

A man and a woman in business attire are standing on a rooftop, looking out over a city skyline. The woman is wearing a brown blazer and sunglasses, and the man is wearing a light blue shirt. They are both looking towards the right side of the frame. The background shows a clear blue sky and a city with a prominent church spire.

Employee Handbook

Grow@Danske

Helping you grow, perform
and shape your journey at
Danske Bank

Danske Bank

What is Grow@Danske?

How we grow everyday – as individuals and teams

Grow@Danske is how we connect performance and development with everyday work. It is here to help you grow your skills, deliver impact and have meaningful conversations with your leader.

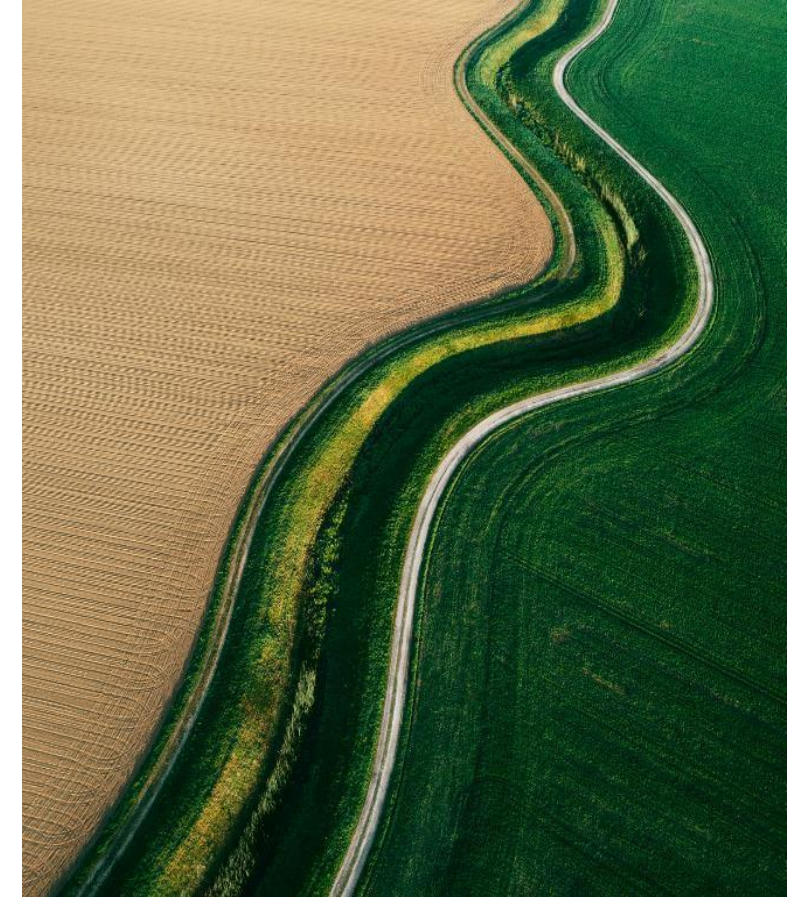
Grow is about real conversations that move you forward – not about ratings. It gives structure to setting goals, reflecting on progress and planning your development.

Purpose of Grow@Danske

Driving performance – so we stay focused on what matters and achieve great results

