NICOLINE KALSBEEK

Curriculum Vitae

PERSONAL INFORMATION

Kalsbeek Consult ApS
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LANGUAGES

- Danish and Dutch, native proficiency
- English, full proficiency
- Swedish and Norwegian, working proficiency
- German & French, basic

SELECTED IT SKILLS

MS Office, MS SharePoint, SAP, IBM Lotus Notes, LIMS (LabVantage and LabWare), SAS JMP, TrackWise

HOBBIES

Helicopter flying, Running, Biking, Reading

Summary – Experienced Leader and Quality Specialist

Nicoline Kalsbeek is an experienced leader with in depth knowledge in different business areas including the Pharmaceutical, Biotech and Medical Device Industries. With her motivating and involving leadership style Nicoline has shown excellent results as responsible for large change projects involving major changes for people and at the same time meeting business targets. Nicoline also has expert experience in QC, QA and within MDR/IVDR and ISO 13485 for medical devices and knowledge of validation requirements and processes. Nicoline can fill various roles as expert and project manager or project participant in addition to interim manager.

Nicoline's experience covers

- Pharma, Biotech and Medical Device knowledge
- Change Management
- People Management
- GMP
- ISO 13485
- FSSC 22000
- MDR 2017/745 for Medical Devices
- IVDR 2017/746 for *In Vitro* Diagnostic Medical Devices
- Quality Assurance (QA) Expertise
- Quality Control (QC) Expertise
- Software and Systems
- Project Management
- LEAN
- Teaching and Research Expertise
- Global Experience

Pharma and Biotech knowledge – 11 years of experience as Line of Business Manager and Product Quality Specialist at Xellia Pharmaceuticals and Novozymes. Nicoline is used to work in highly regulated and global organisations with cross-functional projects. Nicoline has worked with and for Global Quality Management (QC, QA), Operations, Regulatory and Sales and has therefore very good experience in handling stakeholders at all levels often with different focus and agendas. Nicoline has excellent presentation skills and is very strong in communication on all levels.

Change Management – Nicoline has a strong and hands-on understanding of how changes are created and implemented. At Xellia Pharmaceuticals the QC lab experienced profound changes during a period of 2-3 years. The changes were handled during full operational production with need for complete lab support for both operation and projects. After fusion of three smaller QC labs to one, the process of transferring half of the lab activities abroad to a newly established Central Laboratory was headed by Nicoline. This meant reducing staff from approx. 75 to half size. Due to implementation challenges in the Central Lab the transfer lasted for more than 2 years with half of the staff being temps or laid off. Nicoline succeeded with her management team to sustain deliveries and GMP compliance during the whole period. High GMP level was confirmed in QC lab at Xellia by inspections by authorities and audits by customers on a weekly basis. FDA inspection in May 2018 was very successful.

As Head of School (HTX) in 2006 Nicoline headed the successful implementation of a large reform passed in parliament of Denmark 6 months earlier (indførelse af studieretninger). The HTX was new with approx. 25 teachers and 350 students, and for 3 years both studies were offered, both the new and the old which were completely different. Nicoline has from HTX great experience with working in a multicultural environment with high percentage of students having other background than native Danish.

People Management – As people manager Nicoline is described as empathetic, focused, involving, trust-worthy, loyal, respectful, having great trust in people and good at getting overview and prioritize. Nicoline has with great success coached younger leaders in their first job, often as their manager. I.e. Nicoline has coached young leaders by example and via discussions and sparring.

Quality Systems – Nicoline has worked according to GMP, GLP, ISO 9001, FSSC 22000 (Food Safety System Certification 22000) and FAMI-QS (Code of Practice for Feed Additive and Pre-mixture Operators). In addition Nicoline has knowledge of the requirements for Kosher and Halal Certifications. Nicoline has as consultant facilitated implementation of ISO 13485 for medical devices for both start-up companies and mature well established companies. At the same time advice was given on MDR 2017/745 for Medical Devices and IVDR 2017/746 for *In Vitro* Diagnostic Medical Devices.

