

SERIOUS PLAY

How Creative Engagement is fueling the future of Johnson + Johnson

STEVE GARGUILO

| *Johnson + Johnson*

“Human beings have an *innate inner drive* to be autonomous, self-determined, and connected to one another. And *when that drive is liberated*, people achieve more and live richer lives.”

In the fall of 2011,

in the back of the Triumph Brewing Company in Princeton, New Jersey, a new chapter was being written at Johnson & Johnson. After business hours, off-campus, and without a single ranking executive in sight, a quiet movement was taking root in the form of the first TEDxJNJ, an event that brought life and prominence to the quirky ideas, provocative insights, and bold ambitions that were buried inside the minds and lives of this motley mix of friends and colleagues.

As participants took the stage to share their take on an idea that mattered to them, something extraordinary happened. This loose network of colleagues that gathered for an informal night of self-made entertainment became a core band of insiders who believed there was a place for this radically-open, out-of-the-box thinking and behaving at J&J. They believed that great ideas and the capacity to realize them were trapped inside the hearts and minds of their 130,000 colleagues, but that there was no way to materialize them in a culture and operating environment designed for efficiency, predictability, and profitability – the hallmarks of successful, multi-national organizations. And they worried that the highly regarded, well functioning organizational constructs that had made J&J the world's most respected healthcare company today were also the cultural and operating constraints that would prevent J&J from disrupting its competitors and transforming its tomorrow.



The people of J&J needed something that didn't yet exist – an outlet for their ideas. And for the last six years, the Office of Creative Engagement has been doing just that.

What started as an informal gathering of 60 colleagues has become a force for change at J&J – a **sophisticated, self-organizing, grassroots community of 23,000 idea-generating, rule-breaking storytellers, challengers, and changemakers** from all three sectors (Consumer Healthcare, Medical Devices, and Pharmaceuticals), all four regions (Asia Pacific, EMEA, North America, and Latin America), 73 countries, and dozens of functions, including Sales, Marketing, Finance, Strategic Planning, HR, and R&D. Connected to each other through technology, and loosely directed by the Office of Creative Engagement, these volunteers are self-appointed leaders, creators, and collaborators focused on a single goal – **INSTILLING A 24/7 CULTURE OF INNOVATION ACROSS J&J** – learning it, leading it, living it, and teaching it through their work and in their teams every single day.



That first TEDxJNJ, and the website that followed soon after, became the epicenter of sought-after conversations and experiences that attracted a community of like-minded others and inspired a culture of creativity in those who believed they had more to offer J&J than their current work environment or job function allowed. Relying on their own time, their own resources, and a shared network of tools, experiences, and relationships, community members found an avenue to **pursue their ideas, develop their creative capacity, and build their leadership skills**. Their impact has not gone unnoticed. Member initiatives have led to breakthrough medical devices; collaborations in Global Public Health; inspired relations with key opinion leaders; new partners in social enterprise; a new generation of internal thought leaders; changes to outmoded policies, technologies, and spaces; and a workforce that is fully activated, energized, and committed.

Since 2011, the Office of Creative Engagement has been focused on institutionalizing an enterprise-wide culture of innovation at J&J. This is their story of impact and the journey they've taken to put in place systems, tools, beliefs, and habits to increase creative capacity and confidence, unbury and elevate ideas, and transform ideas into action.

AND IT STARTS WITH A MAN NAMED EARLE.

Remembering

Earle

In 1920, Earle Dickson, a J&J cotton buyer working in New Brunswick, New Jersey, had a problem to solve. Upon returning home from work, he would often find Josephine, his accident-prone wife, suffering from minor cuts or burns she acquired while cooking and cleaning.

On these days, Earle and Josephine would spend their first moments together cutting neat strips of sanitary gauze, placing them on top of the wound, and then taping them in place to protect against infection. Concerned about his wife's comfort and safety, and wanting to provide her with a first-aid solution in those moments when he could not be present to tend to her, he had an idea: ***Why not create these first-aid bandages in advance so they would be ready whenever she needed them?***

So he rolled out a long strip of surgical tape, cut several strips of sanitary gauze, and affixed the folded squares to the center of the tape at regular intervals. He then took a long strip of crinoline, placed it over the gauze and surgical tape, and rolled the tape back up. Josephine could then cut a single piece of adhesive and gauze off the roll of surgical tape and conveniently tend her wound when Earle wasn't there.

Pleased with Earle's solution, and certain that she wasn't the only active housewife



EARLE DICKSON, Cotton Buyer

who might value these sterile bandages on demand, Josephine convinced Earle to present his prototype to his boss James Johnson. That's how the Band-Aid® was born.



In spite of a lackluster launch that generated only \$3,000 in sales, the leaders at Johnson & Johnson didn't give up. They made a few key changes to the product, making it more convenient to use and easier to manufacture, and they broadened their marketing strategy to move beyond the minor cuts and scrapes we get at home to the minor cuts and scrapes we get in life.

As sales took off, helping Band-Aid® ascend the ranks of the world's most beloved household brands, so did Earle ascend the ranks of leadership at J&J.



“It turns out that people who *like their jobs the most* are also the ones who are doing the best work, making the greatest impact, and changing the most.”

TRIBES / SETH GODIN

What Earle's story teaches us

about people, ideas, & value

*The conditions that allowed Earle's idea to go from **problem-solving insight to kitchen table prototype to breakthrough brand** are the operating assumptions behind the system of Creative Engagement.*

ASSUMPTION #1

We all have valuable ideas — and many of them happen when we're not on the job.

Who we are at work is a small part of who we are in life. While we are each responsible for duties and deliverables that advance the greater cause of J&J, we also have outside interests, activities, and relationships that make us more interesting and imaginative people. We never know which of our observations, conversations, and experiences will be the source of new ideas that lead to breakthrough innovation. So the more “idea friendly”

we can make our work environment, the more likely it is that opportunities for new value creation will surface from our most valuable source — our own people — wherever they are.

ASSUMPTION #2

We need more than an idea to generate buy-in and belief — we need a prototype, a story, and a support system.

Ideas alone are not enough to motivate an organization to set aside resources. For an idea to go from “interesting” to “opportunity,” it needs to be brought to life in a way that communicates the problem being solved and the value created. Prototypes — however crude — and personal stories are invaluable in illustrating an idea, enrolling advocates, and demonstrating personal commitment. The more complex and costly the idea, the more important the prototype and story are in breaking through organizational resistance, bias, and hierarchy. But for many, it isn't always

clear how to move an idea forward. To increase the realization rate of ideas, we need to provide our people with the systems, skills, and community to help them make their ideas real.

ASSUMPTION #3

When we pursue an idea, we must give it room to evolve and grow.

When implementing an idea, every stage of development is an effort to build market momentum and remove financial risk. It's also an opportunity to gather meaningful insights to further refine the execution. “Breakthrough” opportunities with the most potential are also the ones that require the most courage to continue believing in their promise — especially when the data is disappointing. The successful implementation of an idea

requires continuous experimentation with all the levers that drive value — design, manufacturing, marketing, and distribution — which requires leaders across the organization to develop a “long view” of success that allows for short-term setbacks and even failure.



THE CREATIVE ENGAGEMENT SYSTEM:

Recreating the world of Earle

The hidden element in the story of Earle is the nature of Earle himself – his ability to let his ideas flow freely, take action to make them real, and follow them wherever they needed to go. In order to unbury, activate, and advance the ideas of every potential Earle – and J&J has 130,000 of them – the Office of Creative Engagement has created a proven system for increasing the creative confidence and capacity of every individual.

Community

COMMUNITY IS THE LIFE FORCE of Creative Engagement, and growing it from 60 people to more than 23,000 in six years has involved equal parts art and science to acquire, activate, and engage members in an enterprise-wide movement to build a culture of innovation across J&J. To accelerate the community's exponential growth and maximize impact, stretching across regions, disciplines, sectors, functions, and tenure, the Office of Creative Engagement has created a system that adheres to three simple rules: **Make it open, make it easy, and make it meaningful to each individual.**

multiple touchpoints

Much more than a distribution list, the Creative Engagement community is a thriving ecosystem of touchpoints, both physical and digital, that are pulsing with member activity. Those touchpoints range in scope, scale, and detail from global TEDxJNJ offsite event programming, to skill-building curricula online and in-person, and an interactive website that serves as a social platform for collaboration and idea development. Regardless of the intensity and demand for a member's time, energy, or commitment, the goal of every new offering is the same – activate or deepen the desire for individuals to build their creative capacity and express their creativity at work and in life every day.

