

Leading without a manager

– from pharma R&D to corona testing and back again...

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DIN meeting

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Introduction

The DK public request and NN response

Q&A

The learnings – going beyond the crisis

Q&A

Short workshop

How it all started....March 2020

Sundhedsansatte kæmper med at få adgang til coronatest

Plejhjem og fagforbund melder om problemer for medlemmer med adgang til hurtig afklaring af coronasmitte.

22.03.2020 KL. 19:45

Regioner arbejder på plan for at udbygge testkapacitet

Stephanie Lose (V) håber, at man kan begynde at teste sundhedspersonale i den kommende uge.

22.03.2020 KL. 16:51

Sundhedsstyrelsen ændrer teststrategi igen: Vil teste flere

Efter kritik fra bl.a. WHO ændrer de danske sundhedsmyndigheder nu igen taktik i kampen mod corona. Det betyder, at man nu igen vil teste flere for covid-19.

Sundhedsstyrelsen vil teste 5000 danskere om dagen for corona

Sundhedsvæsenet vil skrue markant op for antallet af coronatest. Antalle

Regioner kan ikke love coronatest til alt sundhedspersonale

Mangel på reagenser til test får flere regioner til at stoppe alle coronatest af sundhedspersonale.

23.03.2020 KL. 07:49

Region Syddanmark vil igen teste sundhedspersonale for corona

Der er nyt testudstyr på vej til Danmark, og derfor åbner Region Syddanmark igen for at coronateste

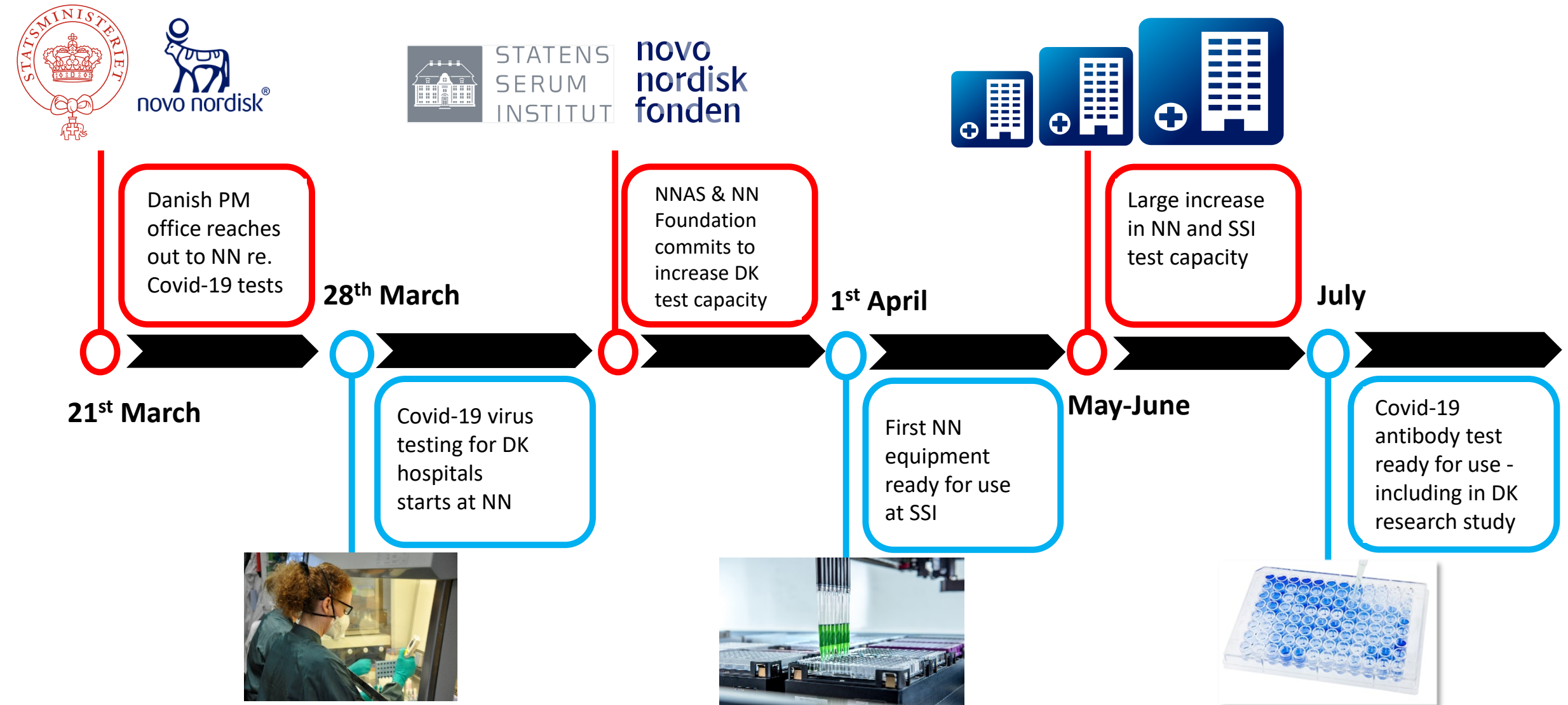
Mette F. om flere test efter kritik: Det er overordentligt klogt

Sundhedsmyndighederne vil fremover teste langt flere for coronavirus efter kritik i medierne.

