

Humans at the heart

Balancing well-Being and performance in
Digital Transformation

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Novo Nordisk at a glance

Novo Nordisk is a leading global healthcare company, founded in 1923 and headquartered in Denmark.

Our purpose is to drive change to defeat serious chronic diseases, built upon our heritage in diabetes.

We do so by pioneering scientific breakthroughs, expanding access to our medicines, and working to prevent and ultimately cure disease.

1. <https://companiesmarketcap.com/pharmaceuticals/largest-pharmaceutical-companies-by-market-cap/>
(As of 25 January 2024).

Supplier of nearly
50%
of the world's insulin

Net sales
232.3
billion DKK

Affiliates in
80
countries

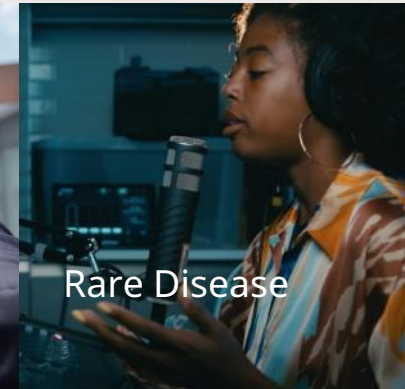
More than
64,000
employees

Total tax contribution
51
billion DKK


R&D centres
in China, Denmark,
India, UK and US


Strategic production
sites in Denmark, Brazil,
China, France and US

Globally, serving
41.6
million people living with
diabetes and obesity




A top five
pharma company measured
by market value¹

Martins story

Martin works as a machine operator at a large manufacturing company.

Two years ago, the company began investing in modernising and digitalising its factories.



A man in a dark suit, white shirt, and dark tie stands in the foreground, holding a large, ornate golden hammer. He is looking directly at the camera with a serious expression. Behind him is a two-story building that is heavily damaged and on fire. Thick smoke and bright orange flames are visible, particularly around the roof and windows. The ground is covered in rubble and debris. The overall scene is dramatic and conveys a sense of crisis or impending disaster.

*They have purchased a golden hammer
and are now looking for nails while the
entire building is on fire*

Martin, operator at a large company

A man in a black suit is running towards the camera, crossing a red ribbon with his arms raised in a celebratory gesture. He is smiling broadly. Behind him, a woman in a grey suit and a man in a black suit are also running and smiling. They are on a red running track with a blurred background of trees and a blue fence.

We all want to succeed!

However, research shows that 70 % of complex, large-scale change programs don't reach their stated goals. (McKinsey & Co, 2016)

The most common reasons why digitalization initiatives fail



Leadership and vision

- Lack of clear leadership and vision
- Executive commitment issues
- Limited leadership's understanding and experience



Technical challenges

- Underestimation of technical complexity
- Outdated technology infrastructure
- Over-reliance on technology



Stakeholder engagement

- Not engaging stakeholder
- Resistance to change



Cultural readiness and adaptability

- Unsupportive Organizational Culture
- Insufficient Training and Development
- Lack of Empowerment



Strategic execution

- Undefined strategy and objectives
- Not integrating digital and core business strategies



Measurements and Tracking

- Poor Project Management
- Failure to Measure Progress



Humans at the centre



Most projects are managed as IT Projects

IT projects are the worst types of projects

- 85% going over budget
- 70% missing deadlines
- More than 50% fail to deliver the promised benefits
- Only 0,5% succeed in delivering their promised benefits within budget and on time

