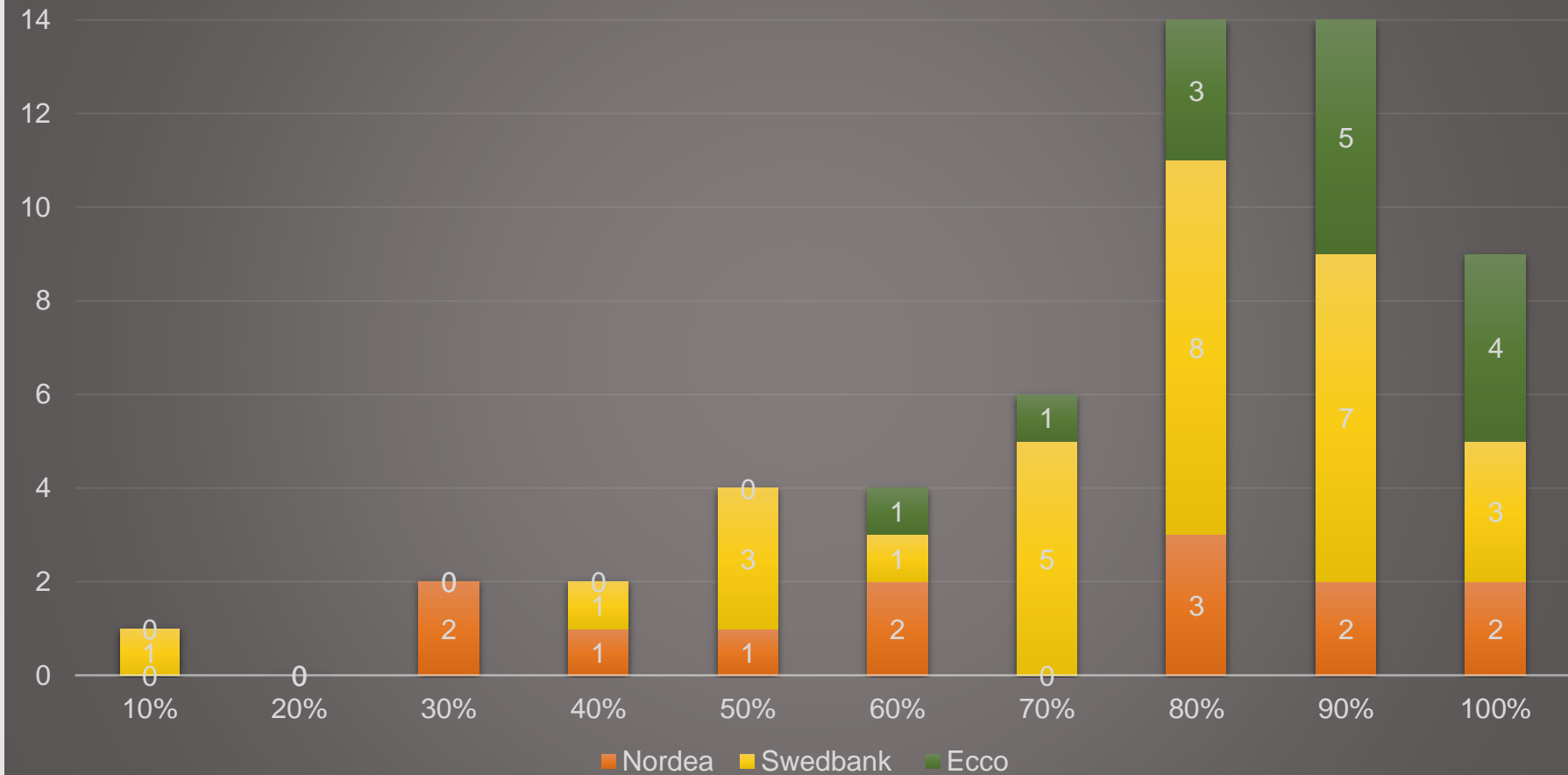
Based on sample size of 41 LO participants.