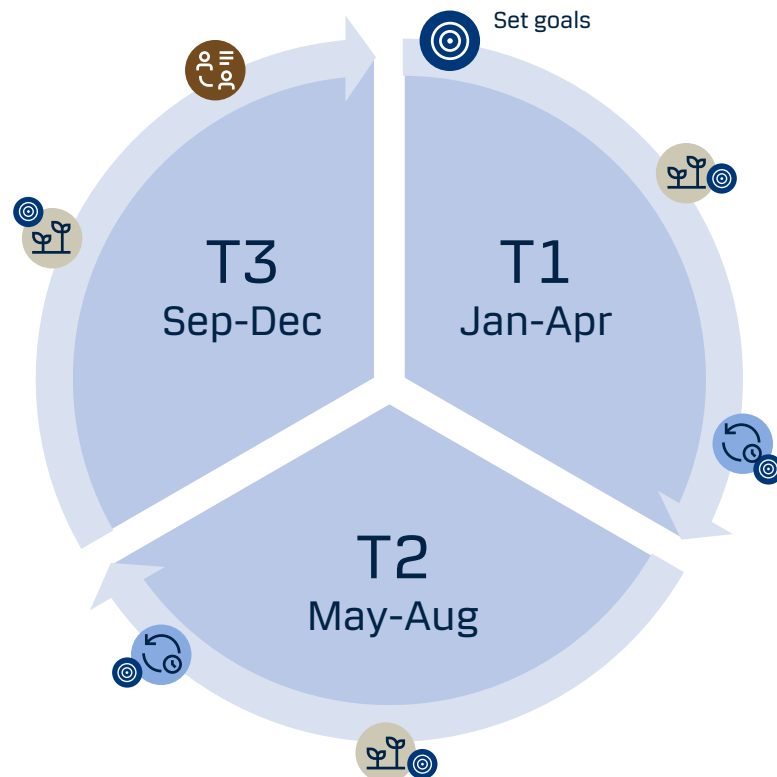
Continuous development – so you can build your skills and grow your career

Fairness and clarity – so everyone is evaluated consistently and transparently



Your Grow Journey

Grow@Danske is a continuous cycle designed to help you thrive in your role, develop your strengths, and contribute meaningfully to our shared goals. Here is what a Grow journey could look like for you.



Goal setting - at beginning of year or when focus shift

This is where your journey begins, together with your leader you define clear goals that reflect both what you want to achieve (performance) and how you want to grow (development). This brings clarity to your role and direction, ensuring your goals connect to team priorities and your personal growth.



Performance Check-in

These conversations are about progress. You and your leader look at the goals you have been working on, what you have achieved, what's gone well and what might need to change. It is a chance to stay on track, celebrate milestones and adapt when needed.



Development Check-in

This is the space to talk about your growth. Whether you are deepening your skills, preparing for new responsibilities, or exploring future roles, this conversation helps you stay intentional about your development. Your leader will also discuss your developmental direction.



End-Year Review

This is where you and your leader reflect on the full year - what you delivered, how you worked and how you have developed. It is a moment to acknowledge progress, get feedback and align on what is next. You are encouraged to reflect on your contributions and share your perspective.

Goal setting – giving you direction and purpose throughout the year

Goal setting is where you define what matters most in your role and how you want to grow. Your goals help you stay focused, motivated and clear on how your work contributes to the team and the bank's overall strategy. Base your goals on the goals or OKR's of your leader to ensure alignment.

Why are goals important?

Setting goals gives us **direction and focus**. It helps us align our efforts, stay motivated, and measure progress—both individually and as a team.

Goals matter because they:

- Create clarity on what's important
- Align individual work with team and business priorities
- Keep us motivated and accountable
- Help us track progress and celebrate success
- Support personal growth and development



Goal setting – in Danske Bank we have three types of goals

In Tribes "WHAT" goals are shared on squad level based on the OKR's.

Types of goals



What goals

Delivering on our performance objectives

These goals focus on what we need to achieve to support our team's and the bank's strategic priorities.

Example: "Increase customer satisfaction score in my portfolio from 75 to 85 by Q4."



How goals

Delivering on our cultural commitments

These goals reflect how we work together, lead, and live our cultural commitments in daily interactions.

Example: "Actively give and ask for feedback at least once a month to build a stronger feedback culture."



Development goals

Building skills for growth and development

These goals focus on learning and development to prepare for future roles or strengthen current skills.

Example: "Take on tasks in a data analytics project to deepen knowledge and improve practical skills."

Depending on the planning cycle in your area, agree on performance goals for a specific period – maybe 3, 4 or 6 months. Development goals are not dependent on planning cycles – you can define the time that fits with your aspirations and development journey.

