How Novo Nordisk built processes and aligned as #OneTeam to Measure what Matters

Magdalena O'Mahony and Jamie Stough

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How Novo Nordisk built process and aligned as #OneTeam to Measure what Matters

In this Case Study workshop, you will be taken on the NNI Employee Experience journey and learn how the team built and implemented a successful learning measurement strategy.
After participating in this session, you will be able to:

✓ Apply to your own business what it would take to build a strong measurement plan and measurement strategy for your team.

✓ Analyze and evaluate where you are in your own process and within your own development toward measurement strategy as compared to the NNI Employee Experience Team.

✓ Review some real-life training measurement examples incorporating various levels of training evaluation using the Kirkpatrick Model.

Our team will provide a list of best practices, sample of SOP language, and performance consulting requirements that jump-started our work toward, what we believe to be, **best in class for training organization business outcomes**.

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Presenters
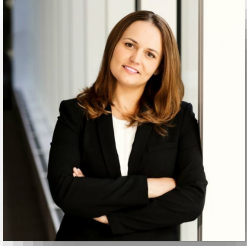
Magdalena (Mags) O'Mahony
CPA, CGMA, MBA, PMP, Kirkpatrick Silver Certified
Manager – NAO People Operations

Mags is a passionate and hardworking performance consultant, fueled by curiosity, energized by finding innovative solutions and implementing process improvements. She is known for providing best in class customer service, implementing systems and process improvements, as well as driving business outcomes in variety of business settings.

Her diversified background, combined with private and public company experience, as well as thirst for knowledge, enable her proactive approach to given responsibilities. She leads and collaborates with optimism, authenticity, versatility and resilience.

Mags joined Novo Nordisk finance team in 2013 and moved to HR in 2018. In her current role she focuses on collaborating with business partners and learning professionals to specify and measure behavior change, business outcomes, and ROI of their business activities.
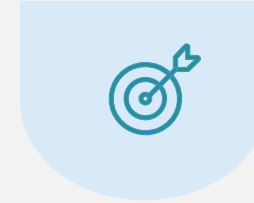
Jamie Stough (He/Him)
Sr Manager Onboarding

Jamie is a results-oriented & employee focused Human Resources professional with a history of driving effective employee lifecycle programming, HR project management, learning & development facilitation, measurement & results reporting.

He spent nine years as a recruiter and then moved into the employee engagement space focused on DEI&B, employee engagement, retention, and new hire onboarding.
Jamie transitioned to the Pharmaceutical industry and joined Novo Nordisk in September 2022 where he assumed the learning measurement and reporting responsibilities of the LMS.

He is focused on streamlining processes to improve adoption and standardization of procedures that improved learning solution measurement, defined KPIs, and built reporting functions to advise the wider Employee Engagement team and stakeholders.

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L&D Landscape and Business Outcomes

According to 2024 LinkedIn Workplace Learning Report #1 focus of area for the second year in a row is **Aligning Learning Programs to Business Goals**

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Business Goals

Collaboration

7 in 10
people say learning improves their **sense of connection** to their organization

Learning Transfer

96% of L&D professionals **want to measure learning impact** [Chief Learning Officer]. Despite recognizing the importance, **only** a small percentage (**around 16-20%**) **report being highly effective at learning measurement** [CIPD, Brandon Hall Group]
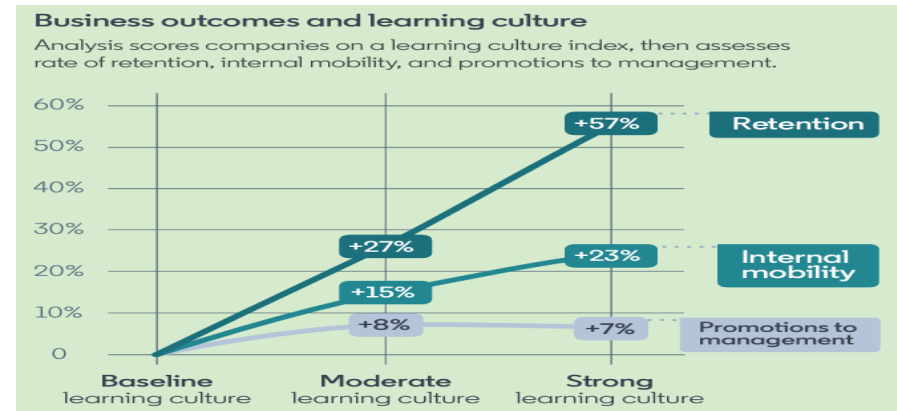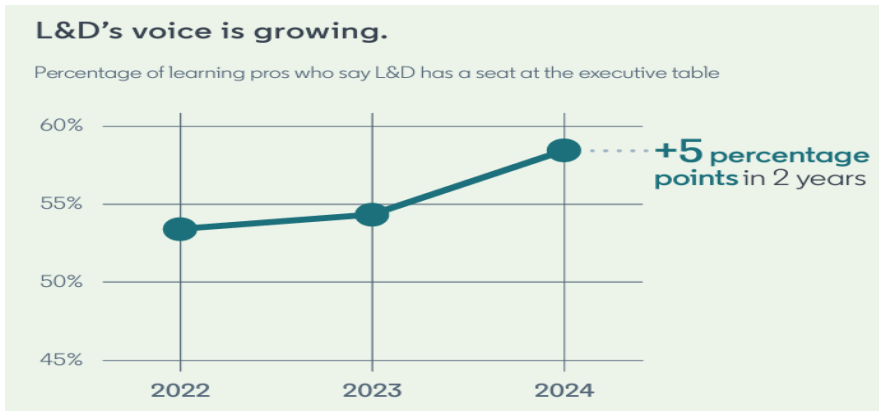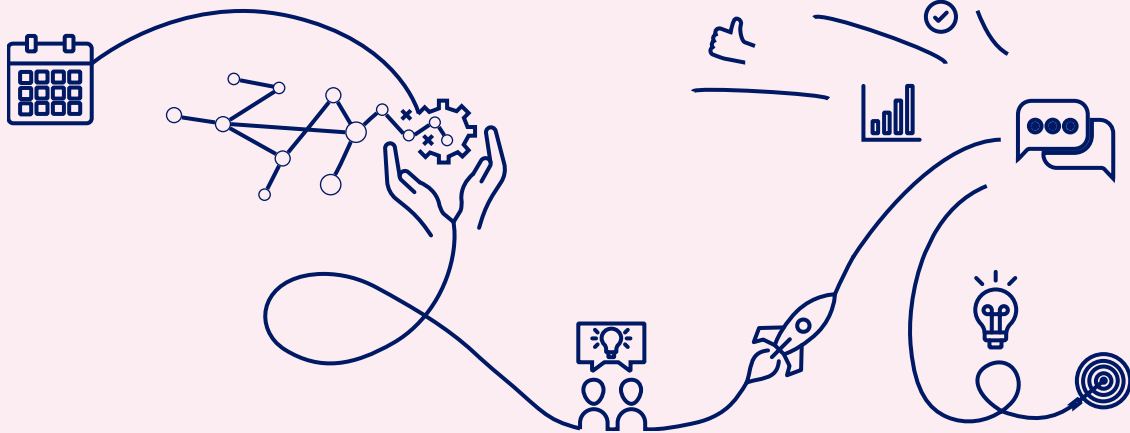
Outcomes over Output

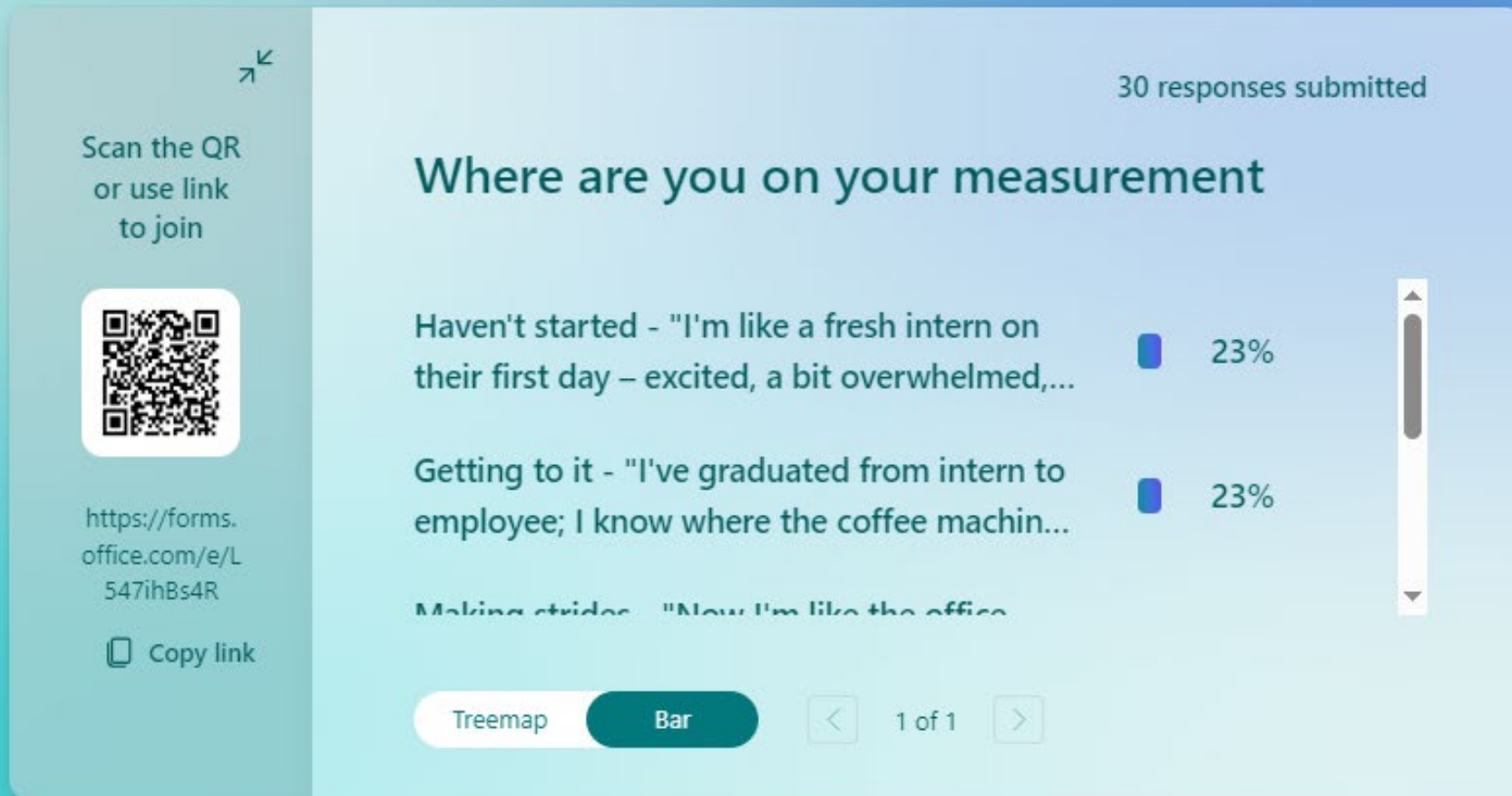**8 in 10**
people say learning **adds purpose** to their work

L&D pros can cite new LinkedIn research that demonstrates how **learning drives desirable business outcomes.**
According to eLearningInustry.com **only 8% of C-suite execs receive reports that demonstrate business impact of L&D, and only 4% had a clear ROI**

L&D's voice is growing.

