

Nomination: 9511

Leading Leaders G4

<b>Page: General Information</b>
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
<b>Name of Organization/Company</b> GSK
<b>Mobile Phone Number</b> +44 7789 364968
<b>Additional Contacts</b> I would also like to have others receive emails about the disposition of our entries.
<b>Page: Entry Information</b>
<b>Entry Title</b> Leading Leaders G4
<b>Category</b> B01 - B67 Achievement > B15 - Achievement in Executive Development
<b>Achievement Submission Format</b> Written Answers
<b>a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required</b> <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 restructuring 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.</p> <p>Thriving people – engage/retain talent to support growth.</p> <p>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/encourage 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>

Following an extensive learning needs analysis (Appendix-1), Leading Leaders (LL) was developed for Grade 4 leaders (Senior Directors) and personally championed by our CEO. These business-critical leaders are responsible not only for developing strategy but also its delivery, leading teams of up to 24 in size (direct reports).

Featuring experiences, collaborative working and peer-to-peer learning, LL G4 is an immersive, three-day, face-to-face program delivered across nine sites globally (starting June-24), covering topics including connecting to our purpose, decision-making in complex environments, building resilience, and digital leadership (structure: Appendix-3/contents: Appendix-4).

Behavioral change doesn't happen overnight. Therefore, peer-to-peer learning is embedded into LL to ensure ongoing learning, helping break down historic siloes while fostering collaboration/knowledge-sharing across GSK (identified as a blocker to innovation), including LL toolkit enabling leaders to cascade learning to teams; additional masterclasses; LeaderLabs (where learners curate/share content with peers); peer consulting groups and alumni network (Appendix-5).

98% of participants would recommend the program; but critically, participants are still applying the learning months later (94% say they 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 banner year for innovation, with a record new medicines pipeline and double-digit growth in earnings p/share and operating profit (next question).

>1,000 leaders have completed the voluntary LL to-date with proven positive learner/organizational impact:

Post-learning surveys after each day reveal positive outcomes (across >500 responses), including 99% agreeing they've tangible actions they can take to become a better leader (Appendix-6).

98% of participants say they'd recommend LL; 98% were satisfied overall.

Post-program, 93% of leaders committed to at least one action based on the training. A two-month post-program survey reveals 94% of participants often or always implement their leadership commitments (Appendix-8).

Talent assessment scores reveal all participants are meeting expectations (with 52% assessed as exceeding/exceptional). In 2024, 79% of managers were rated as highly effective by their teams (2022: 77%).

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

- R&D to develop and increase access to new medicines massively accelerated this past year. At the end of 2024, we had 71 assets in the pipeline, including 13 positive phase III clinical trials – a record for GSK.

- By end-2024, we'd already impacted 2bn people worldwide, putting us on track to achieve our objective.

Thriving people – engage/retain talent to support growth.

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

Shareholder returns – by unlocking innovation/growing the business.

- In 2024, earnings p/share increased 12% vs 2023, sales increased 8%, and operating profit +13%.

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

#### Appendix 4: Innovative program contents and delivery

## Appendix 5: Evidence of how Leading Leaders is delivering lasting change

## Appendix 6: Positive impact on leaders

## Appendix 7: Learner feedback

## Appendix 8: Evidence that learning is being sustained

**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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