How to set goals?

Your goals are yours. The more involved you are in shaping them, the more meaningful and motivating they will be.

How to set goals?

Together with your leader, you'll agree on a mix of goals that reflect your responsibilities, the way you work and your development. Two widely used methods to set goals are **SMART** goals and **OKRs**, which help bring structure, focus, and clarity to what you aim to achieve.

SMART framework

SMART is a simple way to ensure goals are well-defined and achievable.

- **Specific** – Clearly state what you want to accomplish
- **Measurable** – Define how success will be tracked
- **Achievable** – Set a realistic goal within your control
- **Relevant** – Align with team and business priorities
- **Time-bound** – Set a deadline to drive focus

Example:

Complete three client onboarding projects by the end of Q2 with 100% accuracy and within agreed timelines.

OKR framework

OKRs are used to set ambitious goals and define measurable outcomes. The structure helps teams align and focus on what drives the most value.

- **Objective** – What you want to achieve (inspiring, qualitative)
- **Key Results** – How you'll measure progress (specific, quantitative)

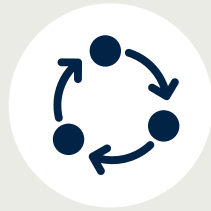
Example:

Objective: Improve the digital experience for business customers

Key Results:

- Launch new self-service portal by June
- Achieve 90% user satisfaction in pilot feedback

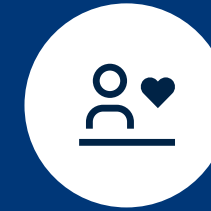
Why are continuous check-ins important?



Why are check-ins crucial?

Grow@Danske is built on the idea that performance and development happen all year – not just at the end of the year. That is why continuous check-ins are a key part of your journey, to help keep your goals relevant, give you space to reflect and learn, and help you stay aligned with what matters most in your role.

In a fast-moving environment like Danske Bank, it is easy for priorities to shift or challenges to arise. Regular check-ins with your leader give you a chance to adjust course, ask for support, share wins and stay on track. They are not just about performance, they are about learning, motivation and growth. Remember that you can initiate and book check-ins with your leader.



Your role as an employee

You play an active role in making these conversations meaningful. That means coming prepared, being open and using the time to reflect on what is going where and where you might need support. They are not one-way check-ins – your voice matters.

Here is how you can make the most of them:

- Take time to review your goals and progress before the check-in
- Be honest about what is going well and what is challenging
- Share your ideas, needs and development ambitions
- Use the space to ask questions and give feedback

When you show up with intention and openness, these conversations become powerful tools for your performance and your development.

Types of check-ins



Regular 1:1's

Your everyday touch-points with your leader. They are more informal and happens more often. They are also a great space to ask questions and give and receive feedback.

Suggested frequency

Bi-weekly or monthly

Outcome

Stay connected, share updates, flag challenges and check-in on priorities and well-being.



Performance Check-in

Conversations where you and your leader reflect on your goals, the progress you have made and the results you have achieved.

Suggested frequency

2 times a year, minimum 1

Outcome

Alignment with team priorities, and clarity on how you are progressing, you are there to reflect, learn and grow.



Development Check-in

Conversation all about your – your strengths, aspirations and future direction. Together with your leader you explore how to grow in your role. or prepare for your next step.

Suggested frequency

2-3 times a year, minimum 1

Outcome

A space for you to take ownership of your growth and shape a path that fits your ambitions.

Performance Check-in



Reflect, learn, move forward

Performance check-ins with your leader help you take a step back and **reflect on your progress**, achievements and challenges. They are about learning, adjusting and getting the support you need to do your best work.

These conversations help you stay focused on your goals, understand your impact and identify what might need to shift to stay on track.

Your role in check-ins

You are encouraged to come prepared, using the questions in the HR platform to reflect ahead of time. These questions guide the conversation and help you make the most of the time with your leader. The more honest and open you are the more value you will get from them.