Percentage of learning pros who say L&D has a seat at the executive table

+5 percentage points in 2 years

60%
55%
50%
45%

2022 2023 2024

Business outcomes and learning culture

Analysis scores companies on a learning culture index, then assesses rate of retention, internal mobility, and promotions to management.

60%
50%
40%
30%
20%
10%
0

+57% Retention
+27%
+23% Internal mobility
+15%
+8% +7% Promotions to management

Baseline learning culture Moderate learning culture Strong learning culture

Where are you on your measurement journey?

Where are you on your measurement journey?

NNI Employee Experience

Fit for Future **People**, **Culture** & **Capabilities**[2]

Novo Nordisk Way

Evolve & Scale Enterprise Leadership Capabilities

Incubate Talent & Grow People Capabilities

Drive Org. Readiness through Talent Management

Capabilities

Talent Management

Academy & Franchise

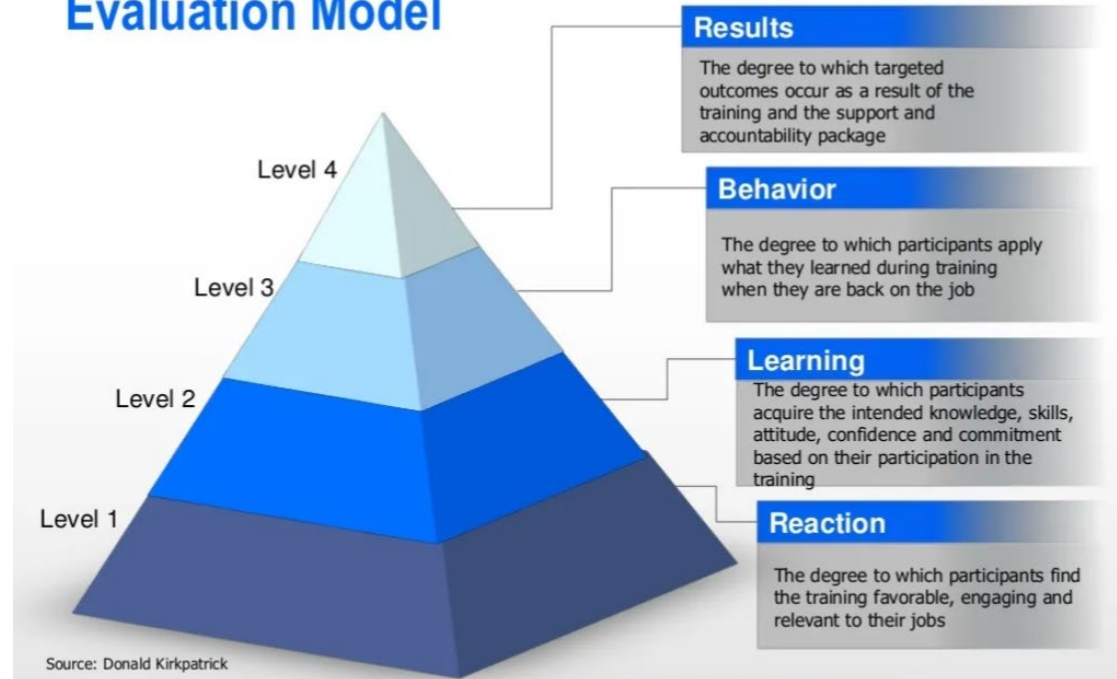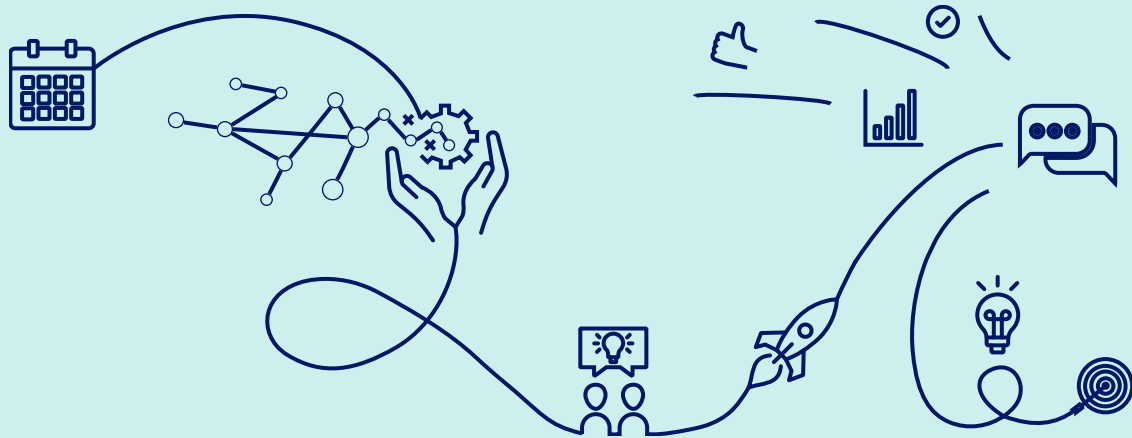Marketing Ecosystem

Ops

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How did we start?

- Select a framework – align methodology and tools for measurement

- Implement consistent process and documentation approach (project management)

- Embrace Performance Consulting mindset

"If you don't know where you are going, how can you plan the journey?"

Overview of Kirkpatrick's Four-Level Training Evaluation Model

Results
The degree to which targeted outcomes occur as a result of the training and the support and accountability package

Behavior
The degree to which participants apply what they learned during training when they are back on the job

Learning
The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

Reaction
The degree to which participants find the training favorable, engaging and relevant to their jobs

Level 4
Level 3
Level 2
Level 1

Source: Donald Kirkpatrick

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Do you use the Kirkpatrick Model for your training evaluation?

Do you use the Kirkpatrick Model for your training evaluation?
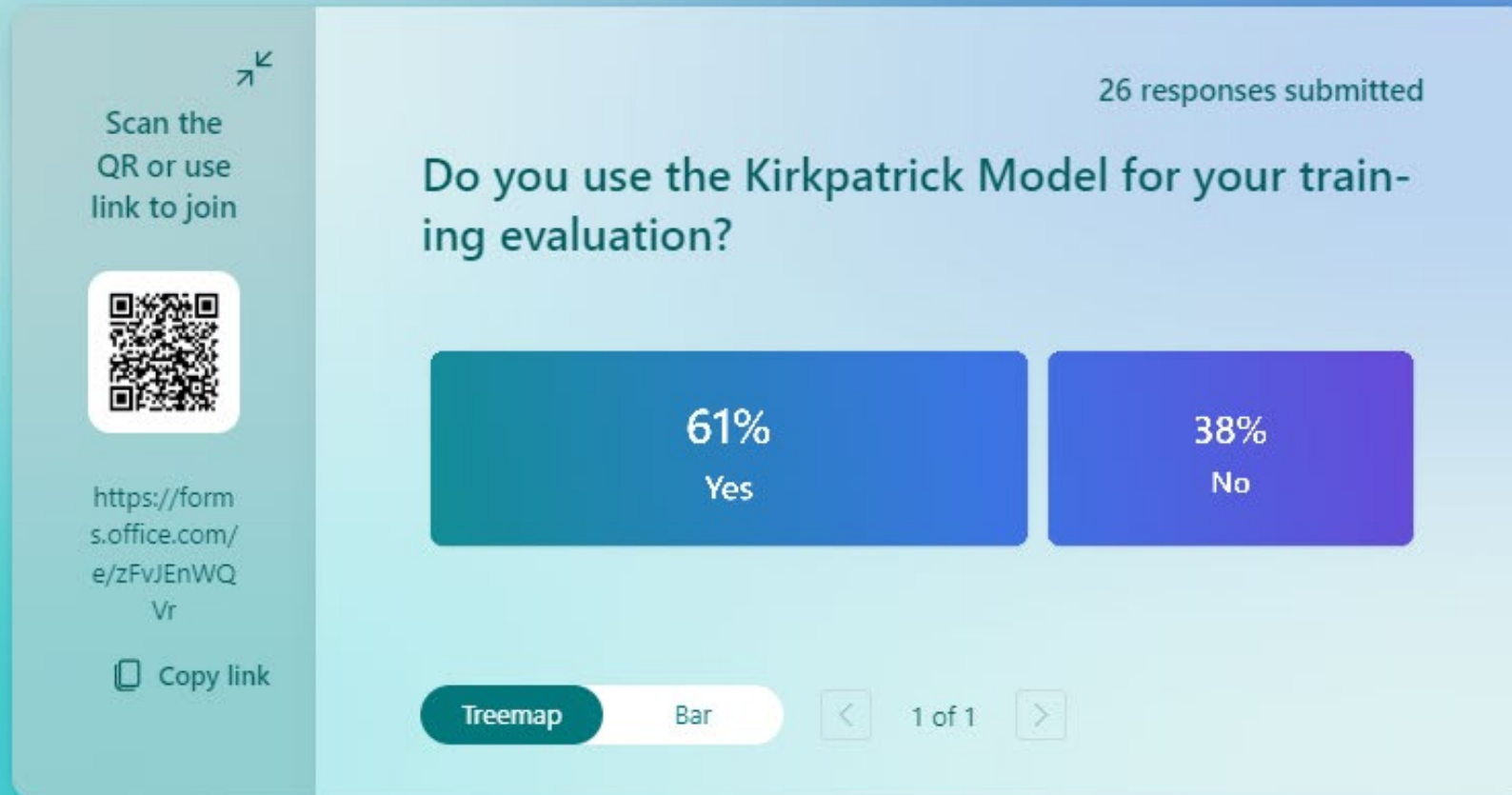
The journey to process and UX improvement