Myndighederne vil teste flere for coronavirus i Danmark

Alle personer, hvor der er mistanke om moderat til svær Covid-19 skal testes,

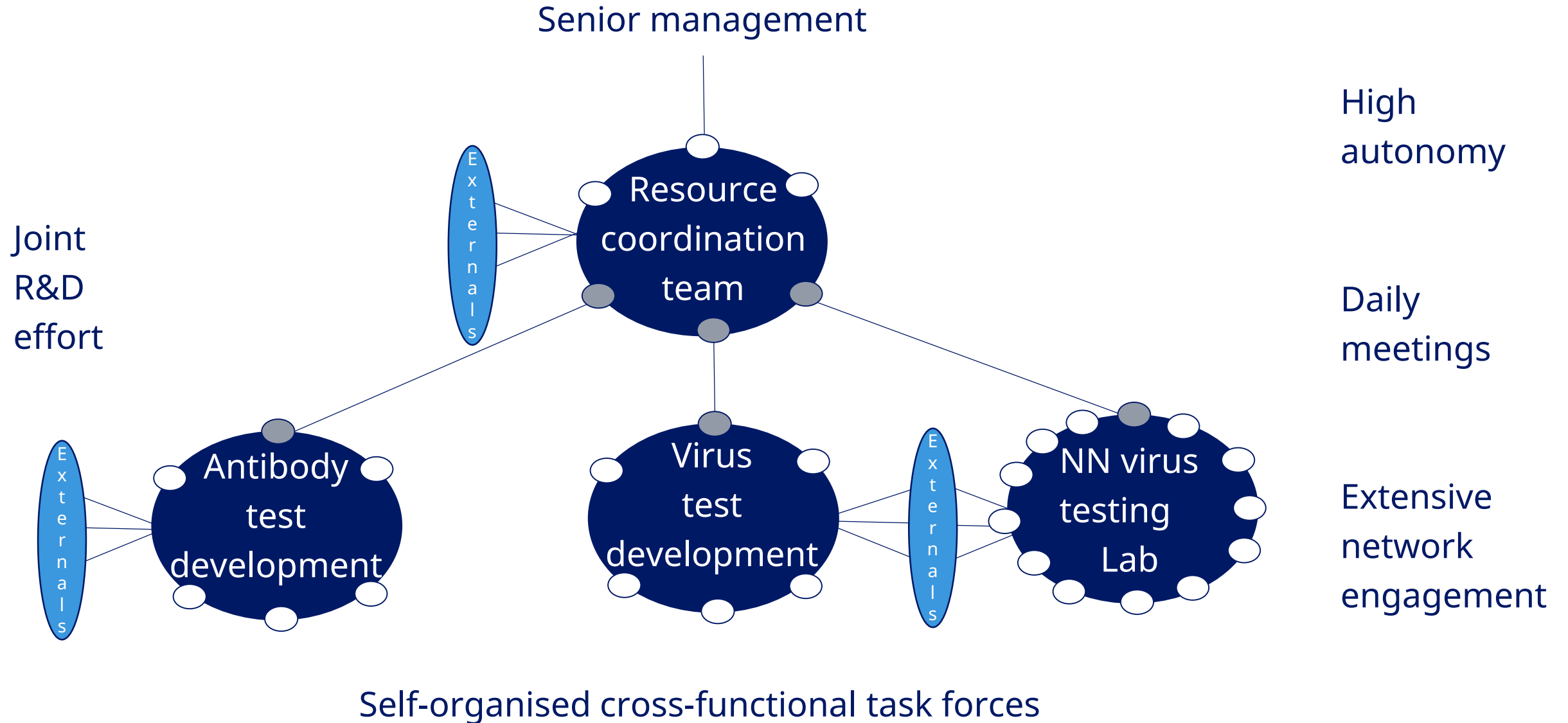
How Novo Nordisk got involved....



