

# Cognivity city



## ACCELERATED LEARNING

City is steadily evolving and adapting to changed behaviours and environments



## RENEWED RELATIONSHIPS

Every interaction creates exponential value based on new or renewed relationships.



## PRO-ACTIVE

The cognitive city will pro-actively identify future needs and offer App-store like solutions to inhabitants



# The Novo Nordisk Way



The **Novo Nordisk Way** connects our history and our future. It sets direction for and applies to all employees in Novo Nordisk – no matter what you do or where you work. It is a promise we make to each other and our external stakeholders.

100 years ago—in 1923—our Danish founders began a journey to change diabetes. Today, we are thousands of employees across the world with the passion, the skills and the commitment to drive change to defeat diabetes and other serious chronic diseases.

The **10 Essentials** are ten statements describing what the Novo Nordisk Way looks like in practice. They are meant as a help to managers and employees for evaluating to what extent their organizational unit acts in accordance with the Novo Nordisk Way.



## The Novo Nordisk “Vision of a People Leader”

Earns **trust** and **inspires** people to drive change, benefiting the organization and patients, now and in the future.



Nurtures a **culture** where all can thrive by **coaching**, seeking and providing **transparent feedback**, while demonstrating an inclusive mindset.



Makes **clear choices**, demonstrates **leadership over process** and **empowers** teams to drive success consistent with our values.



Leverages **time as the ultimate currency**, enables **resilience and agility through change**, while helping others adapt.

## Models and champions the Novo Nordisk Way

## MIRROR WALK INSIGHTS: Digital Conversation Poll Questions

### HIGHEST - scoring

I am excited about our strategic direction ( <b>Inspire</b> )	88%
Leaders make empowerment work ( <b>NNX Leadership Themes</b> )	87%
I agree with the prioritization as highlighted in our strategy ( <b>Strategy</b> )	87%
Leaders invest time in fostering energy and a sense of purpose in their teams ( <b>Resilience</b> )	86%
I am able to persist and sustain energy, even in difficult times ( <b>Resilience</b> )	81%

### LOWEST - scoring

I can devote enough time to future planning versus day-to-day execution and firefighting ( <b>Anticipate</b> )	17%
At Novo Nordisk, we value leadership over process ( <b>NNX Leadership Themes</b> )	21%
Decisions are made at the right level in a timely fashion ( <b>Trust</b> )	23%
We are quick to adapt to changing circumstances ( <b>Adapt</b> )	26%
Our organization encourages risk-taking to foster growth ( <b>Learn</b> )	28%



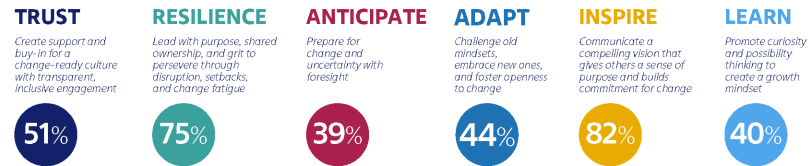
## MIRROR WALK INSIGHTS: Leading Change 360 Behavioral Statements

### HIGHEST - scoring

Acts as a role model for ethical standards ( <b>Trust</b> )	4.42
Looks out for the best interests of their people ( <b>Trust</b> )	4.31
Accepts they do not know it all and seeks opportunities to learn ( <b>Learn</b> )	4.20
Willingly stands up for their own beliefs and values, even with senior stakeholders ( <b>Trust</b> )	4.18
Shows unrelenting determination to succeed ( <b>Resilience</b> )	4.18

### LOWEST - scoring

Continuously learns from leading edge innovators ( <b>Learn</b> )	3.62
Adapts their interpersonal approach to respond to the demands of different situations ( <b>Adapt</b> )	3.85
Defines the key drivers for how to be successful in the future ( <b>Anticipate</b> )	3.88
Experiments with new approaches when success is not guaranteed ( <b>Learn</b> )	3.89
Delivers impactful strategic change ( <b>Adapt</b> )	3.90



