

# Gagen MacDonald,



Our vision is to lift  
all humanity by  
transforming the  
companies that

*transform  
the world.*



Copyright © 2022 by Gagen MacDonald LLC

All rights reserved.

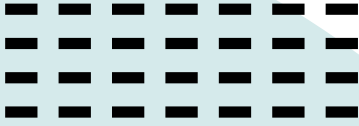
No part of this book may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems, without written permission from the author.

For nearly 25 years,  
we have partnered with  
some of the world's largest,  
most complex and admired  
companies to navigate  
*the human struggle of change.*

By combining  
*heart and science*, we  
change the employee  
experience, so  
organizations work—



for  
*everyone.*



We've learned that, in reality,  
companies don't transform.

*Humans do.*



# And when we...

treat people as the complex, intelligent,  
emotional beings they are



work to bridge the white space  
between teams and siloes



align strategies, structures and cultures  
to drive the right behaviors



set goals that improve business  
outcomes and people's lives

We build healthier  
businesses and  
*a better world.*



## OUR IMPACT

# Empowering leaders and engaging employees through the largest industrial merger in history

## OVERVIEW

Culture and leadership experts acknowledge that mergers and acquisitions are some of the most difficult initiatives to successfully traverse. Often the expectations of investors and shareholders are dashed when the post-merger integration fails to deliver the financial windfall originally promised.

In 2015, we were approached by DuPont to support a significant restructuring. As their corporate strategy evolved over the next four years, we assisted Dow and DuPont with one of the largest industrial mergers in history. A mammoth effort to initially merge two individual firms into one merged entity, and subsequently into three distinctly separate organizations. The sheer size and complexity of the initiative was further complicated by the fact that, of the 50,000 global employees, only 54% felt confident about the future of the company. We began by crafting a global communication strategy to directly address issues, set organizational expectations, and critically, build enterprise-wide confidence.

Recognizing the critical importance of human resources in this effort, we further built on that framework by developing materials, training and counsel for the key 125 top leaders across the company. To keep employees engaged and ensure they felt heard, we crafted a multi-pronged approach of global Town Halls, executive roadshows, leader toolkits for leading through change and a more robust internal communications infrastructure. Finally, to ensure that business continuity was not compromised, we executed a risk management tool to align and inform global leaders.

## RESULTS

AT THE TIME OF TRANSACTION CLOSE...

**62%** of employees

REPORTED FEELING **EXCITED, MOTIVATED**  
OR **ENCOURAGED** ABOUT THE FUTURE



THERE WAS A WORKING  
CAPITAL IMPROVEMENT OF

**\$200mm**

OPERATING EPS INCREASED

**21%** FROM 2016  
TO 2017

**>6.5xs**

EXPANDED THE REACH OF THE  
CEO'S TOWN HALL CHANNEL

**9** LAUNCHED NINE **NEW**  
GLOBAL CHANNELS  
AND REVAMPED THREE  
DELIVERY PLATFORMS

AS CONTENT REACHED INTENDED  
TARGETS, EMPLOYEE UNDERSTANDING  
AND CONFIDENCE INCREASED

**11%** IN UNDERSTANDING THE  
CHANGE JOURNEY

**16%** IN CONFIDENCE IN THE  
FUTURE/END STATE



**16 Awards**

FROM ORGANIZATIONS INCLUDING  
IABC, PRSA, PRWEEK, SABRE AND  
NORTH AMERICAN EXCELLENCE.



## OUR IMPACT

# Developing and driving adoption of new global leadership model

## OVERVIEW

The Leadership Imperatives are a unique set of behaviors that guide how nearly 140,000 Johnson & Johnson employees are expected to lead—regardless of role, level, tenure or in a people leader position.

Since first introducing the behaviors in 2012, the healthcare industry has evolved dramatically, and in 2018, Johnson & Johnson introduced a new purpose and strategy to guide its business. The HR Leadership Development team sought a modernized and simplified set of leader behaviors that better reflected what it would take to lead in today's world and shape the health of generations to come.

As a collaborative partner, Gagen MacDonald was instrumental in co-creating the refreshed Leadership Imperatives aligning the three core behaviors with the new purpose and defining the 12 supporting micro behaviors based on best practice trends, company strategy and employee insights. The streamlined model was clearer, more relatable and more actionable for daily tasks of employees. A robust engagement plan and tactics drove both awareness and adoption, facilitating behavior change amongst all global employees. Today, the model is embedded within performance metrics to drive accountability across the enterprise.

## RESULTS

WITHIN SIX MONTHS, ONBOARDED...

