

A real-life unbossing story : Flipping the pyramid at Novartis

Key insights from the Hifluence Unbossing Podcast
with Steven Baert, Chief People & Organization Officer at Novartis Group

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Key learnings from the Norvartis unbossing journey

(so far)



- 1. It is about individual change & personal transformation**
- 2. Take time for deep dialogue about what it means (& what not!)**
- 3. It is a journey, and it is exciting, not just another project**
- 4. Business performance and behavioral change get measured
it is not 'fluffy' stuff**
- 5. Provide clarity and radical transparency along the way
& all the time**

...



Where to start with unbossing ?

**The CEO must be the driver &
the Board must be supportive with
true believers!**



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If the leader doesn't own it, and if the leader doesn't hold the leadership team entirely accountable at every opportunity when somebody steps out of line, the leader lets go of it, then it is dead in the water. You should not even spend time on it, then rather focus on other things.

Steven Baert

**The Cornerstone
of organizational change
starts with
individual change**



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I had to go on a complete journey of understanding myself, understanding my insecurities, understanding my relationship with keeping control over a situation and what will happen if I let go of control. And that has been so powerful and liberating!

Steven Baert

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**Things to show that you are
serious about unbossing**



- 1. Take away the symbols of the 'boss' culture**
- 2. Invite people to ask questions, answer each one with radical transparency**
- 3. Create the will (to unboss) and then subsequently help them do it (reskill)**



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Misconceptions about unbossing



- 1. In unbossed organizations, leaders no longer make any decisions**
- 2. Unbossed organizations do not have any structure**
- 3. Unbossing success is difficult to measure**

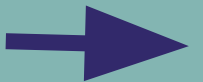


**Companies, such as Novartis,
that want to unboss, show clear
symptoms :**



Which boxes does your company tick?

- We have a constant focus on perfectionism**
- We have too much top-down, command & control**
- We're doing 'OK' ... but not 'Great'**
- We have a 'Manager knows it all' culture**
- Our short-term decisions are in the interest of financial targets, not to serve a long-term purpose**
- ... (what else would you add for your company?)*



You too can start unbossing your organization and become more productive, innovative and daring. Get inspired and make this your top priority!

E-mail us !

nick.vanlangendonck@hifluence.eu

thomas.hubbuch@hifluence.eu