

Preparing a Content Team for Change

David Rasmussen
Conversational Design Lead

Becky Brown
Content Strategy Lead

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Johnson & Johnson



About Us

40+ years of combined experience supporting the learning, development, and growth of organizations, teams, and individuals



David Rasmussen
Conversational Design Lead

LinkedIn:
<https://www.linkedin.com/in/davidcrasmussen/>



Becky Brown
Content Strategy Lead

LinkedIn:
<https://www.linkedin.com/in/beckybrown1/>

Who We Are & Why We Exist

Global Content Strategy

We are team of **10** people

3 in the U.S. and **7** in Manila

20,000+ knowledge articles globally

2000+ requests per quarter



OUR PURPOSE

*Powering the people
who are changing the
trajectory of health for
humanity*

OUR VISION

Unlocking limitless value
with the most advanced
business services

OUR MISSION

Being a trusted
partner, creating game-
changing solutions for
Johnson & Johnson

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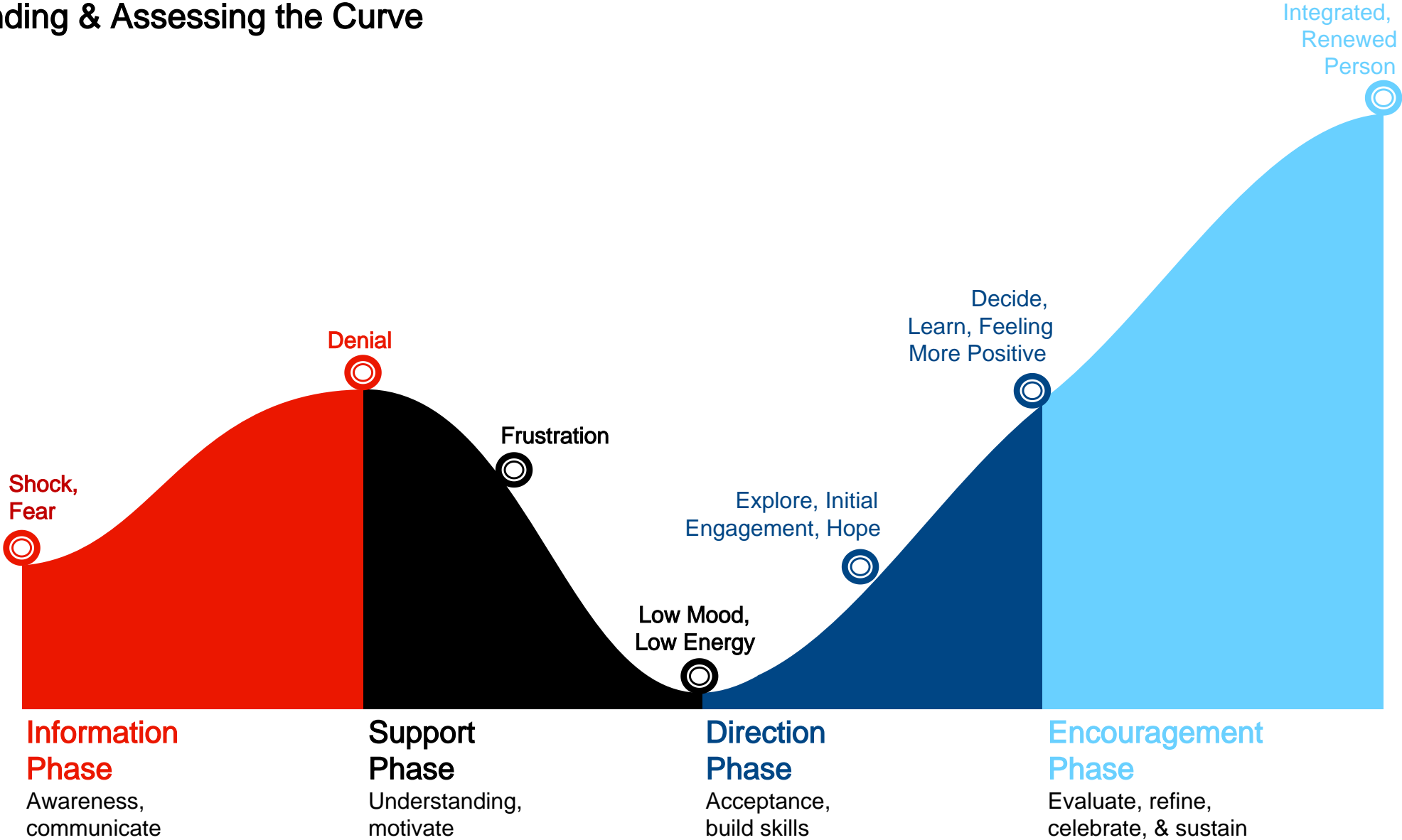


“Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up.”

– James Belasco and Ralph Stayer

Change Management Primer

Understanding & Assessing the Curve



Our phased approach to Transformation

Centralize & Rationalize

Centralizing the KM teams and archiving content



Conversational Content

Getting the words right and implementing JAIDA persona and chatbot



Service Management Transformation

Reimagining how service is delivered enabling self-service, automation, and GenAI capabilities



Content Strategy Modernization

Building and implementing standards and templates



⓪ = Organization change Ⓣ = Technology change Ⓟ = Process changes

Our phased approach to Transformation

Challenges which led to Centralizing and Rationalizing:

- 3 distinct KM teams managing content in 1 platform
- Technology MVP (minimal viable product)
- Lift and shift from multiple SharePoint sites including outdated

Centralize & Rationalize

Centralizing the KM teams and archiving content



Conversational Content

Challenges which led to Conversational Content:

- Introduction of a chatbot
- Still have 100s of authors' tone and voice
- Team became formatters instead of writers

Challenges which led to Content Strategy Modernization:

- 100s of authors with inconsistent everything (look, metadata, etc.)
- Attachment-based content
- Limited curation or navigation
- Highly localized content with significant repetition
- No personalization

Challenges which led to Service Management Transformation:

- Customized platform with huge tech debt
- No system enabled templates so 1000s of articles in nested tables within rich-text fields
- New content owners with low investment in content
- All links, curation, and navigation manual

Our Team Core Behaviors



Ask why



Be efficient and disciplined



Solve the right problem



Write for action



Take ownership



Influence and teach

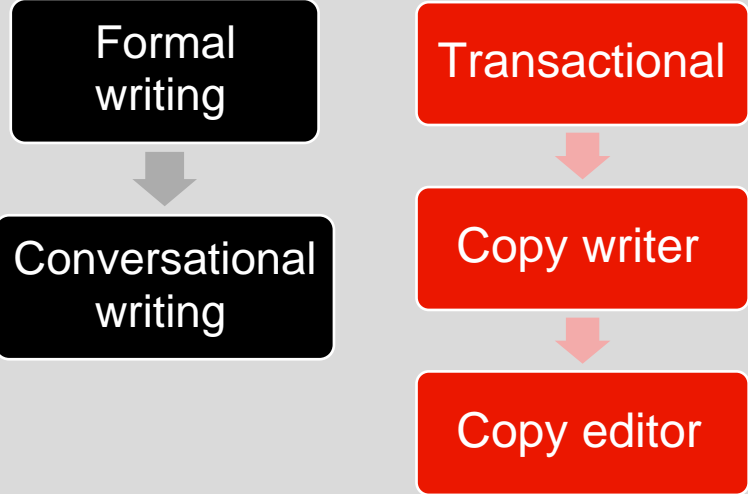


Govern and validate



Improvise

Significant Skill Changes



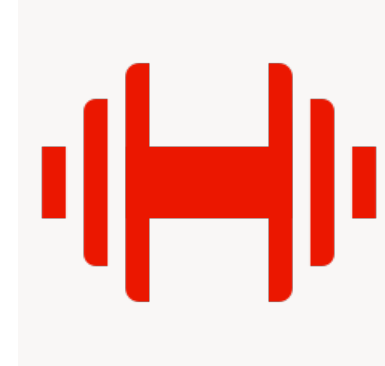
“If you always do what you've always done, you'll always get what you've always got.”

