

We are unbossing our people ^[1]



We want to develop inclusive leaders who are self-aware and able to empower their teams by creating clarity and accountability, removing obstacles and empowering and supporting others to reach their full potential. We are approaching this in two ways - by creating the right environment for our leaders to lead and by providing the necessary experience to enable them to succeed such as [Choice with Responsibility](#) ^[2].

We believe our leaders play a critical role in driving, enabling and role-modelling our culture aspiration and ensuring that it is lived by all our associates across the organization. We aim to unlock our leaders to be their best selves. Supporting them to become more self-aware, set clear goals and remove barriers to unleash the power, passion and talent within all of our people including themselves.

- Our **Unbossed Leadership Experience (ULE)** guides leaders through the process of self-discovery and deep personal growth. A journey of personal transformation that enables behavioral shifts and self-awareness on how others see them and how as a leader, they can make a different impact on others. We plan to engage 20,000 leaders over the next three years, helping embed the new leadership approach in our organization.
- Our comprehensive succession planning and development programs across different levels of the organization allow us to build the right capabilities so that we can keep

delivering on our purpose to reimagine medicine. Our current leaders are mentoring and coaching the next wave of leaders, so that we can future-proof company management and direction, continuing to inspire innovation and healthcare transformation.

- We use surveys such as **OurVoice** and **Team Perspectives** to provide real-time insights, optimize outcomes and allow for targeted interventions.
- Our progress has been recognized as a leader across sectors by the Association of Talent Development, who awarded Novartis with their 2020 'BEST' Award [3]. Other recent recognition includes the Chief Learning Officer Award from Chief Learning Officer Magazine, and the Learning Strategy Innovation Award from Cornerstone.



[4]

[View this post on Instagram](#) [4]



Personal development is key for any leader, and it doesn't have to be an

individual process. I'll be the first one to admit that I get a lot of help! My family, my colleagues, and yes—my coaches—have pushed my thinking and made me into the leader I am today. Jennifer Garvey Berger is one of my coaches and has really changed my perspective on leadership. This is a video of a conversation I had recently with Jennifer. It inspired my latest article on LinkedIn as part of my ongoing Unbossed series. I hope you'll check it out and subscribe, the link is in my bio. Excited to hear your thoughts in the comments. #unbossed #unboss #leadership #coaching #transformationaleaders #companyculture @jennifergarveyberger [4]

A post shared by Vas Narasimhan [5]
(@vasnarasimhan) on
Nov 19, 2019 at 6:39am PST

Source URL: <https://www.novartis.com/our-company/people-and-culture/we-are-unbossing-our-people>

Links

- [1] <https://www.novartis.com/our-company/people-and-culture/we-are-unbossing-our-people>
- [2] <https://www.novartis.com/news/choice-responsibility-reimagining-how-we-work>
- [3] <https://www.novartis.com/our-company/awards-recognition>
- [4] https://www.instagram.com/tv/B5C0m4Hpkk6/?utm_source=ig_embed&utm_campaign=loading
- [5] https://www.instagram.com/vasnarasimhan/?utm_source=ig_embed&utm_campaign=loading