

Nomination: 9510

Leading Leaders VP & G4

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
Mobile Phone Number +44 7789 364968
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 <p>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.</p> <p>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.</p> <p>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:</p> <p>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.</p> <p>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.</p> <p>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.</p>

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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