Your leader will guide the conversation, listen actively and help connect your efforts to outcomes. They may offer feedback or a preliminary rating*. Most importantly is creating momentum – so you can keep developing and performing with clarity and confidence.

Check-in questions for you:

1. **Target:** What key goal(s) are you working towards right now?
2. **Roadblocks:** What challenges are preventing you from reaching your goals?
3. **Actions:** What have you done so far to move things forward?
4. **Consequences:** What results did you expect from these actions?
5. **Tangible Results:** What actual outcomes have you seen from your actions?
6. **Insights:** What have you learned from this?
7. **Optimise:** What could you do differently next time?
8. **Needs:** What support would help you succeed?

Development Check-in



Explore your growth

A development check-in is your opportunity to pause, reflect and talk with your leader about your growth.

It is a forward-looking conversation that focuses on your strengths, aspirations and next steps. Whether you are looking to deepen your current skills or take on new challenges this conversation is about you and your future.

Your role

Development doesn't happen by accident – it happens when you are intentional. To make the most of this conversation, use the questions in the HR platform to reflect ahead of time.

They help you to think about what is important to you and where you want to grow.

Your leader is there to support and guide you, but **you** drive the conversation. The more you invest in it, the more it will help you grow.

Check-in questions

1. **Role Evolution:** How do you see your role or career path evolving over time and what could be a good next step?
2. **Vision for Growth:** Looking ahead 6-12 months, what could help you grow in your current role or prepare you for the next one (e.g., skills, knowledge, experiences, or projects)?
3. **Strengths Exploration:** How can you use your strengths more intentionally in your current role or future opportunities?
4. **Future Challenges:** How can you navigate potential challenges that might get in the way of your development?
5. **Action Plan:** What concrete steps will you take in the next few months for your development, what support do you need?

Find you fit – together with your leader choose the rhythm that matches your needs

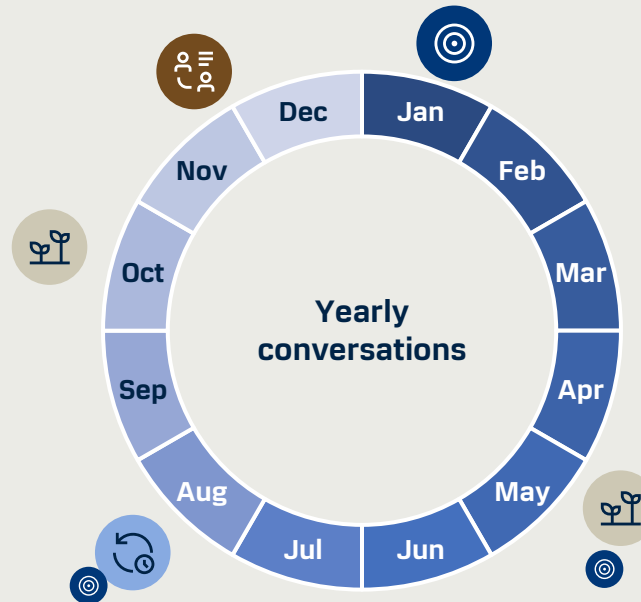
Minimum touch-points

For teams with steady rhythms or limited time, this ensures conversations are still happening.