Improved delegation: Expected time savings



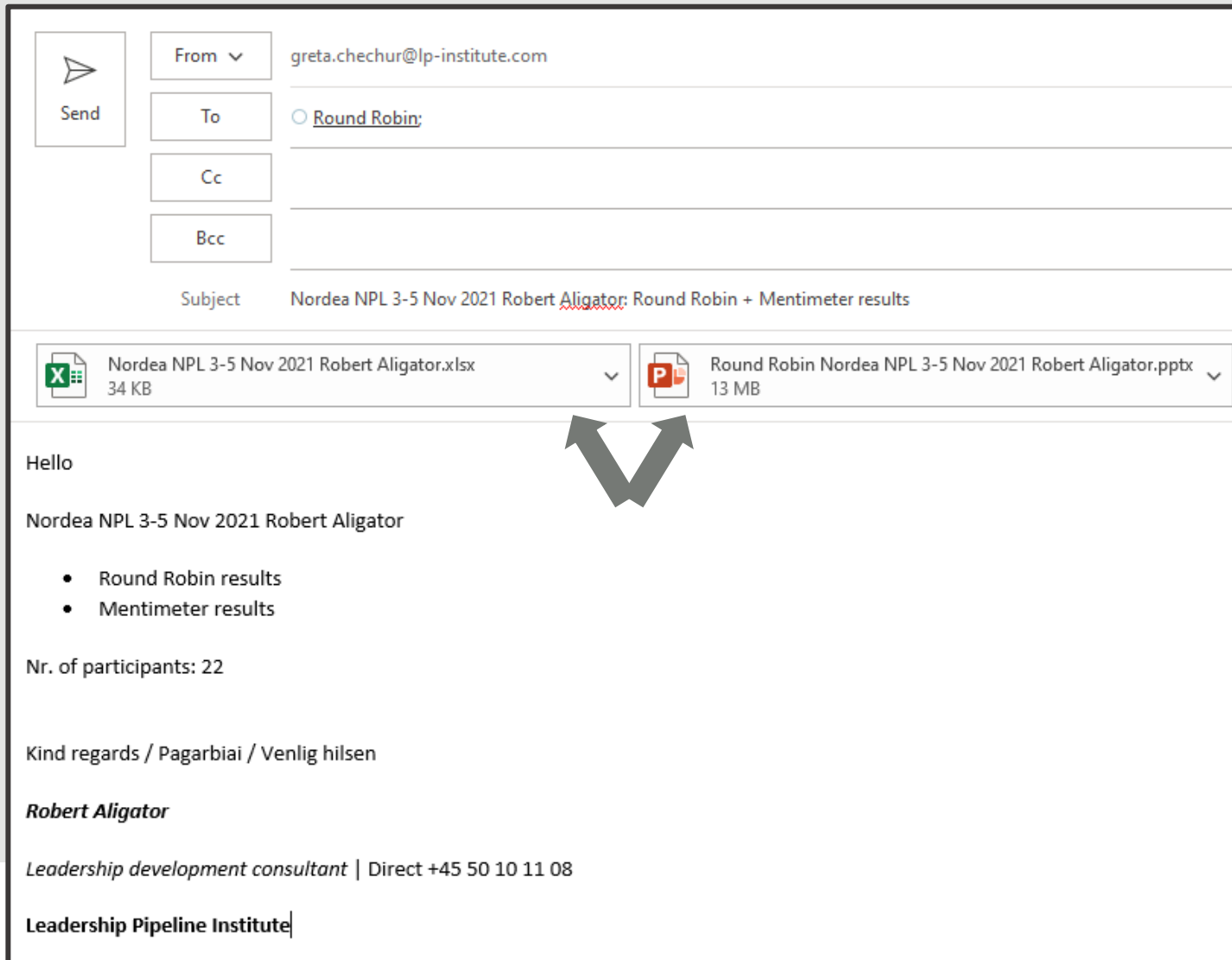
Based on sample size of 45 LO participants.

Percentage of re-hired team members



Based on sample size of 55 LO participants.

Sending collected results is compulsory



Send

From ▾ greta.checkur@lp-institute.com

To ○ Round Robin;

Cc

Bcc

Subject Nordea NPL 3-5 Nov 2021 Robert Aligator: Round Robin + Mentimeter results

Nordea NPL 3-5 Nov 2021 Robert Aligator.xlsx 34 KB

Round Robin Nordea NPL 3-5 Nov 2021 Robert Aligator.pptx 13 MB

Hello

Nordea NPL 3-5 Nov 2021 Robert Aligator

- Round Robin results
- Mentimeter results

Nr. of participants: 22

Kind regards / Pagarbiai / Venlig hilsen

Robert Aligator

Leadership development consultant | Direct +45 50 10 11 08

Leadership Pipeline Institute

1. After you have presented with Mentimeter, please export the results in an **excel** file.
2. Rename the file with:
 - a) Client name and Program initials
 - b) Date (the first day of the program)
3. Attach Mentimeter excel file **and** Round Robin **power point** file as shown in the picture.
4. Send to: **round.robin@lp-institute.com**
Message text:
 - a) Client name and Program initials
 - b) Date (the first day of the program)
 - c) Number of participants

Q & A

—

Agenda Day 1 – January 4

Time	Topic
8:00	Welcome coffee & networking Individual photos (for some videos)
10:00	Welcome to the 2023 LPI Summit (Anders) GROUP PICTURE
10:30	2022 Accomplishments and 2023 Ambition (Kent)
11:30	LPI Awards
12:00	<i>LUNCH</i>
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14:30	<i>BREAK</i>
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17:45	Walk to restaurant LaLaLa
18:15	<i>DINNER</i>

Chr. Hansen



LEAD

Chr. Hansen Global Leadership Development Program

Onboarding



Agenda

1. Chr. Hansen introduction
2. Introduction and framing of LEAD
3. The Journey so far and other learning
4. Next steps



Organic growth
FY21/22
9%



Revenue FY21/22
€1,218
million



+3,500
customers worldwide



We are more than
3,900
employees

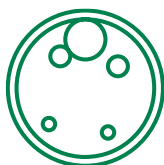
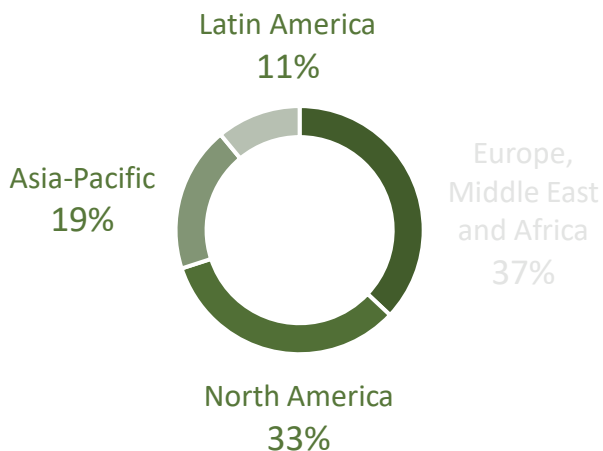


3,400
patents

74 Net
Promotor
Score[®]

in 2022 customer
survey

Regional sales performance
of revenue FY21/22



We have more than
40,000
bacterial strains - one of the
industry's largest commercial
bacteria collections



