

GLOBAL SERVICES

Leadership Engagement Journey

Johnson & Johnson

Read the directions below, then move to the next page to get started. Continue to navigate through your journey and select each marker until you have successfully completed all topics.

- 1** Use the journey map as an action plan and complete it at your own pace. Really lean into the practice and reflection activities so you can be a better people leader.
- 2** Check which resources you will complete based on where you are in this journey. They can take between 15 to 60 minutes. Have fun with it and work with peers to practice so you can be ready to lead your team as a whole and individually.
- 3** After you complete a marker, reflect on how you felt, what you did well, areas of opportunities, and how you can continue to develop. Finally, send a copy to your direct manager and use this as a tool to communicate your personal growth and development.



Get Started

As a leader, you are responsible for providing career guidance to your direct reports. In this stop on the journey, you will review resources related to the talent development process to level set your expectations and role as a people leader.

Objectives

- Explain the J&J career development philosophy and journey, and its benefits to employees, the company, customers, and investors.
- Recognize the role of the manager in career planning and development.
- Explain the J&J talent development process.

 **Total Time: 15-30 minutes**



Learning Resources

Resources	Visit	Time
Johnson & Johnson Performance Playbook		3-5 mins
Video: “J&J’s Refreshed Leadership Imperatives”		2-3 mins
Introducing Our Refreshed Leadership Imperatives Overview		3-5 mins
The 5 Conversations		3-5 mins
Your Responsibilities		3-5 mins
People Leadership Calendar		3-5 mins
Manager Toolkit: “Preparing For The Conversation” Chapter		3-5 mins

Activity

Reflect: Think about the talent development process and consider how you might drive your team’s development throughout the course of the year. Create a list of actions to take.

Take Action: Explain the career development process and the annual timeline for performance and development conversations to a new employee.

Self Reflection

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Select a destination above

Being a Leader

The role of a people leader is broad, and you will need to support, guide, coach and develop your people.

Take a look at some of the tips and best practices for leaders, and reflect on your own leadership style.

Objectives

- Create an action plan that supports your role as a manager in the career planning and development process.

 **Total Time: 15-30 minutes**



Learning Resources

Resources	Visit	Time
Video: “Highly Capable Leaders: Red Chair Credo Conversations”		2-3 mins
The People Leader Behaviors Guidebook		3-5 mins
Video: “The Best Leader Has These Three Elements: Head, Heart, and Hand”		1-2 mins
Getting to Know Your Team		3-5 mins
Building Trust		3-5 mins
Flexing Your Style		3-5 mins
Prioritization		3-5 mins
Delegation		3-5 mins
Video: “What Changes When You Become a People Leader?”		1-2 mins
Common People Leadership Mistakes		3-5 mins

Activity

Reflect: Consider the advice provided in this set of resources and make a list of things you would like to try in order to effectively support your team’s performance and development this year.

Take Action: Think about your management style and select one or more tips from the resources that you would like to apply in order to more effectively support your team’s performance and development this year.

Self Reflection

Performance & Development Planning Conversations

Leaders need to have ongoing conversations with their employees about performance and development, and support them as they strive to do their best, learn and grow.

Take some time to familiarize yourself with the powerful tools at your disposal for planning and conducting these conversations, then apply your learning.

Objectives

- ➔ Use the 5 Conversations framework to have effective performance and development planning conversations.

🕒 **Total Time: 30-60 minutes**



Learning Resources

Resources	Visit	Time
Career Planning Conversation Best Practices for People Leaders		3-5 mins
One-on-Ones		3-5 mins
Video: “How Do You Develop Your Team?”		1-2 mins
Development Planning		3-5 mins
Manager Toolkit: “Creating a Development Plan” and “Competency Model” Chapters		3-5 mins
A Quick Guide To Support Your Employees In Their Learning Journey		3-5 mins
Talent Development Resource Catalog		3-5 mins

Activity

Roleplay: Have a mock performance and development planning conversation with one of your peers, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)
Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (15-30 min)
Use the performance and development planning tools you learned about to help the team member identify and align on specific actions to be taken.

