



Design and delivery of reflection days

COMPANY

Janssen-Cilag, a subsidiary of the Johnson & Johnson healthcare group, is a research-based pharmaceutical company operating worldwide. With more than 1,000 employees and numerous product innovations, Janssen-Cilag is one of the leading pharmaceutical companies in Germany.

PROJECT TARGETS

- During the reflection days, participants spend time thinking about their role, how they see themselves and the responsibilities, challenges and difficulties a management position entails.
- Participants are to gain a better understanding of a leadership role at Janssen-Cilag and reflect upon their career ambitions against this backdrop.
- The reflection days are aimed at increasing the self-selection rate ("Is a management position really the most sensible next career step for me?") and thus reduce the number of candidates who "fail" in other selection procedures.

FRAMEWORK CONDITIONS

- The participants are employees who currently do not hold a management position and who have signaled their interest in a management career during their annual performance review meeting with their supervisors.
- The reflection days are explicitly defined as a service offered to employees and as a support instrument for participants. They are not aimed at collecting any diagnostic information.
- When employees participate in the reflection days, this is in no way a “promise” to them that they will be promoted automatically.
- Participants are encouraged, however, to take back their lessons and the feedback they received in the discussion with their supervisor and the HR development team.
- At the beginning of the event, all participants and observers conclude a confidentiality agreement. This means that all participants and observers undertake to treat all their observations during the different exercises with absolute discretion.

SOLUTION

- During the reflection days, simulation exercises with individual feedback alternate with key-note presentations on relevant leadership topics.
- Moreover, all participants can use the offer of individual and discrete counseling interviews with internal and external HR experts that help them perform an accurate self-assessment.

IMPLEMENTATION

Conceptual design

- During the one and a half days of the event, participants can conduct a simulated one-to-one conversation with a direct report, make a concept presentation and take part in a project discussion. Afterwards, they receive specific feedback.
- These different situations allow them to reflect upon different leadership approaches and behaviors.
- The feedback focuses on the participants’ social and interpersonal leadership skills as this is typically the most challenging aspect for junior managers.
- After these simulation exercises, there are key-note presentations on topics such as “self-image and the manager’s role”, "management approaches and strategies", "How to give others professional feedback" and other topics that emerge from the feedback and the discussion in the small groups.

Procedure

- The simulated discussions and concept presentations take place in small teams of three to four participants. They are facilitated by a Profil M consultant and supported by an HR representative.
- The simulated one-to-one interviews with direct reports and the project discussions involve people with highly different personalities so that valuable feedback can be given.
- After the simulation exercises, the participants receive individual feedback from their peers, an in-house HR representative and the Profil M consultant. This common reflection phase and the interim feedback play a central role.
- During the reflection days, participants can also write their learnings and the feedback they received into their personal learning diary. This helps them to document all important insights and impressions they gained during the different simulated exercises and input phases and reach a decision on their career aspirations.
- Upon the participants' request, the simulated discussions and presentations are recorded on DVD. Participants can watch the recording at a later time during the reflection days.

Counseling interview

- At the end of the reflection days, each participant has a counseling interview that lasts at least 20 minutes. During this interview, the internal and external HR experts give the participant some general feedback and are also available for any questions the participant may have.

RESULTS

- The participants' feedback at the end of the reflection days confirms that they derived great benefit from the procedure and that it helped them think about where they stand right now and where they want to go in their career.
- Many participants have opted against a career in management as a result of the impressions they gained during the reflection days and chosen alternative career models and positions instead. Many others, however, have taken the learnings from the self-reflection activities and the feedback they received and pursued a career in management.



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