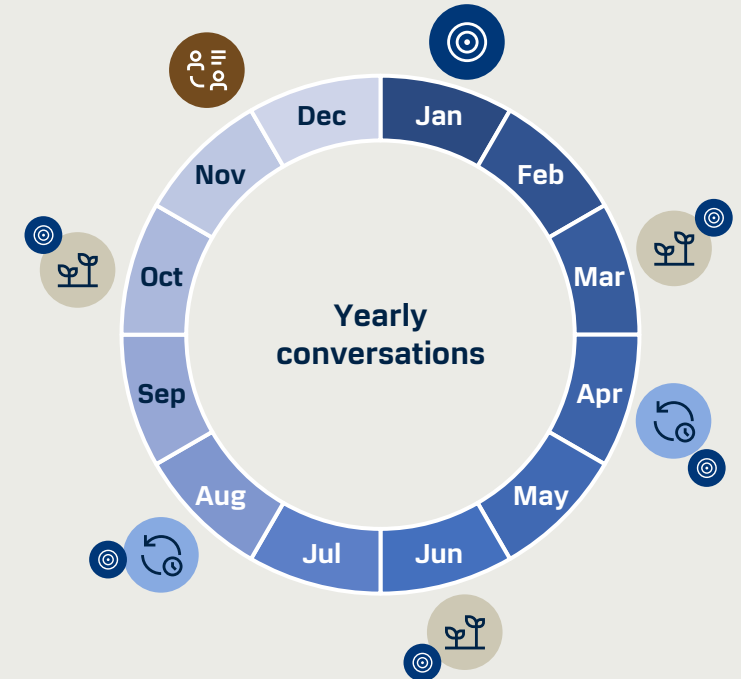
Balanced and effective

A good fit for most teams, providing regular check-ins to maintain momentum.



High engagement

Ideal for fast paced teams, having a strong focus on driving performance and growth.



Goal setting



Performance check-in



Development check-in



End-Year Review

Feedback

At Danske Bank, feedback is part of how we grow and perform together. Asking for and giving feedback helps you build self-awareness, strengthen collaboration and learn faster. Whether it is about celebrating what is working, or improving something that is not, feedback is a valuable tool to help you move forward. When shared thoughtfully, it leads to better conversations, stronger relationships and meaningful development.

Steps for giving great feedback



Micro Yes - Let the person know that you would like to share feedback and ask if it is a good time.



Data points - Describe the situation clearly and specifically using data points e.g., "When you did X"



Impact - Describe how it affected you or the outcome. e.g., "It helped me..., it made it harder to..."



Question - Invite the other person into the conversation e.g., "What is your view on this?"

Steps for receiving feedback



Listen - Focus on understanding, not responding - ask questions if something is unclear



Be thankful - Appreciate the feedback - even when it is tough - it shows someone wants to help you grow



Evaluate - Take time to reflect. You do not have to react immediately.



Be mindful - Notice your own reactions. Stay present and open, even if it feels uncomfortable.

Guidance for feedback

Do's

Give feedback timely and ongoingly

Be kind and helpful

Be specific and simple

Give feedback with a broadened view

Don'ts

Using absolutes or generalisations

Focus solely on negatives

Overloading, giving too much at once

Using the word "but"

Inspiration for questions

Questions to ask when asking for/giving feedback

- What am I doing well that I should continue?
- Is there anything that I can do to create more value or impact?
- What is one habit or behaviour that would help me grow?
- How do you experience working with me?

Questions for self-reflection after receiving feedback

- What are the key takeaways from this feedback?
- What actions would you consider moving forward?
- What examples can illustrate this feedback?
- How can this feedback contribute to growth?



End-Year Review

Coming later in 2025



Connection to Rewards

Coming later in 2025

What are Talent Reviews?

Conversations with a direction

Dialogues aimed at **fostering growth and development**, centred around the **development check-ins** between leaders and employees and conversations in leadership teams about your growth and development.

These conversations help us better understand how to support you – and how we can match your skills and ambitions with opportunities across the bank.