Quality Assurance (QA) Expertise – Nicoline very successfully worked as Quality Specialist at Novozymes. Tasks included all aspects of Product Quality, i.e. setting specifications, handling stability, approve and secure improvement of analytical methods, customer agreements, customer complaints, production support, direct customer interaction etc. In depth quality expertise was achieved in all aspects for enzymes for Feed, Juice and Wine by participation in the Industry Product Groups taking all strategic decisions in relation to these products and customers.

QA tasks and results included:

- Answered Quality Questionnaires from customers relating to all aspects of Quality using CRM integrated in Outlook. All were finalized in a timely manner.
- Participated in investigations related to customer complaints and handled everything related to Quality. CRM was used.
- Customer agreements were finalized in collaboration with Sales in CRM.
- Daily support to Production and specification updates in SAP.
- Optimization projects completed included
  - Reduction of dust in production.
  - Investigation of allergen carry over in production lines.
  - Establishment of germicidal effect of specific products.
- Conversion of internal SOP's for analytical methods to Customer versions. This required large insight and understanding of the analytical methods and principles.
- Insight in and fulfilment of the special requirements needed for the Asian Markets, especially China and South American Markets, especially Brazil.

Quality Control (QC) Expertise – Nicoline has successfully been Manager in different Quality Control Labs and a Development Department in Pharma and Biotech Companies.

In addition to the managerial tasks like People Management and meeting Financial, Strategic and KPI targets the QC tasks and results below are included in Nicoline's experience:

QC tasks and results from Pharmaceutical Industry:

- Full GMP compliance was met i.e. all analyses were according to Pharmacopeia Methods, primarily, but not exclusively USP (United States) and Ph. Eur (European). These included:
  - HPLC, GC, and IC for Identification and Purity.
  - Karl Fischer for Water Determination.
  - A variety of methods for determination of parameters like pH, Clarity, Colour and Density.
  - In addition conventional microbiological methods like TVC, Sterility testing, Endotoxin and Potency determination.
- CC (Change Controls), OOS (Out of Specification), OOT (Out of Trend), Deviations and CAPA's were handled according to GMP regulations in the TrackWise System.
- Specifications were very complex due to many Customer specific requirements to be fulfilled.
- Visual control of packaging materials (both as ingoing and Finished Product control).

QC tasks and results from Biotech Industry:

- QC knowledge of quality requirements for analytical methods for enzyme analyses, see examples below
  - Measurement of enzyme activity e.g. Absorbance after inducing a specific colour reaction and use of standard curve, Titration and Viscosimetry.
  - Measurement of physical and chemical properties of products e.g. Density, Colour, Particle Size Distribution and pH.
  - Insight in and hands on experience in methods for Dust exposure from enzyme products.
- Development and implementation of Analytical Method Database on MS SharePoint.
- Automation of manual handling procedures in lab: I.e. participated in implementation of robots for dilution processes and automatic weigh out.
- Insight in DoE (Design of Experiments) in SAS JMP and ANOVA (Analysis of Variance) analyses.
- LEAN procedures in QC.

Software and Systems

- *General:* MS Office, MS SharePoint administrator, IBM Verse for email, IBM Lotus Notes for databases and SAS JMP.
- *QA related:* SAP, LIMS (LabVantage), SAP BW (Business WareHouse), CRM (Customer Relationship Management) integrated in Outlook and special in-house developed system for Stability Surveillance.
- *QC related:* LIMS (LabVantage and LabWare), TrackWise QMS software (Sparta Systems).

Project Management – During the last years Nicoline has run several large global cross functional projects in Novozymes. One was the final implementation of control charts in production to monitor processes in five countries on three continents to align processes and performance across production sites world-wide. Nicoline also participated in a parallel project transferring Excel sheets in production used for recipes into SAP.

Teaching and Research Expertise – Nicoline has many years of experience in teaching Chemistry and all kinds of Materials Science and Research at School of Conservation as Associate Professor. Nicoline holds a Ph.D. and possesses great analytical expertise in techniques like SEM/EDX, IR and X-Ray Crystallography achieved at the School of Conservation and University of Copenhagen, which is apparent from an extensive publication list.