Curriculum

Courses

- Analytics module
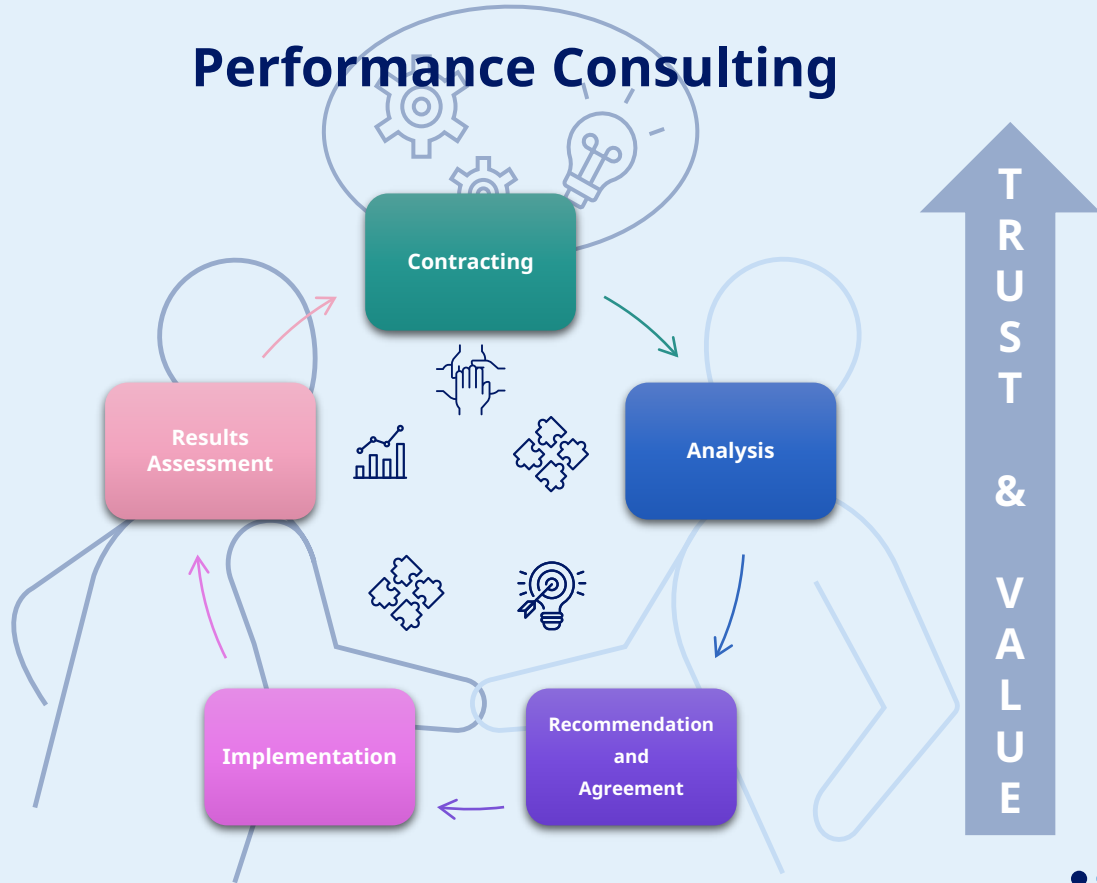- L1 Dashboard
- SABA Forms
- Course Scorecards

- L3/L4/L5 for all Key Investments
- Comprehensive Business Outcome Dashboard
- Benchmarking against the industry
- Automation

2022

2023

2024

- **57% ROI** based on $491K Cost Savings from process change

- **71% ROI** based on $102k avoided spend – Analytics Module

- **56 hours** per year time savings (Assoc. Mgr. due to L1 automation)

- **1,000 hours or 25 weeks efficiency gained** by entire EE Department by switching from AskHR forms to SABA Forms
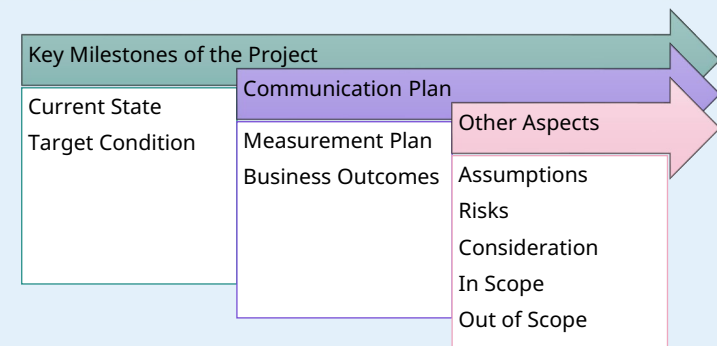
NAO
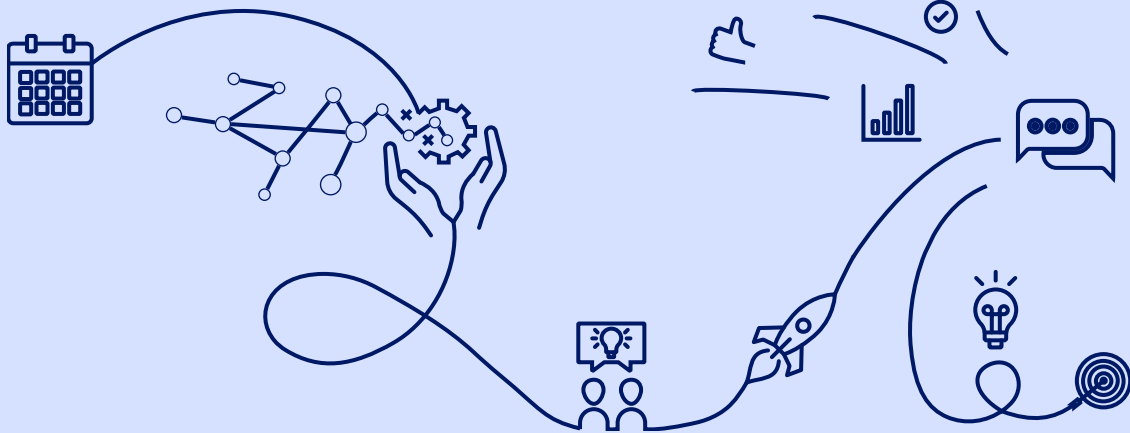**P&O**

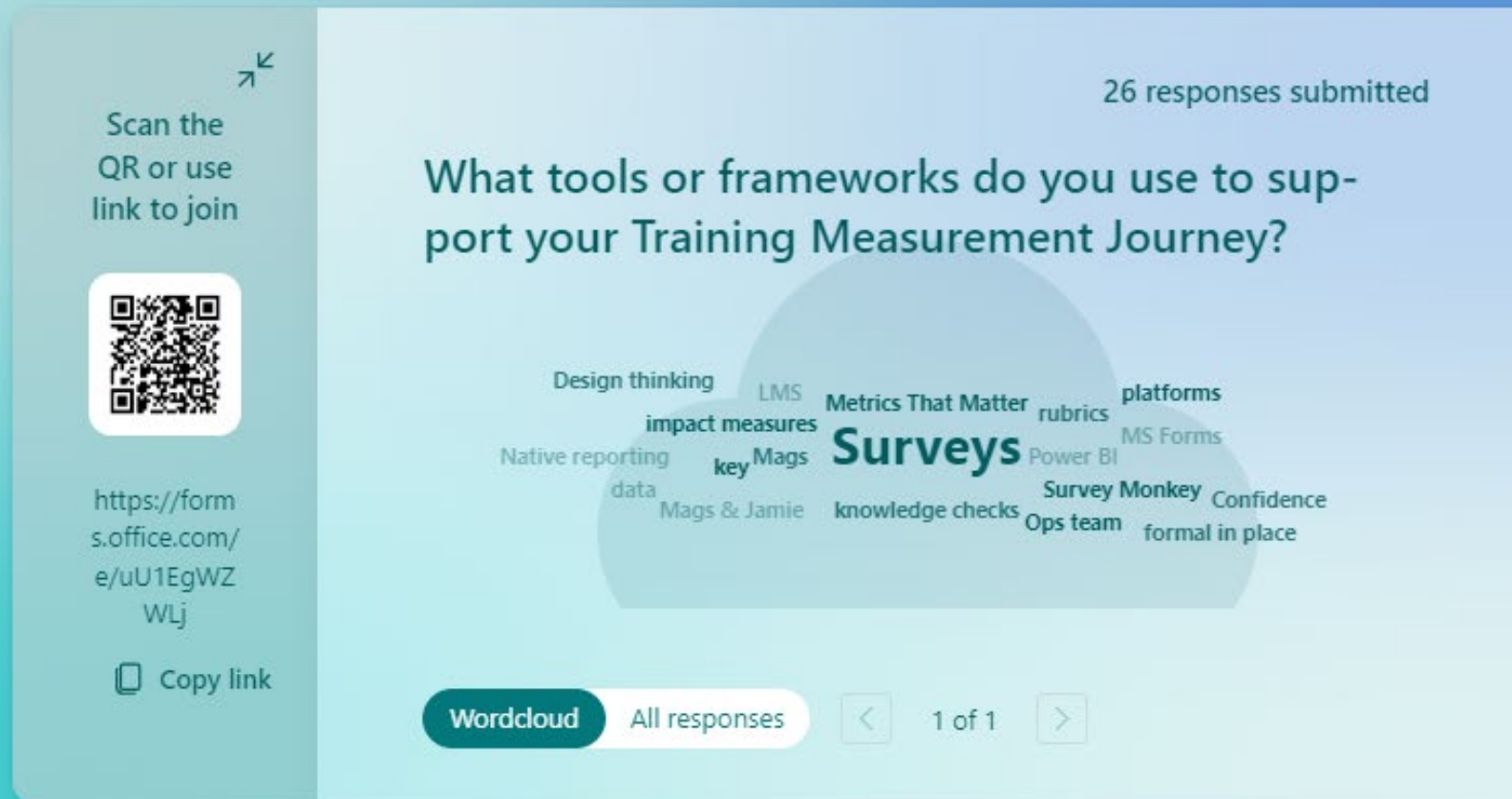# Performance Management and Project Consulting

Performance Consulting

- Contracting
- Analysis
- Recommendation and Agreement
- Implementation
- Results Assessment

TRUST & VALUE

Project Management

9.9%	32%	39%	52%	68%
of every dollar is wasted due to poor project performance	of the budget is lost when a project fails to reach its goals	of projects fail due to change in an organization's priorities	of the completed projects experienced high scope creep	of organizations outsource their projects to third parties
Source- PMI 2018	Source- PMI 2018	Source- PMI 2018	Source- PMI 2018	Source- PMI 2018

Key Milestones of the Project

Current State
Target Condition

Communication Plan

Measurement Plan
Business Outcomes

Other Aspects

Assumptions
Risks
Consideration
In Scope
Out of Scope

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What tools or frameworks do you use to support your Training Measurement Journey?