80%
of Chr. Hansen's 2021/22
revenue contribute directly
to the UN Sustainable
Development Goals

Every day, more than
1 billion

people around the world consume a
product containing a Chr. Hansen
ingredient

For the fourth
consecutive year
Chr. Hansen is
ranked among
the global 100
most
sustainable
companies
by Corporate
Knights



Every
2nd
cheese and yogurt in
the world contains a
Chr. Hansen
ingredient

EBIT margin
FY21/22
26.8%

8%
of revenue spent on
R&D FY21/22

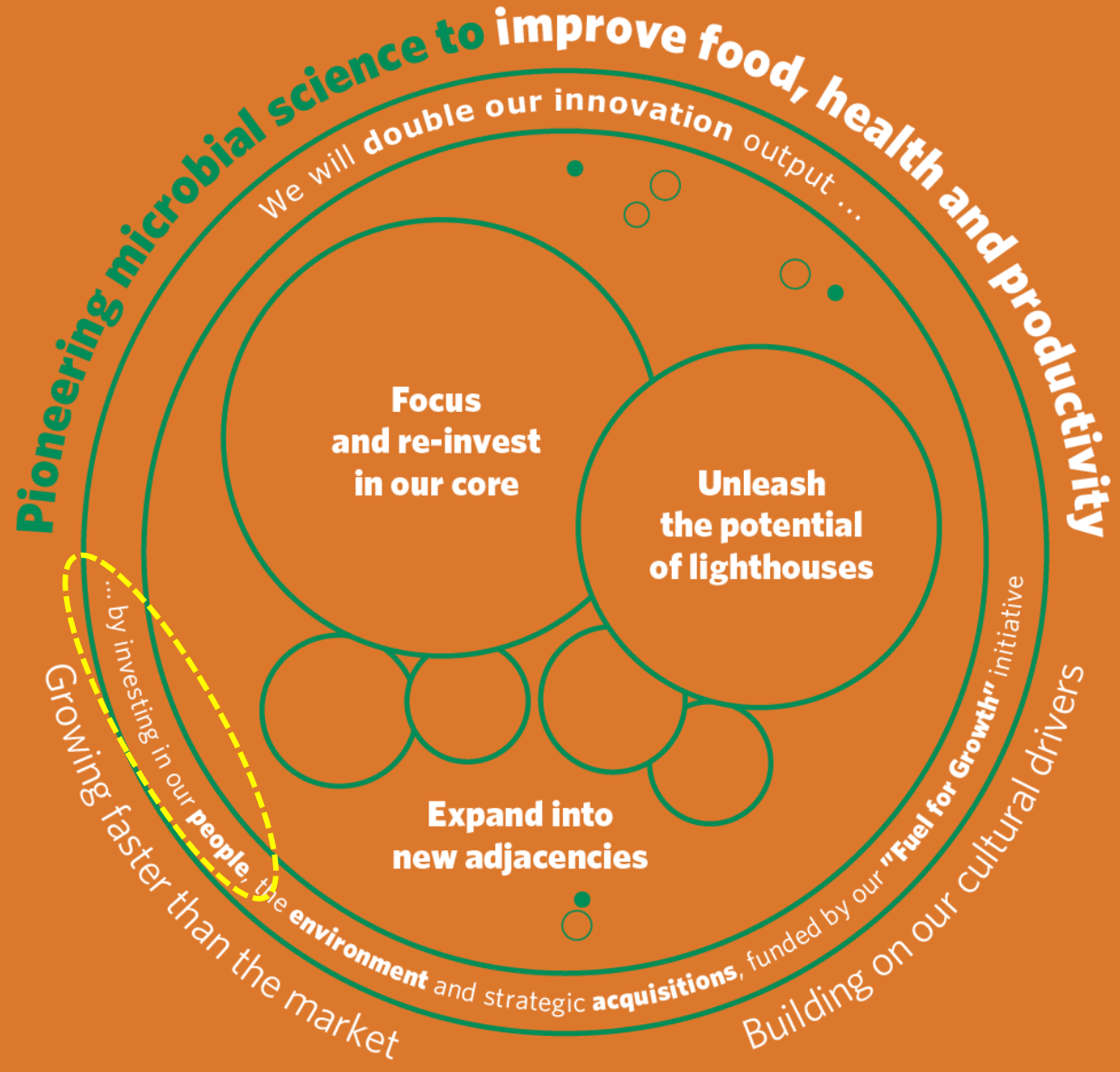
Our purpose:
**Grow a better world.
Naturally.**

By pioneering microbial science to improve
food, health and productivity for a sustainable future.



Agenda

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Leading a talented, capable and adaptable workforce towards 2025 requires delivery across three strategic HR themes

WORK WITH THE BEST

Attract, retain and develop the best, feeding our pipeline with talents globally and broadly across functions, boosting **engagement** while making **learning** a priority to ensure we have the right capabilities as a **competitive advantage**

Be the employer of choice with **leaders leading at the right level** ensuring a **diverse** and **inclusive** workplace accommodating **flexibility** and multigenerational needs

DRIVE EXECUTION & RECOGNITION

Leverage rewards mechanisms to drive **execution mindset** and instill a strong **performance culture** balancing globally aligned processes with locally flexible and equitable rewards packages

Build skills and support our leaders in driving performance while focusing on recognizing contributions, workload and commitment

ACCELERATE GROWTH & RELEASE POTENTIAL

Having an **adaptable and scalable** organization characterized by **speed and agility**, where we leverage engagement and global networks to **deliver on our strategic ambitions**

Deliver impactful employee experiences and personal well-being at work in line with our cultural drivers

Corporate Leadership (CLT) view on LEAD approach and programs



- Very positive and supportive although we should be flexible in the roll-out
- All leaders in Chr. Hansen would need basic leadership skills
- Make good sense to separate CONNECT and LEAD
- Important to leave functional skills to the business area



- Super supportive and thinks there is a huge gap in leadership abilities in complex environment
- We should get every leader trained to get results through others and leadership as promotion criteria
- We should start at the top and work with CLT!



