



Communicative Leadership at Lundbeck

*Dansk Kommunikationsforening, Monday 22nd January, 2007
Anders Schroll, Employee Relations Manager, H. Lundbeck A/S*



Lundbeck in brief

We are an international pharmaceutical company specializing in central nervous system disorders

- Founded by Hans Lundbeck in 1915
- A fully-integrated company with core competencies in research, development, production, marketing and sales
- International presence with pharmaceuticals in more than 90 markets
- Marketed pharmaceuticals to treat Alzheimer's disease, depression, anxiety, Parkinson's disease and schizophrenia
- Headquarters in Copenhagen, Denmark
- Approximately 5,000 employees
- 2005 turnover approximately EUR 1.2 billion



Anders Schroll

Employee Relations Manager

Master in Public Relations

Joined Lundbeck in 1999

Areas of responsibility:

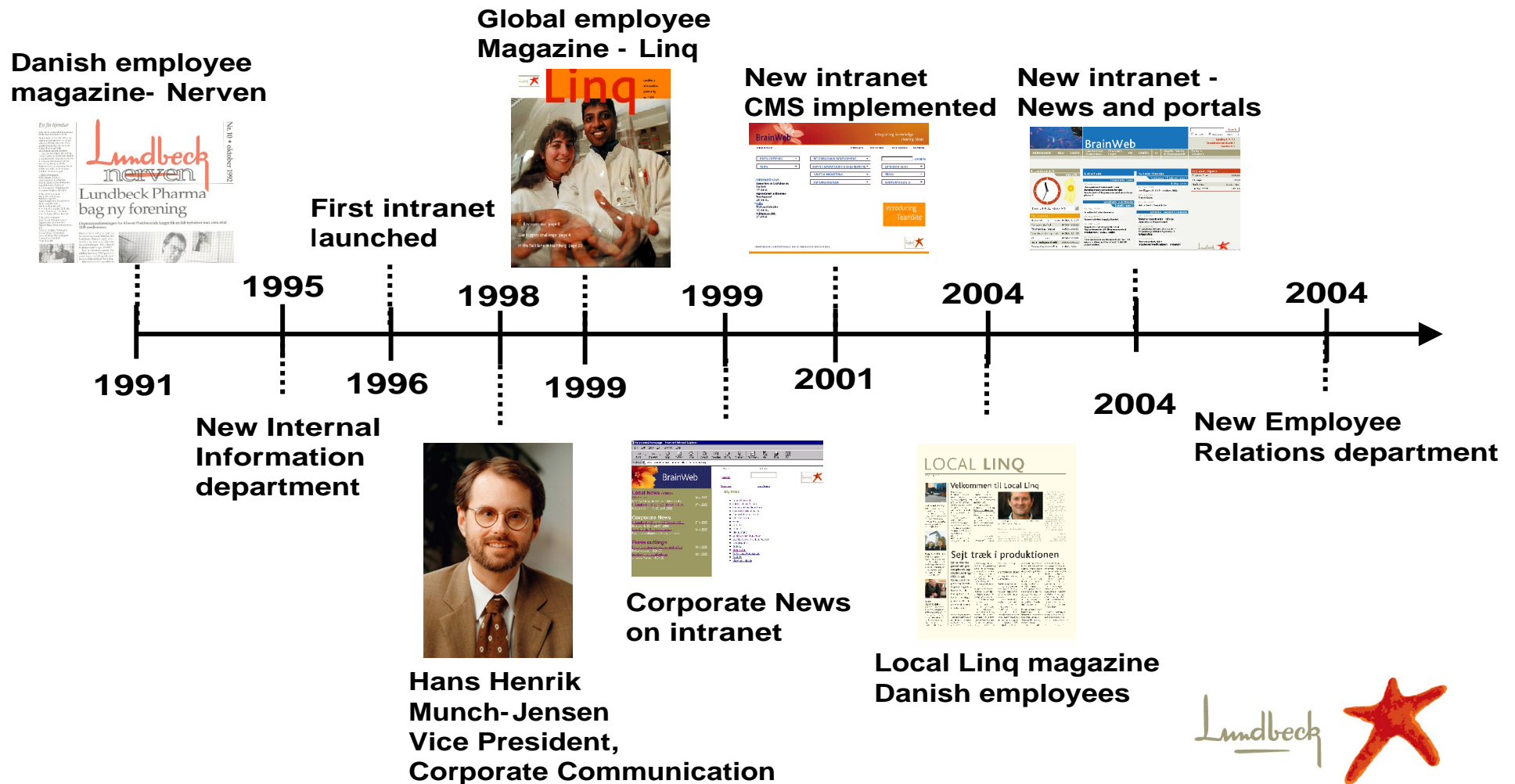
Employee Relations

