

## **Interview with Clemence Elie, Senior HR Global Lead North America RD & BD**

### **Why do you love Human Resources?**

It's a tough question because I have tons of answers. What I love the most within HR function is that I really feel that we can have a strong impact on the performance of the company by helping leaders to define their organization, to define the best workforce for them. To help each manager and each employee to craft their own career path by guiding them, where will be the best place for them to shine. It's all about people in fact, what I love in HR, it's how we can contribute to a great career of each employee.

I like being able to impact the organization ensuring we have the right people at the right place, fostering the right people management culture.

### **In your opinion, what does your diverse experience bring to your current role?**

I believe it is powerful to have a diverse experience. I started my career not in HR in a very scientific medical environment, where I was manager, leader trying to develop my team, ensuring that I have the best organization, in strong partnership with HR. When I decided to move to HR for the first time, I asked myself how I can bring my managerial experience within the HR family and how I can be a good HR advocate to the managers who may sometimes not understand all the 'HR rules'. So, the diversity of experience helped me a lot in my HR role.

Then, when I moved back to medical joining Ipsen, I was able to bring HR experience within my business. I was reflecting on how I'm going to apply to myself all the advice I was giving to managers as an HR business partner.

Today, back again to HR, I will continue to offer my ideas enriched through my experience.

My diverse experience doesn't make me better than other HR, I'm just bringing different perspectives and with some managers it helps to accelerate direct, transparent conversation.

### **If you could give advice to your HR colleagues about owning their career, what would it be?**

My simple advice will be "Be yourself, trust yourself and dare".

When you are convinced by where you would like to grow, what is the impact you would like to have in your career, just make all the efforts to reach it. By owning your career, you have to demonstrate who you really are and explain that it's where you would like to grow.

When I started my career in HR, of course someone in HR had to believe in me, to accept to have a non-HR person moving to HR. And I remember the unique advice that one of my colleagues gave me - "Be yourself, be brave".

So, believe in you and don't give up.

### **What could Ipsen HR do more of to continue supporting career development of the HR community at Ipsen?**

I think at Ipsen we are doing a lot to support the development of our employees. When joining Ipsen, I was happy to discover all what HR function was doing to develop the employees. Coming from big pharma you have the impression that smaller companies could have done less, and it was not the case of Ipsen.

So, now we need to ensure all what we do address the Ipsen needs, support the development of Ipsen for the coming years. I think we should continue to encourage cross-country and cross-function mobility to leverage all the benefits of cross-fertilization.

**What tips you can share with HR team on how to keep focus on your own development?**

Especially in HR, because we are carrying a lot about development of others, we may have tendency to invest less in our own development. Therefore, it's very important to create a space to pause and reflect on ourselves – Am I happy with what I'm doing? How would I like to continue to progress? Where would I like to have an impact? Sometimes these moments of reflections are missing because we are in a rush. And if we don't take this time one day we may look back and feel that after many years we are not satisfied with where we are and we urgently need to change. When it's urgent, it's never good. It can happen, but it's better when we take time to reflect, and we are more proactive to develop our career.

Another piece of advice from my side is to have several scenarios that fit your aspirations. It's a rare situation when only one plan that we have in mind is working.

**If you were not HR, what would be your dream job?**

I already had different types of jobs, so what matters to me is to continue to have an impact on patient lives. I'm a pharmacist, so it's close to my heart.

**Is there anything that you would like to share with us?**

We have a fantastic HR team, so we have to make sure that everyone can shine and share their tips, their experience. We have a lot of different stories among colleagues, and it is important to embrace, include this diversity in our decisions and actions.