

Roche Denmark
***Leadership Development in a New
Paradigme***

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The focus and role of leadership is fundamentally different in an agile organization

From command-and-control leaders...

Leaders acting as planners, directors and controllers



VACC

To shared and servant leadership...

Leaders acting as



Visionaries: clear, shared and inspiring purpose



Architects: design an open system that empowers people



Coaches: help everyone build the skills and mindsets they need to take on new accountabilities



Catalysts: unleash energy and movement by engaging and aligning hearts and minds

Servant leadership =
heart-based leadership



The Servant Leader

- **Person of character** [inspires trust and confidence, and establishes quality of standards for performance]
- **Puts people first** [empowers, creates a safe environment, make people grow]
- **Creates alignment around shared purpose** [visionary, anticipates the future, and provides clarity on priorities]
- **Systems thinker** [thinks and acts strategically, leads change effectively and balances the whole with the sum of its parts]
- **Skilled communicator** [speaks effectively and regularly]
- **Compassionate collaborator** [strengthens relationships, supports diversity and creates a sense of belonging]
- **Leads with authority** [walks the talk, makes insightful, ethical and centered decisions]

In Roche we are all leaders with a little l

[Enterprise mindset]

Collective accountability and decision at lowest possible level. Have an open mind, working from the perspective of what will benefit the broader organization



The Evolution of career progression and leadership development

Conventional

- Title-bound job descriptions
- Pre-specified career models

General Manager

Business Unit Director

Franchise Head

Sales Manager

Brand Manager

Product Specialist

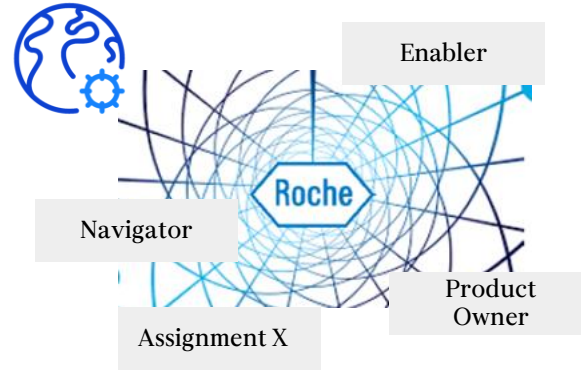
All about HIERARCHY

Aspiration:
GM by 2030



New

- Personalized career journey
- Passion coupled with purpose
- Flexibility and limitlessness
- Big room for creativity and innovation
- Development-driven progression



Aspiration:
Best version
of myself
Passion and
purpose



All about SKILLS and CAPABILITIES

The challenges: We are doing good, but we are not perfect



Retention and attraction: this type of organisation and leadership is not for everybody

The balance of servant leadership: a passive leadership stance versus reactive leadership of controlling and directing