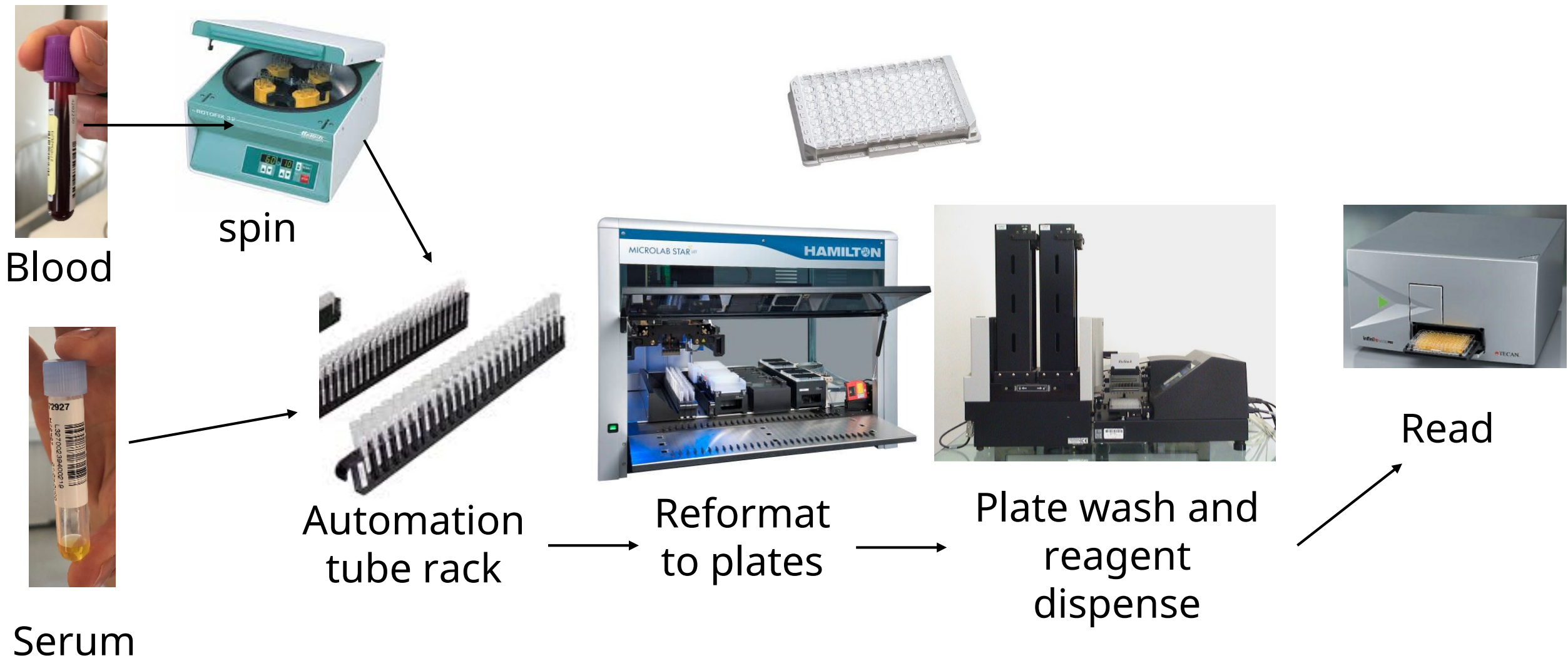
Getting the big wheels turning....



How we organised....



What we did – compiling bits and pieces....



The real deal....



What we achieved...contributions to Covid-19 testing

- Corona virus testing for DK hospitals
 - March→July 2020, followed by transfer of technology and equipment
- Corona virus high throughput testing installed at DK Staten Serum Institute (SSI)
 - Support with automation, supply line independency, scientific trouble-shooting
- Corona antibody test developed in collaboration with Danish public researchers
 - High quality ELISA test based on NN produced reagents
 - Test applied in longitudinal antibody study July 2020-21 by Rigshospitalet
 - High throughput testing line installed at Test Center Denmark (SSI)

Strategy.....?

- We didn't know exactly where to go.....
- But we had to get there fast.....
- Under constantly changing conditions.....



Focused group effort

- Highly-motivated team
- Allowed to focus on one project
- Self-organising with end-to-end-accountability
 - Identifying own individual roles and responsibilities
 - Working on what was needed, not what you would 'normally' do
- Building on trust
 - ...within the team
 - ...showed by management
 - ...and with/by partners outside NN

Communication

- Virtual team meetings – not an obstacle
- Daily short meetings to discuss status, overall issues and needs
- Many smaller meetings in sub-groups going into details
- Focus on actions - no over-analysis - good enough
- Everyone being accessible
- Senior management used as advisors



Summing up - key success factors....

- Building a 'coalition of willing'
- Ability to pivot immediately
- Drawing on network of contacts in NN, Denmark and worldwide
- Accepting risk
- 100% management support and trust
- 110% effort from everyone in- and outside NN
- 120% teamwork

The longer-term impact...

- Solid and useful network continued after testing effort was completed
- Experimenting with self-organised teams in daily operations
- The experience has accelerated New Ways of Working
 - Anchored in overall strategic aspirations
 - Evolving based on sprouting of local ideas
 - Grabbing the opportunities that arise
 - Collecting the learnings to create ripples

