

# Sune Lobedanz

## AI & Operating-Model Transformation Leader

Senior transformation and operations leader with 20+ years in global pharma and biotech, 13+ at Director level across Novo Nordisk and Novonesis.



### PROFILE

I redesign how large, cross-functional organisations work (operating models, processes, ways of working) and make change stick. I turn AI from pilots into concrete changes in how people work, and lead people through it.

### SELECTED TRANSFORMATION IMPACT

#### 1 AI adoption across a 150-person organisation

Lifted weekly GenAI-tool use (incl. Copilot) from 65% to 100% of the organisation in two months. (Novo Nordisk, 2025–26)

#### 2 AI & digitalisation roadmap for a ~650-person area

Defined the target operating model and launched the first AI business cases. (Novo Nordisk, 2025–26)

#### 3 First AI strategy in Novozymes R&D

Built big-tech, startup and academic partnerships; automated lab and data flows for ~2× efficiency. (2022–23)

#### 4 Agile operating-model redesign

Piloted and scaled new agile teams across global R&D; Lean redesign lifted output 2–3×. (Novozymes, 2020)

### CAREER

**2026 –** Independent Biotech Advisor — self-employed

**2024 – 26** Director-level, Transformation & Operations — Novo Nordisk

**2012 – 24** Director, R&D (Molecular Discovery; Protein Chemistry) — Novozymes / Novonesis

**2003 – 12** Sr Dept. Manager → Research Scientist; postdocs (Cambridge, SDU) — Novozymes

### IMPACT AT A GLANCE

**20+** years leadership in pharma & biotech

**13+** years at Director level

**75** people led · across 5 countries

**10+** product launches · 4–8% growth

**4** managers promoted to Director

### CORE EXPERTISE

AI strategy, adoption & enablement · Operating-model redesign · Agile transformation · Change management at scale · Portfolio & R&D strategy · GenAI & agentic workflows

### EDUCATION & DEVELOPMENT

Ph.D. Biochemistry, Univ. of Southern Denmark

Strategic R&D Management, INSEAD

Generative AI for Leaders, Vanderbilt (2026)

Change Management · Agile (Bain) · Leadership Pipeline