Interpersonal skills – Nicoline has asked for input from former employees, managers and colleagues who describe Nicoline as energetic, ambitious, strong relationship builder, present in the moment,

trusting, pragmatic, practical, focused, goal-oriented, empathetic, extrovert, improvising, generous, fast concluder, good listener, talkative, loyal, open, embracing, respectful, caring, creates trust, fast-learning. Nicoline possesses the ability of both being able to dive into details and keep the overview at the same time. All activities always have the main purpose of delivering to business. Nicoline's experience through many years is that the best way to deliver to business and meet business targets is to invest in employees.

Global Experience – Nicoline has had close collaboration with other nations and cultures and during the EBA Education wrote a thesis covering the influence of different cultures in collaboration between people. Nicoline has with great success engaged in projects and collaborated with teams from the US, China, India, Brazil, Hungary, Switzerland, England, Ireland and Sweden.

Consultant Experience in Kalsbeek Consult ApS

Customer:	**Bavarian Nordic A/S**
Period:	2025-03 to
Business Domain:	Quality: Quality Control, Pharma
Role:	Interim QC Director
Description of tasks:	Head department with approx. 80 employees and 7 managers. Primary tasks are securing analytical results from QC to support daily business and projects
Responsibilities/ Deliverables:	QC supports with biochemistry and microbial analyses of products, raw materials, environmental samples, development samples etc. This includes a LIMS team and a team handling external tests. Main responsibilities include people well being and development and securing all deliverables from the department

Customer:	**EvodiaBio ApS**
Period:	2024-08 to 2024-12
Business Domain:	Quality: Quality Assurance, Food
Role:	Interim QA Manager
Description of tasks:	Primary responsibilities are general support in the QA area and assist in preparing the company for FSSC 22000 certification as a manufacturer of food additives
Responsibilities/ Deliverables:	Headed the QA area and provided general QA support to the entire company. Updated QMS documents and aligned ways of working for FSSC 22000 inspection readiness and trained staff in QMS. Participated in successful inspection by the Danish Veterinary and Food Administration (Fødevarestyrelsen)

Customer:	**Bavarian Nordic A/S**
Period:	2024-01 to 2024-07
Business Domain:	Quality: Quality Assurance, Pharma
Role:	Interim Director QA Operations, Site QA Head
Description of tasks:	Head department with 35 employees and 5 managers. Primary tasks are to man up the area and secure QA support to the site to perform daily operations and projects
Responsibilities/ Deliverables:	In close collaboration with the Site Management Team and stakeholders QA support was given to all areas on site, i.e.

	Production, QC lab, Supply organization, Equipment and Utilities and Manufacturing Support. The manning of the department was secured with intensive hiring activities

Customer:	**GMP Konsulenterne ApS**
Period:	2023-02 to 2023-11
Business Domain:	Quality: Quality Assurance, Pharma
Role:	Quality Consultant
Description of tasks:	Assist with inspection readiness and QA tasks at a customer in Southern Denmark. Written deviations from all parts of the operations
Responsibilities/ Deliverables:	Successful inspection and achievement of full compliance, handled and closed deviations for 6 months

Customer:	**Fertin Pharma A/S**
Period:	2022-11 to 2022-11
Business Domain:	Quality: ISO 13485 Medical Device
Role:	Quality Consultant
Description of tasks:	Perform Internal Audit in ISO 13485
Responsibilities/ Deliverables:	Internal Audit was performed successfully, and ISO 13485 certification was obtained

Customer:	**Chr. Hansen A/S**
Period:	2022-06 to 2022-08
Business Domain:	Quality: Quality Assurance
Role:	Quality Assurance Consultant
Description of tasks:	Running various optimization projects in QA, HH Operations Quality, DK in close collaboration with the organization. Anchored in QA with input from all relevant stakeholders
Responsibilities/ Deliverables:	Major achievements include leaning and optimization of the review and release process for defined product groups and performing a broad RFT (Right First Time) analysis on historical data on batch documentation. Results from the RFT analysis will be used in collaboration with production to improve the flow, resulting in a smoother batch release process. In addition, documents were prepared for transfer to a new QMS document system, and employee training material was reviewed and aligned