- The approach makes good logical sense. We should start with CLT
- In connection with role transitions we need the craft of the trade as leaders with concrete tools
- Important to keep it simple and pick the few most important things



- Super supportive and the “biggest fan” of the concept
- It can only go to slow for implementing this globally
- Convinced it will create energy and impact for leaders
- We should start at the top!
- Would be great with a F2F N-2 session



- Very positive and supportive as he sees a big need
- All leaders in Chr. Hansen (no matter rank) need basic leadership skills training
- We should be much more structured in our leadership development with clear learning path for leaders
- Functional capabilities should be left to the Business



- I agree that this is what we need
- Its ok to update the Leadership Essentials
- It also makes good sense to separate CONNECT and LEAD
- We should have all leaders go through ... starting at the top

The first three years as a leader in Chr. Hansen.

Each leader will go through a learning journey consisting of different elements and focus, but all aligned and linked together

YEAR 1-3

Leader's first day

CONNECT

Completion within = 18 – 36 months

LEAD

Completion within = 6-24 months

LEADING @ CHR. HANSEN

Duration = 6 months

- Leadership expectations at Chr. Hansen
- Manager tool-box
- HR processes
- People leader basic skills

- Out-side-in" perspective on Leadership role
- Own **leadership transition**
- Applying Leadership Essentials at the job
- **Leadership tools** and skills
- Attend a program each time you get promoted into a new leadership role

- "In-side-out" perspective on how you show up **uniquely** as a leader in general
- **Self-awareness**, behaviors and impact on others
- Culture drivers
- Connectivity across Chr. Hansen
- Attend one time only as this program applies for all leadership roles

All programs linked to and supported by Digital Learning (Franklin Covey)

On-going COLLABORATE (Lencioni) focus on building cohesive teams

Digital coaching (CoachHub) to support the personal development

Our leadership development: The best of both worlds!!

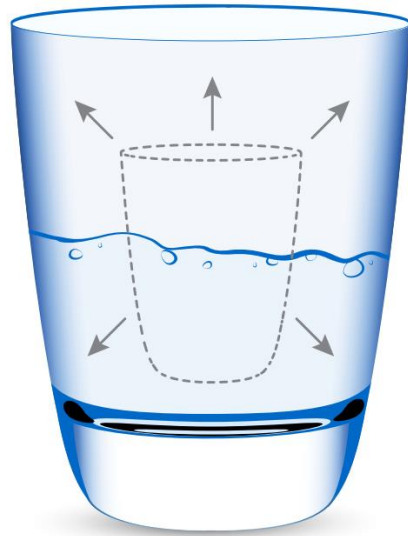
Out-Side-In development

- *Adding knowledge and skills*

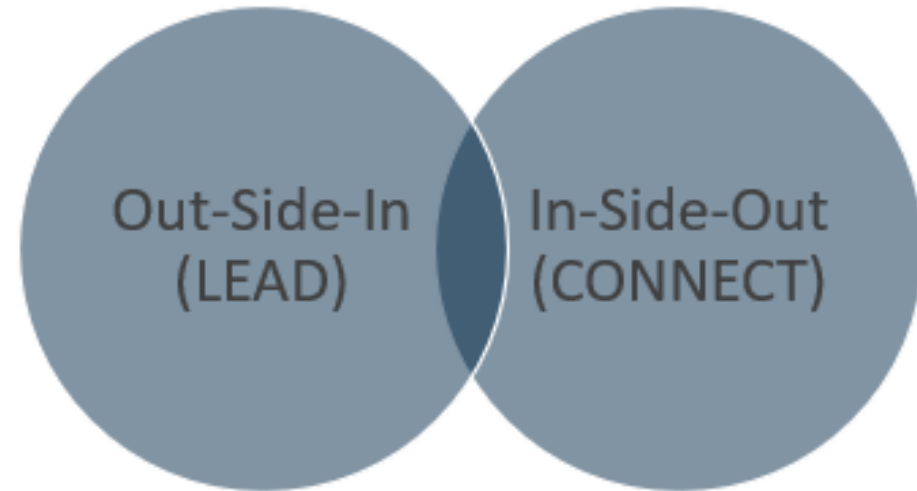
In-Side-Out development

- *Advancement in an individual's thinking and self-awareness*

Metaphorically speaking Out-Side-In focus on filling the cup and In-Side-Out focus on expanding the cup itself.



The future of leadership development combines both perspectives!



