

# Capability Building Manager

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## Сводка

The Capability Building Manager leads the end-to-end deployment and execution of the country's capability-building strategy across Marketing, Sales, Value & Access (V&A), and Medical Affairs. The role focuses on designing and delivering practical, role-based learning interventions—adapting global curricula into locally relevant experiences that drive behavioural change and improve execution.

Acting as a hands-on enabler of execution excellence, the role ensures effective skill transfer through training, coaching, application, and follow-up. It partners closely with functional leaders to embed capabilities into country ways of working and business cycles, ensuring alignment, consistency, and measurable business impact while avoiding fragmented or duplicative learning initiatives.

## About the Role

### 1. Country Capability building strategy deployment & execution

- Aligned with global strategy, translate global and country capability strategies into **concrete, practical learning interventions** to deploy industry leading capabilities programs/curricula across the 4 key functions (Marketing, Sales, V&A, Medical Affairs), in partnership with respective functional heads, to optimize capability excellence, agility and knowledge retention, to enable the organization to be future ready
- Drive performance improvement through learning experiences that deliver measurable business impact
- Lead the deployment/execution of the country capability strategy and 12–24 month roadmap for the assigned functional audiences, in partnership with respective functional leads (that remain responsible for building the capability strategy), and aligned with global International priorities and frameworks (e.g. ICE, IMAX, DAP, new engagement models) and International unit learning council direction.
- **Personally design, facilitate and deliver** core capability trainings, workshops and practical sessions for priority roles.
- Lead hands-on learning experiences including simulations, role plays, case-based workshops, and tool-in-use sessions.
- Deliver and coordinate function agnostic capabilities (e.g. AI upskilling, storytelling, etc.)
- Conduct trainings / ensure trainings are delivered and monitor the KPIs.

### 2. Capability Needs Assessment & Prioritization

- Actively diagnose capability gaps through direct interaction with teams, functional leaders, performance data and field insights (Marketing, Sales, Medical Affairs and V&A), by building on assessment insights, performance signals, functional stakeholder inputs, internal and/or external benchmarks, and in alignment with International Unit Learning Council strategy and priorities (P&O/T&D), and to enable country business priorities
- Prioritize and Orchestrate capability building needs and programs, curricula deployment across initiatives and functions to avoid duplication, learner audience overload, and fragmented training approach. Ensure best practices sharing across teams within and across local teams.
- Ensure capability building focus is synchronized around country business strategic moments (e.g. launches, commercial cycles, program go live, etc.).
- Execute external trends landscape overview for Marketing, Sales, V&A, Medical Affairs capabilities.
- Localize and deploy Marketing, Sales, MA, V&A training/curricula, which has been globally developed (CLS C&MA, IMACE, GMA, V&A Access Excellence), reviewed and approved by local functional leaders (country functional leads remain accountable to review and approve the content)

### 3. Capability Framework & Standards

- Operationalize and assure adherence to country capability standards; monitor effectiveness and recommend enhancements to the functional manager based on insights.
- Adapt global curricula into country-relevant, hands-on formats (workshops, clinics, practical labs)
- Advance existing capabilities by partnering with Technology teams to incorporate global platform user skillset within country teams
- Support change management capability needs and adoption of new technology

### 4. Curriculum Governance, Localization & Deployment

- Manage end-to-end learning journeys (onboarding → core → advanced) for **1/4** functional audience; set standards and design principles

- Localize and deploy global / International curricula and industry leading programs, ensuring country relevance without reinventing content.
- Coordinate country rollout and timing of curricula in line with business priorities and change capacity.
- Monitor program/curricula adoption & effectiveness to report to respective functional heads
- Ensure training is delivered, monitoring and checking KPIs, conducting trainings where applicable.

#### 5. Enablement Beyond Training

- Ensure capability building goes beyond formal training to include enablement, reinforcement, coaching support, best practice sharing, and communities of practice.
- Embed capabilities into country routines and ways of working (planning commercial and functional cycles, governance, functional forums).
- Support functional leaders in role modelling and reinforcing new capabilities.

#### 6. Adoption, Effectiveness & Continuous Improvement

- Monitor capability building adoption and effectiveness at country level using feedback, behavioral indicators, and performance signals.
- Adjust the capability roadmap and learning journeys based on insights and evolving business needs, in partnership with respective country functional leads
- Continuously assess the capability building activities to retire low value or redundant activities and to maintain a focused on high impact activities.

#### 7. Stakeholder Partnership & Governance

- Partner closely with country functional leadership (Marketing / Sales / V&A / Medical) to ensure capabilities are business and functional relevant, adopted, and sustained.
- Work with Customer Excellence, DAP, Integrated Insights, Field Excellence, and global functional CoE to align capability needs with process and tool changes.
- Maintain effective partnerships with external vendors for training deployment and/or delivery
- Ensure efficient budget mgmt & vendor selection aligned with Int'l Learning Council guidance and shared strategic goals
- Vendors operational management to support Sales, Marketing, MA and V&A programs/curricula delivery

#### 8. Marketing Capability Building Lead

- Localize and deploy global marketing curricula; integrate learning into brand planning, launch, and commercial cycles.
- Ensure consistent adoption of standard marketing ways of working and tools through reinforcement and best practice sharing.
- Focus on Future Marketing Capabilities needed to prepare country teams, specifically on AI and Integrated OC as well as novel GTM models
- Stay at forefront of external marketing capability evaluations and trends to transform the function into an agile learning organization with capabilities that go beyond pharmaceuticals, with best-in-class methodologies, and approaches
- Track marketing capability maturity and adoption at country level and feed insights back into roadmap planning.

#### Key Performance Indicators (Suggested priority KPIs *italicized*)

- Capability Building: % of priority roles with completed needs assessment and aligned 12–24 month capability roadmap delivered on time
- % of assigned programs deployed in full compliance with capability governance standards
- Training Execution and Delivery: % of assigned initiatives delivered on time and within agreed scope
- Stakeholder satisfaction: Average satisfaction score from functional leaders on execution quality, timing, and usage of capability initiatives.

#### Ideal Background

##### Education:

- Bachelor's degree in business, science, or related field
- Advance degree preferred

##### Languages:

- English

- Country language required

**Experience/Professional Requirement:**

**Relevant Experience**

- 7–10 years in capability building, learning or transformation roles
- Experience in pharmaceutical, healthcare, or complex regulated environments.
- Proven country level execution of global strategies, and organizing scalable workshops, trainings

**Functional Capabilities**

- Experience in sales, marketing, medical or value & access
- Capability needs assessment and learning journey design.
- Localization and deployment ( hands on) of global curricula.
- Training design & deployment: ability to translate curricula into structured deployment plans (target audiences, sequencing, formats, timelines) aligned with business cycles.
- Facilitation excellence: confident delivery of classroom, virtual and hybrid trainings, workshops and labs, with high engagement and clear learning outcomes.
- Hands-on methodologies: use of simulations, role plays, case work, tool-in-use exercises and real business scenarios to drive learning-by-doing.
- On-the-job enablement: capability to design and deploy reinforcement mechanisms (practice assignments, coaching guides, follow-ups) ensuring skill transfer.
- Stakeholder partnership across commercial and medical functions.
- Learning effectiveness measurement and continuous improvement.

**Leadership Capabilities and Mindset**

- Strong execution and orchestration skills.
- Ability to influence without direct authority.
- Structured, outcome focused, ethical and pragmatic mindset.
- Comfort operating in matrix and governance driven environments.

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