Customer:	**Chr. Hansen A/S**
Period:	2022-01 to 2022-05
Business Domain:	Quality: Quality Assurance
Role:	Interim Senior Manager HH (Human Health) Operations Quality, DK
Description of tasks:	Daily management of the QA area HH Operations Quality, DK. The department consists of 19 highly skilled employees situated in Hvidovre/Avedøre, Roskilde and Kalundborg and covers Pharma products, Dietary supplements and products for infants. Tasks are QA tasks like batch release, deviation and change control handling, customer audits and authority inspections, HACCP, Food Defence and

	equipment, process and IT qualifications and validations. Special focus was on the release team that was unable to deliver as required
Responsibilities/ Deliverables:	All deliverables from the department were restored in close collaboration with stakeholders. Release backlog was removed, collaboration with stakeholders (supply operations and production) was strengthened and optimized ways of working in the release team were implemented

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Customer:	**2cureX A/S**
Period:	2021-12 to 2022-02
Business Domain:	Quality: ISO 13485 Medical Device
Role:	Quality Consultant
Description of tasks:	Perform Internal Audit in ISO 13485 and give general support for the ISO 13485 QMS. Assist with BVC ISO 13485 re-certification audit
Responsibilities/ Deliverables:	Internal Audit was performed successfully, and ISO 13485 re-certification was obtained from BVC

Customer:	**Fertin Pharma A/S**
Period:	2021-06 to 2021-12
Business Domain:	Quality: ISO 13486 Medical Device
Role:	Quality Consultant
Description of tasks:	Assistance in preparing Fertin Pharma for handling of medical devices. This means support to implementation of ISO 13485 and advice in relation to EU Regulation for Medical Device (MDR 2017/745)
Responsibilities/ Deliverables:	Ongoing consulting has been completed. The ISO 13485 implementation is close to completion, and the required expertise is now in house

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Customer:	**ADM Denmark A/S (former Deerland Probiotics & Enzymes A/S), Hundested**
Period:	2021-06 to 2024-09
Business Domain:	Quality: Quality Assurance and Control
Role:	Quality Consultant to Quality Director and QP
Description of tasks:	Regular and ad hoc consulting on all types of quality issues and tasks. Examples could be validation of analytical methods and collaboration with authorities
Responsibilities/ Deliverables:	Ongoing consulting has been provided for more than three years. Organizational changes in ADM Denmark have resulted in termination of the collaboration

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Customer:	**AGC Biologics A/S, Søborg**
Period:	2021-06 to 2021-10
Business Domain:	Quality: Quality Control
Role:	Interim Senior Manager QC Chemistry
Description of tasks:	Daily manager of QC Chemistry (primarily HPLC) with approx. 20 employees. Direct manager of a team leader and approx. 10 chemists. AGC Biologics is a large CMO, and the primary tasks were delivery of analytical results for

	customer projects in different phases ranging from development over phase I, II and III to commercial projects. Planning and securing of deliveries with employees were the main tasks
Responsibilities/ Deliverables:	Deliverables (e.g. analytical results and milestones on time, compliance and safety tasks) were delivered through an amazing collaboration in the department and out of the department with all stakeholders. After 4 month as daily manager, hiring of 4 new employees and keeping the department well running, the department was handed over to the new permanent manager

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Customer:	**Chr. Hansen A/S, Hørsholm**
Period:	2020-11 to 2021-02
Business Domain:	Quality: Quality Assurance
Role:	Management and Quality Consultant
Description of tasks:	Assistance to manager with managerial tasks, hiring etc. Review of method validation reports for microbial test methods. Preparation and execution of GMP training in the Human Health area. Assist with deviation handling
Responsibilities/ Deliverables:	General support has been given to manager in the Human Health QA department with sparring and hiring of staff. Delivered specialist assistance with review of microbial method validation reports. Performed yearly GMP training for all relevant areas

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Customer:	**LEO Pharma A/S, Dublin**
Period:	2019-10 to 2020-06
Business Domain:	Quality: Quality Control
Role:	Interim QC Senior Manager
Description of tasks:	Daily manager of QC lab with approx. 50 employees. Analyses of release and stability samples of around 10 products, analyses of raw materials and packaging materials and support to projects, cleaning validations and media fills.
Responsibilities/ Deliverables:	Together we achieved very much during this relatively short time: Implemented a large reorganization going from 5 lab groups to 3, improved weekly schedule adherence for release batches from around 70% to 95-100%. Removed and reduced significant backlogs, managed 7 media fills in a few months. At the same time a LIMS equipment management system was introduced, and last but not least everything was maintained during the Corona pandemic. Thanks to you all in Dublin for your efforts, it was a fantastic journey!

