Envisioning New Approaches to Inclusive Talent Development

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Our Credo

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers’ orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities.

Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent management and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens — support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.
Creating a Diverse Pipeline

Strategic Foundation

Talent Management Execution

- Acquire
- Develop
- Retain
- Engage
- Advance

Innovation & Growth
Creating a Diverse Pipeline - Develop

Performance & Development
- 5 Conversations
- Developmental Plans in Workday
- Talent Talks
- Succession Planning
- Mentors

Development Programs
- Multicultural Leadership Development Program
- Women’s Development Programs
- Inclusive Leader training

On-The-Job Experiences
- Rotational Development Programs
- Cross Sector/Region Opportunities
- Stretch Assignments
- Action Labs
Creating a Diverse Pipeline - Advance

Accelerate Programs

Talent Talks

Succession Planning

Sponsorship
Accelerated Development Program Portfolio

Developing an Enterprise Mindset
Based on the enterprise strategic agenda and global leadership mandates, these programs include a diverse set of immersive experiences designed to challenge perspectives that include real-time application of built capabilities to actual business challenges.

Cultivating Strength in Diversity
Our commitment to diversity and inclusion is deeply rooted in the values instilled by Our Credo and while integrated in all our leadership offerings is exemplified in these programs.
Guiding principles of Nomination Process

Nominations strongly aligned to Talent Strategy/Talent Planning
- Nomination discussions embedded in talent discussions
- Decisions are strategic and intentional
- Representation across all sectors/functions

Evidence-based talent decisions
- Selection criteria and need for prioritization

Streamlined process
- Administrative work owned by our Global Services team
- Decision-making by those with primary talent management responsibility
- All nominations are collected once a year
Multicultural Leadership Development Program (MLDP)

Overview

- Leadership development program focused on accelerating our diverse talent at the Manager and Director levels

History

- Since 2007
- Target talent pool has evolved to be more inclusive
  - VP → Manager
  - Ethnicity → all groups (e.g. LGBT, Veterans, etc.)
  - North America → Global
- Track record of past participants moving into higher and/or expanded roles following program participation
- Alumni continue to nominate talent for the program
Multicultural Leadership Development Program (MLDP)

Learning Objectives

• Prepare our multicultural talent to be ready to move into higher impact, higher visibility assignments.

• Participants gain personal insights, identify ways to further their professional growth and develop strategies to increase visibility and exposure across the organization.

Learning Outcomes:

• **Diverse talent** equipped with knowledge, skills, and strategies to successfully manage their unique challenges as they strive to reach key leadership positions at J&J while helping to drive the company’s global success.

• **Immediate supervisors** increase their critical capabilities as global leaders who can function across borders, inspire across generations and be at ease in different cultures, developing talented people with multiple dimensions of diversity.
MLDP – Curriculum Topics

- Diversity as Business Enabler
- Navigating the Global Matrix
- Navigating the Corporate Environment
- Communicating with Impact
- Influencing without Authority
- Performance, Image and Exposure
- Strategies for Networking
- Building your Leadership Story
- Cultural Archetypes
- Unconscious Bias
- Covering
MLDP Program - Success Factors

**Safe environment**
- Be one’s authentic self
- Share challenges and success stories with others facing similar situations

**Inclusion of immediate supervisors**
- Exposure to curriculum, frameworks & exercises
- Consistency of vocabulary

**Dedicated 1:1 coaching time**
- Sets stage to welcome the conversation
- Creates a starting point for sustainable future dialogues
- 100% focus on individual development
Questions?