– Henry Ford

Leadership Behaviors



Servant leader



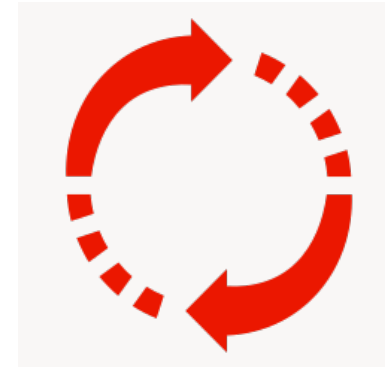
Strengths based



Motivator



Data driven



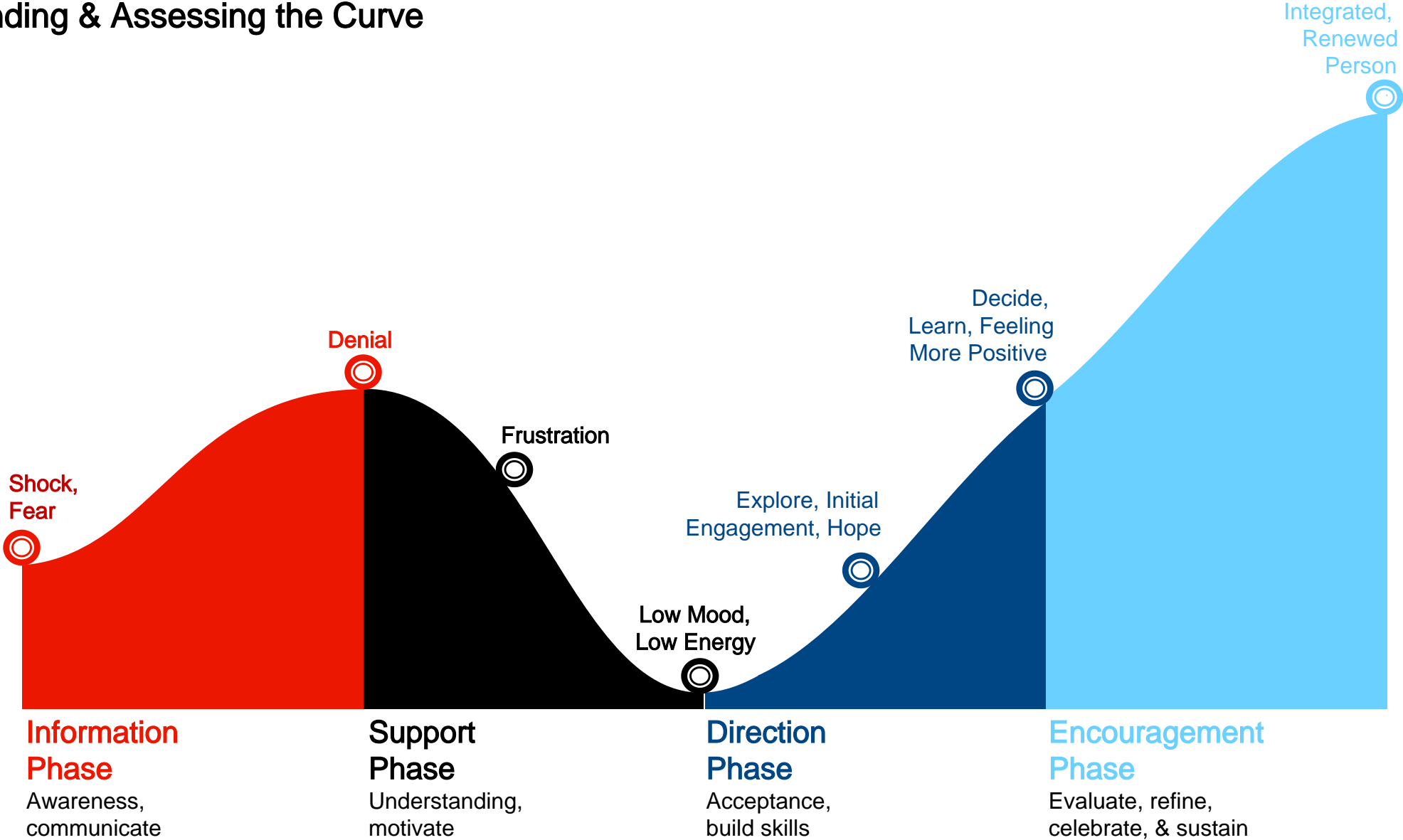
Continuous improvement and innovation



Influence and teach

Change Management Primer

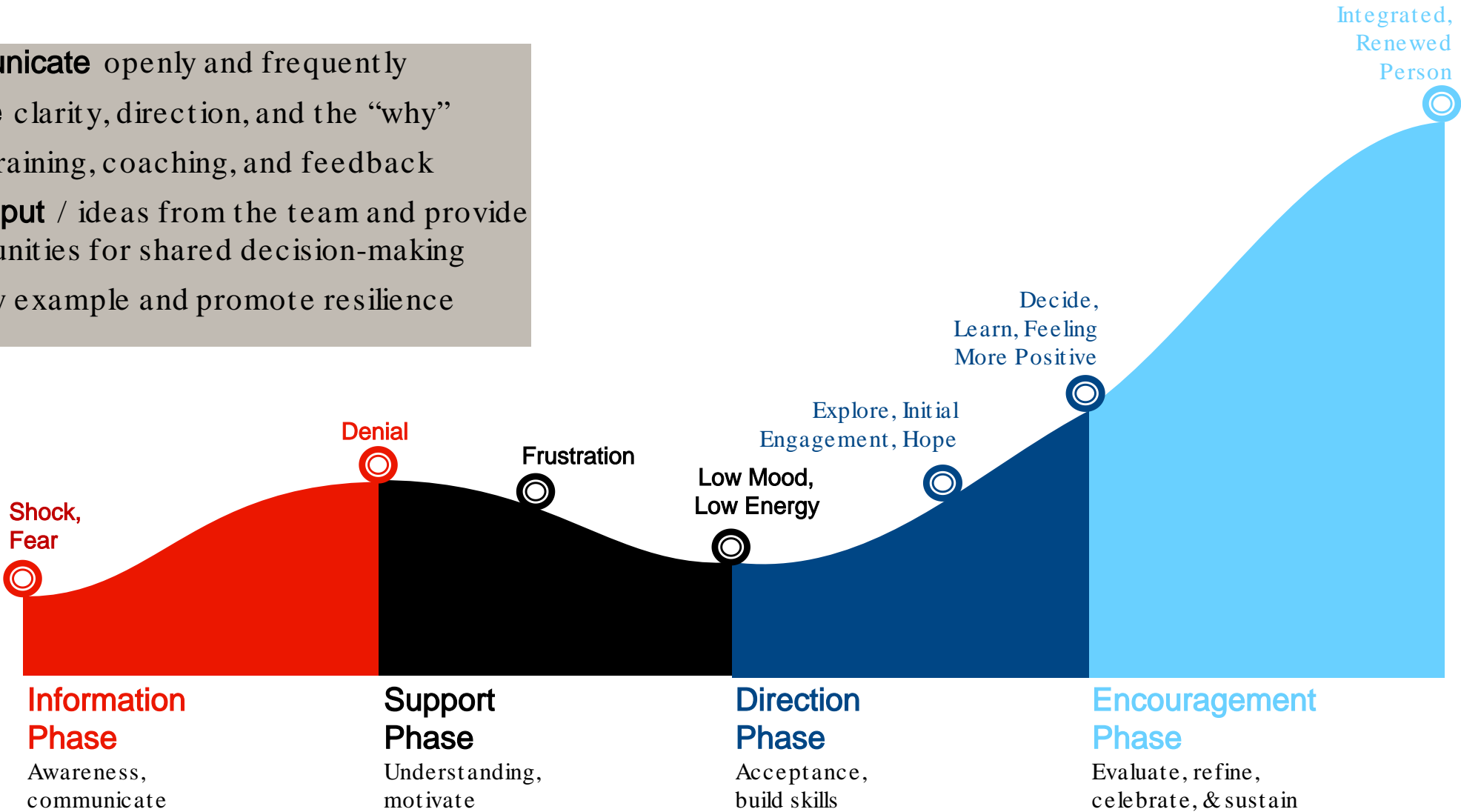
Understanding & Assessing the Curve

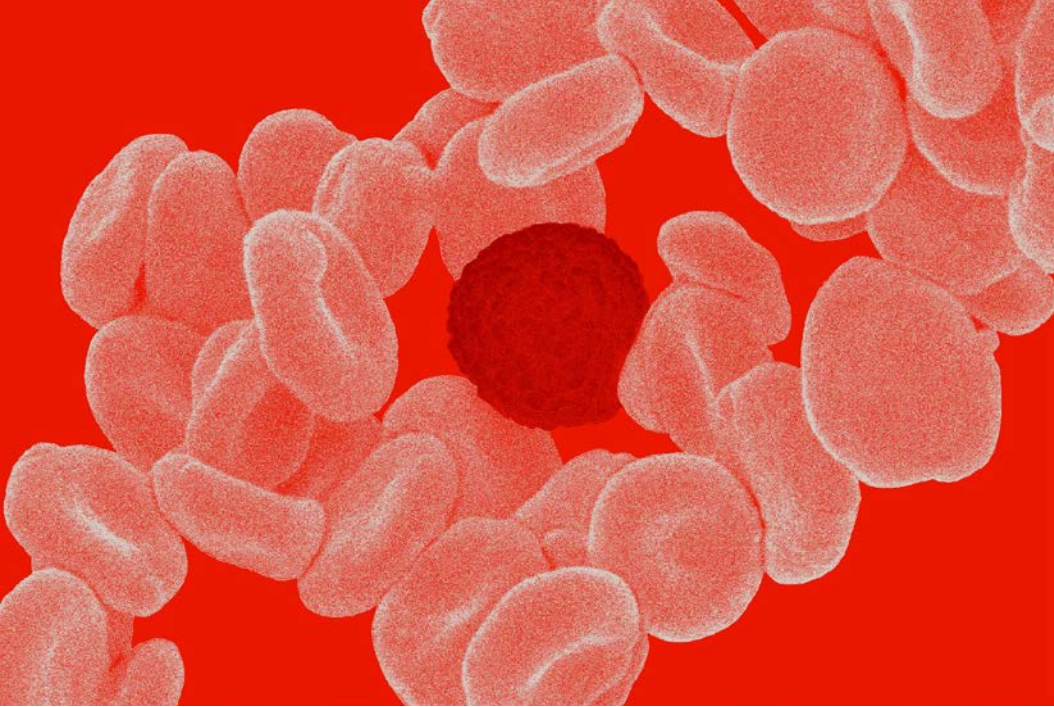


Change Management Primer

Flattening the Curve – How to Help Your Team Navigate Change

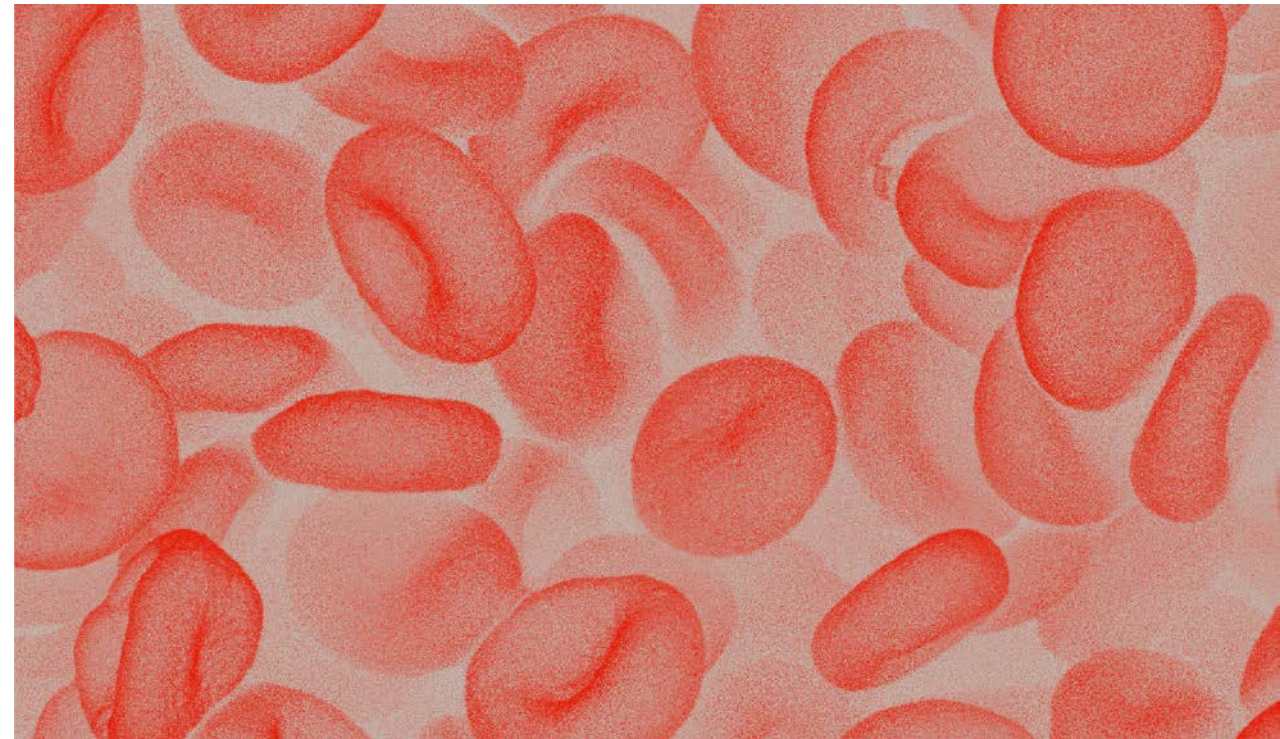