**We're not just
implementing new
solutions**

**We're changing
complex Socio-
technical systems**



Human-Centred Design

The four principles



People-centred



**Solve the right
problems**



**Everything is
a system**



**Small & Simple
Interventions**

Human-Centred Design

Improving well-being and system performance



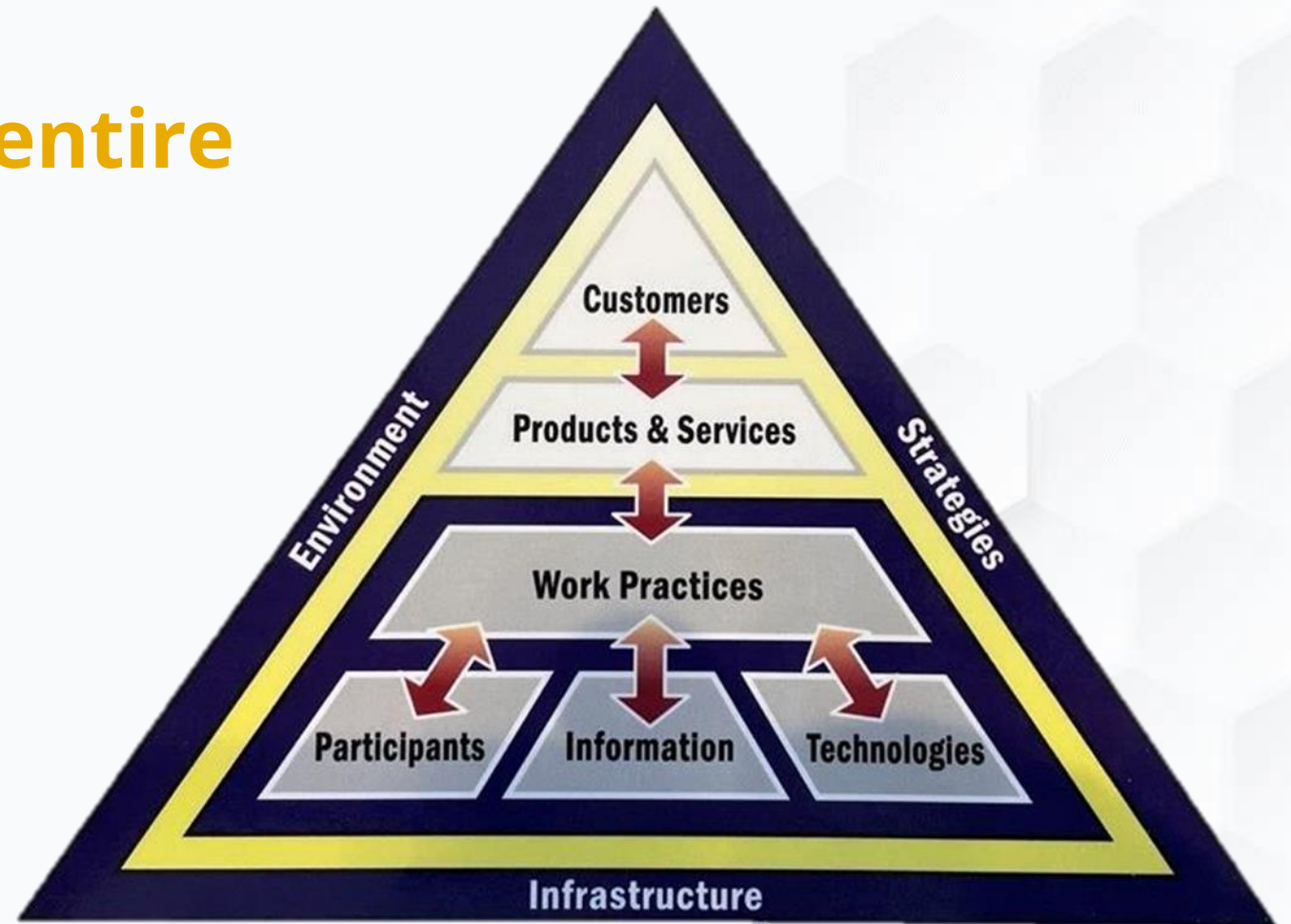
Well-being and system performance go together

Neglect one and both will decrease

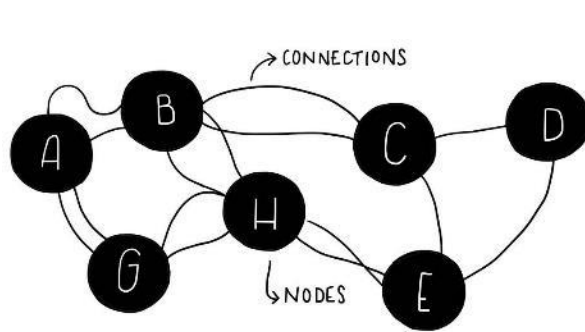


A work system framework

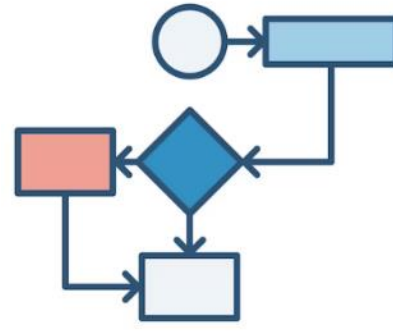
Getting a holistic understanding of the entire system and how the different parts are connected