After the meeting (5 min)
Reflect on what went well and what you could do differently in future performance and development planning conversations with your team members.

Self Reflection

Mid-Year Performance Conversations

The mid-year conversation provides an opportunity for you and your team members to review and update goals, discuss progress, and determine specific actions to build on success or make improvements.

In this stop on the journey, you will review resources related to mid-year conversations and then apply your learning.

Objectives

- ➔ Use the 5 Conversations framework to have effective mid-year performance conversations.

🕒 **Total Time: 30-45 minutes**



Learning Resources

Resources	Visit	Time
Mid-Year Conversation Guide Best Practices for People Leaders		3-5 mins
5 Conversations People Leader Road Map: Mid-Year Conversation		3-5 mins
Performance Conversations		3-5 mins
Mid-Year: Checking in and Stakeholder Feedback		3-5 mins
Video: “You Did Finish That Report, Right?”		1-2 mins

Activity

Roleplay: Have a mock mid-year performance conversation with one of your peers, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)

- Reflect on how the employee is tracking against expectations.
- Identify one or more tips that you could apply to set up a good conversation.

The meeting (10-15 min)

Apply the 5 Conversations framework and coaching tools you learned about to have an effective conversation.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future mid-year performance conversations with your team members.

Self Reflection

Year-End Performance Conversations

During year-end performance conversations, leaders and their team members discuss achievements and progress toward development goals.

Take a look at some of the powerful tools available to you, then practice having a year-end performance conversation.

Objectives

➔ Use the 5 Conversations framework to have effective year-end performance conversations.

🕒 **Total Time: 30-60 minutes**



Learning Resources

Resources	Visit	Time
Year-End Conversation Guide Best Practices for People Leaders		3-5 mins
5 Conversations People Leader Road Map: Year-End Conversation		3-5 mins
Leadership Performance Standards		3-5 mins
Navigating Year-End		3-5 mins
Video: “Managing Unconscious Bias in Performance Reviews”		12-13 mins

Activity

Roleplay: Have a mock year-end performance conversation with one of your peers, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)

- Reflect on how the employee performed against expectations.
- Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (15-30 min)

Apply the 5 Conversations framework and coaching tools you learned about to have an effective conversation.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future year-end performance conversations with your team members.

Self Reflection

Compensation Conversations

As a leader, you are responsible for helping your team members understand the link between their performance and how they've been rewarded.

Review the material on compensation, then apply what you've learned.

Objectives

→ Use the 5 Conversations framework to have effective compensation conversations.

🕒 **Total Time: 15-30 minutes**



Learning Resources

Resources	Visit	Time
Compensation		3-5 mins
5 Conversations People Leader Road Map: Compensation Conversation		3-5 mins
Year-End Performance and Compensation Planning Overview		3-5 mins
Aligning performance to rewards decisions		3-5 mins

Activity

Roleplay: Have a mock compensation conversation with one of your peers, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)

- Reflect on the link between the employees performance and their reward.
- Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (15-30 min)

Apply the 5 Conversations framework and coaching tools you learned about to have an effective conversation.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future Compensation conversations with your team members.

Self Reflection

Goal Setting

As a leader, you play an important role in encouraging the individuals on your team to identify and set goals.

Take some time to familiarize yourself with goal setting and the powerful tools at your disposal, then apply your learning.

Objectives

- Recognize the importance of establishing clear and attainable goals.
- Use the G.R.O.W. model to assist employees with setting goals and developing strategies to reach them.
- Lead productive goal setting conversations.

 **Total Time: 30-60 minutes**



Learning Resources

Resources	Visit	Time
Encouraging Collaboration		3-5 mins
Setting Goals		3-5 mins
Goal Setting at J&J		3-5 mins
Coaching – G.R.O.W Model for Goal Setting		3-5 mins

Activity

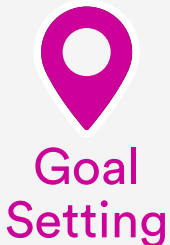
Roleplay: Have a mock conversation with one of your peers about setting career development goals, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)
Think about how you might use the G.R.O.W. model during the conversation.