multiple pathways

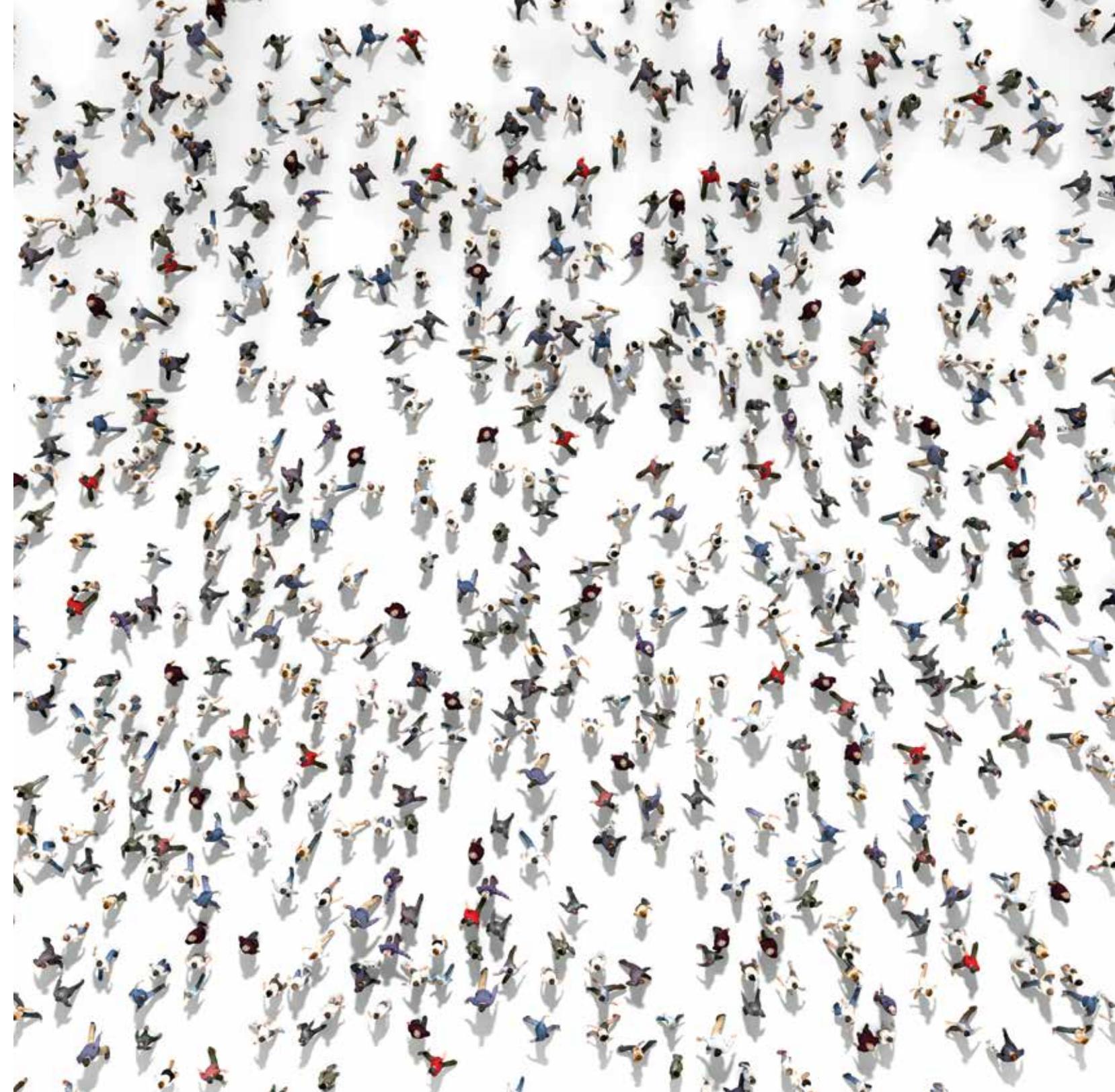
Regardless of their initial point of entry, all doors put members on a path that, based on their interests and availability, develops their creative muscle and deepens their engagement. Members choose their level of engagement and are always in control of their development path. Membership can begin with something as small as subscribing to a newsletter or volunteering to help at an event, or it can require dedicated time or preparation, like delivering a TEDxJNJ talk, volunteering to be a Campus Ambassador, coaching someone to help them build their ideas, or becoming a dedicated Culture Carrier. Whichever door a member enters, they've set themselves on the path to become a creative instigator, collaborator, or coach – depending on how they choose to develop and grow.

meaningful metrics

Embedding a culture of innovation across the enterprise requires more than a community engaged in dialogue – it requires everyday action from a network of highly skilled, deeply devoted creative leaders. It also requires data-driven insights to determine where in the world we need to disrupt the status quo, and who the best candidates are to do it. Relying on data-gathering techniques like Net Promoter Scores, and visual analytic tools like Tableau, the Office of Creative Engagement has built a sophisticated "engagement index" that, at any given moment, can determine the precise level of community engagement, identifying and segmenting

the merely curious to the determined “climber.” With the ability to view the data in aggregate at an enterprise level, or in detail at the sector, region, country, office, or job function level, the Office of Creative Engagement can partner with leaders across the organization to activate or deepen the creative engagement of their teams.

Ultimately, Creative Engagement at J&J is powered by people – people who give themselves permission to grow their creative capacity, pursue their ideas, collaborate across the enterprise, and develop into highly skilled creative coaches and stewards. It’s a community where roles are determined not by rank or tenure, but by passion and commitment, and where teams are fluid and flexible, organizing around ideas rather than function or sector. By dissolving the traditions and boundaries that keep us separate and limit what we can do together, Creative Engagement offers community members a shared purpose, a new identity, and a set of disruptive behaviors that help make us more than the sum of sectors and operating companies – they allow us to access and elevate the untapped enterprise value across J&J.



Experiences

EVERY EXPERIENCE OFFERED by the Office of Creative Engagement is a complete expression of what a culture of innovation looks and feels like. On the surface, each experience might appear to be indulgent and irreverent – a “lavish” TEDxJNJ, a field trip “adventure” to a museum, a Global Summit in Moscow. Dig deeper, and their intentional design and meticulous execution prove they are much more. Signature experiences bring the people of J&J together in a way that disrupts the familiar, inspires discovery, and encourages collaboration.

a collision of ideas

Breakthrough ideas that lead to market-leading products and game-changing business models are the coveted rewards of a culture of innovation. Impossible to predict, they are usually the result of luck, serendipity, or accident – an experiment gone “wrong,” new insights viewed through the “fresh” eyes of an outsider, a casual conversation across disciplines that reveals a previously unmet need.

To increase the frequency of breakthrough ideas within and across sectors, companies, and brands, every Creative Engagement experience is designed to expose participants to a flood of unexpected stimuli: A climbing wall becomes a career metaphor; a ball pit evokes memories of childhood; a weatherman’s green screen

invites improvisation and role play; a chocolate bar with a golden ticket to a VIP experience makes one believe in magic again; a guitar factory rekindles a true passion; surgical simulations complete with masks and gowns take patient empathy to a deeper level.

By delivering an onslaught of information to the brain and the body, sensory-rich experiences cause participants to be more open to sharing and receiving new ideas – any one of which could be a breakthrough.

a 24/7 creative mindset

Every moment is an experience to activate, inspire, and engage others, which makes it a moment worthy of reinvention. Rather than falling into the “habit trap” that plagues routine meetings, milestones, and communications, these ordinary moments of connection become ripe opportunities to apply the principles of design thinking.

Lengthy budget review and approval cycles are condensed into a single ceremony for signatories, marking the occasion with personalized pens and framed approvals. Vintage J&J first-aid kits are sourced through the Internet, restored, and filled with training materials and inspiration for Culture Carriers. A five-year anniversary is marked by a five-minute phone call where participants from all over the globe can join to give virtual high fives and say “hello.”

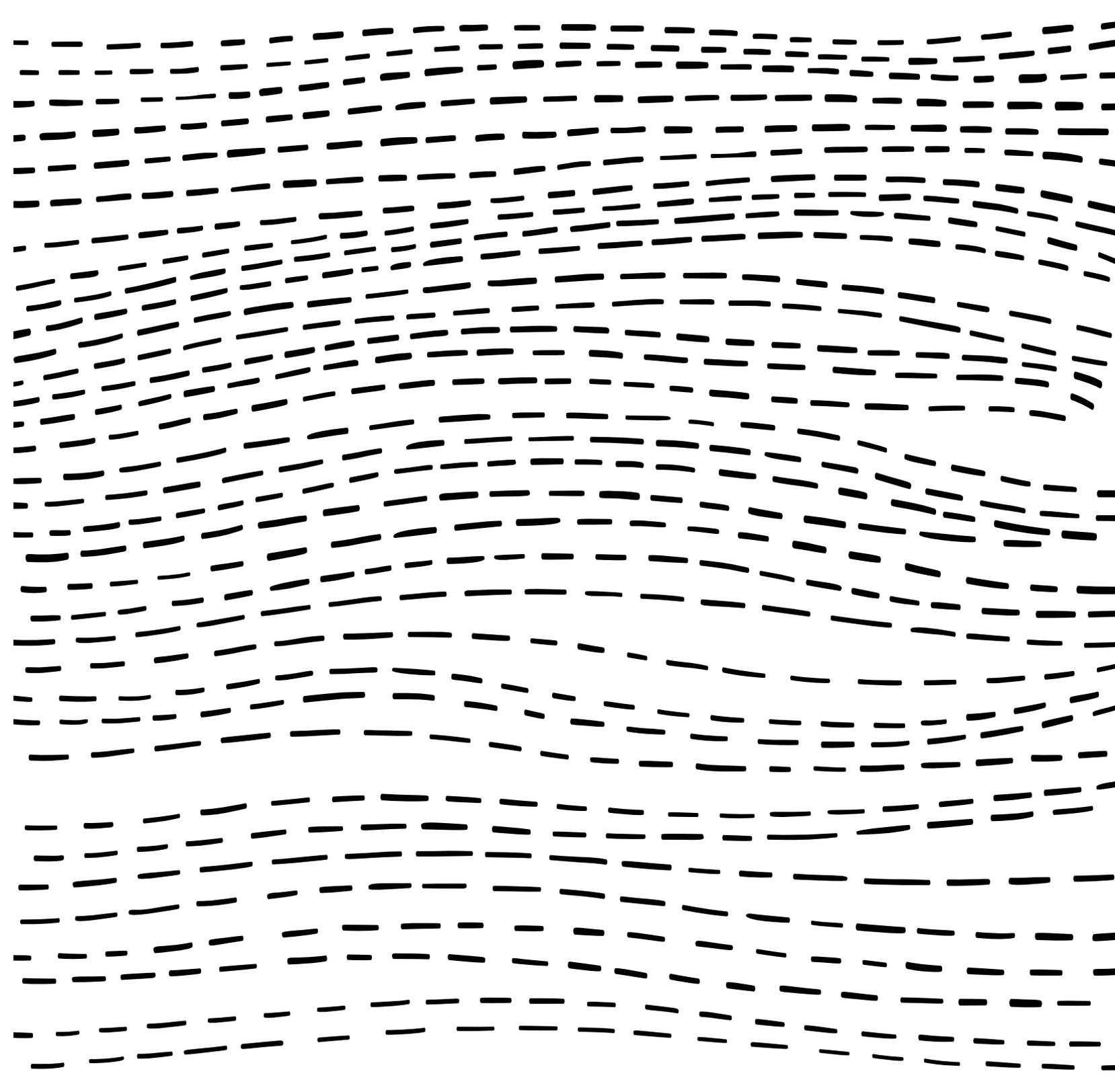
By challenging members to treat every moment and interaction as a potentially meaningful experience, participants learn to transform the mundane into the memorable and fall in love again with J&J.

a space for co-creators

Culture change is hard work, especially for those who are leading it. It requires sustained amounts of energy and optimism on the part of changemakers to keep pushing the status quo in the face of resistance, indifference, and doubt, and it's easy to grow weary.

Creative Engagement experiences re-energize changemakers as they come together to recommit to their goals. They're also a platform for forging new alliances, connecting faces with familiar names, and exploring new career opportunities and collaborations in a friendly environment.

Experiences are a powerful mechanism for catalyzing change, building community, and bringing to life the beliefs and behaviors that drive a culture of innovation. By creating an environment that celebrates intentionality and design thinking in every moment and interaction, we reinforce creative confidence by expanding creative capacity.