**1,100** SENIOR LEADERS

**23,000** PEOPLE MANAGERS

ACROSS HIGHLY COMPLEX BUSINESSES ON A GLOBAL SCALE, EVENTUALLY REACHING ALL EMPLOYEES

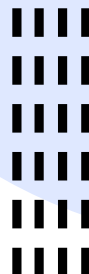
INTEGRATED THE REFRESHED LEADERSHIP IMPERATIVES INTO

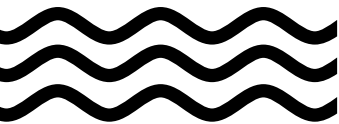
*all* people processes

- HIRING
- PERFORMANCE ASSESSMENT
- DEVELOPING TALENT
- REWARDS AND RECOGNITION

**6** IDENTIFIED SIX BEHAVIORS THAT WERE OF SPECIAL PROFICIENCY IMPORTANCE FOR PEOPLE LEADERS

**15** TRANSLATED INTO 15 LANGUAGES TO DRIVE STRONG GLOBAL EMPLOYEE ENGAGEMENT AND PARTICIPATION IN SOCIAL MEDIA CAMPAIGN





## OUR IMPACT

# Leading the development of a global HR transformation to enable business growth

## OVERVIEW

De-coupling from a \$12 billion conglomerate to become a \$2 billion stand-alone enterprise is tough, complex and often messy. What doesn't stop, amidst that complexity, is the urgent need to source, attract and retain the critical talent needed to succeed in the market. ITT approached Gagen MacDonald because they needed a partner who could help articulate their new people strategy. As important for ITT was a partner with deep experience in HR transformation to ensure that strategy was deployed, and then refined, for maximum impact.

We quickly set about crafting a roadmap, that had both individual plans but also recognized the complicated interdependencies and impacts across the enterprise. In addition, we advised, coached and trained ITT business readiness teams in change and how to ensure the minimum disruption to the business as the transformation unfolded. Finally, we created a comprehensive set of messaging and communication programs and protocols for ITT's global HR function to enable them to be seen as true transformation champions across the organization.

## RESULTS

GAGEN BUILT AWARENESS AND ALIGNMENT AMONG KEY STAKEHOLDERS. SUPPORTING THE BUSINESS IN THE GLOBAL HR TRANSFORMATION EFFECT THROUGH...

**role transition**  
TO THE NEW HR ORGANIZATION

**implemented**  
NEW BENEFITS AND PAYROLL  
SYSTEM IN NORTH AMERICA

**reclassified**  
ALL JOBS IN NORTH AMERICA

**career frameworks**  
DEVELOPED ALL FUNCTIONAL  
CAREER FRAMEWORKS

**standardized**  
HR POLICIES AND PROCEDURES

EMPLOYEES EXPRESSED THAT THEY “APPRECIATED EFFORTS TO BE TRANSPARENT.” THEY FELT “CONFIDENT IN THE FUTURE OF THE FUNCTION” AND “FELT SENIOR LEADERS WERE HELPING TO

*drive the change”*

**91%**

OF HR EMPLOYEES UNDERSTOOD THE IMPORTANCE OF THE PEOPLE STRATEGY AND HOW THE HR TRANSFORMATION ENABLED IT

**90%**

OF HR EMPLOYEES INDICATED THAT CONSISTENT HR COMMUNICATIONS SUPPORTED THEM IN THEIR ROLES



## OUR IMPACT

# Making transformation personal: Inspiring global employees to own the ‘Live Positively’ movement

## OVERVIEW

A new consumer set was challenging the success of The Coca-Cola Company and its portfolio of carbonated soft drinks. With stronger public perception about obesity and obesity-related diseases, a more health-conscious consumer was disrupting the beverage industry. This consumer was demanding more variety from coffee and juices to bottled water and tea—all categories where the company was historically weak. This market shift led to a 20% decline in the value of their signature brand. As the company countered the decline by introducing new multi-year business and sustainability strategy, employee surveys showed decreased confidence in company’s ability to execute the strategy and live the culture and values.

To re-engage and inspire associates, Gagen partnered with The Coca-Cola Company’s cross-functional culture team to create ‘My Drop’—a global employee experience to drive execution of the business strategy while re-energizing associates across the system. The team was intent on designing a leader-led experience to help associates to unleash their passion for the company mission and to build stronger emotional connections to the company and its brands. It sought to re-engage employees to deliver on the growth strategy by creating a line of sight to their daily work and by asking for their individual commitment expressed in their unique contribution or “drop.”

