

# Johnson & Johnson Finds the Right Formula



In September 2002, Team Results began negotiations with Johnson & Johnson's China corporate headquarters in Shanghai. The challenge was to provide significant productivity and leadership benefits for the twenty senior members of the company's New Product Development Team.

Working as a single unit with its Asia-pacific partner, Pinnacle Associates Asia Pacific (PAAP), Team Results held detailed discussions with the management of Johnson&Johnson in order to focus on areas of greatest business benefit. The practical challenge was to find an innovative way to do this that rose above the usual and the mundane, that delivered real-world results, and that was not based on theory, the classroom and the whiteboard alone.

Negotiations proceeded in both English and Mandarin, included site visits, and took full advantage of Team Results'/PAAP's large permanent staff and fully developed office facilities in downtown Shanghai. Once the planning was complete, and all participants had also been consulted, Team Results proceeded with a two-day "Simulation".

Members of the New Product Development Team arrived at a specially selected venue near Shanghai in the early evening. Starting with very little idea of what to expect, team members soon discovered that they were engaged in a Simulated, hugely enjoyable but very demanding project that accurately focused high demand on their abilities to manage communication and risk with high trust; control diversity and potential conflict; lead real-world proaction and responsibility in the face of a challenging

task; and direct, coach and motivate high performance.

As the Simulation proceeded, team members unified around key team and leadership strategies that created optimum results in these key business areas, and then tested and refined these strategies against the project. As the Simulation moved into its second full day, team members took charge of their own process and used it to make discoveries about the most effective ways of handling the leadership challenges that faced them. These discoveries were then refined, tested and documented for use in the business as the Simulation concluded.

"I've been delighted by their progress", comments Assistant Manager Recruitment and Training, Mr Edward Sun. "This is a much more effective method than others we have tried before." Adds another team member, "I was amazed by what we could do together. It was the best development program I've done – I learned so much."

Follow-up and measurement with Team Result's proprietary **Team Dashboard**<sup>®</sup> instrument indicate that the immediate benefit of the program has been large, and that business benefits are likely to continue.

"It's quite clear just from observation that this program has been a huge success," concludes Mr Xu Gang, Assistant Director Human Resources. "I have been very impressed, and would be more than happy to work with Team Results in the future."



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