## Top 6 Leading Change 360 Derailers\*

### 1. INSPIRE

Shying away from conflict and difficult conversations



### 4. ANTICIPATE

Focusing on the short-term at the expense of the long-term



### 2. TRUST

Holding back from expressing their opinion in public forums, with senior stakeholders, or when feeling they lack expertise



### 5. ADAPT

Falling back on established ways of working rather than embracing change



### 3. LEARN

Making it difficult for others to provide feedback



### 6. INSPIRE

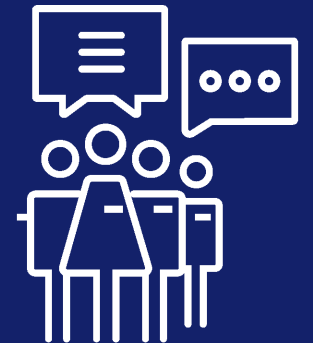
Dictating change to others rather than involving them in the process



Upon completion of the first live workshop, Senior Leaders made the following **commitments** (i.e., “We Will” statements):

# We will

- commit to psychological safety and role model courage
- be comfortable with the uncomfortable
- listen more
- empower, not just delegate
- celebrate progress

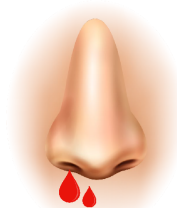


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\*Derailers are visible behaviors that may be inhibiting a leader from realizing their potential; across the Leading Change 360s, these 6 items were identified as behaviors that pose the biggest risk to successfully leading change

## COMO TRATAR UN SANGRADO NASAL EPISTAXIS

Es muy frecuente que sangre la nariz. A ese sangrado se le llama epistaxis. Puede ocurrir tras un pequeño golpe, un resfriado y sonarse mucho la nariz, o buscar tesoros



### CLAVES DE COMO ACTUAR EN 5 PASOS

01



#### Tranquiliza al niño

La sangre puede ser muy abundante y asustarle mucho. **Siéntale** por si se marea.

#### Inclina la cabeza hacia delante

La sangre debe salir por la nariz. Así sabes cuánta cantidad sale, además se favorece crear un tapón de sangre para que deje de sangrar.



02

03



#### Comprime con dos dedos la nariz

y mantén la presión **2 minutos** sin levantar la cabeza.

#### Prepara un tapón

Coge un buen trozo de algodón y empápalo en Agua Oxigenada.



04

05



#### Introduce el tapón

Tras los 2 minutos introduce el algodón todo lo que puedas. Hay que dejarlo unas 2h. Si deja de sangrar puedes levantar la cabeza y hacer vida normal sin retirar el

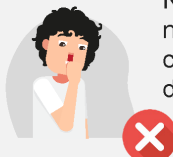
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### Y LO QUE NO SE DEBE HACER



Cabeza hacia atrás



No comprimirse la nariz o levantar la compresión antes de los 2min



Tumbarse



Sonarse



Hacer ejercicios bruscos o esfuerzos antes de mínimo 2h.

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### ¿Cuándo acudir a urgencias?

- Si aún inclinando la cabeza para delante traga sangre.
- Si se empapa el algodón de sangre y tras ponerle otro adicional, éste se empapa también y gotea. (Nunca sacar el algodón antes de 2h).
- Si sangra por los oídos.
- Si sangra mucho y está torcida la nariz o duele mucho la nariz entre los ojos.
- Si el golpe ha sido fuerte en la cabeza no sólo en la nariz y el niño se mareo o tiene un dolor muy intenso en toda la cabeza.



### ¿Cómo prevenir el sangrado?

Si el sangrado es habitual o aparece al mínimo roce, es conveniente:

- Consumir más frutas: limón, naranja, o fresa, y verduras como lechuga, col, espinacas, acelgas, brócoli, coliflor, también hígado son buenos para prevenir el sangrado.
- Poner un humidificador, usar un spray nasal salino (suero) y poner un poco de vaselina o pomada antibiótica con suavidad alrededor de los orificios nasales con el dedo meñique o con un bastoncillo.