## RESULTS

# 10,000+

ASSOCIATE "DROPS" CAPTURED  
- FROM THE CEO TO THE  
FRONT LINE, HIGHLIGHTING  
THE COMPANY'S STRATEGIC  
PROGRESS AND POSITIVE  
IMPACT IN COMMUNITIES  
ACROSS THE GLOBE

THEIR STORIES—

## *deepened connections*

WITH OTHER ASSOCIATES  
AROUND THE WORLD

# 5

PILOT PROGRAMS TESTED  
AND DEPLOYED WITHIN 10  
WEEKS - INCLUDING EMPLOYEE  
EXPERIENCE & ENGAGEMENT  
PROGRAMS AND TRAIN THE  
TRAINER SESSIONS

CREATED A CLEAR LINK TO EMPLOYEES'  
DAY-TO-DAY ACTIONS SPARKING A

## *sustainability movement*

# 6

SIX MONTH INTERNAL CAMPAIGN  
TO COLLECT AND COMMUNICATE  
STORIES ABOUT PROGRESS  
AGAINST THE COMPANY'S VISION,  
BUILDING A GLOBAL NETWORK OF  
CULTURE AMBASSADORS



A dark red teardrop-shaped graphic containing the text "Fortune 100 Global Biopharma Company".

Fortune 100  
Global  
Biopharma  
Company

## OUR IMPACT

# Ensuring merger success with a multi-year, human-centered approach

## OVERVIEW

Much of the energy and enthusiasm for mergers happens before the deal closes but it is the post-merger integration work where the real value is captured, and the merger potential truly realized. Organizations with a track-record of successful mergers know this and ensure that the post-integration of cultures, processes and leadership acumen is well-executed. Following the successful completion of one of the largest biopharma acquisitions in history, our client wanted to move quickly to ensure that business continuity was uninterrupted and the supply-chain of their life-saving medications unimpeded.

Our multi-year approach encapsulated a deep communications component married with a robust change management approach focused on making the post-merger integration as seamless as possible. An approach that included both process elements like governance and protocols but also involved a training and counselling component to ensure internal competencies were built too. This combination of governance, structure and training ensured that the value desired from this merger was actually realized.

## RESULTS

INTEGRATED

# 72%

OF TOTAL REVENUE  
IN WAVE 1

# 17,000

CONTRACTS MOVED UNDER  
A SINGLE ENTITY

# 5,000

EMPLOYEES INTRODUCED  
TO NEW SYSTEMS AND  
WAYS OF WORKING

# 1.46B

TRANSFERRED UNITS OF  
INVENTORY WITH NO ISSUES  
OR MISSING PRODUCTS

STOOD UP A NEW

## distribution model

FOR BOTH THE PURCHASING AND ACQUIRED  
COMPANY, ALLOWING FOR **FASTER** MEDICATION  
DISTRIBUTION TO PATIENTS

# 100%

MAINTAINED  
AVAILABILITY OF LIFE-SAVING MEDICATIONS  
THROUGH THE INTEGRATION

# faster

Achieved  
SPEED TO MARKET POST-INTEGRATION

# zero

RECALLS, QUALITY OR  
SAFETY DISRUPTIONS





## WE BELIEVE

### 01 Transformation starts within.

Nearly all companies today are in some phase of transformation. While the ultimate goal of transformation is often to maintain relevance with customers whose expectations are shifting, the work starts within. As the famous quote suggests, you really must “be the change you wish to see in the world.”

### 02 Work should have meaning.

Conservatively speaking, over the course of a career, the average employee spends more than 100,000 hours at work. We believe that for society to function at its best, those hours need to feel like more than a paycheck. When we find purpose and meaning in our jobs, it is contagious to the rest of our lives.

### 03 The most important work happens in the white space between siloes.

Corporations are organized in much the same way they were 75 years ago. Same departmental labels, same functional design. We believe the work that truly separates the top performers from the middle of the pack—items like strategy, culture, brand and reputation—exist within the cracks in this design.

### 04 There are Three Things that Change Everything.™

In an ocean of change approaches and change processes, we simply believe there are three interdependent elements that—when done consistently well—will drive and sustain success: A compelling story, committed leaders and an intentional roadmap.

### 05 Love in Business is Good Business.™

Work is a vulnerable, and at times scary, place. We give a lot of ourselves to work and often operate amidst great uncertainty. We believe the workplace benefits when companies lead with love and treat people as the complex, intelligent and emotional beings they are.

## OUR VALUES



We are Gagen  
MacDonald.



# Let's chat.

[info@gagenmac.com](mailto:info@gagenmac.com)



[gagenmacdonald.com](http://gagenmacdonald.com)

Gagen  
MacDonald

35 E. UPPER WACKER DRIVE | SUITE 700 | CHICAGO, IL | 60601