Source: *Developing leaders for a complex world*, CCL – Centre for Creative Leadership (White paper)

Skills: Leadership Essentials translated to each role

(this will be the content for the LEAD programs)



Leadership Essentials

Leader of Others

Direction

Build meaningful targets and prioritize tasks

- Involve direct reports in building meaningful targets with a clear line of sight
- Clearly define roles, responsibilities and how to prioritize tasks

Empowerment

Delegate authority and trust direct reports

- Delegate decision-making authority to the extent possible and clarify boundaries to work within
- Trusts direct reports' decisions on how to achieve their targets

Progress

Follow-up and be available for support

- Regularly check-in on well-being and follow-up on progress
- Address relevant issues, react quickly to problems and be available for support

Feedback

Assess and improve performance

- Frequently assess the performance of direct reports
- Provide feedback in a constructive manner to improve performance

Learning

Coach and develop direct reports

- Continuously include coaching as part of daily leadership
- Agree on individual development plans and help direct reports develop

Collaboration

Select team members and build the team

- Select high performing diverse team members who contribute to the team performance
- Build team cohesiveness and ensure team members collaborate with stakeholders



Leadership Essentials

Leader of Leaders

Direction

Build team targets and clarify leadership roles

- Involve direct reports in making team targets with a clear line of sight
- Clearly define leadership roles, responsibilities and how to prioritize tasks

Empowerment

Delegate authority and allocate resources

- Delegate decision-making authority to the extent possible and clarify boundaries to work within
- Balance tasks and allocate resources between teams and trust them on how to achieve their targets

Progress

Follow-up and hold leaders accountable for leadership

- Regularly check-in on well-being and follow-up on progress
- Address relevant issues and hold leaders accountable for leadership

Feedback

Assess and improve leadership performance

- Frequently assess business and leadership performance of direct reports
- Provide feedback in a constructive manner to improve leadership performance

Learning

Coach and develop leaders

- Continuously include coaching as part of daily leadership
- Agree on individual development plans and help direct reports develop leadership

Collaboration

Select leaders and build the leadership team

- Select high performing diverse leaders who contribute to the leadership team performance
- Build leadership team cohesiveness and break down silos between teams



Leadership Essentials

Strategic Leader

Direction

Develop strategy and sustainable competitive advantages

- Participate actively in defining and executing the overall corporate strategy
- Push the strategic agenda into the future and seeks sustainable competitive advantages

Empowerment

Align organizational decision-making authority

- Ensure an organizational structure where roles, responsibilities, accountability and authority are clearly distributed
- Delegate decision-making authority to the extent possible and clarify boundaries to work within

Progress

Follow-up on strategy execution

- Regularly check-in on well-being and follow-up on strategy execution
- Address relevant issues and hold leaders accountable for leadership

Feedback

Assess and improve leadership performance

- Frequently assess the leadership performance of direct reports
- Provide feedback in a constructive manner to improve leadership performance

Learning

Develop leaders and build strategic capabilities

- Continuously include coaching as part of daily leadership
- Agree on individual development plans and ensure strategic capabilities are in place

Collaboration

Select leaders and drive cross-organizational collaboration

- Select high performing diverse leaders who contribute to the leadership team performance
- Build leadership team cohesiveness and drive cross-organizational collaboration



Leadership Essentials

Corporate Leader

Direction

Develop and communicate the corporate strategy

- Develop the corporate strategy with a clear competitive advantage balancing short- and long-term initiatives
- Involve Strategic Leaders in corporate strategy development and communicate to the organization

Empowerment

Establish corporate decision-making authority

- Establish a structure where roles, responsibilities, accountability and authority are clearly distributed
- Delegate decision-making authority to the extent possible and clarify boundaries to work within

Progress

Follow-up on corporate strategy execution

- Regularly check-in on well-being and follow-up on corporate strategy execution
- Address relevant issues and hold leaders accountable for leadership

Feedback

Improve leadership and organizational processes

- Assess and give feedback on leadership performance and key organizational processes
- Provide feedback to build critical skills and improve leadership performance

Learning

Develop leaders and ensure a learning culture

- Continuously include coaching and help direct reports develop leadership
- Hold direct reports accountable for driving a learning culture

Collaboration

Select leaders and ensure cross-organizational collaboration

- Select high performing diverse functional leaders who contribute to the leadership team performance
- Build leadership team cohesiveness and ensure cross-organizational collaboration

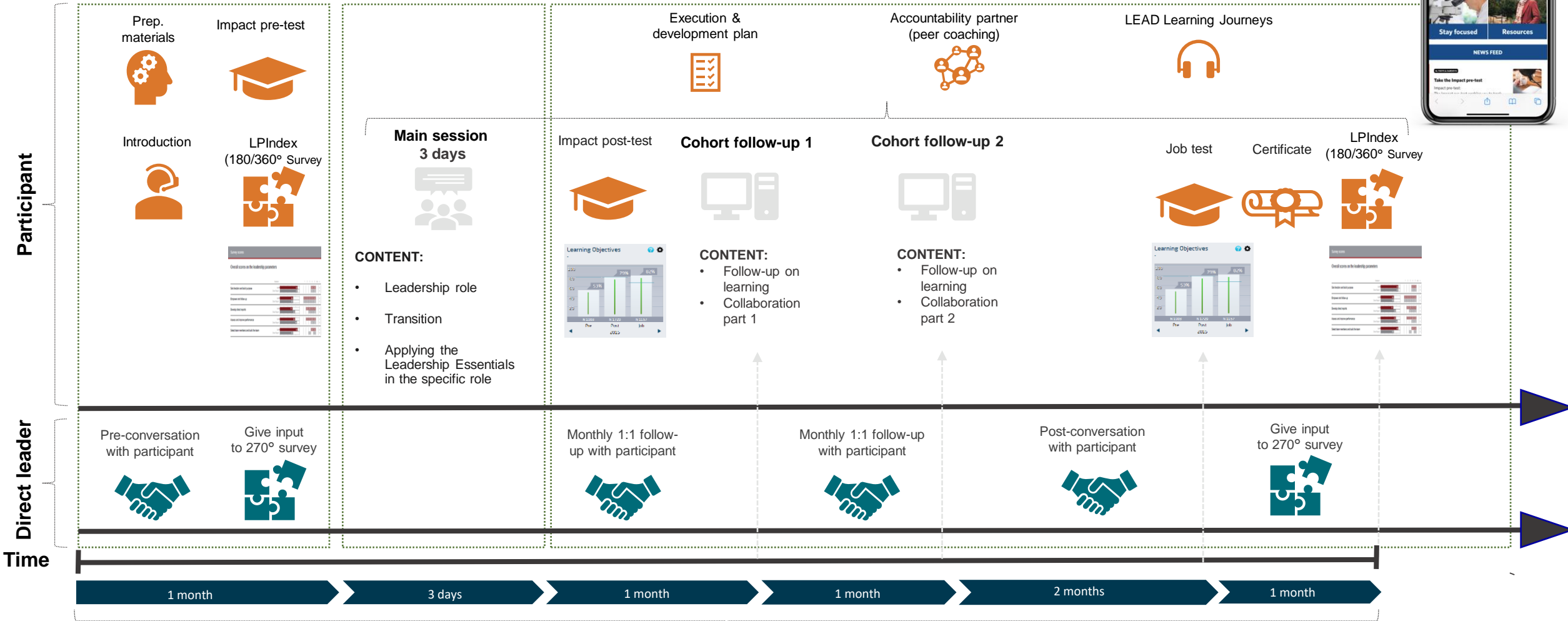
LEAD runs over 6 months with multiple touch-points