Customer:	**InProTher ApS**
Period:	2019-09 to 2021-08
Business Domain:	Quality: Quality Management
Role:	Quality Consultant
Description of tasks:	General advise in relation to Quality tasks and issues

Responsibilities/ Deliverables:	Performed review of a number of Quality Agreements between InProTher and partners. Assisted in preparing Site Master File

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Customer:	**2cureX A/S**
Period:	2019-07 to 2021-06
Business Domain:	Quality: ISO 13485 Medical Device
Role:	Quality Consultant
Description of tasks:	Assist in defining Quality Strategy and direction. Prepare documentation for updated CE mark according to IVDD and give advice on IVDR 2017/746 for *In Vitro* Diagnostic Medical Devices. Set up ISO 13485 Quality Management System for Medical devices. Assist in audit from notified body
Responsibilities/ Deliverables:	2cureX achieved the ISO 13485 certificate in July 2021

Customer:	**Fertin Pharma A/S**
Period:	2019-05 to 2019-09
Business Domain:	Quality: Quality Control
Role:	Optimization Consultant in the department QC Materials (QCM) – a QC laboratory analyzing raw materials and packaging materials
Description of tasks:	Identify optimization possibilities in QCM Materials in close collaboration with stakeholders in the value chain Develop a tool for capacity management
Responsibilities/ Deliverables:	A document containing a long list of optimization opportunities that were sorted from 'Just do it' to large projects involving many departments was delivered and approved by top management. The capacity tool was completed and data from the tool were used for an ongoing SCM project

Past Job Experience

Period:	2017-01 to 2019-02
Company:	Xellia Pharmaceuticals ApS
Business Domain:	Quality: Quality Control
Position:	Senior Department Manager – Senior QC Manager
Qualifications/Comments:	Responsibility (75 employees: team leaders, chemists, laboratory technicians and operators): • Finalize fusion and integration of three QC labs into one laboratory • Responsibility of transfer of laboratory activities from Copenhagen site to new laboratory abroad • Reduce department from 75 to approx. half employees over long time period approx. 2-3 years • Give full laboratory support to CPH site during process • Responsible for people management, economy, deliverables to production and projects • Sustain high GMP level in the department

Results:

- Fusion to one department completed, consolidation will be achieved in 6-12 months' time when all planned activities have been moved abroad
- Transfer was planned carefully in close collaboration with laboratory abroad in order to fully support production and projects at Copenhagen site during transfer of tasks corresponding to approx. 35-40 FTE
- A very strong management team have so far succeeded as good as possible in a highly dynamic environment
- High GMP level confirmed by inspections by authorities and audits by customers on a weekly basis. Last FDA inspection in May 2018 was very successful

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Period:	2013-12 to 2016-12
Company:	Novozymes A/S
Business Domain:	Quality: Assay Development and Optimization
Position:	Senior Department Manager – Assay Technology
Qualifications/Comments:	Responsibility (20 chemists and laboratory technicians):

- People Management
- Establishment of new department twice due to re-organizations, including transfer of positions abroad and dismissal of employees
- Optimize ways of working
- In Assay Technology processes and analytical assays are automated and optimized to support business
- Heading of analytical integration of products and strains from acquired external company

Results:

- Department and culture built, after one year the new department was merged with another department, and yet again we built department culture and succeeded in very good employee satisfaction results. In the latest reorganization staff was reduced – and the department was reorganized accordingly
- Tasks and KPI's defined in close collaboration with sister department in China
- New ways of working have been identified to be more effective and will be tested for a fixed period, i.e. working 'short and fat'
- Finalized and ongoing optimizations include new analytical platforms and automation for Global Quality Control, development of new assays in relation to customer complaints and patent cases and general optimization to improve assay performance and quality
- Analytical assays were developed for the new products in close collaboration with other relevant parts of Novozymes

