

# MAKING CHANGE EASIER

## A CASE STUDY ON HOW DISTILLED LEADERSHIP HELPED J&J “BUILD THE PLANE MID-FLIGHT” FOR SUCCESSFUL ORGANIZATIONAL CHANGE

Clinical trials are, of course, vital to bringing any medications to market. But they are long, expensive processes. **Any small improvements to make clinical trials faster and less expensive while maintaining safety and compliance would be game-changers.** That’s why Johnson & Johnson (J&J) developed Project JEDI, an ambitious R&D initiative to implement a new Clinical Operating Model (COM) and streamline clinical trials.

**From a scientific point of view, the plan was genius.**

### The Problem

But what we often forget – and what J&J didn’t – are the people behind the science. **J&J realized that buy-in from their roughly 2,000 scientists, researchers, statisticians, clinical study managers, physicians, and many other key stakeholders spread across three continents was crucial to Project JEDI’s success.**

They also realized that achieving ambitious improvements in output, time, and cost would involve a lot of change: new technologies, new processes and, in some cases, drastically new ways of working.

We might say we like innovation. But when someone walks into our office to tell us that the procedures and skills we’ve relied upon our whole careers are becoming dated and obsolete, it makes *us* feel obsolete.

**Change is uncomfortable. Change is disruptive. Change makes us scared: for our comfort, for our jobs, for our future.** Gaining buy-in when employees feel this fear is not an easy sell.



2,000+ Scientists



3 Continents



1,000+ Clinical Trials



**DISTILLED  
LEADERSHIP**

*Find your Spirit*

## The Solution

That's where Michael Kutner came in. Working with the Clinical Operating Model (COM) Sponsor and her team, Michael and his 4-person Organizational Change team designed a strategic rollout to make change easier. Michael's Change Strategy focused on three objectives: **skill up a team of "change champions"** from across the organization, **communicate in creative ways** to capture employees attention, and **educate team members** in the critical few areas that will have the greatest impact. Not only did the whole team understand the changes – and how those changes were going to revolutionize their clinical trials – staff felt sheperded through the process. Thanks to Michael's approach and his team's expert execution, all the fear, rumors, and uncertainty transformed into courage, clarity, and confidence.

## The Results

J&J's leaders were astounded by the results. Not only was Project JEDI a success, implementing a new clinical operating model was one of the most significant large-scale transitions ever completed. **The company reached almost 100% buy-in from its 2,000+ team members, completing 7 major work streams in parallel, and finishing near or ahead of schedule.**

Michael helped J&J successfully make large-scale organizational changes, "building a new plane" mid-flight. He implemented new processes and technologies, reduced trial cycle times (while those trials were underway), and ultimately reduced costs.

What could have been a disastrous transition – because of its complexity and strict requirements for quality – instead turned into one of J&J's greatest organizational change transformations in R&D Operations history. Michael and his Change Team didn't just make change easier; they helped make J&J's ambitious plan a resounding success.

## Get Michael and Get Back on Track

If Michael Kutner can help one of the world's largest pharmaceutical companies, he can help you:

**MICHAEL KUTNER, DISTILLED LEADERSHIP**

(267) 230-4115 | [info@distilledleadership.com](mailto:info@distilledleadership.com)



Full Communication



Near 100% Buy-In



All Tasks Completed



On or Ahead of Target



**DISTILLED  
LEADERSHIP**  
*Find your Spirit*