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What tools or frameworks do you use to support your Training Measurement Journey?

Our Journey

The Steps

- Top-down approach (leaders aligned and bought in)
- Technological consolidation & alignment (keep it simple and in house)
- We put the STANDARD in "SOP" (build, educate and test the team on the SOP)
- Socialization (create familiarity with our new metrics and normalize a surveying culture)
- Measure results
- Deliver results, tell a story, and highlight successes along with constructive feedback
- Leverage AI to help us tell the story more efficiently

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Top-down approach: leaders aligned and bought in

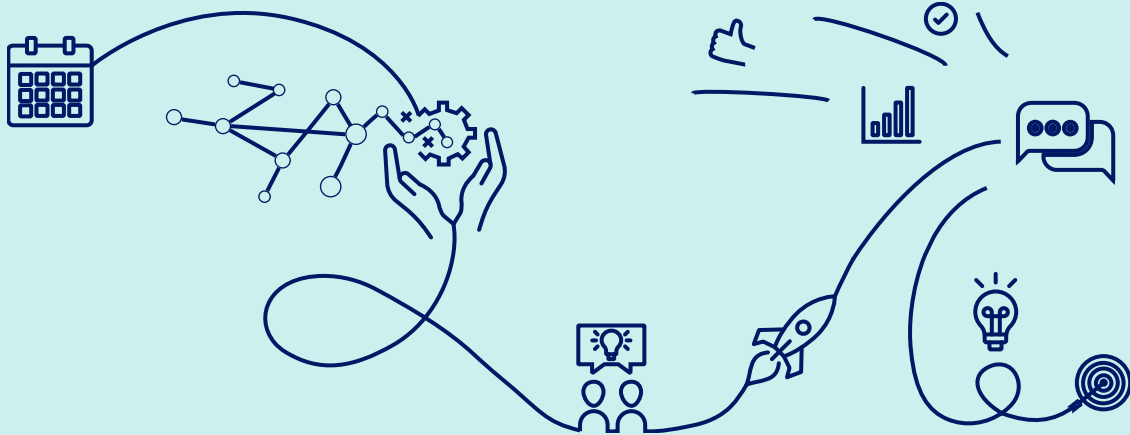# Technological Alignment: The Tools We Use To Measure

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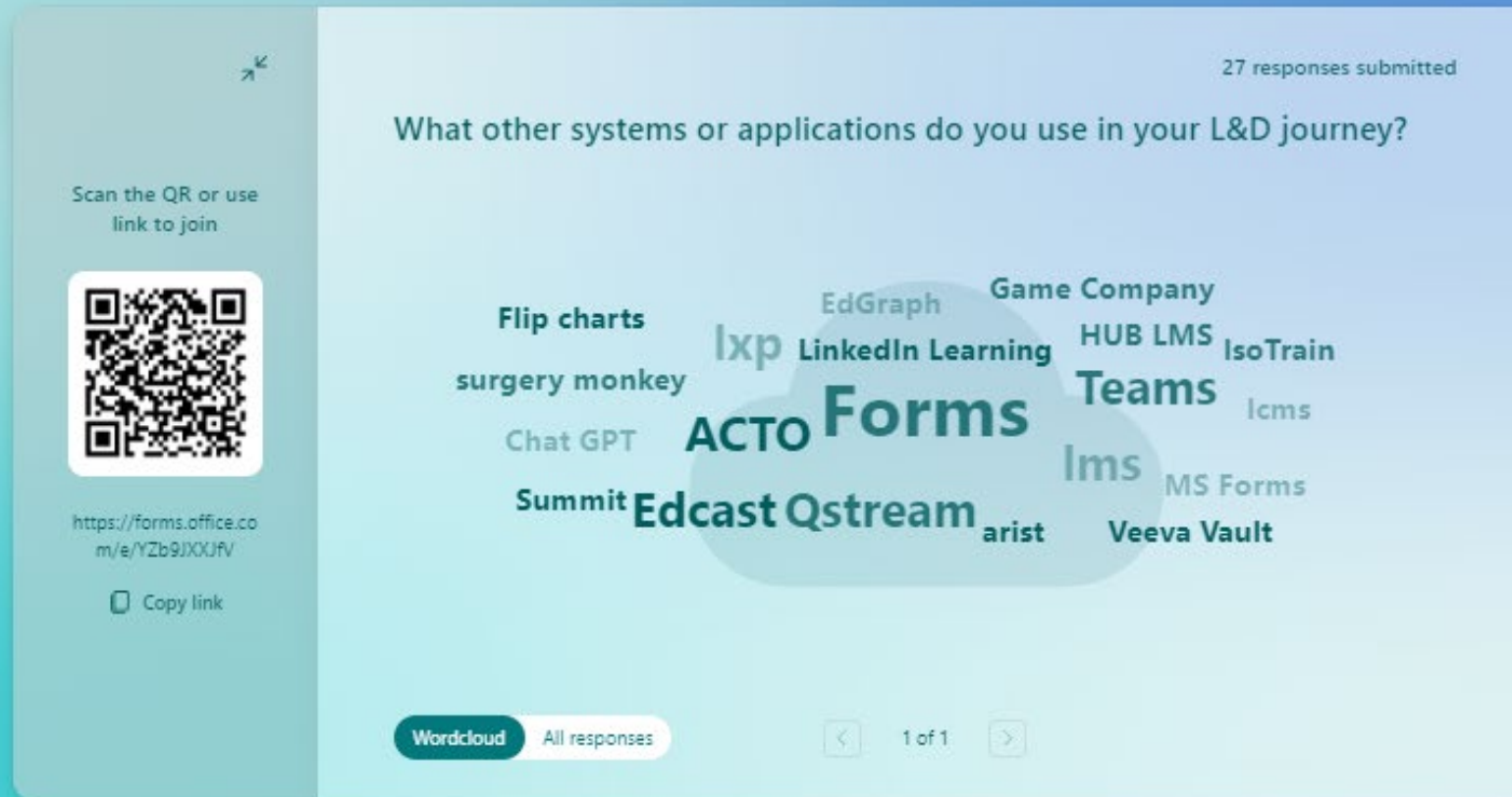# Does your organization use more than 1 LMS?

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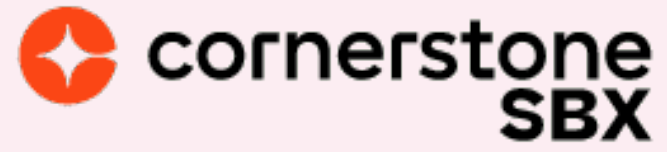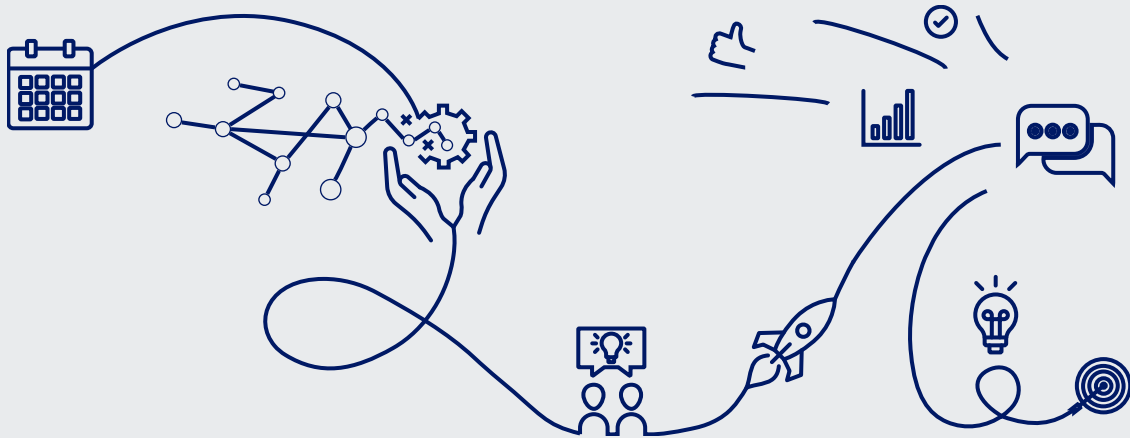
Does your organization use more than 1 LMS?

What other systems or applications do you use in your L&D journey?