Skills

IT'S ONE THING TO GENERATE IDEAS and another to make them real – or at least follow them wherever they lead. When our normal learning and development revolves around the technical skills we need to succeed in our job or our function, we don't always develop the skills we need to inspire and lead change. To empower community members to be more independent and effective, the Office of Creative Engagement has developed (and continues to evolve) tools and curricula that range from the practical to the sophisticated: an Idea Responsibility Framework that helps idea owners think through the steps and stages to make their idea reality; an online curriculum and quiz to train Campus Ambassadors on how to create change at their local level; a two-day “Captivating Communications” course on how to “talk like TED.” By providing a core set of tools and skills, the Office of Creative Engagement can also ensure consistent operating standards across companies, sectors, regions, and offices.

selling through storytelling

What started as a discipline and methodology for preparing TEDxJNJ speakers for their moment on the main stage has become the leadership and development Captivating Communications course offered through Talent Development, which is open to anyone at J&J. The principles of storytelling on the red circle that hook an audience in a theatre, are the same principles that can hook an audience in a meeting, on a conference call,

at a press conference, in the boardroom, and on the THINK platform where ideas are shared and teams are assembled to pursue them: make your pitch accessible, memorable, shareable, and human. Gone are the days of data-dense PowerPoint presentations and pedestrian clip art. Today's multimedia, multi-touchpoint, highly visual messaging environment requires more than just the transfer of knowledge to engage an audience and move them to action: It requires the transfer of deep meaning and feeling, and no function, role, or interaction is exempt. Learning to replace pro forma financials with the few data points and implications that matter is as important as learning to replace “smart” scientific jargon with meaningful metaphors. Communication that captivates is communication that transcends differences in background knowledge and functional discipline to reach a larger audience.

developing and managing yourself

Leader, in the Creative Engagement vernacular, is not limited to those with titles and tenure. Anyone who is willing to assert their point of view, take ownership of an idea, volunteer to organize a seminar, or support someone else in pursuing an idea is considered a leader. In other words, permission to step outside the narrow expectations and boundaries of a job description is assumed for those who are committed to advancing both J&J's mission to help people lead longer, healthier, happier lives, and the Office

of Creative Engagement's mission to create an enterprise-wide culture of innovation. When those conditions are met, the systems, tools, development programs, and experiences are open to all, and members avail themselves according to their self-determined development path. Some may simply want to focus on developing their storytelling skills, and others may want to go “all in” as a local Campus Ambassador who leads Creative Engagement programming in their local geography, or a Culture Carrier who partners with leaders and their teams to model, teach, and reinforce core skills that are essential to an effective culture of innovation, including extreme ownership and accountability, selling through storytelling, creative fundraising, a bias toward experimentation and action, and developing and mobilizing others. Most important in accelerating the widespread adoption of new cultural behaviors, however, is for every community member to take what they learn through the offerings of the Office of Creative Engagement back to their sector, company, brand, or function and inspire new behavior in others.



activating and mobilizing others

The Office of Creative Engagement, a thriving community of 23,000+ creative people generating ideas and taking action, has succeeded using the principles of grassroots marketing – creating a vision to believe in; creating a place for members to convene, communicate, and realize that vision; and providing members with access to essential skills they can't get anywhere else to help them increase their effectiveness and impact. This is the formula sparking a movement, fueling rapid and widespread adoption, and monitoring its success, and these are the skills every community member will need when they lack access to dedicated resources and skills to help them meet their goals, either within the context of Creative Engagement initiatives, or in their day-to-day role.

The model of creative leadership built around the universal desire to learn and grow is “funded” in large part by the personal and professional growth aspirations of community volunteers, eager interns, and organizational leaders who want to increase the creative confidence and capacity of their teams. Whether one is organizing a TEDxJNJ event, leading an initiative to incentivize failure, or developing a pet project that could lead to new products and competitive capabilities, community members learn the art of building belief, delegating responsibility, managing fluid teams, and sharing success – skills

that have value beyond Creative Engagement. They are leadership and “success” skills that can also be practiced in one’s function, one’s community, and one’s home.

The skills promoted

by the Office of Creative Engagement are essential skills for transforming a culture of caution into a culture of spontaneous creativity and continuous innovation. Because they transcend the expertise acquired through tenure, job function, or technical discipline, the people of J&J would have no other way to learn the skills of storytelling, organizing and implementing change, or convening and leading others. By providing essential curriculum, on-the-job leadership, and development opportunities, as well as a supportive and forgiving community in which to practice, the Office of Creative Engagement provides a well-worn path for accelerating one’s mastery in order to inspire and lead others. Community members simply opt-in to take charge of their growth, rather than waiting for the right course or development path to find them.





People, Ideas, & Value

These are the stories of impact from the people of J&J. They are the evidence of a system of Creative Engagement in action.

Tucked away

in a small office of 28 people in Orlando, Florida, Dawn Epstein was feeling very far away from J&J.

Having spent the first 11 years of her J&J career in sales training for Ortho Clinical Diagnostics, she felt she was out of learning opportunities and decided to try something new.

As the first Director of Performance Coach Development at Johnson & Johnson's Human Performance Institute (HPI), Dawn was tasked with recruiting, training, and developing the coaches responsible for delivering HPI's Corporate Athlete Program. While she was thrilled with the opportunity to define her role and the experiences she would create for the coaches to help them better serve their clients, she was feeling somewhat isolated from the relationships and resources she drew from when she worked and lived in New Jersey, near the epicenter of J&J. So when Dawn's new manager suggested she

attend the 2015 TEDxJNJ "Get Moving" event in Bethlehem, Pennsylvania, she jumped at the opportunity to reconnect. After two days of being immersed in provocative conversation and interactive experiences with a few hundred other J&J participants, she was so inspired by

"We talk about innovation and the fact that we need to be innovative as an organization, but we've never had a *structure* or *framework* for doing it — the Office of Creative Engagement is changing that."

DAWN EPSTEIN

the Creative Engagement community and their ideas that she became one of them.

When the Office of Creative Engagement announced that they were



DAWN EPSTEIN, Delivery Operations Leader at J&J's Human Performance Institute

seeking candidates from across J&J to participate in an experimental 10-month leadership program to build the innovation and leadership skills of a 24-person cohort of changemakers, Dawn went for it. She brushed aside her early misgivings that the program might prefer Millennial applicants early in their careers, and figured she would give it a shot – there was a lot she still wanted to learn, and a lot she believed she could offer.

The Creative Engagement team agreed.

Dawn was thrilled for the opportunity to learn and grow, but also frightened by the weight and ambiguity of her xL

assignment, “How to Incentivize Failure at J&J,” a topic that is rarely discussed at J&J, let alone exalted. But driven more by curiosity than fear, Dawn assumed

ownership of the controversial topic and assembled a team of volunteers from across the enterprise, including representatives from Consumer Healthcare, Medical Devices, and Pharmaceuticals, with experience and seniority ranging from a Senior Director to a Co-op,

and led the team in developing a point of view over the next several months. This work inspired her to develop her own TEDx talk, “Well Intentioned Failure.” She delivered her talk on the main stage

“Creative Engagement has served as a connection to other leaders within the enterprise and across operating companies. I can’t even quantify the value this has brought me in terms of new ideas and opportunities for growth.”

DAWN EPSTEIN

at the 2016 TEDxJNJ “No Boundaries” event in Easton, Pennsylvania, and at the 2017 Regional Leaders meeting for the top 200 J&J executives in North America and Latin America, kicking off a workshop around talent.

The talk and topic were met with great enthusiasm from the TEDxJNJ audience (and greater community of J&J) that has followed Dawn ever since. Upon receiving several email messages and inquiries to learn more, Dawn created a companion workbook that, together with her TEDxJNJ video, became a portable workshop she could take on the road and make available to self-help teams and their leaders.

To date, Dawn has facilitated several workshops with J&J leaders who want to ignite greater risk-taking and creativity in their teams. By sharing personal “failure” stories and exploring the role setbacks have played on the road to success, Dawn facilitates a workshop in

which team members are encouraged to embrace new language, new habits, and specific goals to amplify creativity in their work each day.

By continuing to help leaders and teams deepen their dialogue around a topic that has traditionally been taboo, Dawn is helping to dismantle the greatest fear that stands in the way of greater innovation and creativity at J&J. 🍷

“Blown away”

was Derek Fetzer’s reaction upon attending his first TEDxJNJ, the 12.12.12. “Caring for the Future” event in Jersey City, New Jersey. Event organizers had promised an experience that would break down organizational silos, and that’s exactly what happened for Derek. The IT expertise and demonstrations he saw that day went well beyond maintaining firewalls and websites, which shattered his preconceived notions about J&J’s in-house IT capability – he discovered an under-leveraged resource of IT experts who were savvy with technology and passionate about healthcare.

Deeply devoted to making a difference in the lives of others, Derek came to J&J in 2005 because he “wanted to be part of a company that had more meaning and purpose beyond just making a profit.”

