



The communications team sat down with Paul Duncan, Immunology culture lead, who spoke to us about accomplishments he's proud of. He also talked to us about a few upcoming changes and how the culture team will help everyone thrive through the five culture elements.

In the last year, what have your experiences or observations been in this role?

One of the great parts of this initiative is that it gives us a framework to speak a common language around who we desire to be. This has been an evolution over the past year. Over that time, we rolled out the five elements and tried to make sure everyone understood what each of those stood for. More recently, we had the overarching idea of having a Janssen Brave culture. That's the north star of where we're trying to get our people to be as we move forward. One of my immediate observations has been around the element ***Open and Real***. Open and Real has given people permission to have a frank and open dialogue to say what's on his or her minds. It's given them permission that's probably existed before, but because there's a framework to work from, there's a higher level of comfort. It's set as almost an expectation. People being forthcoming with how they're really feeling is one of the biggest wins. It helps us to uncover where people are and subsequently how to move our teams forward and gain alignment.

We just celebrated 25,000 high fives. Each of these is tied to an element. By far, the most selected element is One Team All In. It speaks to the underpinning of J&J being a pretty collaborative culture in general. People want to help each other, which I think is a good thing. All five of the elements feed in to Janssen Brave. What we're trying to do is if we put all of those pieces together, we'll get to where we want to for the overall culture perspective.

What are the high fives about?

We were told people wanted more attention on rewards and recognition as a focus area. The high fives program was created as one of the things where we had a gap. It wasn't about the monetary award. It was more about getting recognized by a peer more than just say thanks. It was a way to say thanks and hear what thanks is for. Organically, it has tied back to help people increase their understanding of each of the five elements.

What does Janssen Brave mean to you?

Janssen Brave is about us pushing ourselves as a culture and us getting out of our comfort zone and being OK with challenging status quo quicker and in an appropriate way. People don't mind being challenged if they know your heart is coming from the right place. It's about improving our business impact and making it about the patients. How do we help and impact more patients' lives. Sometimes we shut down our own thinking. Sometimes we don't challenge ourselves. That's what Janssen Brave is really about. It's pushing us. Continuing to go the way we're going is good, but it's not getting us to where we could be. It's a vision to help us achieve our potential. The patients are at the center of our vision. It's one team making a difference for our patients.

Have any new faces joined the culture team?

I've been grateful for everyone on the team and their high level of engagement. We've had some new people help on the team, and it's exciting because they see the passion of the team already and want to build off of that. The Immunology culture team has been very active and we try to build upon that. Within parts of our local culture teams, we have them supporting the same goals as NA Pharm. We have a lot of energy around it.

How do you select the areas of improvement that the culture team will focus on?

We have the opportunity to create sustainability around some of the things we are doing and the initiatives we are taking. People are starting to understand that this isn't going away. Your culture is an important part of who you are. This is about how we shape the culture and decide what focus areas to pay attention to. It's up to us. We have a good structure and common language for how we're trying to build that. Culture is a function of people's experiences. We're trying to get them to change their experiences so they're where they want to be.

What culture initiatives have been successful?

Internally, we've tried to amplify a collegiate social interaction through company lunches to celebrate high fives or *March Madness* contests. We're trying to create a fun environment. One of the key roles for Immunology is going to be evolving in to open space. It's going to be a huge change from how we work. A lot of the success in other companies, like Google, focus on collaboration and innovation in open spaces. They're in an office-less type of environment. As a culture team we're going to see how we impact that and help teams see the value. We're going to talk to our teams and see where we need help. How do we create the positive experiences? Our field team is an extension of our extended Immunology culture team. The field has very different needs from ours, and they've been planning culture activities of their own such as Customer Connection Day. The day creates connectivity in the field and home office, helping each other gain understanding of different roles.

Where do you see the best culture opportunity moving forward?

Another key initiative is around how we improve the way we communicate. We took all of our regional business directors through a conversation called Brave Conversations. It's really about how we have the right conversations moving forward. How do we prevent a scenario where everyone's in the meeting and then they leave and there's the sub, sub meeting, after the meeting. We want people to get out there and express their opinion. From an efficiency and efficacy perspective, we need to get more opinions. Our biggest opportunity is to build that in to the fiber of the culture since we're not there yet. We call it Brave Conversations because if we can infuse that in to what's expected of people and advance that training through the organization moving forward, then that would have a huge impact on the quality of our meetings and how we can advance better thinking along the way. It 100% ties back to Open and Real and even Courage and Imagination. We've missed an opportunity to hear them if they don't speak up. As we look forward to the remainder of the year, another big opportunity is helping people to see what open space can be, instead of what it's not. Our greatest challenge will be that for the remainder of this year and helping people adapt. That's what we're here for.