The meeting (15-30 min)
Apply the SMART model to help the team member set clear goals.

After the meeting (5 min)
Reflect on what went well and what you could do differently in future goal setting conversations with your team members.

Self Reflection



Coaching in the Moment

Leaders are accountable for demonstrating coaching, caring and inclusive behaviors by having ongoing, candid conversations with all team members about their performance and careers.

Take a look at some of the tips and best practices for coaching in the moment, then practice having a coaching conversation.

Objectives

- Use the G.R.O.W. model to develop and hone effective coaching skills.
- Provide timely and effective feedback.

 **Total Time: 30-45 minutes**



Learning Resources

Resources	Visit	Time
Coaching		3-5 mins
Video: “Let’s Talk... Meaningful Conversations Can Take Place Anytime, Anywhere”		3-4 mins
Let’s Talk... Ongoing Conversations		3-5 mins
Resolving Conflict		3-5 mins
Managing Compliance and Risk		3-5 mins
Saying “No”		3-5 mins
Common Employee Labor Relations Questions		3-5 mins

Activity

Roleplay: Have a mock coaching conversation with one of your peers, then apply your learning to coach one of your employees in the moment.

Prior to the meeting (5-10 min)

- Think about how you might use the G.R.O.W. model.
- Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (5-15 min)

Apply the coaching skills you have learned, to have an effective conversation.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future coaching conversations with your team members.

Self Reflection

Career Development Coaching

As a leader, you play an important role in coaching the individuals on your team to identify and align possible opportunities and experiences with their career goals.

Take some time to familiarize yourself with the powerful tools at your disposal for career development coaching, and then apply your learning.

Objectives

- Use the GAPS framework to assist employees in identifying learning opportunities for professional development.
- Apply the G.R.O.W. model during career planning and development conversations.
- Use the 5 Conversations framework to have effective career coaching conversations.

 **Total Time: 30-60 minutes**



Learning Resources

Resources	Visit	Time
Motivation and Engagement		3-5 mins
My Purpose & Career Planner		3-5 mins
Manager Toolkit: “Coaching Conversations” Chapter		3-5 mins
Career Conversations		3-5 mins
Key Messages Worksheet		3-5 mins
Video: “It Often Ends Up Quite Disastrous”		1-2 mins
Conversation Starters for Managers		3-5 mins

Activity

Roleplay: Have a mock career development coaching conversation with one of your peers, then follow the same steps to have a conversation with one of your employees.

Prior to the meeting (5-10 min)

- Think about how you might use the GAPS framework.
- Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (15-30 min)

Apply the GAPS framework and other tools to help the team member identify learning opportunities for professional development.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future career development coaching conversations with your team members.

Self Reflection

Giving Feedback

Leaders should provide ongoing feedback to their team members. They should foster a culture in which people are comfortable respectfully challenging each other, and giving or receiving feedback.

In this stop on the journey, you will review some of the resources available to you, then practice providing timely feedback.

Objectives

- Recognize opportunities to give timely and effective feedback.
- Demonstrate giving timely and effective feedback.

 **Total Time: 30-45 minutes**



Learning Resources

Resources	Visit	Time
Giving Feedback		3-5 mins
Video: “That’s a Breakdown in Trust”		1-2 mins
Video: “Speaking from My Head as Opposed to My Heart”		1-2 mins
Building Trust		3-5 mins
Receiving Feedback		3-5 mins
Video: “I’m Frightened to Say, What If I Hadn’t Received That Feedback?”		1-2 mins

Activity

Roleplay: Have a mock feedback conversation with one of your peers, then apply your learning to give timely and effective feedback to one of your employees.

Prior to the meeting (5-10 min)

- Think about a situation where you could have provided feedback to a team member to use during the roleplay.
- Identify one or more tips that you could apply to ensure the discussion is productive.

The meeting (5-15 min)

Apply what you learned to provide effective feedback on the situation.

After the meeting (5 min)

Reflect on what went well and what you could do differently in future feedback conversations with your team members.

Self Reflection

