



### **Building Community with Coaches Janet Matts, Johnson & Johnson**

At Johnson & Johnson, we have several specific initiatives underway employing coaches. We now build special pools tailored to these efforts, using our current coach database, as well as any appropriately added talent.

Our Executive Leadership Survey (ELS) process for Presidents and General Managers in the Medical Device and Diagnostics businesses, for example, has a hand-picked team of coaches that have extensive business coaching experience, dedication, loyalty and great flexibility to support this fairly new initiative. Each business involved has a specific coach dedicated to it. This provides someone who is continuously building institutional knowledge and cultural awareness, as well as an invaluable familiarity with the leaders and their leadership teams, and with their HR business partners.

After a selection process, these coaches were part of a program-specific on-boarding program. We connect via monthly conference calls and have a core team available to support their integration, as well as business-specific Program Directors, an HR resource assigned to coordinate and act as liaison. The network built as a result of the work by both the Program Director and the coach is dynamic and cumulative in both its knowledge and value.

With the recent rollout of our Global Leadership Profile (GLP), the associated 360° process is supported by an External Feedback Facilitator (for Senior Leaders). A CD that reviews the 360° and report, support for the process and positioning, is available to the Operating Company HR partners as they roll out the process. In addition, the external coach/consultant can provide support, shadowing and practice for our HR partners who provide Internal Feedback Facilitator support (Director and Manager).

The executive coaching pool is always evolving. Often an Operating Company person has a recommendation or referral that we can add to the mix. Our Coaching partners also provide a consistent, focused and well-honed process in working with our Operating Companies. We strive to build a community between the coaches. While we don't get them *all* together, we do regional or operating company-specific gatherings with our teams of coaches. We host regular teleconference events. I personally spend a day a month meeting and connecting with coaches and work with our regional people, assisting them in creating this same environment among their coaches in other regions of the world.