



**Coaching Across 200 Companies:  
Providing a Systematic Framework, Respecting Entrepreneurial Cultures  
Janet Matts, Johnson & Johnson**

Johnson & Johnson is known for its decentralized organizational structure and management philosophy. We have over 200 operating companies located in 57 countries. Any *corporate* function or service that provides support to these individual operating companies must learn to navigate the innate tension between organizational consistency and the spirit of entrepreneurial independence. To accomplish this we must supply first-rate work in a user-friendly framework that allows each Operating Company (Op Co) to make it their own. There is no mindset better suited for this difficult challenge than the one often discussed in coaching known as *servant leadership*. This is the opportunity to walk our talk.

Moreover, given the focus on continued growth and globalization, along with sensitivity to reducing costs, it has become increasingly critical to provide significant leveraged-value across the organization.

We can't reasonably expect to make decisions and design processes and tools and then see them immediately implemented everywhere. Our challenge is to create the guidelines, goals, processes and components of coaching systems, and to roll them out, making it easier for our colleagues, saving a lot of duplicative efforts, and leveraging opportunities, while providing (widespread) consistency of methodology. Each operating company can then tailor the work to meet their needs, while also realizing the value that, in the past, may not have been available, or accessible via technology and our cross-pollination efforts.

We've created a large coaching network for our business partners to tap. Coaches complete an information worksheet regarding their philosophies, work history, background, specialty areas, and where they've worked in J&J previously. We keep these in an electronic database for easy reference and referral. We have selected four international coaching partners that have the resources around the world, and have created a team of Johnson & Johnson coaches from each organization. Certain subsets of this pool are then allocated to specific programs, in addition to using a variety of high-quality boutique or independent coaches that have relationships across the Johnson & Johnson Family of companies.