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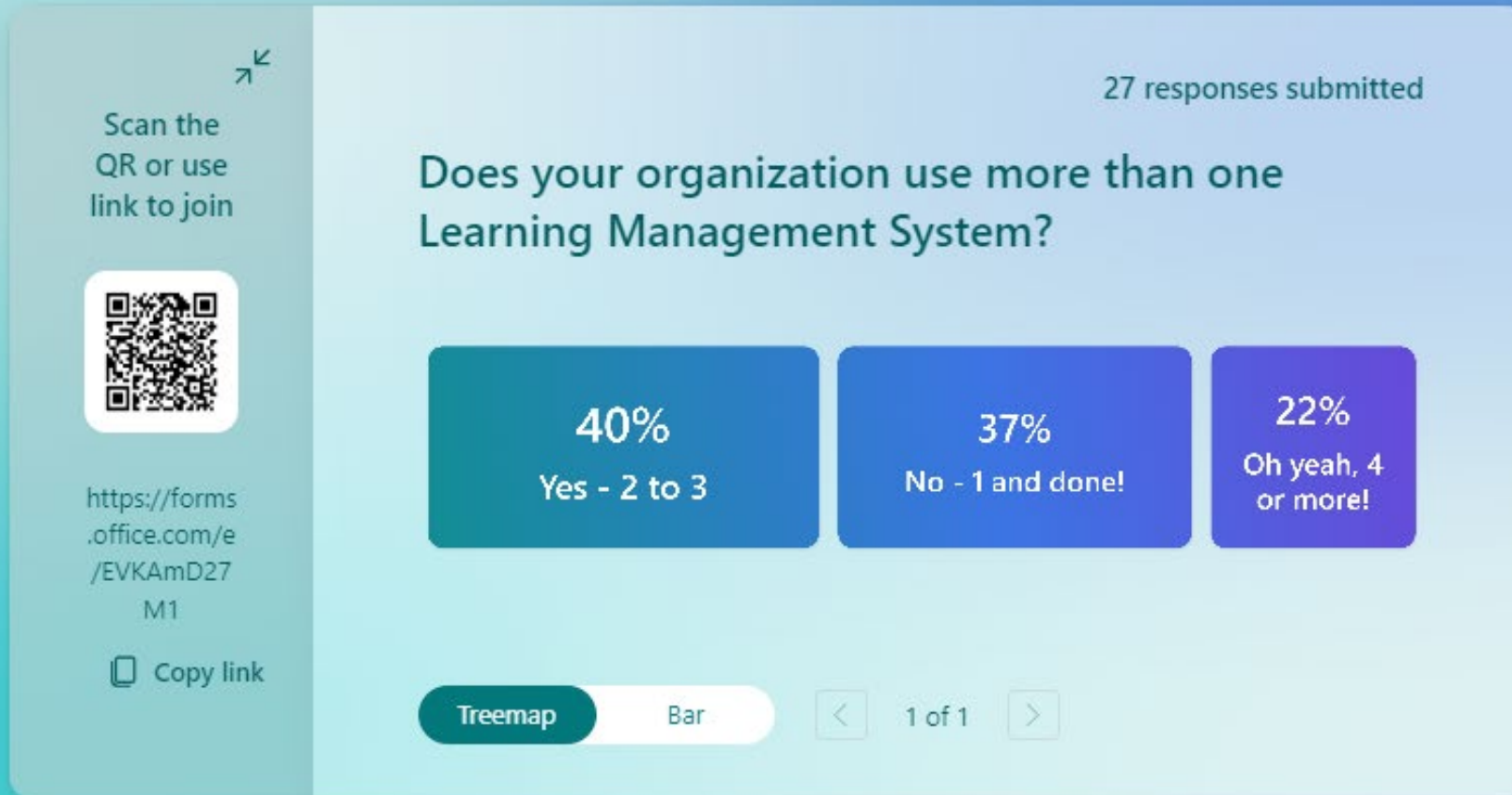
What other systems or applications do you use in your L&D journey?

We put the STANDARD in "SOP"

- Build the process
  - 1 LMS to rule them all
- Educate the team
- **Test** the team for knowledge retention
- Hypercare

STANDARDIZATION IS ...

THE CONSISTENCY

OF THE WORK SEQUENCE.

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Deliver Detailed Process Documents

STEP 0 – Concept Review

STEP 1

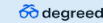Project Owner (PO) creates a Project Charter

STEP 2

Project Owner (PO) consults with Ops on Communication and Measurement

STEP 3

Project Owner (PO) consults with Degreed Experience Designer, Consult 1

degreed

STEP 4

Project Owner (PO) uploads content to Maestro or EE Degreed Library

maestro

STEP 5

Project Owner (PO) submits content request to SABA LMS

saba

STEP 6

Project Owner (PO) builds Degreed Plans/Pathways with Degreed Experience Designer

degreed

STEP 7

Project Owner (PO) launches and communicates to learners

STEP 8

Project Owner (PO) reports Project Measurement

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Standardization Enabled Measurement

- Standardized use of one LMS, automated attendance & compliance reporting, a stock L1 survey for all programs

- MS Forms for submitting LMS ticketing requests AND gaining L3 results by polling managers

- MS Excel for reporting out survey raw data and written responses.

- MS PowerPoint templates created for stakeholder presentations

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Socialization

Measure The Results – Do you have good VIBES?

- VBES > Value Based Engagement Score

- Solution Effectiveness > learner sentient

- Facilitation Score > facilitation effectiveness

- EE Score > Employee Engagement Score

  (Our NPS Metric)

- Response rate / engagement
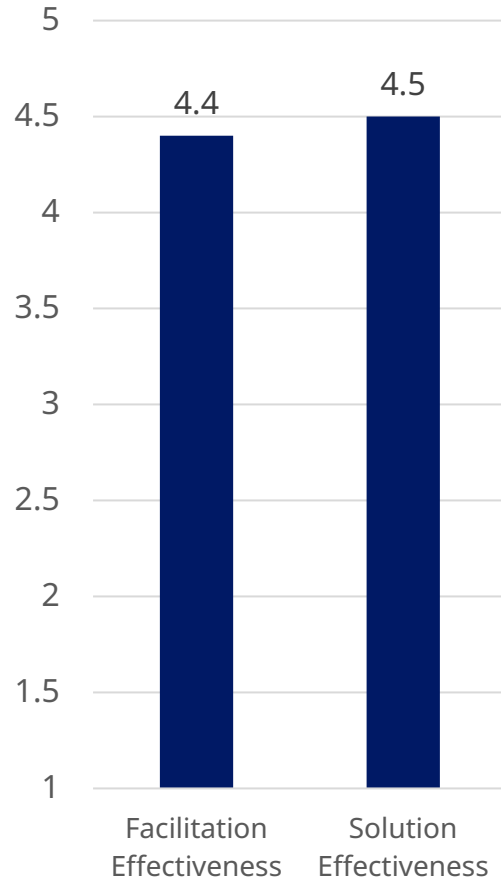
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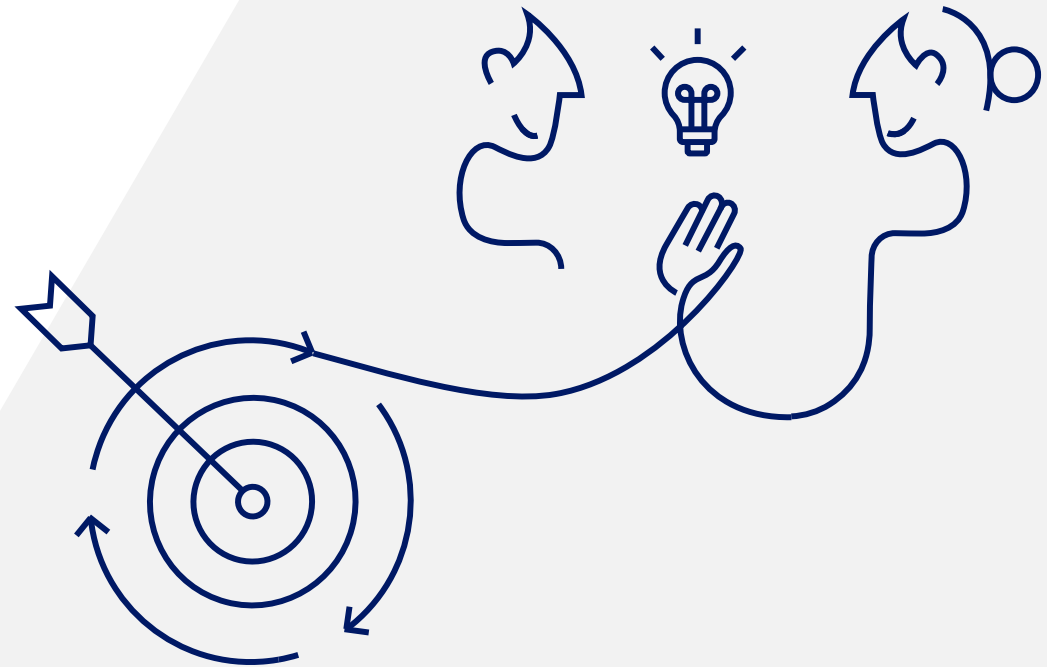
Deliver Results: Dashboards and Stakeholders

- Standardized survey results template
  - Do you have good VBES?
  - EE Score
  - Anecdotal highlights
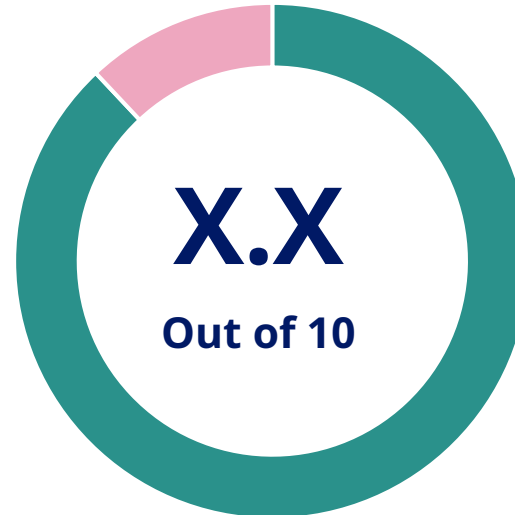 - Written Responses

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Measurement Template

(Bar chart) Facilitation Effectiveness: 4.4, Solution Effectiveness: 4.5

Employee Experience Score

Average respondent rating to "How likely is it that you would recommend this learning experience to a colleague?"

