



janssen

PHARMACEUTICAL COMPANIES
OF *Johnson & Johnson*



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How do we define Workplace Innovation ?



House of Work Ability

As a Janssen employee you spend a lot of time at work. For that reason it is very important that you enjoy your job, and that you are confident enough to go for it. Not only today, but also in the future. And this is exactly what the House of Workability is all about.



Site Vision

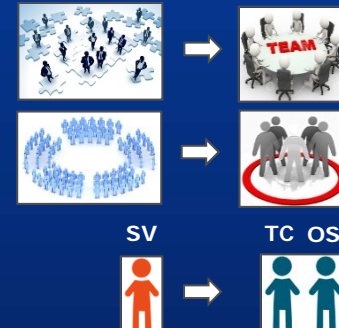
Global site who delivers **Innovative Cross Sector** Supply Chain Solutions @ **benchmark Cost**

This can only be achieved by **exploiting** and **developing** the **potential** of all employees in an **optimal way**.

Team development is the "Cornerstone" of our organization

Differences

3 design criteria: new organizational model



What are our main objectives to invest in Workplace Innovation?



INDICATORS ...

- Recurring Reliability & Quality issues
- Productivity loss
- Supervisor not at the shop floor
- Not enough development opportunities
- Recruiting issues for key functions
- Reduced engagement
- Stress complaints & long term illness
- Increasing High risk safety incidents
- Lack of ownership



SECURING OUR FUTURE

JSCB Objectives 2015, 5 key themes



ENABLERS	EXPECTED OUTCOME	RESULTS (assumptions)
improved workforceplanning	Increased Capacity	5 % productivity increase over a period of 3 years (+/- 1,6%/year)
	Increased labor efficiency	
Increased team coöperation	increased OEE	
shorter decision lines	faster respons time/decision taking	
Better connection with the customer (internal/external)	Improve Delivery	
Increased multiskilling	Increased Flexibility	20 % Event/deviation reduction (currently 2000 E/D)
Increased engagement and motivation	Decreased absenteeism	
Increased involvement in problem solving process	Decreased events/deviations/complaints	Create time to work on strategic objectives (+/- 15%)
Increased independence	Time saving Leadership	Better Credo results
more development opportunities	Increased personal growth and development	
Increased ownership		

What is our approach for Innovating the workplace ?



Workplace Innovation

Goal

Stronger teams
With more
execution power and a
better and stronger
integration with all
involved functions related to
the primary production
process.

2015 – 2020

4 phased approach:

1. Define as-is
2. Develop team autonomy
3. Autonomous team functioning
4. Autonomous and continuous (team) improvements

2014 (Oct 2014 – Q2 2015)

- Detailed design & practical elaboration
- Implementation new organizational structure

2014 (Jan – Sep)