Pre-work

Main session

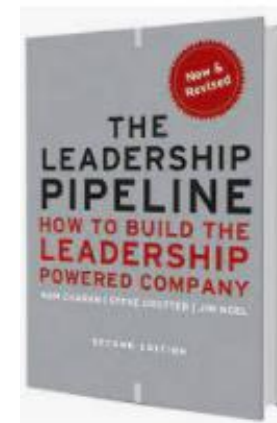
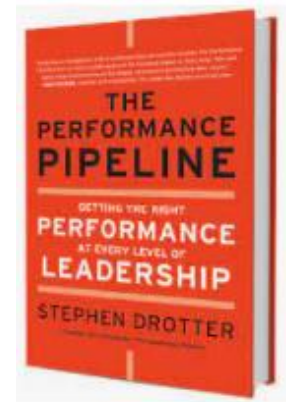
Continued learning journey



Total time: Around 6 months

Leading up to.....why has Chr. Hansen chosen to work with LPI

- ✓ Acknowledged leadership model
- ✓ “Common sense” and practical / hands-on
- ✓ Global and scalable facilitation network
- ✓ Customized solutions
- ✓ Excellent credentials and experience working with global companies
- ✓ Learning impact measures
- ✓Kasper 😊



Excellence
in Practice 2019
FINALIST

For further information please visit Leadership Pipeline Institute





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Execution according to plan

– one third of all leaders in scope are in the process of their LEAD Journey

Strategic Leader (SL):

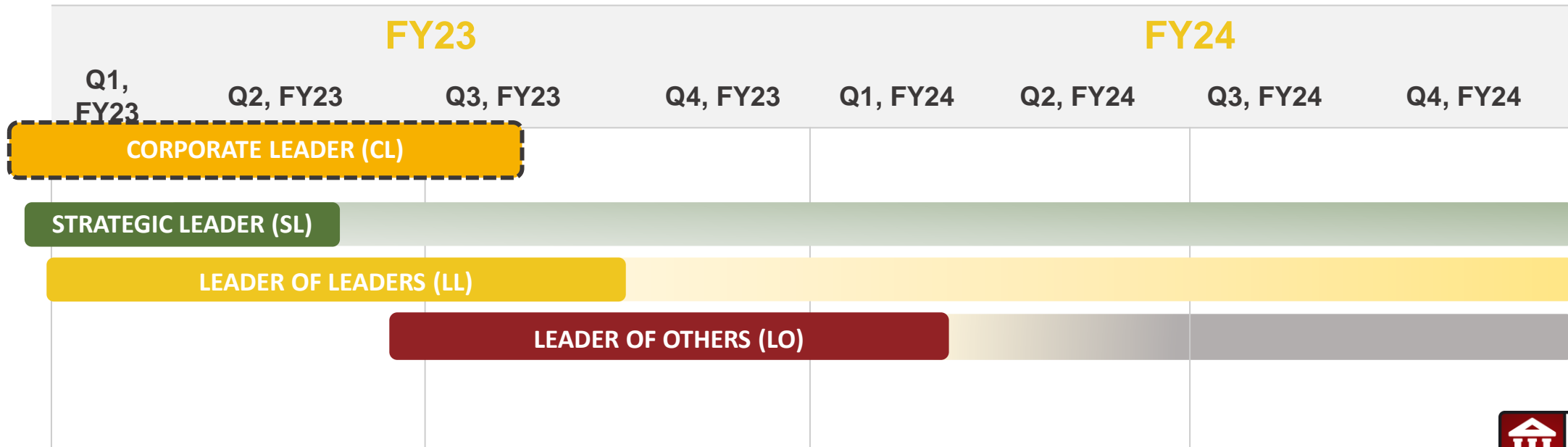
- **Starting from the top!** 2 Strategic Leaders programs completed. All Strategic Leaders, except 2 have participated

Leader of Leaders (LL):

- **Lead and develop leaders!** 1 Leader of Leaders program completed, and 5 programs are currently running. Currently, approx. half of our Leader of Leaders have been exposed to LEAD

Leader of Others (LO):

- **Leading the sharp end of the business!** 18 Leader of Other programs have been scheduled, and 5 have started up in Denmark, North America and Germany.