Period:	2011-08 to 2013-11
Company:	Novozymes A/S
Business Domain:	Quality: Product Quality Management
Position:	Quality Manager
Qualifications/Comments:	Responsibility: • Product Quality Management • IPG (Industry Product Group) participation • Project manager Results: • Tasks included all aspects of product quality, i.e. specifications, stability, customer agreements, customer complaints, production support, direct customer interaction etc. • Participation in Industry Product Group for Feed, Juice and Wine including all strategic decisions in relation to these products and customers • Headed a large global project running in supply chain in five different countries on three continents regarding production set up • Participated in implementation of standardization sheets from production in SAP

Period:	2007-10 to 2011-07
Company:	Novozymes A/S
Business Domain:	Quality: Quality Control
Position:	Team leader in Enzyme Analytical Laboratory
Qualifications/Comments:	Responsibility (12-24 laboratory technicians): • Delivery of enzyme activity analytical support to all parts of Novozymes business: production, release, stability, R&D, complaints, customer samples etc. • Reduce and optimize response time according to agreed Service Level Agreements (SLA's) by LEAN implementation • Several re-organizations Results: • The QC lab was divided in four teams of approx. 12 lab technicians and one chemist. In the four years I headed all teams (not simultaneously) and for more than a year two teams at a time. I had very good results in employee satisfaction and we met all our targets • Evening shift, high focus on broad training effort among the technicians and high degree of involvement assured support to business as planned • Close collaboration with other departments was established to meet common targets

Period:	2006-01 to 2007-09
Company:	Copenhagen Technical School *(Copenhagen Technical School is located at 10 different sites across Copenhagen offering Vocational Educations and Higher Technical Examination (HTX))*
Business Domain:	The Higher Technical Examination (HTX)
Position:	Head of HTX
Qualifications/Comments:	Responsibility (25 teachers and 350 students): • Implementation of high school reform as of 2005 • Pedagogical responsibility • Financial responsibility • People Management Results: • The HTX had approx. 350 students and 25 teachers and the first years both old and new law act were practiced (in and out phased) • As Head of School (HTX) one of my main achievements was implementation of a large reform passed in parliament of Denmark 6 months earlier (indførelse af studieretninger) • Strict financial targets were met • Daily interaction with teachers and students – the open door policy

Period:	1993-11 to 2005-12
Company:	School of Conservation *(The School of Conservation is a University Education belonging to the Ministry of Culture. The school educates conservators on all academic levels to work with all kinds of objects in museum: Paintings, digital media, photos, furniture, ivory, marble etc.)*
Business Domain:	Teaching and Research
Position:	Associate Professor
Qualifications/Comments:	Responsibility: • Teaching in basic chemistry, chemistry used in all aspects of conservation (paintings, statues, metals etc.), and history and identification of pigments and colors used historically • Research mainly in pigments and burnt bones • Member of School Counsel and several other administrative counsels Results: • The School of Conservation admitted approx. 60 bachelor students and 30 master students every third year. Besides teaching them as described above, I mentored both bachelor and master students in relation to exam projects

- Main research areas were within pigments and incinerated bones. Expert in SEM/EDX, publication list is included at the end of this CV
- Participated in long term strategic and financial decisions in relation to School operation and development

Education

Year:	2015
Title:	Private Pilot License Helicopter – PPL(H)
Institution:	HeliFlight, Roskilde Airport, Denmark

Year:	2012
Title:	Diploma of Engineering Business Administration – EBA
Institution:	Copenhagen University College of Engineering, Ballerup, Denmark

Period:	1993
Title:	Ph.D. Physical Chemistry (X-Ray Crystallography and Spectroscopy)
Institution:	University of Copenhagen, Denmark

Period:	1988
Title:	M.Sc. Chemistry and Geology
Institution:	University of Copenhagen, Denmark

Course Information

Title:	**GMP Update (Yearly retraining)**
Supplier:	IFF - Industrielt Farma & medico Forum
Technology:	Quality
Year:	2023
Duration:	1 day

Title:	**Technical Documentation for Medical Devices According to the MDR**
Supplier:	Medicoindustrien/BSI
Technology:	Quality
Year:	2022
Duration:	1 day

