

Personal Experiences with Distance Management

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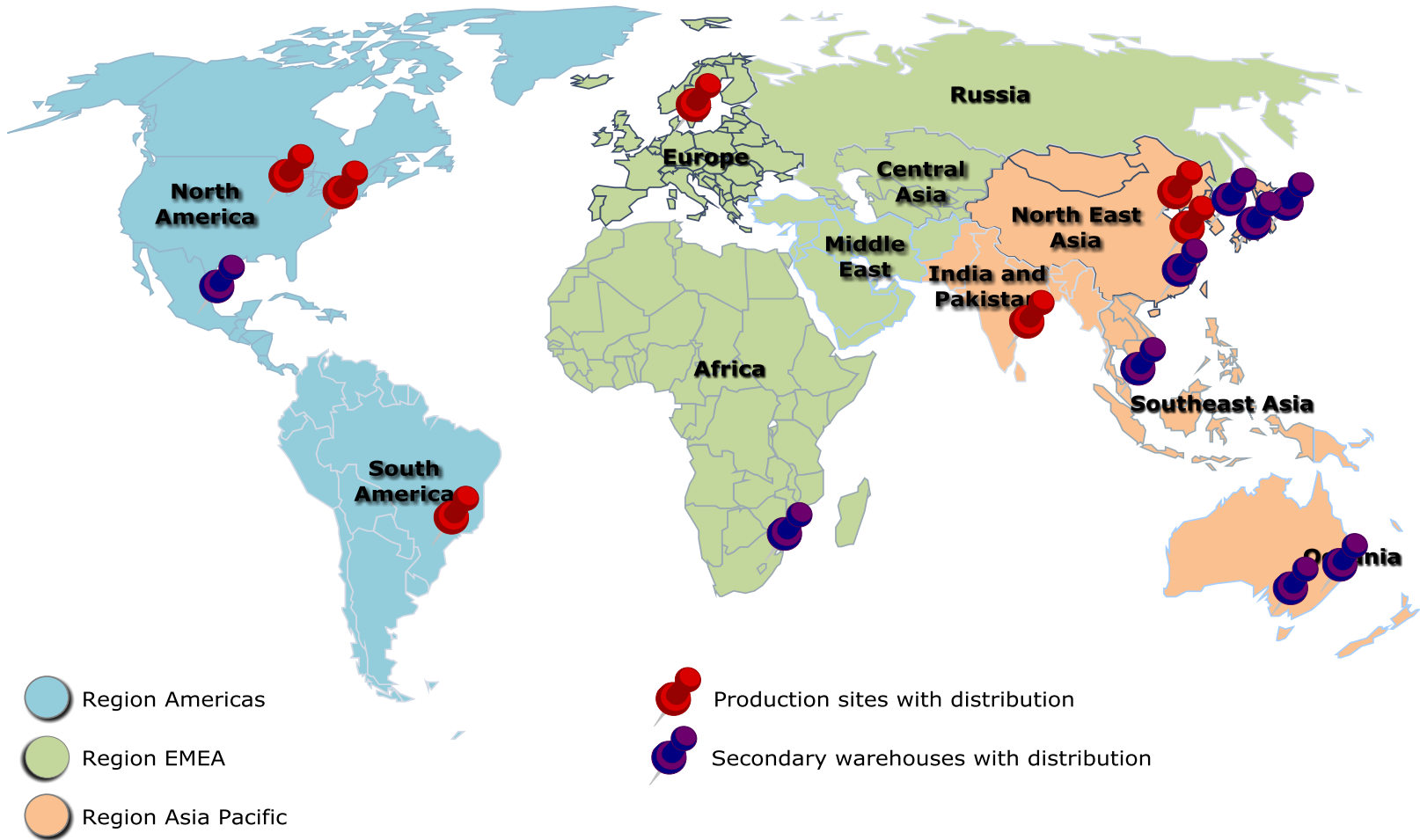
- About Novozymes
- The trade-off between global alignment and local anchoring
- Getting it right is relatively easy ...
- ... but managers and employees may not agree to how
- Key learnings