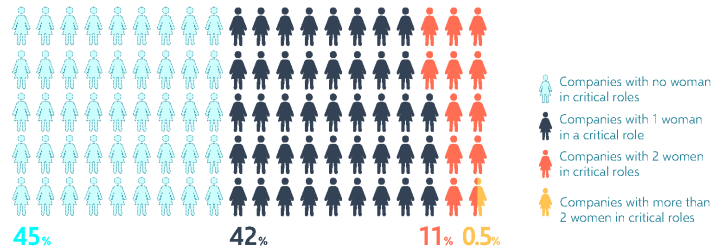
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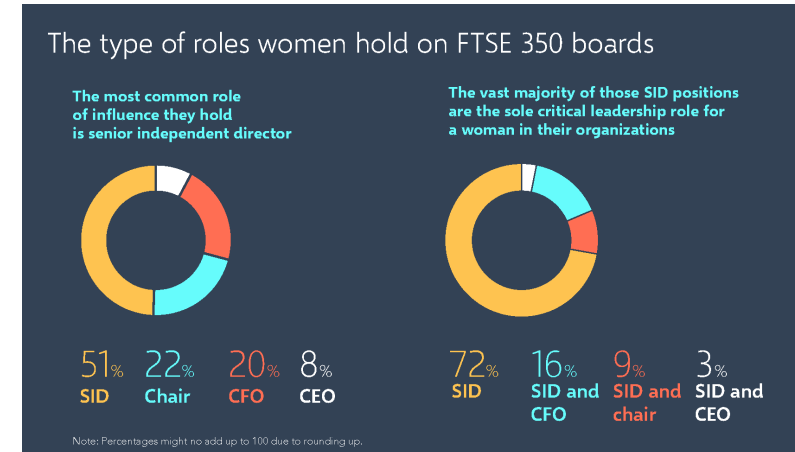
# Women in positions of influence in the FTSE 350

The new FCA regulation asks that boards go beyond the 40% quota of women (including those self-identifying as women) on boards and put at least one woman in one of these four positions: chair, CEO, CFO, or senior independent director (SID). Our analysis shows that 45% of companies are starting from zero, and less than one-fifth of all these influential roles on FTSE 350 boards are held by women.

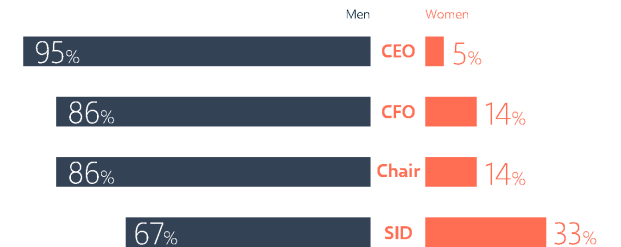
## Women in critical leadership roles in the FTSE 350



There are 233 positions held by women in one of the four critical leadership roles in FTSE 350 companies. That is less than 20%.



Looking at gender balance across the four roles, women are heavily underrepresented across the board, particularly when it comes to CEO roles:



MEASURING THE INDUSTRY'S PROGRESS ON DIVERSITY, INCLUSION AND BELONGING

89%

confirm that DIB is a "top" or "strategic priority"

No respondents comment that DIB has "no priority"

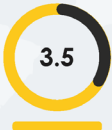


61%

agree that DIB is the "right thing to do"



5  
Gender diversity focus scores 4.5 out of 5



5  
Racial diversity focus scores 3.5 out of 5

61%

think they are "diverse in at least one DIB axis"

40%

articulate they are now "highly inclusive"

52%

recognise the importance of inclusion

86%

believe they progressed in terms of inclusion

29%

believe racial minorities "see no barriers to progress" within their organisation

IMPACT OF THE PANDEMIC AND HYBRID WORKING ON DIVERSITY AND INCLUSION

>75%

implemented hybrid working policies

>65%

highlight that current office attendance is "significantly lower"

>60%

believe that hybrid working policies support DIB



>15%

identified COVID-19 as having a "significant improvement" on gender and racial diversity



