

Nordea

NORDEA LEADERSHIP PROGRAMMES

Micha Kalkowski

CERTIFICATE OF ACHIEVEMENT

This certificate acknowledges your successful completion of the Leadership Transition Programme
NEW PEOPLE LEADER

in which you experienced the key transition elements: work values, time application and skills.
You have obtained insights, tools and practical training enabling you to effectively lead your team.

Areas of excellence:

1. Set direction and build purpose

- Align the team around our common direction and set clear priorities
- Clearly define the roles and responsibilities for team members

2. Empower and follow up

- Enable team members to deal effectively with their responsibilities
- Follow up with team members on work delegated to them

3. Develop team members

- Develop team members to contribute, grow, and enjoy
- Continuously include coaching as part of your leadership

4. Evaluate and leverage performance

- Create transparency, ensuring that team members have a clear understanding of their performance level
- Ensure that performance evaluations are used constructively to leverage performance

5. Select team members and build the team

- Select high-performing team members
- Create a high level of team spirit and engagement

Christina Gadeberg
Chief People Officer and
Head of Group People, Nordea

Kent Jonasen
CEO, Leadership Pipeline Institute



Leadership Pipeline Institute is the official research institute and global provider of solutions based on the Leadership Pipeline and Specialist Pipeline concept. Leadership Pipeline Institute is specialized in supporting organizations building an internal pipeline of qualified leaders and specialist and in creating empowered, agile, and execution-oriented organizations.

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