X.X
Out of 10

Attendee Testimonials: *"Utilize this space to pull in a particularly poignant testimonial" (X Job Role X)*

Quote the question you're using a written response from... *"Example Example, example he said! Example! She responded!" (Sr. Director)*

Prompt? *"Super great and contextually awesome response to the prompt that really highlights the value and execution of my program." (VP)*

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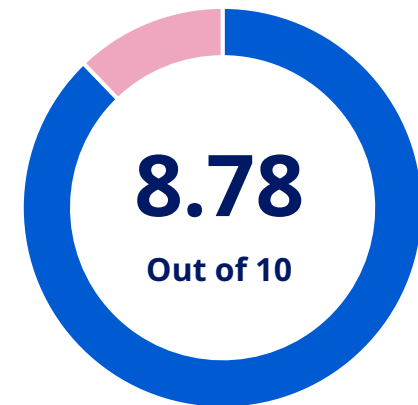# Employee Experience Performance Measurement Dashboard

Employee Experience Score

For this program the average respondent rating to "How likely is it that you would recommend this learning experience to a colleague?" is:

8.6

Out of 10
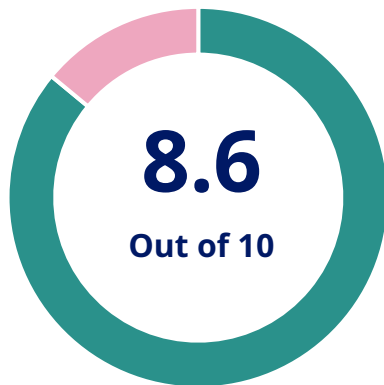
EE aggregate average for 2022 was 8.4

Performance Scores

AVG for all 2023 EE Programming

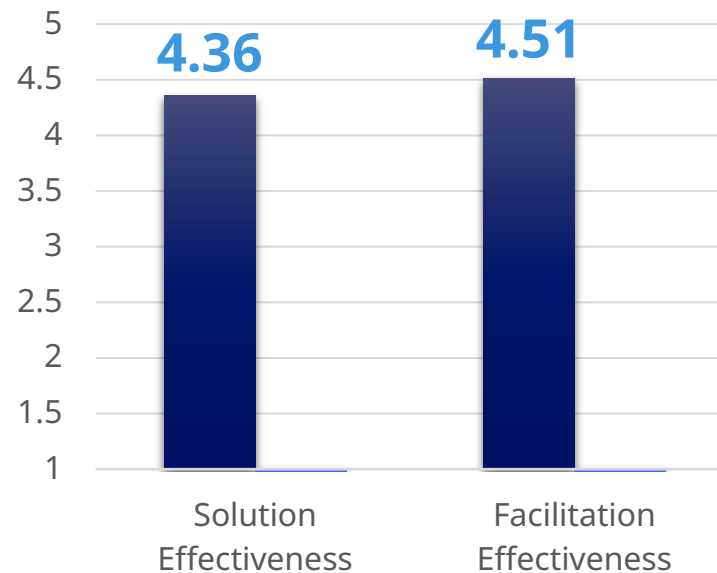|	Solution Effectiveness	Facilitation Effectiveness
Score	4.36	4.51

EE Trust **& Value** Score

My partnership with Employee Experience over the past year has returned value to me/ my department/ team and improved my trust in them as a valued business partner.
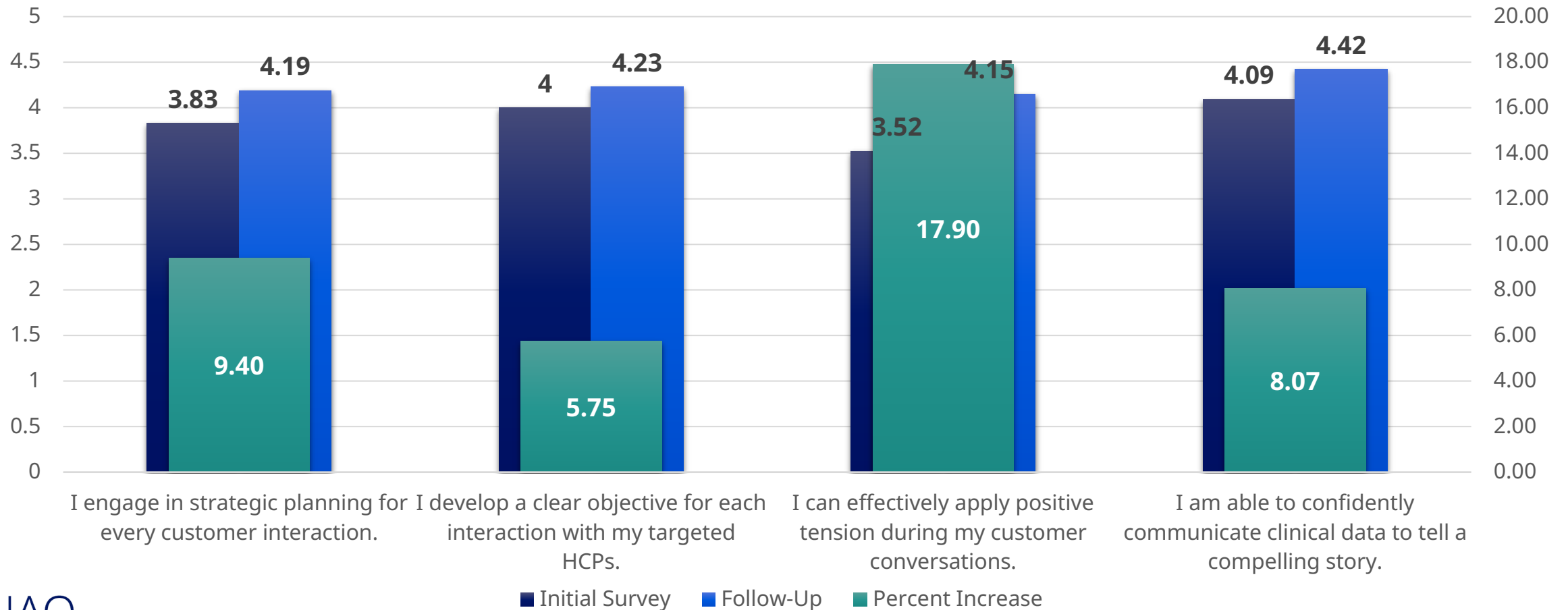
8.78

Out of 10

This is an EE Benchmark score and will be collected again next year to allow for direct comparison.

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Example of an L3 Readout

Chart data:

Statement	Initial Survey	Follow-Up	Percent Increase
I engage in strategic planning for every customer interaction.	3.83	4.19	9.40
I develop a clear objective for each interaction with my targeted HCPs.	4	4.23	5.75
I can effectively apply positive tension during my customer conversations.	3.52	4.15	17.90
I am able to confidently communicate clinical data to tell a compelling story.	4.09	4.42	8.07

Legend: ■ Initial Survey ■ Follow-Up ■ Percent Increase

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Leverage AI to help us tell the story more efficiently

Connecting the dots...

success stories

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Pharmacy Calls
From concept to next steps

make empowerment work

dare to make clear choices

Business Outcome

✓ # of Targeted Learners (completed training) **25**

✓ **100%** of surveyed respondents can readily apply the learning in their daily tasks

✓ **96%** of survey respondents learned something new as a result of this learning experience

✓ **60%** increase on Average Pharmacy Account Calls over 90 days post training for Diabetes participants
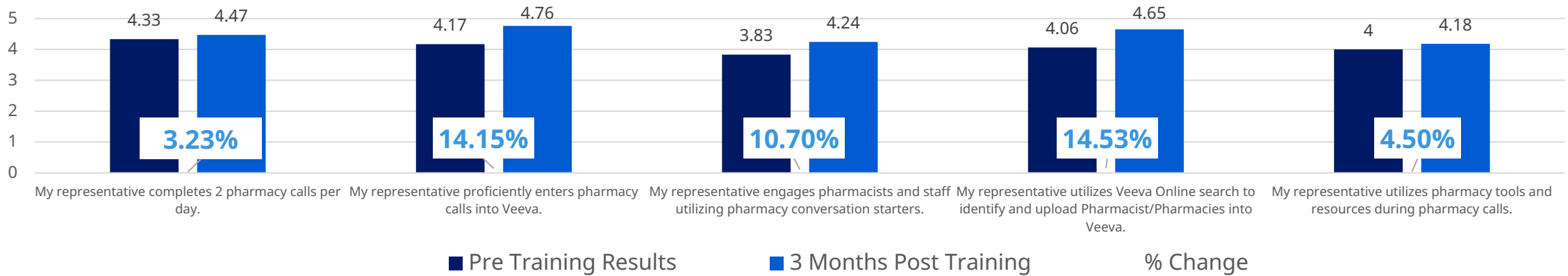
CONNEX

✓ **107%** increase on Average Pharmacy Account Calls over 90 days post training for Obesity participants

Employee Experience Score

For this program, the average respondent rating to "How likely is that you would recommend this learning experience to a colleague?" is:

10 Out of 10

EE aggregate average is 8.4

4.33 / 4.47	4.17 / 4.76	3.83 / 4.24	4.06 / 4.65	4 / 4.18
3.23%	**14.15%**	**10.70%**	**14.53%**	**4.50%**
My representative completes 2 pharmacy calls per day.	My representative proficiently enters pharmacy calls into Veeva.	My representative engages pharmacists and staff utilizing pharmacy conversation starters.	My representative utilizes Veeva Online search to identify and upload Pharmacist/Pharmacies into Veeva.	My representative utilizes pharmacy tools and resources during pharmacy calls.