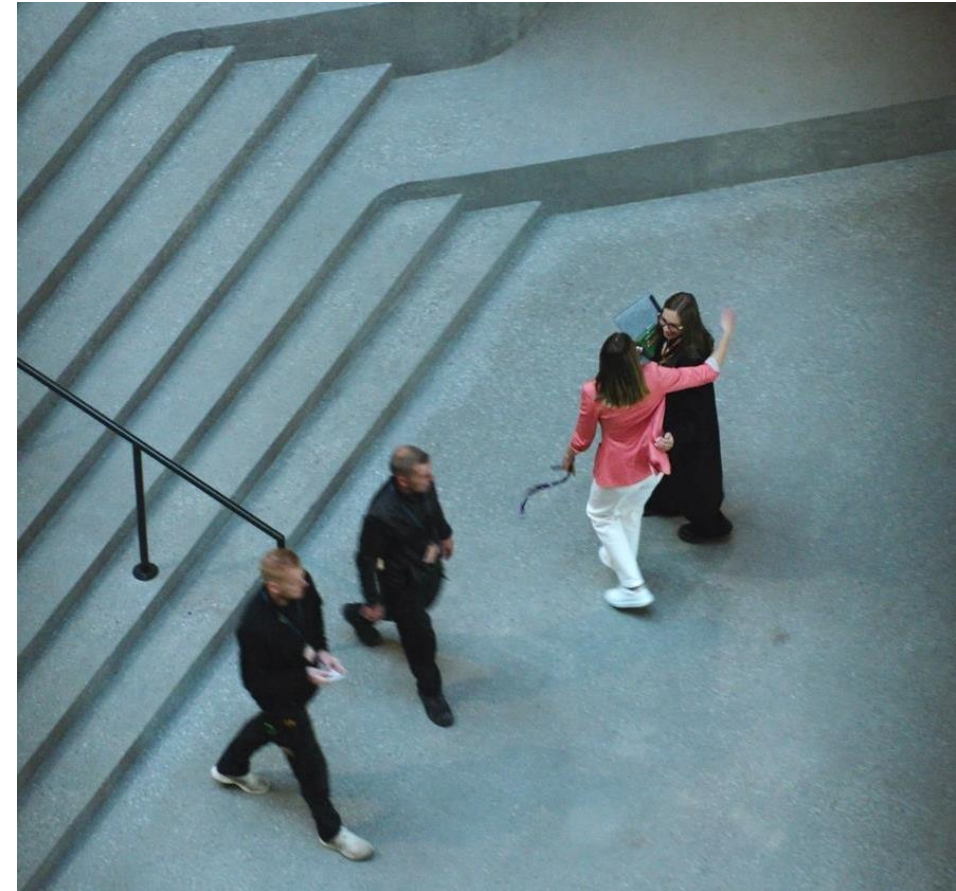
What does it mean for you?

Talent Reviews help us to understand your strengths, ambitions and development needs. The conversations are based on what you have shared with your leader during development check-ins as well as your leader's evaluation of your developmental direction.

It is about creating opportunities, shaping support, and making sure we invest in the right development for you and others.

What makes this approach different?

We don't put people in boxes. Instead, we look ahead and ask: What could be next for you – and how can we help you get there?



Focus on developmental direction

What is developmental direction?

At Danske Bank, we want to support your growth—not just in your current role, but also for what could come next. That's why, as part of our talent review, we talk about your **developmental direction** a way to understand how you are growing and how we can best support you.

1. Evolve Down
2. Stay
3. Evolve Sideways
4. Evolve Up

Through the **development check-ins** you will explore which direction fits you today. It is about helping you grow in the direction that makes the most sense for you now.

Developmental Direction



Evolve down

You may be facing challenges in your current role, or you want to scale down. A shift to a role with fewer complexities is relevant.



Stay

You are in the right place, and staying in your current role allows you to continue contribution and deepening your impact.



Evolve sideways

You may have untapped potential, and a sideways step could help you grow, and open up more opportunities in the future.



Evolve up

You are ready for more – whether it is more complexity, deepening your expertise, or leadership.

Developmental direction is determined based on five dimensions

What do leaders look at?

We look at **five key dimensions** that help us understand how you grow and contribute. You can find them on the right:

Your leader will reflect on and evaluate your **developmental direction** based on observable behaviours related to these five dimensions. They will consider how often you show these behaviours over time.

For example: If a behaviour is seen very rarely, it may show a dimension where you need to grow. If happens regularly or frequently, it shows strength in that dimension.

This helps leaders to understand whether you may be ready to **evolve up**, **stay** in your role, **evolve sideways**, or **evolve down**.