3% (Only)

noted detrimental impacts related to talent progression / retention



>40%

have introduced policies / initiatives to support hybrid working

No respondents identified COVID-19 as having a significant regressive impact on gender or racial diversity

BUILDING FOR THE FUTURE: UPSKILLING AND RESKILLING

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Respondents believe at least

10-30%

of the workforce require reskilling in the next 3-years

With ~60,000 people working in the international carrier industry, this translates to

>20,000

people requiring training to adapt their roles

>90%

identify upskilling / reskilling as a "strategic priority" to keep pace with technological advancements



have upskilling programs for female employees to support retention



reported reskilling programs for racial minorities to make jobs increasingly addressable to an under-represented part of the workforce



noted that they currently offer less than 6 days of mandatory training

>70%

commented that mid-management is the most targeted level of seniority for reskilling

>70%

articulated that Sales, Product, and Network Operations are the most targeted functions for reskilling

47%

of respondents' ("L&D") budgets have increased this year



# Analyse de la cible et définition des persona

## Méthodes :

Recherches quantitatives  
(statistiques, WebAnalytics)

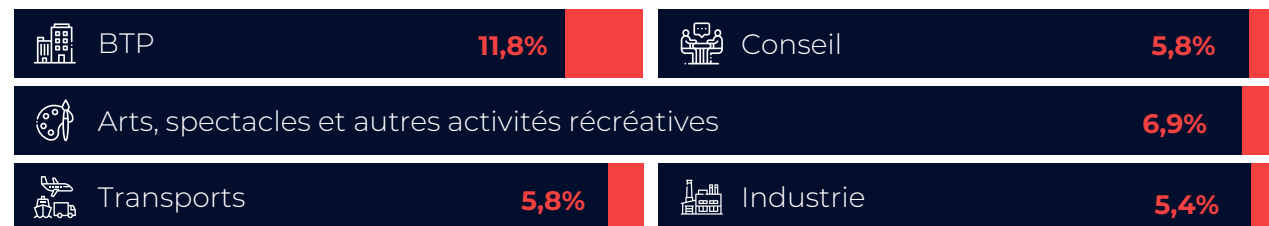
Interviews utilisateurs

Empathy research

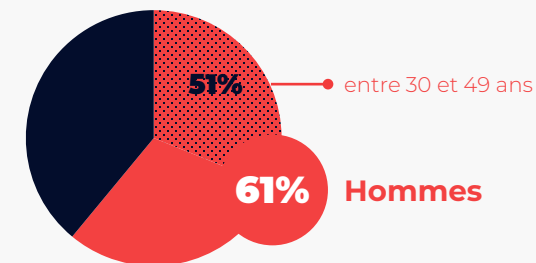
## Données sur l'audience cible

**2 MILLIONS** d'auto-entrepreneurs (AE) en France

### Secteurs d'activité principaux :



### Secteurs d'activité principaux :



### Données démographiques



Run operations as efficient as possible

Run operations better





Inspectores de la competencia se presentan en la entrada de unas oficinas de Heineken

Les recibe el personal de Seguridad y acceso (seguridad, recepcionista), Informan al departamento legal y al Responsable de Competencia Local.

El abogado revisa todos los documentos que presentan/ piden los inspectores.

El responsable de competencia coordina todo.

El Responsable de Competencia Local, .... Las secretarías atienden y acompañan en todo momento a los inspectores.

Varios empleados (normales) se mantienen al margen.

Un responsable de IT entregan ordenador y envía un email solicitud formulario 0365

Seguridad y Recepcionista

Departamento legal

Responsables de Competencia y secretarías colaboran

Restantes empleados

Departamento IT



Maintenance is notified of malfunctioning fridges status of via HEI-equipment

Bar tender checks his schedule via HEI-staff

Consumer orders and settles the bill via HEI-menu

Bar Owner checks latest benchmarks with HEI-insights

Delivery guy confirms pickup via HEI-2go

Sales Rep confirms loan for outlet via HEI-credit