■ Pre Training Results　■ 3 Months Post Training　　% Change
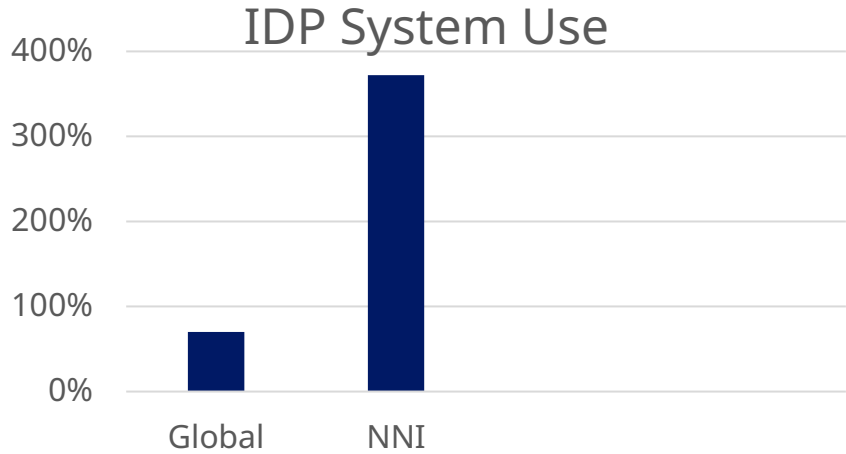
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Talk2Grow eIDP
Talent Management Initiative

make **empowerment** work

dare to make clear **choices**

Business Outcome

✓ # of Targeted Learners (completed training)
1,223*

IDP System Use

400%	
300%	
200%	
100%	
0%	
	Global NNI

Employee Experience Score

For this program the average respondent rating to "How likely is it that you would recommend this learning experience to a colleague?" is:

8.8
Out of 10

EE aggregate average is 8.55

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DRIVE
Capabilities

- make **empowerment** work
- dare to make clear **choices**
- **leadership** over process
- **time** is our **ultimate currency**

Business Outcome

✓ # of Targeted Learners (completed cohorts 2021, 2022, 2023)
77

✓ Engagement rate
49%

✓ Program participants are **2x more likely to be promoted** as compared to rest of organization

Fostering a Learning Culture

95% of survey respondents learned something new as a result of this learning experience

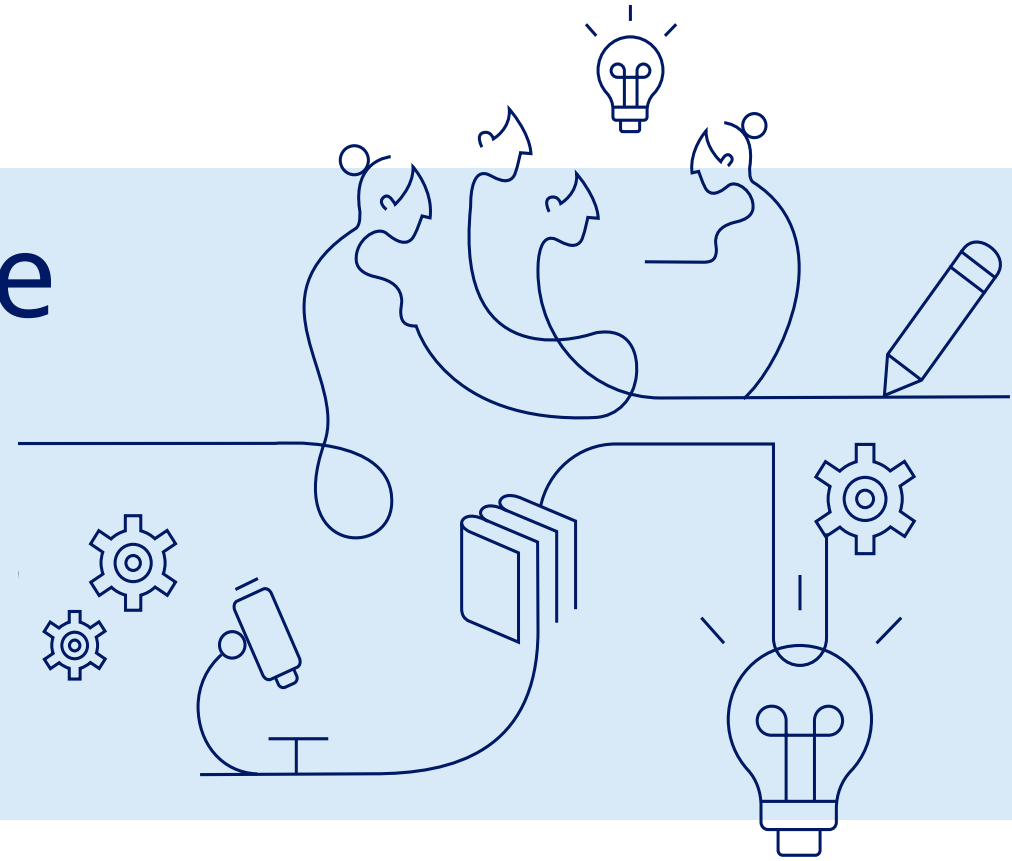**92%** of surveyed respondents can readily apply the learning in their daily tasks

Employee Experience Score

For this program the average respondent rating to "How likely is it that you would recommend this learning experience to a colleague?" is:
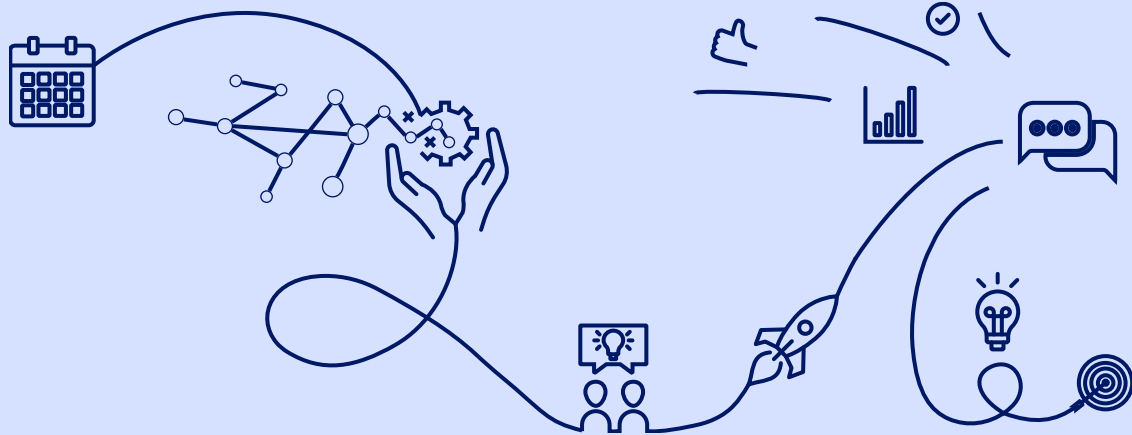
9.9 Out of 10

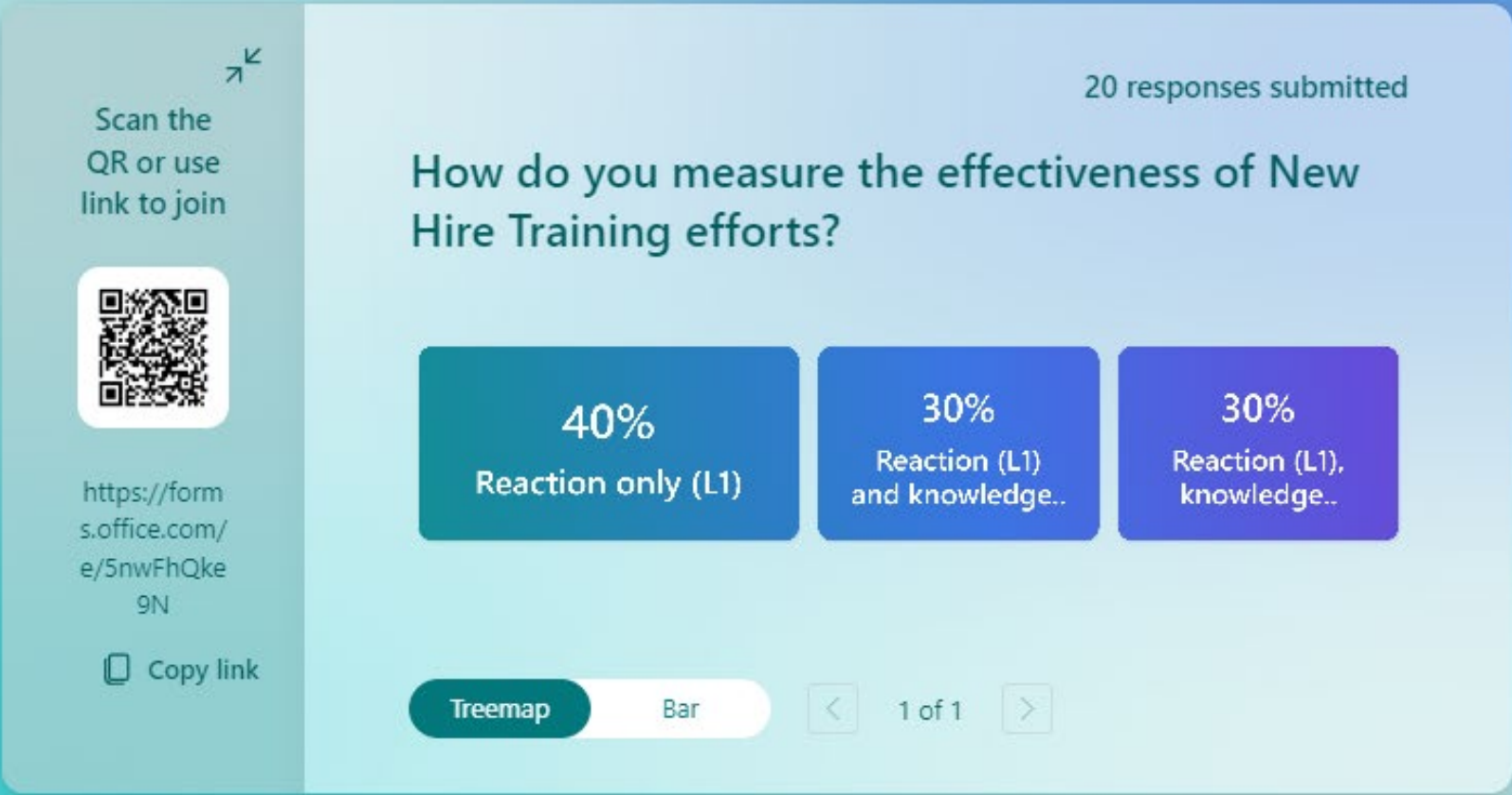EE aggregate average is 8.4

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Commercial New Hire Training

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How do you measure effectiveness of New Hire Training efforts?

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How do you measure effectiveness of New Hire Training efforts?