Issues Management

Crisis Communication



The history of internal communication at Lundbeck



Change in focus to improve internal communication

Publisher of internal mass media

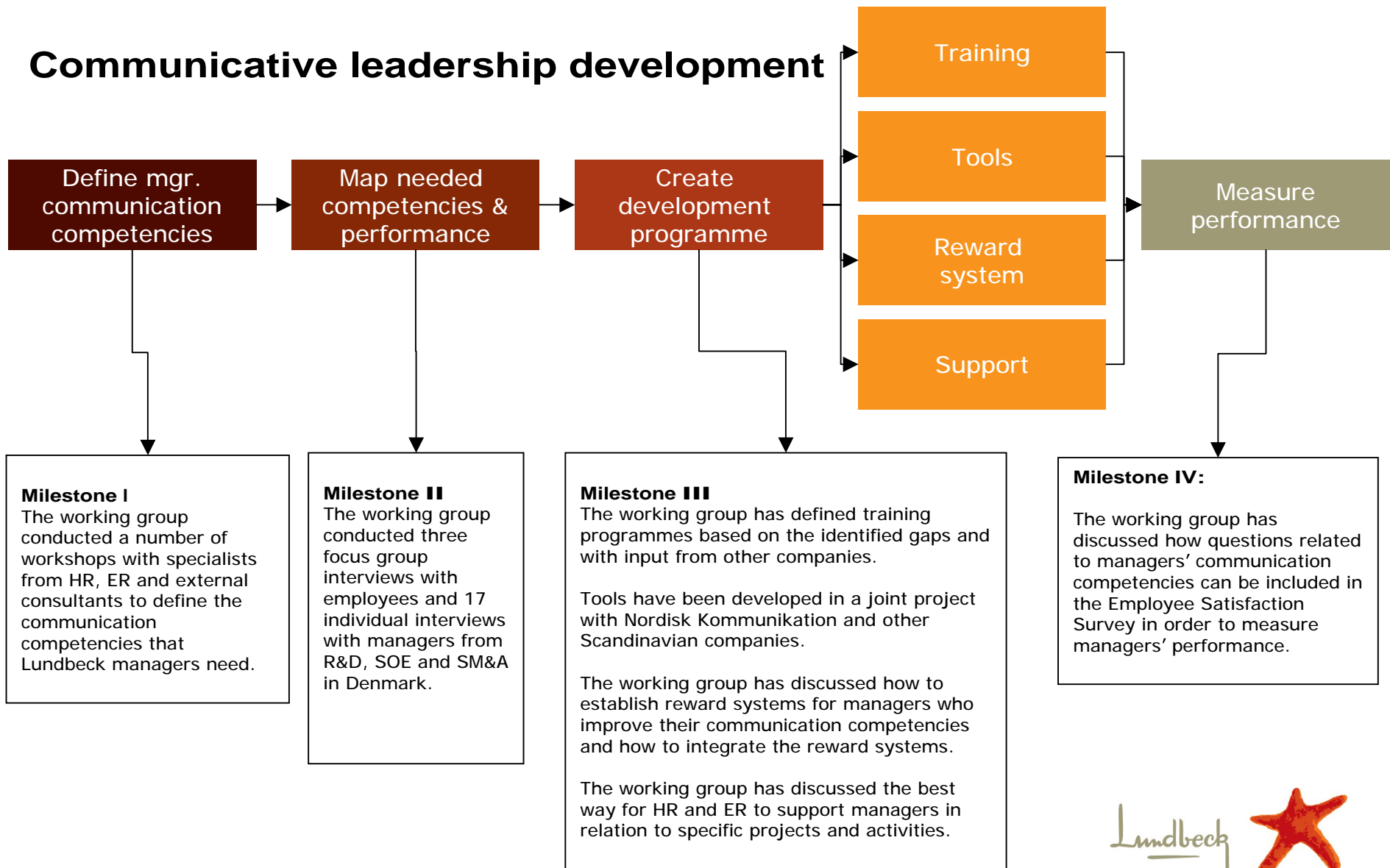


360° internal communication

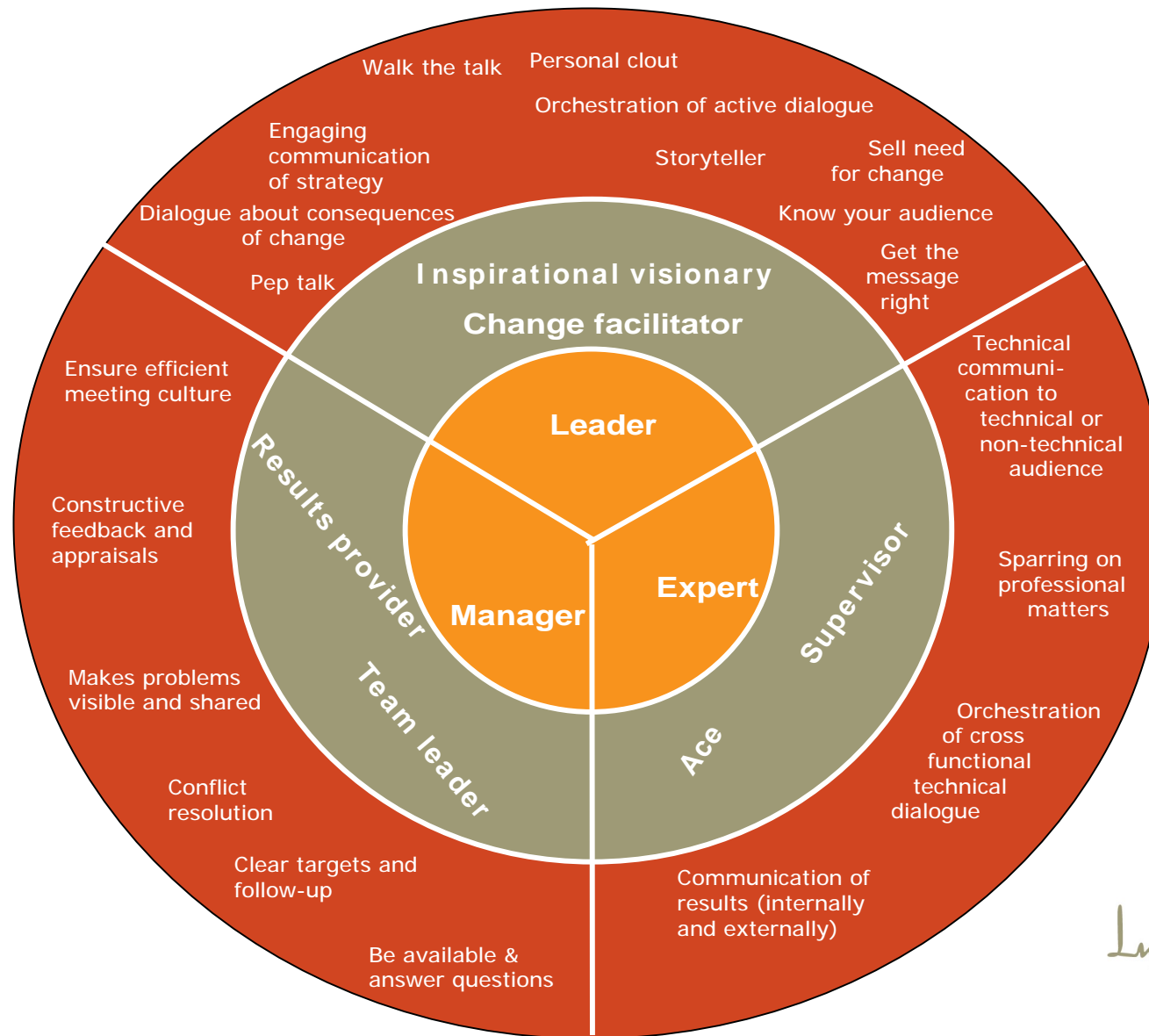


We add value to the company by ensuring **open, sincere and effective communication** that creates **greatly engaged employees with common goals**