- 1. **Communicate** openly and frequently
- 2. **Provide** clarity, direction, and the “why”
- 3. **Offer** training, coaching, and feedback
- 4. **Seek input** / ideas from the team and provide opportunities for shared decision-making
- 5. **Lead** by example and promote resilience





Let's Practice

Flattening the Curve



Supporting your team through change

Set-up - 2 minutes

Table discussion - 10 minutes

Group sharing - 2 minutes per table

Scenario:

In 2024, you have been given approval to implement a GenAI technology which will do some of the content work you expect your team to do today

- *Examples:*
 - *Write copy such as summaries or abstracts*
 - *Rewrite for a specific tone/voice*
 - *Create visual content*

You already know your team is has fears that GenAI could result in them losing their job.

Actions:

1. Each table will be assigned a different emotional state on the change curve:
 - Shock/fear
 - Denial/frustration
 - Low energy/low mood
2. Discuss ideas on how to help your team move past this phase
3. Nominate a speaker for your table to share your ideas

“There is
nothing
permanent
except
change.”
- Heraclitus

Key Takeaways

- Newer technologies can do a lot of the work for us, let it
- Focus energy on where you (and your team) add new value
- Sharpen your team’s validating, editing, and fact -checking skills
- Put your people first (if they are taken care of, your customers will be too)
- Get your team in the right seat on the bus
- Flatten the change curve
- And...care for your own wellbeing (“Put the oxygen mask on yourself before helping others”)

Questions?