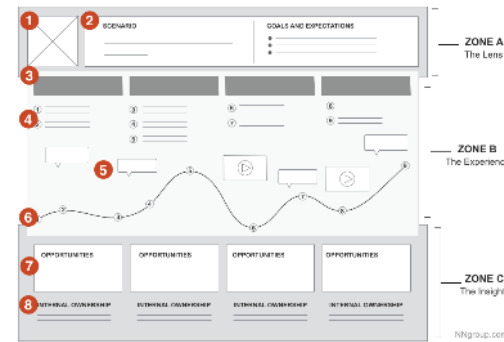
Understanding the users, their roles and how they operate in the system



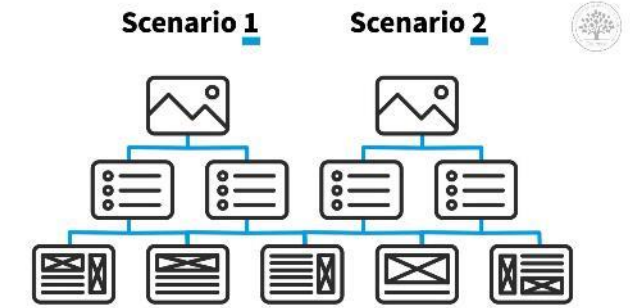
System map



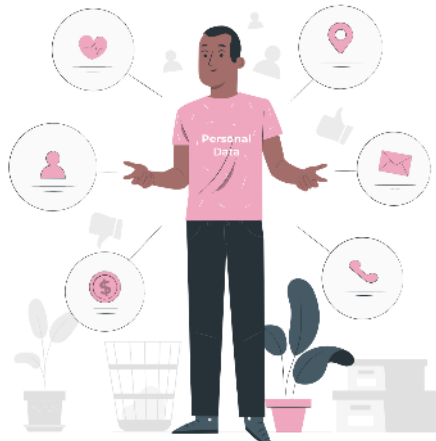
Process map



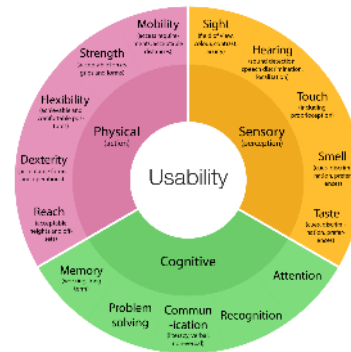
Journey map



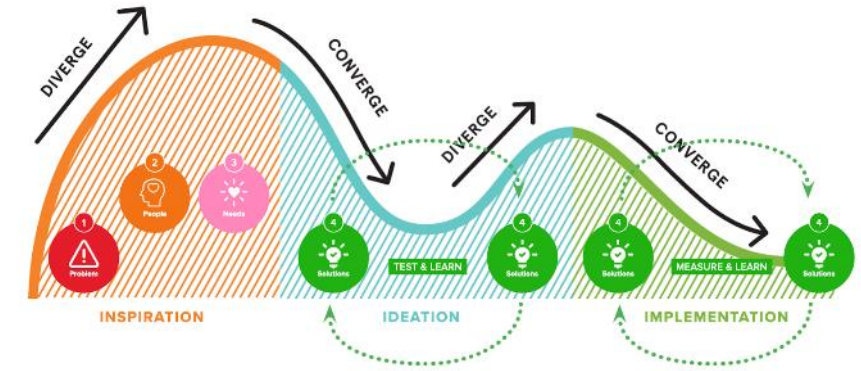
Scenarios



Personas



Designing for Diversity



HCD approach





“At least we fed the hippos”

*“Want to help someone?
Shut up and listen!”*

Ernesto Sirolli, author



Thank you for Listening

Bzhwen Kadir