# Nomination: 9510

## Leading Leaders VP & G4

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**Page: General Information**

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

**Name of Organization/Company**

GSK

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**Additional Contacts**

I would also like to have others receive emails about the disposition of our entries.

**Page: Entry Information**

**Entry Title**

Leading Leaders VP & G4

**Category**

B01 - B67 Achievement > B43 - Best Leadership Development Program

**Achievement Submission Format**

Written Answers

**a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required**

Learning and development is critical for any organization; but when you're responsible for developing life-saving treatments for people globally, the stakes couldn't be higher. This is precisely the challenge we faced at GSK.

Following a major restructure in 2022, splitting from the Consumer business, GSK became a single bio-pharma with 69,000 employees spanning 70+ markets . Our sole purpose? To accelerate the development of ground-breaking medicines and vaccines.

To deliver this, we unveiled a new strategy: to "unite science, technology and talent to get ahead of disease together", with the following strategic objectives:

Health – positively impact the health of 2.5bn people by end-2030.
Thriving people – engage/retain talent to support growth.
Shareholder returns – by unlocking innovation/growing the business.

Achieving this required us to bring together a business historically siloed (limiting knowledge transfer/collaboration), developing bold leaders able to lead in a digital age and empower their teams to unlock innovation.

In response, we developed an innovative leadership program, 'Leading Leaders', that's not only delivering on our strategic objectives, but has become a powerful movement for change – one that will continue to have an impact long after the final cohort leaves the training room.

**b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required**

'Leading Leaders' (LL) is an unprecedented development program for our VPs (with responsibility heading business functions up to 1,500 people in size; they're critical to achieving strategic objectives) and Grade 4 (G4) Directors (responsible developing/delivering GSK's strategy, leading teams of up to 24). By targeting these leaders, LL's impact extends to our entire workforce.

Aligned to our new purpose, LL equips these business-critical leaders to lead brilliantly in a complicated, ever-changing world, empowering them and their teams to drive change, top-down, bottom-up (objectives: Appendix-1/Learning Needs Analysis: Appendix-2).

Featuring experiences and collaborative working/peer-to-peer learning, LL is an immersive, three-day, face-to-face program covering topics like connecting to our purpose, decision-making in complex environments, building resilience, and leading in a digital age (complemented by ongoing support/collaboration/co-learning).

Program structure: Appendix-3/Contents: Appendix-4.

Key results
While 96% of learners are satisfied and 95% would recommend LL, the ultimate litmus test is behavioral change/organizational impact: 98% of VPs agree they've tangible actions to become a better leader, and 94% of G4s often or always implement their leadership commitments.

Improved leader performance is translating into high employee engagement (outperforming global norms at 81%), and strong growth: 2024 was a record year for innovation, with a strong medicines pipeline and double-digit growth in earnings p/share and operating profit.

Nearly 1,500 leaders have participated in LL to-date; and such has been its success, it's being adapted for our G5 Director-level leaders, meaning it will have been rolled out to all senior/middle-level leaders.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required**

LL is not only innovative in its design but also its delivery, including bucking trends through its F2F emphasis, unprecedented senior leader engagement and record participation for a voluntary L&D program (two-thirds of G4s/VPs have elected to participate to-date). Appendix-5.

Learner impact:
A survey of >400 VPs/>600 G4s reveals high scores across the board, including 96% learner satisfaction.
Appendix-6.

Applying learning:
A two-month post-program survey reveals 94% of participants often or always implement their leadership commitments; 83% often or always implement their Leading in a Digital Age commitments (Appendix-7).

Learner feedback: Appendix-8.

Improved leader performance:
Talent assessment scores reveal all G4 participants are delivering or meeting expectations (52% assessed as exceeding or exceptional).
In 2024, 79% of managers were rated as highly effective by their teams (vs 77% in 2022).

Supporting strategic objectives:

1. Health – positively impact the health of 2.5bn people by end-2030.

- R&D to develop/increase access to new medicines massively accelerated this past year. By end-2024, we had 71 assets in the pipeline – a record for the company.
- At end-2024, GSK had already impacted 2bn people worldwide, putting it well on track to achieve its objective.

2. Thriving people – engage/retain talent to support growth.

- Despite significant organizational change we not only maintained engagement but increased it, hitting a record 81% (2022:78%) – four-times higher than global norms (Gallup-2025).

3. Shareholder returns – by unlocking innovation/growing the business.

- Earnings p/share increased 12% in 2024, sales increased 8%, and operating profit +13%.

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

Supporting document PDF which includes:

Appendix 1: Objectives

Appendix 2: Learning Needs Analysis (ensuring Leading Leaders meets learner and organizational needs)

Appendix 3: Full program structure and timeline

Appendix 4: Innovative program contents and delivery

Appendix 5: Bucking trends (how LL differs from othe L&D programs)

Appendix 6: Positive impact on leaders

Appendix 7: Evidence that learning is embedded and being sustained

Appendix 8: Learner feedback

**Webpage Link**

**Would you like to add an additional webpage link?**

**Supporting Document**

[REDACTED FOR PUBLICATION]

**Would you like to add an additional supporting document?**

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