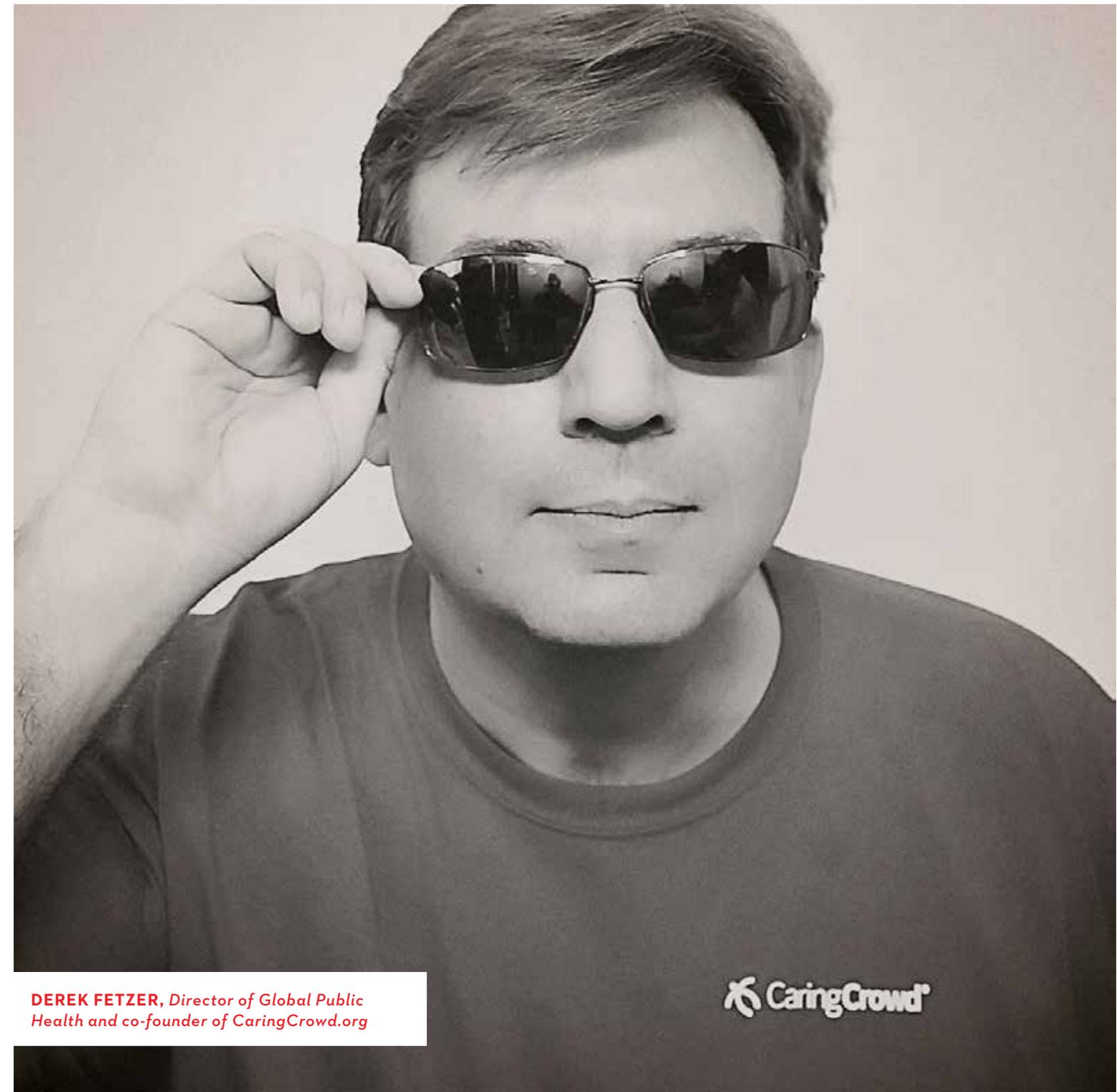
He started out supporting J&J’s drug treatment for HIV, Prezista, and followed that with similar efforts to support treatments for Hepatitis C and tuberculosis. After a

few years working with Infectious Diseases, Derek saw an opportunity to take what he had learned to a new level, joining J&J’s newly formed Global Public Health group.

“Creative Engagement allows us to *adapt ourselves* to the world and its ever-changing needs, inspiring new businesses, and living **Our Credo**. Without creative engagement, the organization would just wither away.”

DEREK FETZER

A native of Lima, Peru, Derek was no stranger to the healthcare challenges of developing countries. Inspired by the informal network of local healthcare volunteers in his country, he wanted to help these “everyday heroes” who were living in



DEREK FETZER, Director of Global Public Health and co-founder of CaringCrowd.org

underfunded, under-served communities that had limited access to medicine and healthcare.

Recognizing that smaller healthcare non-profits had much to offer these communities, but were often challenged to meet the size and scale hurdles required for collaborations with J&J, Derek and his colleague, John Brennick, wondered

if a Kickstarter.com model might have a place in the world of global public health. They developed a vision for a J&J-owned and operated crowdfunding platform, CaringCrowd.org, that would allow anyone, anywhere to initiate a public health project of any size, focus, or scale, and enlisted the support of J&J's IT department.

In three months they launched a beta site. In 2016, they went live at the Global Citizen Festival, and in 2017

they received the People's Choice Award at the SXSW conference.

With 45 funded projects supported by 2,500 donors (including matching by J&J) who have pledged \$350,000, Derek's vision for democratizing funding for global

public health initiatives is finally being realized. Early projects have enabled pediatricians in India to perform life-saving heart surgery, improved health literacy in Kenya, and delivered the first ultrasound unit to a community in the Democratic Republic of the Congo.

And while the early impact is substantial, it is only the beginning. 

“TEDxJNJ allows for that cross-fertilization and provides space for people to connect, to start dreaming, to think of better ways to do things.”

DEREK FETZER

“In order to create one contagious movement, you often have to create many *small* movements first.”

THE TIPPING POINT / MALCOLM GLADWELL

Beloved Leader

and gifted storyteller,

Gary Fair was invited by one of the many people he had mentored to give “the talk of his life” at the 12.12.12 TEDxJNJ event held at the Liberty Science Museum in Jersey City, New Jersey. No stranger to the main stage, he warmly accepted the offer. Over the course of his nearly 40-year career at J&J, Gary had given his fair share of fact-filled, chart-driven, acronym-loaded PowerPoint presentations – hallmarks of rigorous thinking, studious preparation, and good leadership. He figured this would be just another ordinary meeting at J&J.

Boy, was he wrong.

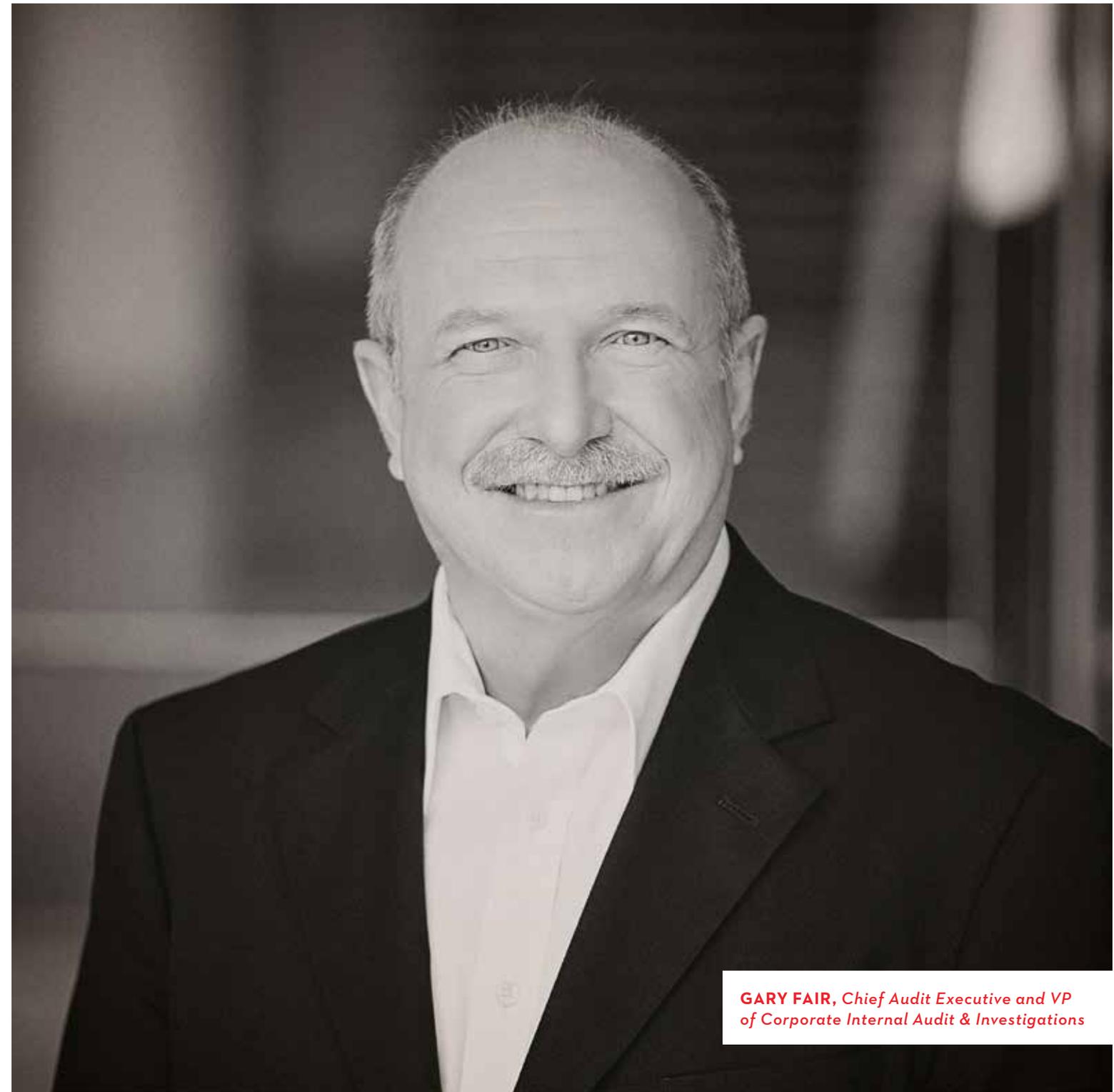
What Gary experienced on the stage and in the audience that day was the initiative and imagination of an impatient, enterprising community that was driving – and would soon be leading – the future of J&J, and they were thinking, communicating, and acting in a whole new way. He sensed a movement underfoot

that could solve the age-old mystery and popular talking point among senior leaders at J&J: how to make people across the organization more creative.

“For those who think that Creative Engagement is just some touchy-feely, ‘nice’ thing to do, it’s really an imperative. It’s the way to win because turnover is the silent killer of an organization.”

GARY FAIR

When Gary, a seasoned executive, found himself in the middle of a very unconventional “meeting” that was organized, led, and dominated by 30-somethings, he had a choice. He could sit in judgment and fear, resisting the unconventional and unfamiliar, or he could



GARY FAIR, Chief Audit Executive and VP of Corporate Internal Audit & Investigations

see it for what it was – an invitation to the future – and help it along.

By suspending judgment and stepping in, Gary helped accelerate the community's growth, legitimize the movement's leadership, and transform the effort from being a "fringe" activity in IT that was coordinated by a voluntary team of "headstrong," boundary-breaking Millennials, to a mainstream strategic initiative with dedicated leadership, resources, visibility, and sponsorship.

Believing in the young movement's potential, and concerned that the grassroots effort had grown beyond the strained capacity of its part-time, voluntary organizers, Gary became sounding board

and mentor to the movement's key thought leader, Steve Garguilo, a Millennial on a mission to create a culture of innovation across J&J.

Impressed by what Steve and his band of insiders had built after hours and on weekends – a cutting-edge engagement experience for sharing ideas, a technology platform for building community, and an active following of 4,000 members that represented every dimension of J&J – Gary also became the movement's first executive advocate and "whisperer."

He reached out to the one person he believed could be instrumental to the movement's direction and growth: Peter Fasolo, EVP and Chief Human

“People don’t quit because somebody else offered them more money. People quit because they don’t see an opportunity to develop, to get a better job, to make a bigger impact, or to be recognized and rewarded.”