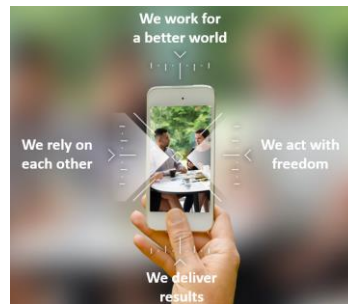


Our 3 key learnings, and one even more important.....

THE IMPORTANCE OF CONNECTIVITY



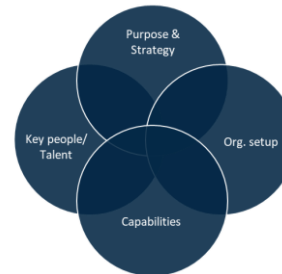
THE IMPORTANCE OF FAMILIARITY



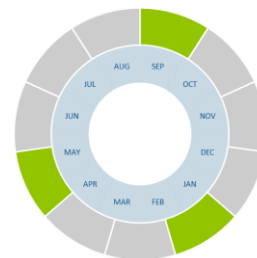
KEY ELEMENTS IN PERFORMANCE DIALOGUES



KEY ELEMENTS IN THE ORGANIZATIONAL REVIEW



KEY ELEMENTS IN THE ENGAGEMENT PROCESS



THE IMPORTANCE OF APPLICABILITY

“That it is fairly easy to take back”

“that it is very relevant to my daily work and easy to start using right away”

“...great how it brings existing (well know) concepts together with new ones”

“Very concrete tools for my application in everyday work following the program”

Leadership Essentials
Leader of Leaders

Direction

Build team targets and clarify leadership roles

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- Select high-performing, diverse leaders who contribute to the leadership team performance
- Build leadership team cohesiveness and break down silos between teams

DO YOUR HOMEWORK: Stakeholder Management, incl. pre-sessions with all senior leadership teams, executive interviews, Sounding Board, global launch session for all leaders, pilots



Executive Summary

Satisfaction & Learning impact

- The overall satisfaction across all LEAD programs are at a very high level, and **well above external benchmark**. If we look across other key parameters such as Learning Impact and NPS we see similar high scores.
- This high scores are driven mainly by an increased understanding of **role transitions**, and an awareness of the importance of **role clarity**. Also, for our updated Leadership Essentials, in particular **Empowerment and Feedback**, we see a high positive change in understanding and application of them.
- **Support from immediate manager** relatively low compared to other measurements, though still above benchmark and an increase compared with CONNECT due a very structured process.

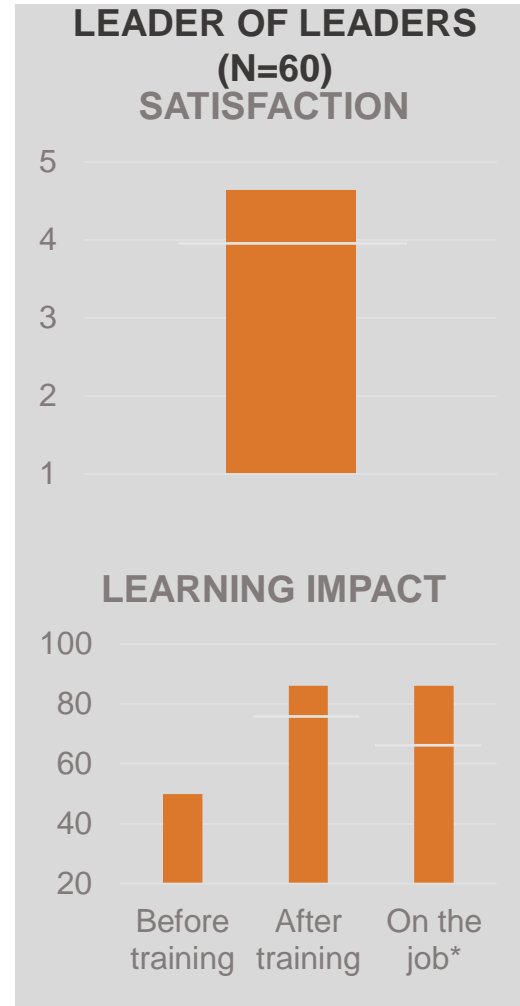
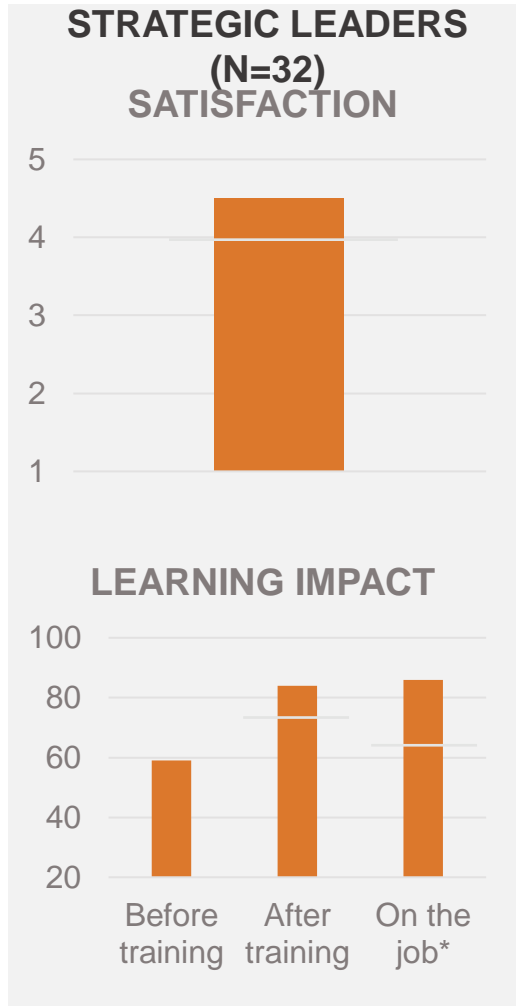
Execution

- The roll-out goes **according to plan** with 2 Strategic Leaders programs and 1 Leader of Leaders program will completed their LEAD Journey by end of December*. 4 Leader of Leaders programs and 3 Leader of Others in Denmark, NA and Germany respectively are currently running.
- In total **161 leaders** are in the process of their LEAD Journey.
- In FY23 Q2, a total of 5 programs will be start up.