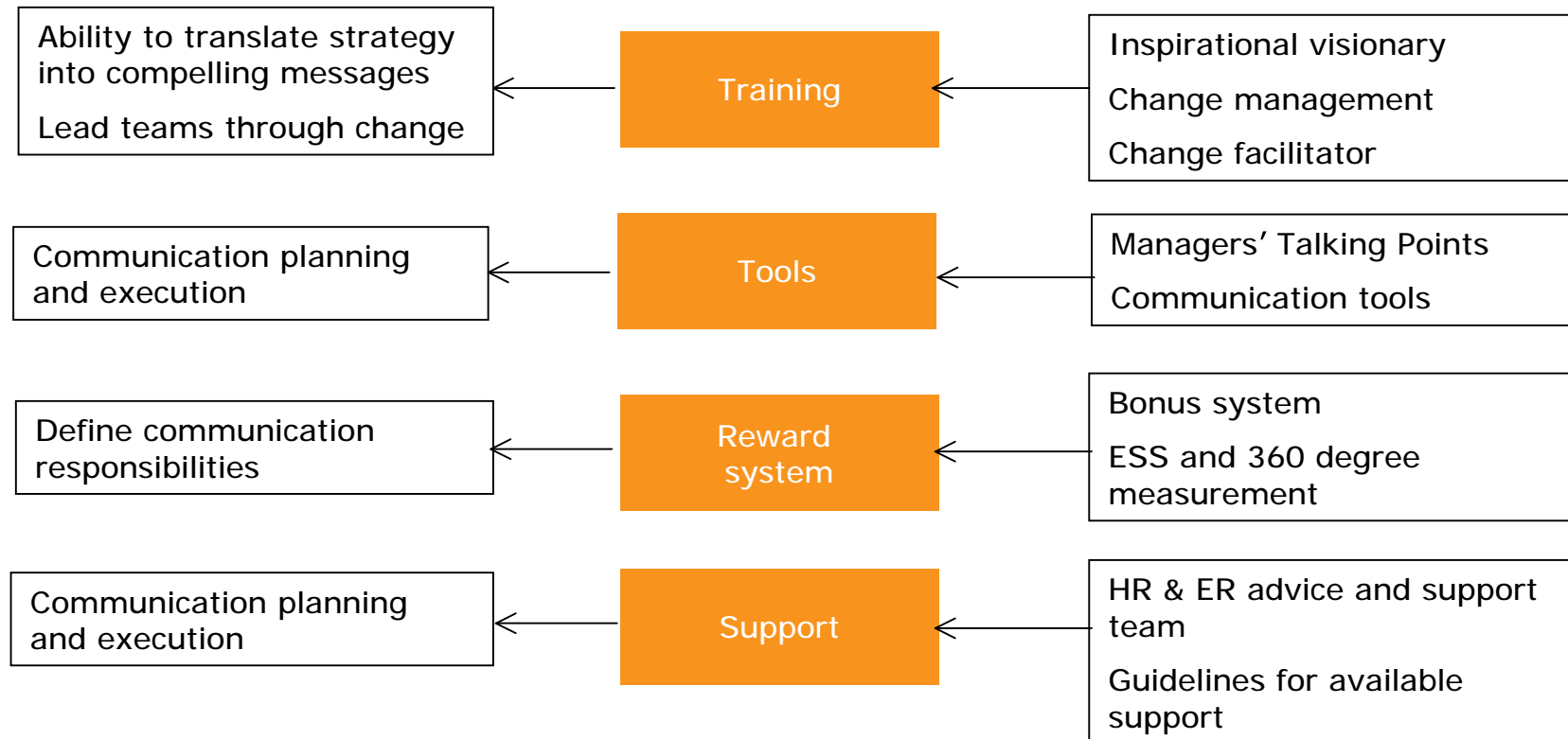
Communicative leadership development



Communicative leadership model



Addressing development needs



Three training programmes

- 1) Inspirational visionary:** How to engage your team and translate our strategy.
(General communication skills training as part of a manager's development plan).
- 2) Change management:** Change management skills, understanding change and how it affects people.
(Change management training as part of a manager's development plan).
- 3) Change facilitator:** Lead your team successfully through your current change project.
(Change facilitation training in relation to specific change projects).

Tool to ensure consistent information: Managers' Talking points

- Managers' Talking Points have been developed to provide line managers with consistent financial and business information to present to their teams.
- Managers' Talking Points will be distributed to line managers every quarter on the day of announcement of the quarterly results and on an occasional basis in relation to major Lundbeck events.



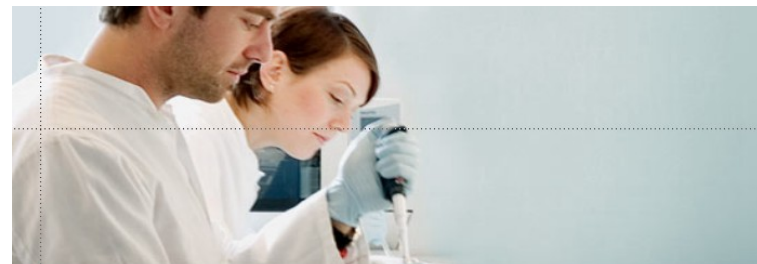
MANAGERS' TALKING POINTS 16th August 2006

Purpose of this document: To provide line managers with consistent financial and business information to present to their teams.

Frequency of this document: Managers' Talking Points will be distributed to line managers every quarter on the day of announcement of the quarterly results and on an occasional basis in relation to major Lundbeck events.

Contents of this issue:

- 2nd quarter results and full-year outlook
- Recent news
- Product updates
- Key figures (subsidiaries, number of employees)
- PowerPoint presentation



Lundbeck Update Q2 2006

Presentation to employees



Tools to give tips and guidelines

Lundbeck has, together with other Danish and Swedish companies, hired Nordisk Kommunikation to develop a Communication Toolkit consisting of 12 tools:

1. How to translate and communicate the company's strategy, vision and goals
2. How to create an engaging story
3. How to communicate changes
4. How to create a newsletter
5. How to ensure an efficient meeting culture
6. How to give feedback
7. How to create engagement as a coach
8. How to develop a communication contract with your team
9. How to develop a communication plan
10. How to create dialogue
11. How to evaluate your own communication performance
12. How to develop your communication system



Next steps in Communicative Leadership at Lundbeck

- Completion of pilot training sessions and integration of Communicative Leadership training into Lundbecks Leadership Development Training Programme.
- Implementation of Communication Tools
- Upgrade of HR and ER communication competencies to deliver excellent communication support
- Integration of Communicative Leadership into rewards systems and employee satisfactions surveys



Questions?