GARY FAIR

Resources Officer. **And he was right.**

With the help of Peter's advocacy and sponsorship, the Office of Creative Engagement became a dedicated resource in HR Corporate Services.

Five years after its founding, it is focused exclusively on building an enterprise-wide culture of innovation at J&J by developing the creative confidence and capacity of its 23,000+ members through provocative programming and curricula, targeted coaching and leadership development, cutting-edge technology and tools, sophisticated analytics, and high-touch communications.

To date, nearly 250 events and experiences have been initiated, designed, or hosted by community members from Warsaw to Shanghai. They include local TEDxJNJ's, interactive salons, and "Adventures" that immerse participants in local culture and cross-sector team-building. In any given week

there is a new TEDxJNJ, adding to the more than 400 videos of the provocative and inspiring ideas generated by the quiet curiosity and mind-blowing brilliance of the people we sit next to every day.

The gift of Gary's leadership did more than change the future of Creative Engagement. It is changing the face and the future of J&J. That's the difference a single leader's voice can make. 🌀

Sixty seconds

is all it took to radically alter the career trajectory for Ken Fernandez Prada. As a biomedical engineer who had already spent a few quality years in research labs designing treatments for cerebral aneurysms and kidney cancer, Ken knew he would need more than a background in science and engineering to make a meaningful difference in the future world of healthcare – he would also need a background in information technology. Convinced that the future of healthcare was not in the lab, but in the connectivity and analytics of the data, Ken joined J&J’s IT Leadership Development Program in 2011. His timing couldn’t have been better.

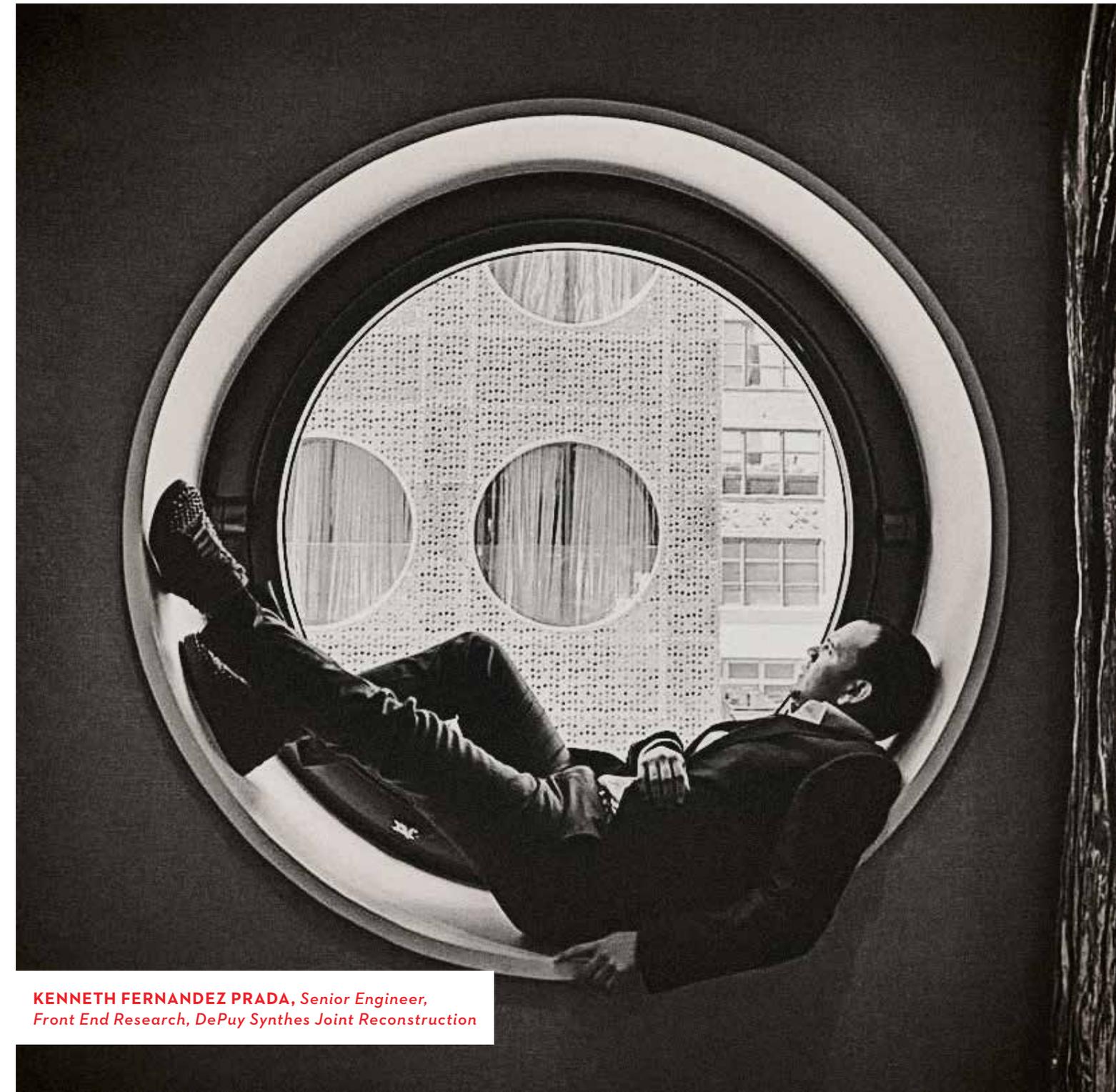
Early into his first rotation, Ken became part of a grassroots initiative to host the first TEDx for J&J, where fellow colleagues from across the enterprise would share a story about something that was personally meaningful to them. The evening was designed to inspire new thinking, new

conversations, and new relationships, but it led to something even more for Ken – a career-changing collaboration.

“Creative Engagement is an avenue to get your ideas out. It provides that *pathway*, those *connection points* that you would not otherwise have. It allows you to speak out and talk to other people and share ideas and collaborate.”

KENNETH FERNANDEZ PRADA

One of 12 audience members invited to give a spontaneous one-minute talk, Ken seized the stage to share his vision for taking J&J’s expertise in devices and patient care, and fusing it with the power of information and mobile technologies to create a “last mile” healthcare solution that would make basic healthcare accessible to all.



KENNETH FERNANDEZ PRADA, Senior Engineer,
Front End Research, DePuy Synthes Joint Reconstruction

Ken wasn't the only one who thought it was a good idea. His 60-second pitch inspired several audience members to help Ken make his idea real. Together, they worked nights and weekends to create ProxiCare, a handheld device that allowed doctors to monitor basic patient data, including pulse, temperature, and ECG, wherever there was a GSM signal.

ProxiCare didn't just break new ground in terms of what J&J could achieve in the nascent field of biomedical engineering and IT. It also became a new way of working, where members learned the skills of building physical prototypes, co-opting in-house data analytics capabilities to run data simulations, building teams across divisions, and continuously pitching their

ideas – all valuable skills for any business builder or entrepreneur.

What started as a mission to deliver a single IT-enabled healthcare device

put Ken on a path to continue his IT-enabled collaborations – across sectors, businesses, and functions – always with the single-minded focus of improving patient-centered outcomes.

His collaborations include Starlight,

a clinical study at Janssen to predict a schizophrenic relapse in patients using commercially available wearables and patient-reported outcomes through mobile surveys; MORECare, a portable blood-testing device that COPD patients can use at home to predict and prevent the onset of a potentially fatal exacerbation;

“Creative engagement allows you to have a horizontal organizational structure where you can talk to anyone, regardless of title.”

KENNETH FERNANDEZ-PRADA

the eBASMI sensor that allows doctors of patients suffering from ankylosing spondylitis, an inflammatory disease of the spine, to monitor disease progression daily and from afar, rather than relying on infrequent, inconvenient, in-person office visits; and the Electronic Component Positioning (ECP), a project within DePuy Synthes that relies on one of the eBASMI sensors to improve the accuracy of individual cup placement during hip replacement surgery (essentially a low-cost and disposable navigation method), making patients more comfortable post-op while dramatically driving down operating costs.

Today, Ken is a Senior R&D Engineer at Depuy Synthes in Warsaw, Indiana, and the “go-to” guy for everything sensor-related at J&J. His current project is PROMetheus, which uses artificial intelligence and machine learning to aggregate and analyze patient data, including pre/post-op, patient-reported outcomes, sleep pattern activity, electronic medical

records (EMRs), inventory information, and case planning to individualize surgical solutions and patient experiences. For Ken, this is the ultimate J&J win – owning and operating the leading IT-enabled healthcare ecosystem proof-of-concept that brings together patients, practitioners, and providers. The system also takes advantage of J&J's newly developed expertise in data science and the center of excellence in Providence, Rhode Island.

Ken's wide-eyed curiosity and patient-centered philosophy have attracted opportunities in Pharmaceuticals and Medical Devices, and invited collaborations at every level. He embodies a fully-realized culture of innovation: an endless well of value-generating ideas, a willingness to step forward and lead, the ability to move fluidly across organizational boundaries and hierarchy to get things done, and a commitment to sharing success.

And it all started with 60 seconds and an idea. 

What fuels

Celia Hills in her work every day is the same thing that fuels the community of Creative Engagement: novelty, camaraderie, and purpose.

As Associate Director in Submissions Management, Celia Hills operates at the intersection of science and marketing, opening up the global gateway for some of Janssen's products. Her work allows her to experience the two sides of her character – the serious and the social. Her skills for scientific rigor and procedure that she developed early in her career while researching leukemia and ovarian cancer complement her team-building skills and social gravitas she naturally exercises while shepherding new medicines and products through the cryptic hurdles of regulatory approval around the world.

With 30 years' experience at some of the world's most successful pharmaceutical companies (including the last 12 years at J&J), Celia has seen a lot of change

in the industry in the form of increased competition, consolidation, and complexity. Every day, it seems, radical advances in science and technology result in new regulatory requirements that can make or break the go-to-market plans for Consumer Healthcare, Medical Devices,

“I’m about building teams, bringing people in, and bringing them together, and Creative Engagement has given me an opportunity to do that *with a wider group of people, not just the people I work with every day.*”

CELIA HILLS

and Pharmaceuticals.

And while Celia is really good at her job, navigating the changing rules,



CELIA HILLS, Associate Director, Submissions Management, Global Regulatory Affairs, Janssen Pharmaceuticals

restrictions, procedures, and protocols of global regulatory agencies, including the Federal Drug Administration (FDA) in the United States and the European Medicines Agency (EMA) in the European Union, it takes a stressful toll in the form of long hours, detailed record-keeping, tense conversations, and the uncertainty of waiting.