1

Self-awareness

Employees understand how their actions affect others and regularly reflect on how they can improve. They're open to feedback and willing to adjust.

2

Emotional Intelligence

Employees manage their emotions well and show empathy. They stay calm under pressure and build strong, respectful relationships.

3

Resilience

Employees bounce back from challenges and keep going with a constructive mindset. They handle pressure without losing motivation or focus.

4

Mastering Complexity

Employees are able to manage multiple priorities, navigate uncertainty, and make good decisions even when things aren't clear.

5

Learning Agility

Employees curious, open to learning, and quick to adapt. They seek out new challenges and adjust when things change.

Keep in mind:

Your developmental direction can and will change over time, it is not fixed. It also not a rating and it has no impact on your performance evaluation.

The HR Platform is a key enabler of Grow@Danske

What?

The HR platform is our **digital workspace** for everything related to our goals, development, performance and feedback.

It **supports activities** in Grow@Danske, such as examples for questions to discuss in check-in or the possibility to request, receive and submit written feedback from colleagues.

Guides on how to use HR Platform

Step-by-step guide for leaders and employees can be found in:

Intranet

In the intranet, you can find information that describes the process and the steps, start here: [What is Grow@Danske](#)

Solvelt

In Solvelt, you find step-by-step guides for many of the activities in Grow@Danske. [List of knowledge articles for employees](#)

If you **can't find the information** you are looking for and **still need help**, raise a case in Solvelt.



Activities in the HR Platform

Goal setting

Set performance goals

Set development goals

Edit your goals

Assign goals

Share goals

Check-ins

Invite for a check-in

Answer Performance
Check-in Questions

Answer Development
Check-in Questions

Feedback

Ask for feedback

Answer feedback
requests

Give anytime feedback

Ask for feedback on
behalf of employee

End-Year

Self-assessment of
performance

Assess employee
and **Save**

Adjust rating (if needed)
and **Submit** final rating

Release final rating to
employees

Talent Review

Assess and document
talent score

Employee

Leader

Both

FAQ

What are the main components of Grow@Danske?

Grow@Danske includes goal setting, continuous check-ins, end-year reviews, talent reviews, and feedback. It supports performance and development through meaningful conversations and alignment with team and business priorities.

What is the process of onboarding new employees to Grow@Danske?

New employees should be introduced to Grow@Danske during their onboarding. This includes setting initial goals, understanding the importance of regular check-ins and understanding how performance is evaluated, they also need to know how to work with the HR platform.

Should leaders set goals for their employees?

It is recommended to collaborate with your leader to define both performance (what, how) and development goals.

Who is responsible for ensuring that the employees have goals?

It is a shared responsibility between leaders and employees.

What is the difference between “how” goals and development goals?

How goals reflect how we work together and live our cultural commitments in daily interactions. Development goals focus on learning and development to prepare for future roles or strengthen current skills.

Do we have to document goals in the HR platform?

Yes, it is the employee's responsibility to ensure their goals are in the platform.

Who can initiate a check-in?

Both leaders and employees can initiate and invite for check-ins.

What is the difference between performance check-ins and development check-ins?

In performance check-ins we talk about performance goals and how employees are progressing towards these, in development check-ins we talk about employee growth and development and next steps, and how to support employees to get there.

How often should I do a performance check-in or a development check-in?

You decide together with your leader on a cadence that suits you and the team. However, our recommendation is "Performance Check-ins should be conducted twice a year, with a minimum of one check-in. Development Check-ins: should be conducted 2-3 times a year, with a minimum of one check-in".

Is there a fixed time when I must have the development conversation?

No, you are free to choose when to have the conversation with the employee, as long as you register the outcome in the HR platform

Will my leader share my developmental direction with me?

Yes, we believe in transparency so that employees can take charge of their development. This means that leaders should have conversation about their employee's developmental direction and share feedback. The framework is designed so that it can help you talk about your next step in an easy way.