High level
Conceptual design

2013

Case for Action

- Define
- Measure
- Analyse

4 Phased approach:

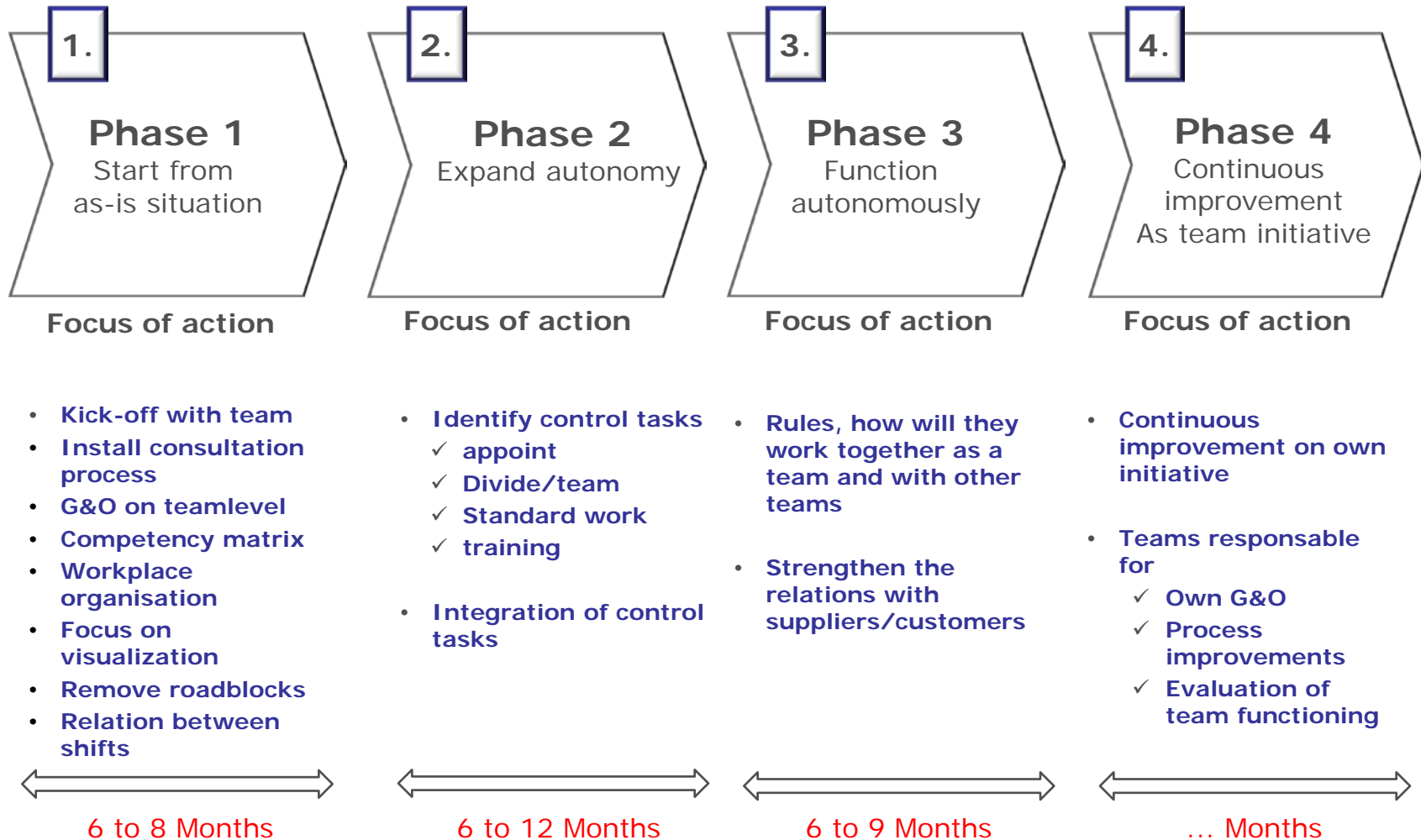
1. Analysis
2. Design
3. Consolidation & Communication
4. Implementation

Phase 1: Organizational (re)design

Phase 2: Development journey self-directed work teams

2 x 4-Phases approach: Organizational (re)design as basic for a Journey to self-directed work teams

Gradual approach to self-steering

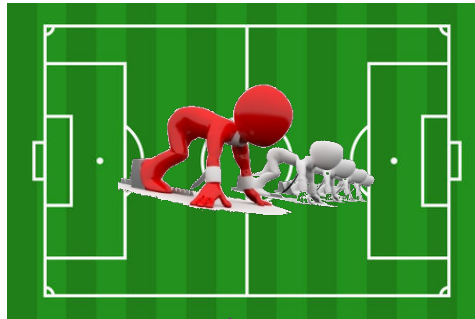
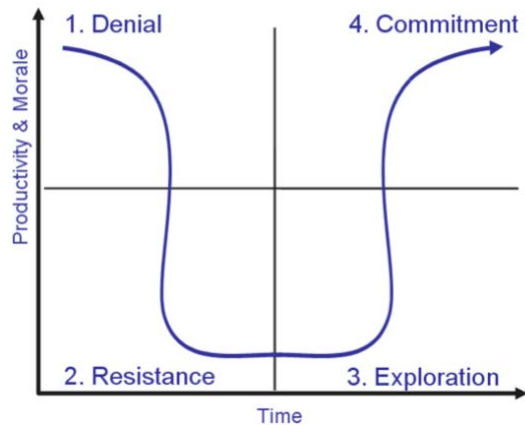


What are the main challenges, obstacles ?



Change Management

Personal Change Curve

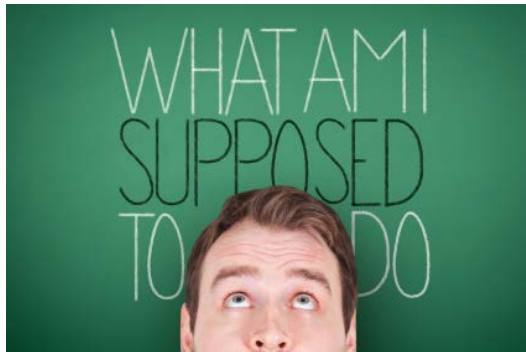


WE NEED TO INVOLVE EVERYBODY. WE WILL NEED TO USE ALL OF OUR RESOURCES.

QUOTEHD.COM

Merle Williams

Middle/Higher Management



Create clarity for everyone In the team



Clear objectives that everyone understands and supports

Clear expectations to each other, voicee and shared

Agreements on how working together and a clear follow-up of the results

The openness to respectfully discuss with each other all points at any time.