So when a colleague invited Celia to the 12.12.12 TEDxJNJ event at the Liberty Science Museum in Jersey City, New Jersey, Celia didn't hesitate with her "yes."

Shortly after, she found herself in the middle of an intellectual and sensory overload, surrounded by acrobats and photo booths and robots, dancing with Millennials underneath a canopy that

rained confetti, improvising a weather forecast in front of a professional green screen, and listening with rapt attention to the provocative ideas brought forth by colleagues she might not have otherwise met.

It was then that Celia saw a new side to the cautious, conservative, and conventional company she knew. She saw a new opportunity to think, act, and live in a whole new way: with giant curiosity, fearless imagination, and a community that stretched far

beyond the names and faces she worked with every day. If this is what a culture of innovation looked like and felt like, Celia wanted in.

From that moment on, Celia became an active participant, co-creator,

advocate, and leader for everything related to TEDxJNJ. For Celia, TEDxJNJ was an experience that brought people together from across the company by dissolving organizational boundaries and flattening organizational hierarchy, and she wanted to do everything possible to recreate the experience of spontaneous creativity, provocation, energy, and insights for others.

Celia's Creative Engagement journey started as a participant in the first Captivating Communications course that was based on the TEDxJNJ speaker preparation and coaching sessions. From there, she advanced to the main stage at the TEDxJNJ "Get Moving" event in 2015 with her own talk on Death and Dying, a topic that she had been investigating in her personal life and wanted to share with others. Having experienced the genuine encouragement of a devoted support network that welcomed all ideas – especially the unconventional ones that most interested Celia – she

volunteered to lead the speaker selection and coaching for the TEDxJNJ "No Boundaries" event in 2016, where she stretched her boundaries even further as the main event emcee.

Today, Celia continues to contribute any way she can to help institutionalize an enterprise-wide culture of innovation – the grand mission of the Office of Creative Engagement.

While she always loved her work and did it well, Celia had much more to offer J&J. Creative Engagement gave her a platform fueled by people, optimism, and ideas, to do just that. It gave her a new avenue for personal and professional growth and expression, reminding us that our careers aren't over until we say so – until we choose to stop learning, creating, experimenting, growing, and playing. 🍷

“A lot of people have good ideas, but *don't always feel comfortable sharing them in a corporate environment* — they're afraid of being judged or ridiculed.”

CELIA HILLS

Twice Jaded

by large, corporate work environments, Kristin came to J&J looking for more than the right job fit, she was also looking for the right culture fit. Six years out of college, she already knew what she didn't want – a traveling gig that had her spending more time at client sites than on the company campus, or a toxic work environment that presented an image of connection and community in public while undermining employee initiative and creativity in private.

What Kristin wanted, plain and simple, was a place to call “home.” A place where she could learn and grow, where the people she worked with were people she could play with, and where she would have the freedom, resources, and runway to make a meaningful difference in the world.

What might seem like a tall order to some, is table-stakes for Kristin and her peers – the Millennial generation that is rapidly taking over the workplace and

operates with a very different set of rules and values. They don't wait for permission, they give it to themselves. If they're not texting, tweeting, learning, or creating, they're bored. And if they're in a job or relationship that's not working, they won't

“I think we could do a much better job company-wide at being more open to new ideas, more open to failure, and more open to taking risks — these are *the very principles and mindset Creative Engagement is focused on driving.*”

KRISTIN SPIES

stick around and fake it. Because the last thing this generation has is a surplus of money or time.

They may have been raised with on-



KRISTIN SPIES, Transportation Operations Manager, Customer & Logistics Services

demand access to people, information, and entertainment, but they also grew up with not one, but two global recessions that formed a sullen backdrop to their adolescence and the ever-present uncertainty of terror that started with 9/11. For this generation, every moment they spend doing something that isn't making the world better, they feel as though they're making it worse.

So when Kristin joined the Customer and Logistics Services organization (CLS) as a Supply Chain Analyst, it's not surprising that she immediately sought out information, learning opportunities, and activities relating to innovation. Her inquiries

were enthusiastically received by a supportive manager who pointed her in the direction of the first official TEDxJNJ, which was taking place on-campus in Raritan, New Jersey.

While that first TEDxJNJ experience was impressive in terms of size and sophistication, what most excited Kristin is that the people of J&J saw a need they wanted to fill – the need to be more creative and innovative – and took the initiative to create a multi-sensory experience that would begin to address it.

It was a true grassroots effort powered exclusively by a committee of passionate and tireless volunteers

“By participating in these experiences and being connected to this group of people, I really truly believe that it is within *one person's power to have a big and positive impact on the culture of a large, multi-national corporation.*”

KRISTIN SPIES

from across the organization that made Kristin proud to be part of J&J, and even prouder to become part of the Creative Engagement movement.

Kristin joined the planning committee for the 12.12.12 TEDxJNJ “Caring for the Future” event at the Liberty Science Center, volunteering to execute what seemed to be peripheral venue details, “Bathrooms, Elevators, and Stairs.” But as any TEDxJNJ volunteer quickly discovers, every assignment is what you make of it. Creativity is about imagination, ideation, and collaboration. It's about picking yourself to lead, and giving yourself permission to reimagine and reinvent the world around you – products and services, systems and processes, policies and procedures, roles and places – in response to a challenge or problem. For Kristin, her job was to reinvent the common areas to make them meaningful again.

And she did. From simple, whimsical mustaches affixed to bathroom mirrors, to the elaborate placement

of Our Credo, where each line was emblazoned on the steps of the grand staircase – an environmental “detail” that wound up becoming the centerpiece and ceremonial beginning of the two-day event.

That first volunteer experience catalyzed Kristin's belief in creativity as a path to enterprise-wide innovation, gave her the confidence to show up in a bold new way every moment of every day, and gave her access to a passionate community of co-creators, inspiring her to keep giving, keep growing and keep learning.

Six years later, Kristin is an Operations Manager in Customer and Logistics Services, in charge of a \$140 million transportation budget supporting Consumer.

Six years later, she's coaching VPs and their teams to be more innovative.

Six years later, this Millennial is still engaged.

Six years later, she's still at J&J. 

Given the chance,

we all have the capacity to lead, which is how Ole Lagatie, a “scientist with a twist,” became one of Europe’s most notable Creative Engagement activists and changemakers. When Ole’s local management decided to create a “One Team” experience to bring the 100-person team of Janssen Diagnostics together for a day of team-building, Ole raised his hand to help organize it.

A Belgium-based research scientist, Ole spends most of his time behind a computer or in a lab exploring less invasive, more “field-friendly” methods for diagnosing infectious diseases, with a current focus on parasitic infections of the skin and gut. His work is an important part of the public health ecosystem involving the World Health Organization and Janssen Pharmaceuticals to get life-saving medicines to the people who need them most – people in the developing world who often can’t afford them. And while he is deeply inspired by

the profound impact of his work, there’s more to Ole than his daily responsibilities allow him to express.

Ole is a people person. He gets his energy from human interactions that challenge him to think and grow, allow him

“Creative Engagement is a mindset. I think about it during the whole day: *How can I be more creative? How can I do my work better? It becomes part of my thinking. It is part of who I am.*”

OLE LAGATIE

to express his ideas and inspire others, and give him a sense of community and connection. So when he volunteered to help organize the “One Team” experience for his



OLE LAGATIE, Senior Principal Research Scientist, Janssen Diagnostics

department, he wanted to do something that focused less on PowerPoint and more on people. To inspire more creative team relationships, Ole sought to deepen the human ones. He believed that personal stories would allow him and his colleagues to learn more about the quirks, passions, and curiosities hidden behind the lab coats, protective eyewear, computer screens, and conference tables, and that this would require a whole new way of thinking about the “One Team” agenda.

So he met with the Office of Creative Engagement, which had already led several successful TEDxJNJ events. What he sought were best practices. What he got was an

invitation to help build an enterprise-wide culture of innovation at J&J, and the opportunity to do it with an inspired peer group of Campus Ambassadors from around the world who were creating

local experiences to help break down functional, geographic, and organizational silos while stimulating new thinking and creativity.

Today, Ole has become a leading voice for innovation in EMEA. Building on the “One Team” agenda, Ole is a Regional Ambassador for

Belgium and the Netherlands, chartered with activating and inspiring others. He has recruited and developed a team of eight additional Campus Ambassadors,

“The connections I make through Creative Engagement are bringing my day-to-day work to a new level by allowing me to get in touch with other people, other skills, other experiences, and other ideas that I would otherwise not have had.”

OLE LAGATIE

coaching them in the development of experiences that reinforce team-building and creativity. He is contributing to the future design of the Belgium campus, sharing his ideas and insights regarding the social and environmental conditions that foster a culture of innovation. He was also a featured speaker on Creative Engagement at the 2016 Regional Leaders Dialogue for EMEA, sharing his idea for creating a mechanism to test how well innovation was thriving. Inspired by the Apgar assessment used on newborns to measure vital signs, Ole designed metrics to measure the effectiveness of innovation.

People like Ole – independent contributors, specialists, and artisans – often face organizational limits to their growth as leaders. Trapped in conventional hierarchies, there just aren’t enough “grades” that allow everyone to develop their skills for leading people and projects. Creative Engagement changes that, opening a world of

expanded opportunities for the curious self-starter to build their leadership skills and accelerate their growth.

When Ole raised his hand, he did more than serve an important role in developing his team – he made a priceless investment in himself. He unwittingly set himself on an alternate leadership track that allowed him to express more of who he was. While he is still a scientist at Janssen, he has stretched himself to become so much more, including a creative activist, a thought-leader on innovation, and a role model for others to follow – and we are all the better for it. 🍷

Solving problems

is what Cherry Chen loves most. It's also what makes her a very effective ambassador for Creative Engagement, because it's not enough for her to cultivate an environment that welcomes new ideas – she's also driven by a need to make them real.

Cherry works in Consumer Science, at the intersection of what consumers want and what science can deliver. Based in Shanghai, in J&J's Consumer R&D Center, she's focused on product innovation for Johnson's Baby and Da Bao, one of the leading family skincare brands in China. Part scientist, part marketer, she spends her time doing quantitative and qualitative analysis in search of consumer insights to help inform product discovery, design, and decision-making in R&D.

Cherry is one of those unusual people who is as comfortable in the controlled environment of a laboratory as she is in the observational world of the field.

Whether she's working with what is known or exploring what is possible, she uses her fluency in both science and sense-making to enable others at every stage of innovation, from identifying problems, to imagining solutions, to taking action. Cherry navigates

“Creative Engagement is a platform that brings people together who share the same values — it gathers the changemakers in a company who use their influence with others to make a difference.”

