



Putting People First

Managing talent is a high priority for Jane Griffiths, Company Group Chairman at Janssen (EMEA). She talks to Criticaleye about why diversity of experience makes for the best leaders

Jane Griffiths' title may be Company Group Chairman at Janssen for Europe, Middle East and Africa (EMEA), but she very much has a senior executive role running the pharmaceutical subsidiary of Johnson & Johnson. "I'm held 100 per cent accountable for delivering the results," she says.

It's a tricky time for the pharma industry, which generates over \$300 billion annually, as perennial questions around integrity are asked and governments around the world seek to cut back on expenditure.

For Jane, who is also Chair of the Executive Committee of the trade body the European Federation of Pharmaceutical Industries and Associations (EFPIA), the focus has to be on trust, innovation and partnerships. "In the industry in general there's a lot more collaboration on drug development because of the cost of R&D and the need

to partner on the best science," she says. "So we're partnering with academia and small biotech firms to start to be able to spot and monitor new mechanisms or molecules coming through."

As Chair of the EFPIA Executive Committee, Jane has been working hard to address questions around reputation and integrity. "There have been certain aspects that the industry has been working on recently; greater transparency, for example, on clinical payments to doctors, and by 2015 we have committed to transparency on payments to healthcare professionals if we give sponsorship to meetings and related activities."

Certainly, there's going to have to be collaboration at the highest level with pharma companies if some of the serious healthcare issues of our time are to be addressed. Jane says: "Alzheimer's is going to be a huge issue in the next

20 years, then you've got this whole epidemic of diabetes on the horizon. Governments are staring at this and thinking, how are we going to afford to provide care for our nation?"

GROWING TALENT

For the last financial year Janssen saw steady growth of 4 per cent on sales of just over \$25 billion, "with strong growth coming from the EMEA regions," says Jane, who took on her role in 2011.

The results can be attributed to a number of reasons, but fundamentally she says it comes down to quality science: "It's not about how heavily you promote something, it's about the best value for money and whether or not it's doing the best for patients".

Talent management features high on Jane's list of priorities with over 6,000 staff under

her watch. She is a strong believer in being on the ground to get a feel for what is happening and, so far in 2013, she has visited 15 of Janssen's 30 offices across the EMEA region.

"Two weeks ago I was in Russia and Poland; next month I will travel with my leadership team to Istanbul... It's important to go and listen to what the situation is like in different markets and meet with people in different offices face to face, because you're trying to dig deeper into the organisation all the time."

NEW EXPERIENCE

For Jane, who joined J&J on a recommendation of a friend as a PhD graduate back in 1982, it's important to be tested as it makes for a more rounded leader. By way of example, she explains how she was asked to set up J&J's HIV commercial franchise in 2005.

"I didn't feel ready but they said they needed me to do it... I visited all the countries where HIV is a dreadful problem. I met with governments, the World Health Organisation, and when you work on something like that you realise how important your own industry is.

"On reflection, it was the most amazing job. So when my own people ask me: 'Why do you want me to do this?' I just tell them the story of all the jobs I didn't want to do or felt uncertain about doing, and what I eventually learned and why I think it's made me a better leader."

The success Jane has achieved puts her in a strong position to voice her views on the issue of women in business. "Most people are feeling that we've made a bit of an improvement in the number of women in senior positions in industry over the past few years, but at the moment it seems to be stalling," she says.

According to Jane, who is a member of the EMEA Healthcare Businesswomen's Association and was awarded the HBA EuroExcellence Award for 'Promoting the Advancement of Women in Healthcare', it's vital to reduce the number of women leaving companies or stalling in their careers as they reach their thirties.

"I'm interested in how we get more women staying on because we have this drop off around childbearing age," she says. "How do you get people to manage their lives and not feel bad every day when there is a pile of washing left at home?"

Quotas are definitely not a satisfactory answer, in Jane's opinion: "Without all the processes underneath to make sure that you've got a good stream of women coming through, you could have targets but no strong female pipeline from which to draw talent. Then you risk appointing a person purely because they're a woman and they may not be ready. That does the whole feminine agenda a huge disservice."

From her own experience, Jane found having a sponsor within an organisation was incredibly useful: "To have someone who

"At my level, people development is a real key responsibility"

is a level or two above you who acts as your advocate, someone who really rates you, can be extremely productive... If you can create a sponsorship culture I think you can bring people through more quickly."

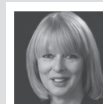
Clearly, there is work to be done for women in business. "During the last couple of years, I've noticed how we've started to talk more about diversity in general and not about the issues facing women in the workplace," she says, adding that providing flexible working practices would contribute to keeping women moving up the career ladder and be as much a help to men as women.

It comes back to solving the talent puzzle: "At my level, people development is a real responsibility, making sure there are the leaders of the future in place to succeed my role and all the other key roles." ■

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Vital Statistics

Born:	1950s, Herefordshire
Married:	"Yes, with two kids"
Educated:	UCW Aberystwyth
Passions:	Natural history and the environment
Book:	<i>On Chesil Beach</i> , Ian McEwan
Music:	Tom Odell, Fleetwood Mac and Tracey Chapman
Leader:	Nelson Mandela



Jane Griffiths
Chairman, EMEA Janssen

Jane holds responsibility for over 100 countries across the EMEA region. She joined Johnson & Johnson after completing a PhD in Biochemistry at the University of Aberystwyth, and has held positions of increasing responsibility on a UK, European and global level.

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