



**Past Event Report: INSEAD Alumni Healthcare Club Switzerland**

## **Executive Lunch Series: Janneke van der Kamp, MBA'03J, Head Novartis Pharma, Region Europe**

In late May, Janneke van der Kamp, Head Novartis Pharma, Region Europe, talked about **I.C.U. Three Letters that Drive Novartis Culture** with Aleksandar Ruzicic, MBA'97J, President of the Swiss INSEAD Alumni Healthcare Club. (See short bios on page 3). The event was the first of the new Swiss Healthcare Club Executive Lunch Series, attracting over 60 registered guests.

The acronym ICU stands for the **Inspired, Curious, and Unbossed**. They are the keywords and key values of the cultural transformation that came from the top, Novartis CEO Vas Narasimhan, three years ago.

Sceptical at first, Janneke is now convinced that the inspired, curious and unbossed mindset, underpinned with strong integrity, will make it possible to reimagine medicine at Novartis.

Janneke leads more than 8000 associates on their journey to reimagine medicine, so she is quite well aware that Novartis is not a startup, but it is like a startup in that Novartis is all about scientific innovation.



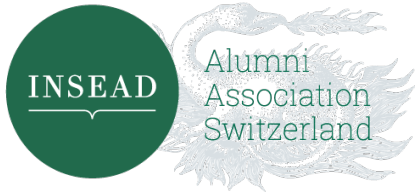
“It is not possible to be inspired, curious or unbossed, if you don't know yourself, what drives you, what holds you back, what are your strengths and your areas of improvement...”

**Janneke van der Kamp, MBA'03J, Head Novartis Pharma, Region Europe**

The Novartis workforce is highly educated, skilled, and purposeful and the key to fulfilling the purpose of reimaging medicine is unleashing the power of all its great people, according to Janneke.

That kind of empowering culture is not enabled in a traditional, command and control type of organization. Instead, the company as a whole strives towards a culture that is unbossed, curious and inspired. The words are not a corporate slogan to her. “I really believe in them, as values for our day-to-day mindset,” said Janneke.

The cultural change began with a 3-week immersive experience for hundreds of top managers from around the world, featuring content developed by coaches selected and hired by Novartis. It was an exercise in deep self-awareness. The group work enabled participants to see themselves, each other, and their team leaders in a new light. “It is not possible to be inspired, curious or unbossed, if you don't



know yourself, what drives you, what holds you back, what are your strengths and your areas of improvement,” explained Janneke.

Regular follow-ups and optional coaching are available to programme participants. “We all need to be in touch with ourselves, regularly asking what we do well, and what we could do better,” she said.

**Being inspired** means connecting what people do at Novartis to what matters to each one individually, understanding what the aim is and making a connection between work, effort, and impact. “We know how we contribute. Through that, we can better keep patients and customers at the heart of what we do,” said Janneke.

**Being curious** is manifested in the drive to keep learning, keep discovering. “We must never think we know everything. We must always listen, learn, grow, and share what we are learning,” said Janneke.

The dynamic between senior leaders and teams has rapidly evolved, as has system changes, like performance measurement based on ratings to impact-based rewards.

**Being unbossed** means making sure everyone is empowered, at every level of the team, making sure everyone knows how they help to reach team goals, no matter where they are on the org chart, and yet with a sense of accountability at every level of the organization.

Janneke gave an example of how the cultural values made an impact in commercial activity, describing the recently announced agreement with the UK’s NHS to collaborate to introduce a new treatment for slowing the progress of cardiovascular disease. Clearly, an example of a more agile approach.

With some examples from her own personal professional journey, Janneke described the evolution of her understanding of empowerment, accountability, and responsibility.

The initiative has had a range of outcomes, not least of which is freeing people from notions that hold them back, and to try out things that might not work. It is inspiring Novartis’ already highly motivated, purposeful professionals to be curious about lessons learned, and more willing to share them with others than ever before. Throughout the session, questions from participants indicated deep interest in the topic.

## Speaker Bios



### **Janneke van der Kamp, MBA'03J, Head Novartis Pharma, Region Europe**

At Novartis, Janneke is Head Pharma, Region Europe where she leads more than 8000 associates on their journey to reimagine medicine. Driven by the Novartis cultural values: Inspired, Curious, and Unbossed, her team brings life-changing therapies to millions of patients in Europe annually. Since her start at Novartis, Janneke has held several global, regional, and local commercial and strategic positions in the UK, Belgium, Switzerland, and the Netherlands. Prior to joining Novartis in 2003, Janneke worked as a strategy consultant for Arthur D. Little and Roland Berger Strategy Consultants. Janneke holds a Masters in Biochemistry from Utrecht University and an INSEAD MBA, and also a degree in music.

## Moderator



### **Aleksandar Ruzicic, MBA'97J, Partner, Executive Insight Healthcare Consultants**

Aleks is partnering with clients to help them prepare their assets for a successful launch, often starting already at an early stage when the future product value is shaped most. He has supported leading top 20 pharma companies and innovative biotechs in global and European launch projects, typically covering cross-functional strategic aspects from medical, market access and commercial perspectives. Aleks has an INSEAD MBA and a Master of Science in Chemistry from the University of Zürich, Switzerland.