* Full LEAD Program / Journey consists of kick-off session, 3 days F2F, 2 follow-up sessions, 3 Learning Impact tests and 2 LPIndex feedback reports

Year to Date: Overall strong satisfaction and high impact across all LEAD programs



KEY PARTICIPANT LEARNINGS:

- Leadership transitions and role clarification.
- Importance of allocating time to leading within my role.
- Use of coaching.
- Assess and develop leaders and employees.
- Strategy Canvas (SL).

LEADERSHIP ESSENTIALS :

- Across the programs there is slight difference on how participants are evaluated on the Leadership Essentials.
- Empowerment is the best evaluated across all programs.
- Direction, feedback and learning (coaching) is generally not evaluated quite as high.

External benchmark scores are compared with Peopleway Benchmarks which includes more than 35 million measurements.

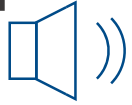
* Based on 1 program



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Next steps to continue the LEAD Journey beyond the program.....



NUDGING PARTICIPANTS

- Sustain learning impact
 - 4 Learning Journeys designed and added to participants' Learning Plan
- Hold participants accountable with follow-up emails:
 - Face-to-face session
 - Follow-up session no. 2
 - Job test
 - LPIndex no. 2
- Ensure immediate managers can follow-up
 - Debrief emails

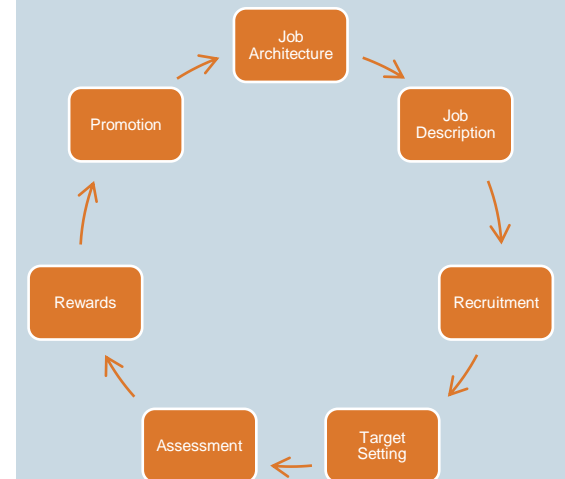
ANCHORING IN LEADERSHIP TEAMS

- Apply LEAD content to discuss the impact of the leadership team
 - Strategy Canvas
 - Assess Leadership Performance
 - Include and formalize in future Organizational Review
 - Manage boundaries and silo mentality
- Design 80% generic workshops
- Onboard regional and local HR to drive process at lower level

LAUNCHING KNOWLEDGE LEADER PROGRAM

- Use the success of LEAD as a lever
- Push from the organization
- Get a common language and toolbox for our Knowledge Workers
- Involve key stakeholders and participants in validating content
- High level leaders with less than 3 direct reports and key specialists

INTEGRATING WITH PEOPLE PROCESSES



Thank you

FOLLOW CHR. HANSEN



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Business development

Kent Jonasen & Lars Østergaard

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Business Development sessions for Partner Organizations

Kent Jonasen and Lars Østergaard

LPI representative	Country
Stephen McDonald	Australia
Servio Prado	Brazil/South America
Kai Martinsen	China
Kent Jonasen	Denmark/Global
Lars Østergaard	Denmark/Global
Hamed Al Tamami	UAE/Middle East
Mati Sööt	Estonia/Baltics
Maarika Lember	Estonia/Baltics
Inga Kalna	Estonia/Baltics
Regina Reke	Estonia/Baltics
Valerie Avequin	France
Gvantsa Barabadze	Georgia
Marika Khaliani	Georgia
Marita Nesvik	Norway
Line Blomlie	Norway
Wojciech Parteka	Poland
Peter Dolenc	Slovenia/Balkan
Adam Rhodes	UK
Jeb Stewart	US
Samantha Wasserman	US



LPI SUMMIT 2023

Facilitator track

Anders Ibsen

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LPI Signature Practices

- Our signature practices are what we want to be known for
- They are what we want our clients to tell about us
- They are how we create impact
- They are our guideline
- They are our competitive edge
- They are LPI's unique signature



LPI Signature Practices

- Enable transition
- Work with own reality
- Have a coaching facilitation style
- Ensure individual execution & development



Exercise: Round Robin

- A. What 2 or 3 things do I do during facilitation to create engagement (Be specific)?
- B. What 2 or 3 things do I do to create relationships?
- C. What 2 or 3 things would you like to become better at when it comes to virtual facilitation?
- D. What are the 2 or 3 things could LPI do to support me as a facilitator ?

Round 1: A-B and C-D

Round 2: A-C and B-D

Round 3: A-D and B-C

END of DAY

MEET YOU IN THE LOBBY AT 17.45

Restaurant Lalala
Strandgade 98
1401 København