CHERRY CHEN

between scientific facts and consumer feelings because she knows that wherever the two meet, there is opportunity. She also knows that where she sees opportunity,



CHERRY CHEN, Senior Scientist, Consumer Research & Development, Shanghai

others see limitations and boundaries, which is why she reached out to Creative Engagement. She needed a platform to help disrupt and broaden the mindset of her Shanghai colleagues, and TEDxJNJ was a proven path to achieve it.

What began in 2014 as a forum for gathering the people of Consumer R&D has evolved into a cross-sector ritual of building community, capturing imaginations, and empowering participants to better serve the highest interests of Our Credo—and Cherry is there every step of the way as curator and coach, helping individuals and teams increase their impact by generating ideas and transforming them into action.

When a colleague from Singapore presented his idea at TEDxJNJ-

Shanghai in 2016 to provide 3D-printed fingers and hands to disabled children in Asia, he transformed these normally reticent scientists into social activists

by introducing the emotional side of empathy. Deeply moved by his presentation that illustrated the impact a \$40 device had on a debilitating human challenge, they immediately set out to develop an alliance with HandsOn, a social

enterprise devoted to solving social issues through technology. They co-created a workshop for the long term, to teach J&J employees how to make 3D-printed hands and held their first workshop in 2017 to print – pro bono – fingers and hands for 10 physically disabled children.

“I work in the Consumer sector, the smallest division at J&J. Creative Engagement allows me to access a broader community — without it, my exposure to new thinking and ideas is limited.”

CHERRY CHEN

When Neutrogena decided to explore a direct sales channel, combining online and offline sales in a flagship store, Cherry was pulled in to facilitate. When others feel intimidated by unfamiliar challenges, Cherry shines, and through dialogue and deep listening, she artfully brought others along a path of discovery and design, demystifying the process of innovation along the way.

When a local colleague wanted to design a work environment that would attract more Millennials, Cherry was consulted for her ideas. She introduced the concept of design sprints, using Google Ventures’ five-day methodology to accelerate the dialogue and decision-making. At the end of the first workshop in February 2017, the team had a clearly defined solution they wanted to pursue. At the second workshop in March, they had a detailed action plan that included a program launch in June.

When her Campus Ambassador colleagues were struggling to find

sponsorship and resources to send them to the annual Global Summit where they would work together to formulate plans and share best practices for institutionalizing a local culture of innovation, Cherry made a two-minute video offering three techniques to support them in their quest.

Whether she’s engineering innovation for a product or an experience, Cherry always starts with the user in mind. As an active changemaker for Creative Engagement, this includes not just the target for an innovation, but also the people creating it.

Driven by curiosity, motivated by impact, and fueled by human connection, Cherry Chen found her place at J&J through Creative Engagement. Not only did it allow her to serve her own needs, it also gave her a platform to serve others, enabling their creativity and building their confidence. 🧠

What happens

when your vision for TEDxJNJ is larger than your budget, and none of your colleagues wants to take the stage? That was the situation Natalia Krivosheina found herself in when she stepped up to co-host the first TEDxJNJ on the Moscow campus in 2014.

Natalia works in Procurement, a resource hub that manages spending approvals and analytics that all departments and functions rely upon to keep their organizations running efficiently and profitably. Her role gives her visibility into every function, from marketing to logistics to IT, which is how she first learned about TEDxJNJ.

In 2014, when Stanislav Korotygin from IT suggested the Moscow office get involved in the Global TEDxJNJ, “Pure Imagination,” that would broadcast talks from offices around the world to viewers anywhere in the J&J community, Natalia didn’t hesitate to lend a hand. She was eager to share the creativity of her Russian colleagues with the

rest of J&J, and a tele-bridge connection to the “Pure Imagination” conference was a great way to start.

With just two months to plan the first Salon, no budget at hand, and no internal

“Creative Engagement allows us to connect with people from many countries and at many levels. When we come together we feel less constrained by protocol and tradition, and we’re more open to people and ideas. It really feels like we’re one team.”

NATALIA KRIVOSHEINA

speakers who wanted to take the stage to share ideas of their own, Natalia and the Russian TEDxJNJ team did what any



NATALIA KRIVOSHEINA, Procurement Shared Services Lead, Russia & CIS Cluster

world-class creative team would do – they improvised. They threw out the recommended playbook for producing TEDxJNJ events and approached every design element with fresh eyes.

From speaker selection to resourcing to video production, Natalia and her small team of volunteers reinvented the TEDxJNJ formula to reflect the local culture and organizational constraints without sacrificing the desired impact – an engaging experience that would energize the local J&J community with new ideas to inspire more innovative thinking.

When business leaders turned down her requests for funds to create a more festive, TEDxJNJ-branded atmosphere in the presentation and screening room,

Natalia and her team contributed money from their own pockets to purchase colored balloons and a red, circular carpet, the trademark stage placement device where TED speakers stand when sharing their ideas.

Instead of hiring professional photographers, videographers, production artists, and translators to record and share the presentations, they relied on J&J volunteers to use their video cameras, digital cameras, and

other devices to click, record, produce, and post images and subtitled videos for future learning and event promotion.

To diversify programming to include entertainment, volunteers relied on their personal relationships and the goodwill of others to secure lighting equipment,

“Creative Engagement becomes part of your person — it’s a passion, a process for self-realization, and a way to personalize Our Credo values.”

NATALIA KRIVOSHEINA

professional singers and dancers, and token raffle gifts including 3D pens, autographed books, desk games, and interesting magazines.

What started as a series of strategic workarounds to design and deliver dynamic experiences in spite of local constraints has become a winning formula for a calendar filled with more frequent and intimate salons in addition to TEDxJNJ: panel discussions, adventures, group video viewing, product demonstrations, and lectures – all of which have contributed to a winning reputation for Creative Engagement in Moscow. Natalia and her team have successfully brought together individuals and teams across functions and sectors, created coveted speaking opportunities for business partners and external presenters, forged creative collaborations, and finally garnered executive support.

Natalia has become a force for Creative Engagement, expanding her role in 2016 to become a Regional

Ambassador for the EMEA community of 5,000 members, and leading a dream team of 20 Country and Sub-Regional Ambassadors. While Natalia’s vision is to one day have the budget and team to deliver a cross-regional TEDxJNJ conference for as many as 500 participants, she has been extremely effective in building the EMEA Creative Engagement community from scratch.

After a lengthy period of advocating, she successfully negotiated to host the 2016 Global Summit, bringing 23 delegates, including Country Ambassadors and Creative Engagement leaders from around the world to Moscow for four days of immersive experiences designed to build skills, reinforce global alliances, and highlight the best of Russian culture.

Natalia is proof that the more we give to a culture of innovation, the more we get, and wherever there is perseverance and passion, there is also possibility. 🍷

Simon's sparkle

was on Magda Schoeneich's mind the day she reached out to the Office of Creative Engagement. Simon was a childhood friend whose debilitating struggle with depression had led Magda to game-changing insights in the field of depression diagnostics – insights she believed would create a game-changing breakthrough for J&J, if only she could rally the expertise and resources to see her hypothesis through.

As the head of market research for mood disorders in Janssen's neuroscience group, Magda and her team worked closely with patients suffering from schizophrenia and depression to gather insights that would help in commercializing and launching new products. During a visit to Poland, Magda began to question the effectiveness of her data-gathering techniques when she reconnected with a two-sided Simon – the Simon who could not be reached through normal conversation, and the Simon who

was searingly brilliant, communicative, and social when he had the buffer of a joystick in hand while gaming. 2

“This is about patients whose lives depend on us — on our ideas. We cannot let our ideas die.”

MAGDALENA SCHOENEICH

Magda had that elusive flash of insight that every inventor and entrepreneur covets. She realized that if the “real” Simon could only be reached in a virtual world, perhaps this was true for the other 322,000,000 people (www.who.int) like him who suffered from depression. So she



MAGDALENA SCHOENEICH, THEN: *Principal Research Scientist, Janssen Diagnostics*
NOW: *Head of Takeda Digital Accelerator, R&D, Takeda Pharmaceuticals*

did an experiment to test her hypothesis.

With the goal of improving the quality of patient conversations, she ran her next research project using an Xbox to create an online gaming environment that allowed her and 27 global marketers to observe and communicate in real-time with subjects who represented themselves through avatars that they created.

The experiment lasted all of eight minutes. There just wasn't enough bandwidth to simultaneously support Magda's marketers and subjects in the virtual environment, and the system crashed.

For Magda, it was a very public failure. She couldn't help feeling the weight of disappointment, having set

higher expectations for her sponsors, her research team, and the marketers. But when she looked at the data, her opinion changed.

Avatars, it seemed, were doing much more than serving as communication

proxies for patients. The design choices they made about hair color, background color, and animal seemed to reflect the true mood the patients were in, rather than the "mask" they were describing with words. The data behind the

project's "failure" seemed to reveal an opportunity to create a better diagnostic experience for patients, improving upon the MADRS scale (Montgomery-Asberg Depression Rating Scale) used by psychoanalysts since 1979 to diagnose

“Creative Engagement is a catalyst. It gives you the skills to fight for your ideas, to think beyond your day-to-day, and to activate people around you to create your future.”

MAGDALENA SCHOENEICH

their patients. Because the MADRS scale relied on in-person interviews with patients to assess their mood and level of depression, it appeared that patients underestimated the severity of a dark mood when compared to the patients using avatars. Patients, it seemed, were either afraid or ashamed to share their more negative feelings.

So Magda persisted and ran a second experiment.

For six weeks, Magda and her team spoke weekly with 16 patients, ages 17-25, who were suffering from depression. Using the MADRS scale, they probed patients about their levels of sadness, pessimism, and hopelessness, and then had patients create an avatar that reflected their mood. The findings were unmistakable – what patients *said* was radically different than what patients *felt*, which led Magda to a provocative conclusion: If avatars were more reliable than words in representing a patient's mood and tracking their disease

progression, avatars could also be used to trigger life-saving interventions by practitioners and parents.

Magda was ready to go “all in” to create an avatar game for diagnosing clinically depressed patients, but she needed people, skills, and resources beyond her control, including clinical writers, medical experts, marketers, regulatory submissions coordinators, device and diagnostics experts, computer programmers, data managers, graphic designers, user-interface designers, production artists, commercial testers, business planning, forecasting, and legal.

So she pitched her idea to Steve Garguilo in the Office of Creative Engagement.