Title:	**MDR Auditing - Training of Internal Auditors in Relation to MDR**
Supplier:	Medicoindustrien/Medidee Services SA
Technology:	Quality
Year:	2022
Duration:	1 day

Title:	**MDR requirements for Subcontractors**
Supplier:	Bureau Veritas
Technology:	Quality
Year:	2020
Duration:	1 day

Title:	**Become Internal Auditor (Bliv Intern Auditor)**
Supplier:	Dansk Standard
Technology:	Quality
Year:	2020
Duration:	1 day

Title:	**People Development**
Supplier:	Novozymes
Technology:	People Management
Year:	2015
Duration:	1 day

Title:	**Design of Experiments (DOE)**
Supplier:	Novozymes
Technology:	Statistics
Year:	2015
Duration:	2 days

Title:	**Project Management**
Supplier:	Novozymes
Technology:	Project Management
Year:	2015
Duration:	2 days

Title:	**Lifesaving First Aid**
Supplier:	Falck, Red Cross
Technology:	Environmental Health and Safety
Year:	2015, 2012 and 2009
Duration:	3 x 1 day

Title:	**Creative Thinking (Kreativ Nytænkning)**
Supplier:	Mannaz
Technology:	Personal Development
Year:	2014
Duration:	2 days

Title:	**LEAN Mind-set**
Supplier:	Novozymes
Technology:	LEAN
Year:	2014
Duration:	2 days

Title:	**FSSC 22000**
Supplier:	QMS-Consult
Technology:	Quality
Year:	2014
Duration:	2 days

Title:	**Feedback**
Supplier:	Novozymes
Technology:	People Management
Year:	2014
Duration:	1 day

Title:	**Change Management**
Supplier:	Novozymes
Technology:	People Management
Year:	2013, 2011
Duration:	2 days & 1 day

Title:	**Effective Virtual Teaming**
Supplier:	Aperial Global
Technology:	Communication
Year:	2012
Duration:	1 day

Title:	**Behaviour Based Safety (BBS)**
Supplier:	Novozymes
Technology:	Environmental Health and Safety
Year:	2011
Duration:	1 day

Title:	**Working Globally**
Supplier:	Novozymes
Technology:	People Management
Year:	2011
Duration:	1 day

Title:	**GLP with focus on Multi-Site Studies**
Supplier:	Novozymes
Technology:	Quality
Year:	2011
Duration:	1 day

Title:	**Novozymes' Basic Line Communication Program**
Supplier:	Novozymes
Technology:	Communication
Year:	2010
Duration:	1 day

Title:	**Ergonomics**
Supplier:	Novozymes
Technology:	Environmental Health and Safety
Year:	2010
Duration:	1 day

Title:	**Time Management (Styr på tid og ressourcer)**
Supplier:	Mannaz
Technology:	Personal Development
Year:	2010
Duration:	2 days

Title:	**GLP**
Supplier:	Pharmacon
Technology:	Quality
Year:	2009
Duration:	1 day

Title:	**Kaizen & Problem Solving**
Supplier:	Novozymes
Technology:	LEAN
Year:	2009
Duration:	1 day

Title:	**How to Handle Challenging People (Sådan håndterer du vanskelige personer)**
Supplier:	Confex
Technology:	People Management
Year:	2009
Duration:	1 day

Title:	**New People Manager Workshop**
Supplier:	Right Management
Technology:	People Management
Year:	2008
Duration:	4 days

Title:	**Working Environment for Department Managers**
Supplier:	Dansk Arbejdsgiverforening
Technology:	Environmental Health and Safety
Year:	2008
Duration:	2 days

Title:	**IMAP – Document Handling**
Supplier:	Novozymes
Technology:	Quality
Year:	2008
Duration:	1 day

Title:	**Feedback**
Supplier:	Right Management
Technology:	People Management
Year:	2008
Duration:	1 day

Title:	**Team Management (Teamledelse)**
Supplier:	Mannaz
Technology:	People Management
Year:	2008
Duration:	3 days

Title:	**LEAN Management**
Supplier:	NNE Pharmaplan
Technology:	LEAN
Year:	2007
Duration:	2 days