EE Academy & Franchise – Apis Academy

Number of New Hires Trained in 2023

Therapeutic Area 1	Therapeutic Area 2	Therapeutic Area 3	Therapeutic Area 4
255 (71%)	87 (24%)	8 (2%)	8 (2%)

Value Based Engagement Scores

For this program, the average respondent rating to "How likely is it that you would recommend this learning experience to a colleague?" is:

9.12 Out of 10	8.82 Out of 10	8.6 Out of 10	9.33 Out of 10

Facilitator Effectiveness

Therapeutic Area 1			Therapeutic Area 2			Therapeutic Area 3			Therapeutic Area 4		
4.58	4.7	4.67	4.47	4.63	4.52	4.5	4.71	4.71	5	5	5
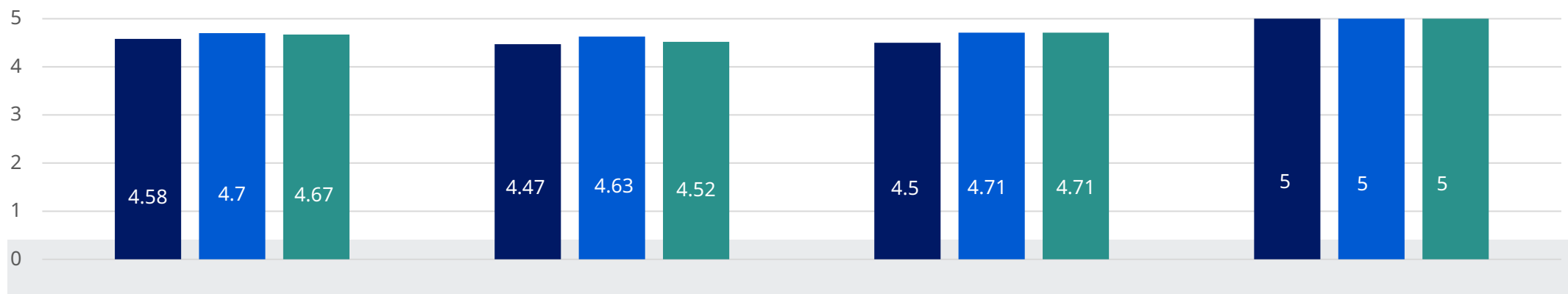
- ■ Facilitators were effective in helping learn and meet learning objectives
- ■ Facilitators were knowleageable about the topic
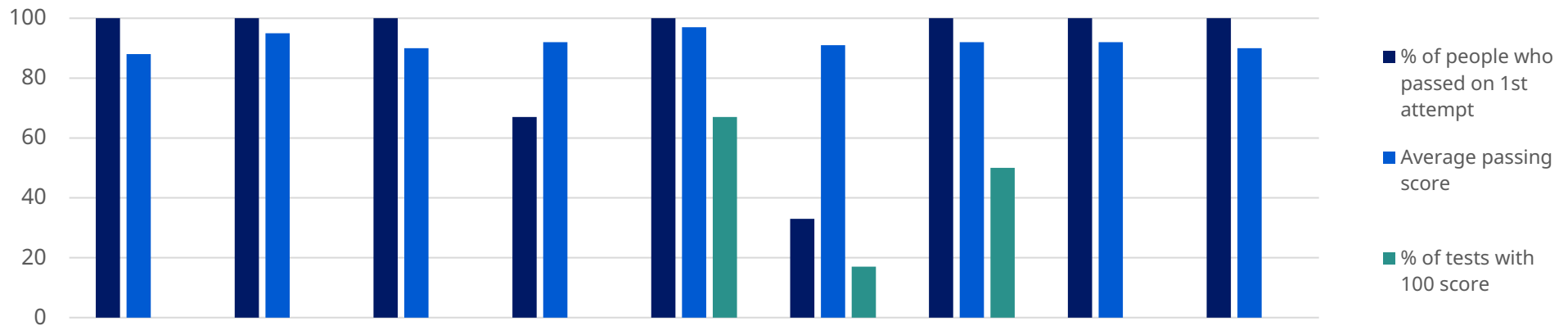- ■ Facilitators were effective in their delivery of content

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EE Academy & Franchise – Apis Academy

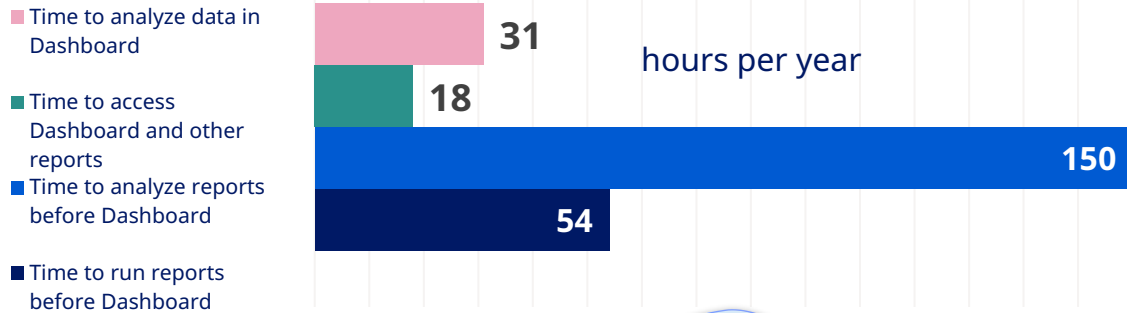|	Test name	% of people who passed on 1st attempt	Average passing score	% of tests with 100 score
Therapeutic Area 1	Disease State	82%	96	23%
	Product	86%	97	55%
	Product	90%	97	55%
	Product	92%	96	42%
	Product	100%	88	-
	Product	94%	98	69%
	Product	93%	99	76%
Therapeutic Area 2	Product	71%	93	1%
	Product	91%	97	54%
	Product	86%	95	32%
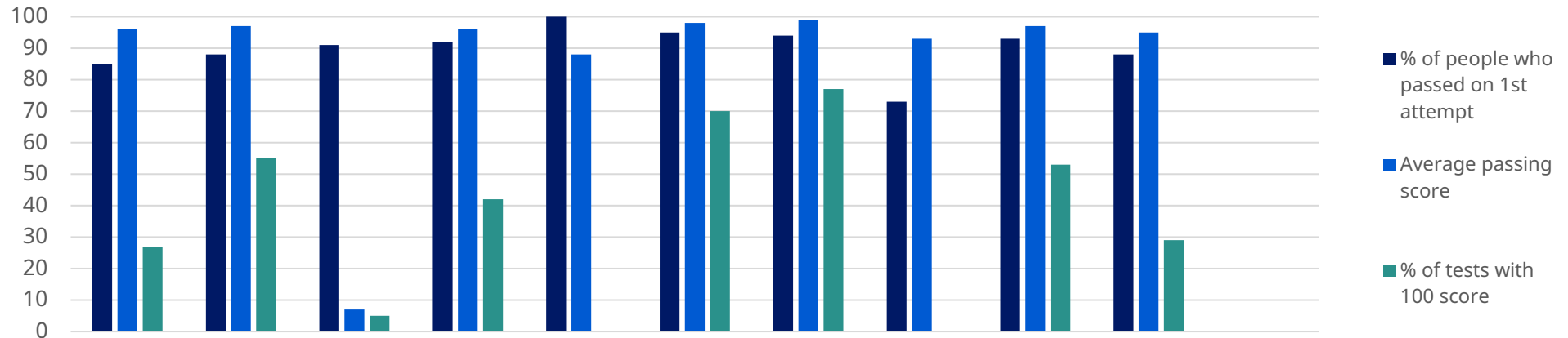
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EE Academy & Franchise – Apis Academy

	Test name	% of people who passed on 1st attempt	Average passing score	% of tests with 100 score
Therapeutic Area	Disease State	100%	88	-
	Product	100%	97	33%
	Product	75%	93	25%
	Disease State	67%	92	-
	Product	100%	98	67%
	Product	43%	90	14%
	Product	86%	96	43%
	Product	100%	92	17%
	Product	-	90	-

Dashboard Implementation and training

Time is our ultimate currency

hours per year

- ■ Time to analyze data in Dashboard — **31**
- ■ Time to access Dashboard and other reports — **18**
- ■ Time to analyze reports before Dashboard — **150**
- ■ Time to run reports before Dashboard — **54**

- ■ Time to analyze data in Clear Vu — **28**
- ■ Time to access Dashboard and other reports — **8**
- ■ Time to analyze reports before Dashboard — **78**
- ■ Time to run reports before Dashboard — **43**

✓ **4.77 (96%)** PILOT participant satisfaction

✓ **4.57-4.72 (91%-94%)** confidence in ability to navigate the dashboard

✓ **4.57 (91%)** valuable insight

✓ **4.6/4.11 (92% or 82%)** nationwide adoption confidence

Innovation and Utilization

The OLD way — **9** | Dashboard — **17**

The OLD way — **6** | ClearVu Dashboard — **13**

172% ROI

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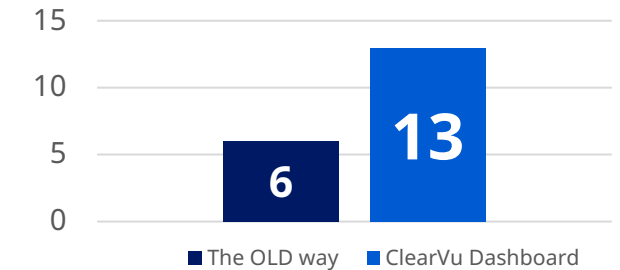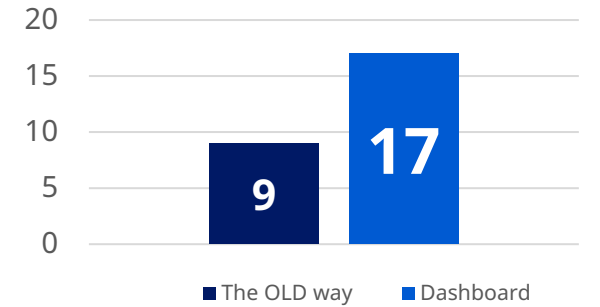
Closing remarks

Performance Consult **1**

4 Measure what matters

2 Align to strategy

Establish a process **3**

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Please leave us the gift of feedback