In May 2015, she took her energy, her idea, and her findings to the “red circle” of the TEDxJNJ “Get Moving” event in Bethlehem, Pennsylvania, and gave her explosive talk, *The Implication Game*.

The next morning, she had more than 200 email messages from J&J colleagues

across regions, disciplines, and sectors, offering to help.

In July, Magda and her “Avatar Ninjas” met (50 in person in Raritan, New Jersey, and several more on the phone) to create a plan for building a video game. Eight hours later, Magda had an action plan and an eight-member advisory board, each advisor leading a separate workstream and a staff of 20 volunteers.

In September, she tested a working prototype with 300 ninja volunteers and engaged R&D and clinical teams in discussions to use it in Phase IV trials.

In February 2016, she had an Apple- and Android-compliant downloadable app where users could interact with visual and audio design elements to create avatars, environments, and experiences across more than 200 data points that were correlated to the MADRS scale, providing the most comprehensive and accurate assessment of a patient’s mental state – in the moment, and over time.

In early 2017, patents were on file, and J&J was in discussions to roll The Implication Game into a Microsoft Xbox app.

This wasn’t a startup in Silicon Valley, or a partnership with Microsoft or Apple or Google. This was all achieved within the halls and walls of J&J.

This is evidence of what happens at J&J when we elevate our best ideas – momentum cannot be stopped.

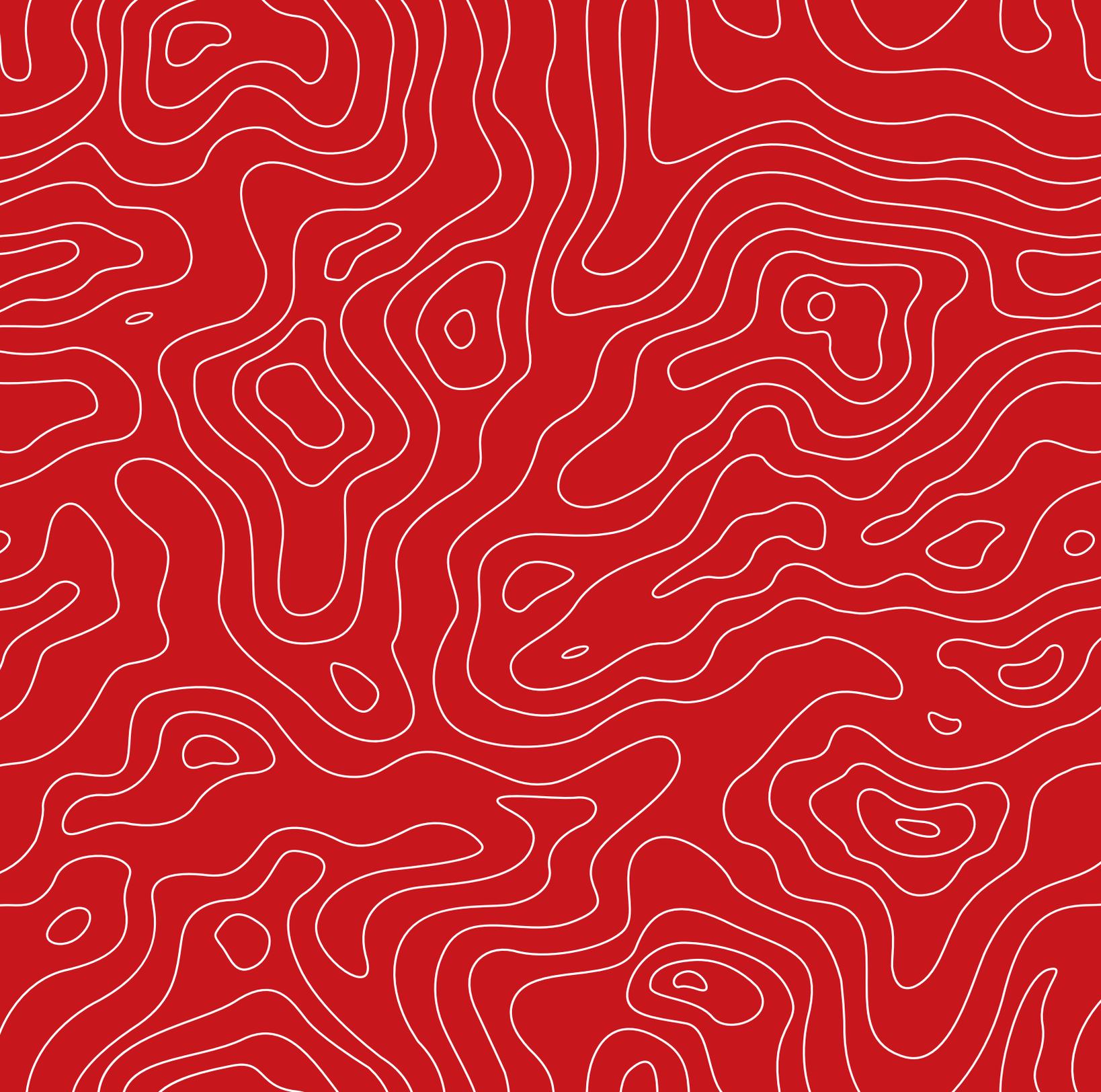
This is evidence of what happens at J&J when we give each other room to try, room to fail, and room to succeed – we persist.

This is how innovation happens and how ideas become breakthroughs.

This is what we mean by **SERIOUS PLAY.** 

“When failure is not an option, you end up with *safe, incremental innovation*, with no radical breakthroughs or disruptive innovations.”

EXPONENTIAL ORGANIZATIONS / SALIM ISMAEL



Why we call it SERIOUS PLAY

We are a very serious company. We bring comfort, care, and treatment to people when they feel physically and emotionally vulnerable. We make people healthy again. We save lives.

And while we are a very serious company, we must learn to not take ourselves too seriously.

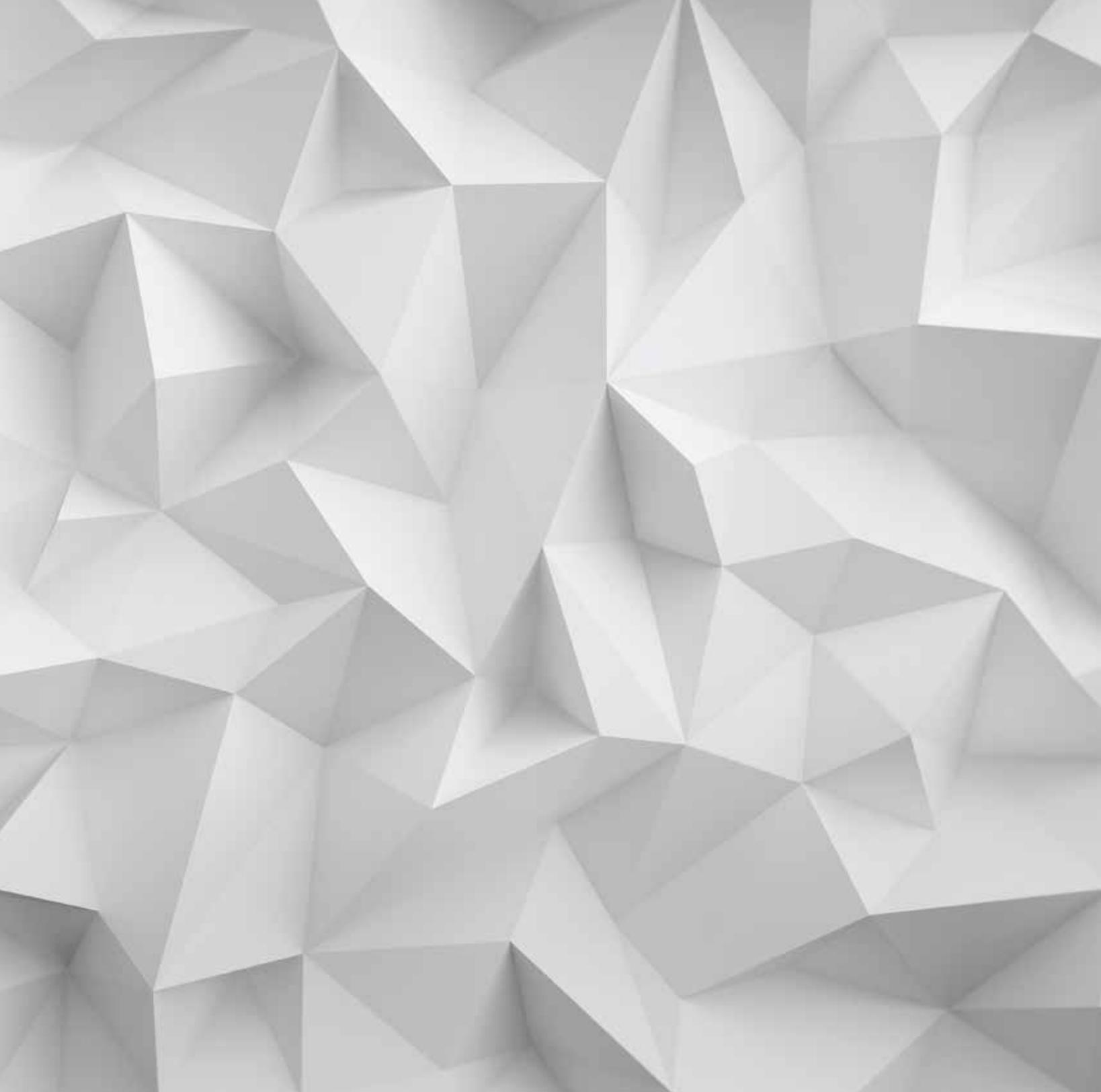
It is a privilege, not a right, to serve the needs of our constituents, which is why we face more pressure every day to deliver value across the enterprise, between the edges, and beyond the plans and profits of individual businesses and brands.

But to unlock that enterprise value, we must learn to operate in a whole new way, and Creative Engagement is what gives us the safe space we need to play. Space that allows us to stretch our capabilities without sacrificing our reputations. Space that allows us to ask “naive” questions without the fear of being judged. Space that allows us to dare greatly and fail greatly in the name of the next Band-Aid®.

As long as we remain attached to what is or what was, we limit our ability to envision and create what will be. Creative Engagement is the force that empowers individuals in an enterprise-wide culture of innovation by increasing their creative capacity, building their creative confidence, and democratizing their ideas.

The future of J&J is not “out there.” It is right here. In the lives, the stories, and the ideas of the 130,000 people we see every day.

People just like Earle.



“If we want to be more original, we *have* to generate more ideas.”

Our Credo

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent management, and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens – support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

Johnson & Johnson

son of John