In Novozymes we rethink everyday products everyday

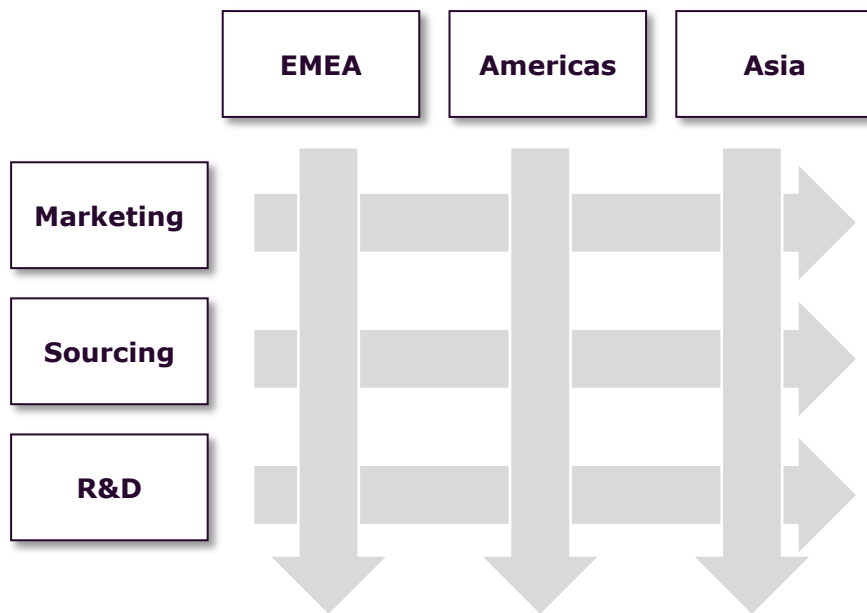


39% of Novozymes' managers have employees in other geographies



It is a trade off between global alignment and local anchoring. Employees tend to prefer the last

Trade off between global alignment and local anchoring



Global alignment:

- + Focus on functional expertise
- + Harmonized approach
- + Less sub-optimization
- ÷ Risk of 'lost souls'
- ÷ Risk of lacking local adaptation

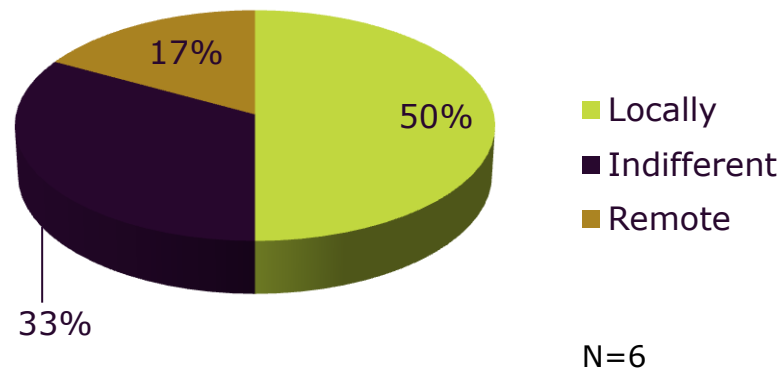
vs.

Local anchoring:

- + Focus on local needs
- + Potentially, faster decision making
- ÷ Risk of sub-optimization

Employees tend to prefer local management

Q: How do you prefer being managed?



- All employees have tried both forms
- General opinion is "both models work if the manager gets it right"

Getting it right is relatively simple ...

Q: Think of the best people manager from the distance you have had, what made that person a great leader?

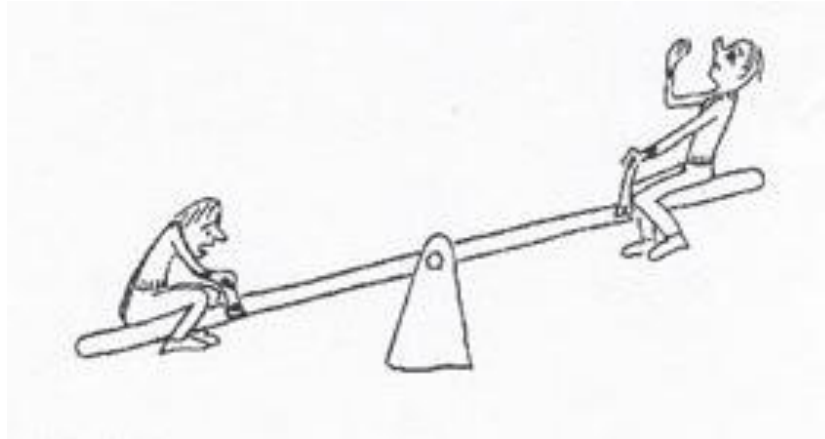
- 1) Empowerment (trust)
- 2) Sincere interest in person
- 3) Regular feedback and information
- 4) Immediate support when needed
- 5) Good communication lines (Informal. Technology)
- 6) Face-to-face meetings

Q: What are the typical mistakes made in people management from the distance?

- × Manager does not get to know the remote located subordinate (no trust)
- × Not enough regular interaction and personal meetings
- × Not making enough time to spend together in person
- × The relationship gets looser and looser
- × Little value-add because one party is not on top of things
- × Feeling of not being taken care of
- × Maybe even unconsciously, the manager prefers team members in the headquarter with same nationality or cultural background



... but managers and employees may not agree to how



1. Trust and empowerment
2. Freedom to operate

1. Performance transparency
2. Sense of control

Key learnings

The ease of remote management is a function of i) similarity, ii) time zones, iii) result transparency

Simple tools help (e.g. performance tracking, peer reviews, personal organization)

Adjust management style to person and culture

Prepare for 1:1s and share more information than you thought necessary