



From 48% to 95%

How **LeaderOS™** turned around J&J's supply chain

EXECUTIVE SUMMARY

Johnson & Johnson's supply chain team, part of its consumer products division, faced high turnover and low engagement tied to under-prepared mid-level managers. Rodney Leonard, VP of U.S. Delivery Operations, was coming out of a rough post-COVID stretch that had left on-time-in-full order fulfillment at just 48%, far short of the 95% target he set. After applying LeaderOS through the Lead In 30 course, the team climbed to the high 80s and low 90s within two years, eventually reaching 95% in many cases and 100% for certain clients, while engagement scores reached the low 80s, roughly 20 points ahead of the rest of the organization.

95%

On-time-in-full fulfillment in many cases, up from 48%

+20 pts

Engagement, roughly 20 points ahead of the rest of the organization

ABOUT JOHNSON & JOHNSON

Johnson & Johnson is a global healthcare company operating across pharmaceuticals, medical technology, and consumer health. This case study focuses on the supply chain team within its consumer products division, managing complex international manufacturing and distribution operations.

CHALLENGE

Johnson & Johnson recognized the need to evolve their supply chain division to stay competitive. With recent growth and international complexity, they faced challenges aligning on clear business objectives across their global manufacturing and distribution network. Many mid-level managers had been promoted without adequate development to prepare them for their new responsibilities, directly contributing to high turnover and low engagement.

Coming out of a rough post-COVID stretch, the team was hitting just 48% on-time-in-full order fulfillment, well short of the 95% target Rodney set, a target many on the team thought was unrealistic given where they were starting from.

SOLUTION

Johnson & Johnson applied LeaderOS as the core of their culture change efforts. They offered the 30-day learning journey, Lead In 30, to all “people leaders,” with weekly live web classes facilitated by Lone Rock Leadership faculty, on-demand learning modules through the Lone Rock Online Learning Portal, and weekly peer huddles.

RESULTS

LeaderOS produced measurable business impact for Johnson & Johnson. Within two years, the team’s on-time-in-full order fulfillment climbed from 48% to the high 80s and low 90s, eventually reaching 95% in many cases and 100% for certain clients, achieving the target Rodney set when the team was still in the high 40s. Engagement scores reached the low 80s, roughly 20 points ahead of the rest of the organization, with no other team coming close.

The team also drove a real turnaround in its financial performance, growing top-line revenue while reducing costs. The skills and tools have since been integrated into J&J’s broader management development programs, with new manager onboarding now including LeaderOS content modules and workbooks.

“It’s absolutely not a coincidence that our highest engagement scores came from the teams where leaders went through Lead In 30.”

Rodney Leonard, VP, U.S. Delivery Operations, Johnson & Johnson



LeaderOS

Develop leaders. Deliver results.

SOLUTION

LeaderOS gives leaders a repeatable system for creating clarity, building alignment, and generating movement.

CLARITY

Define fewer, more important outcomes and reinforce them.

ALIGNMENT

Make the case, surface honest signals, and earn real commitment.

MOVEMENT

Focus on the few High Leverage Activities™ that drive your results.

DELIVERY

Ways to Deliver LeaderOS

- ✓ Lead In 30™, our 30-day cohort, with weekly live sessions, on-demand modules, participant guide, and peer huddles.
- ✓ In person, as a keynote or a half-day or full-day workshop with your leaders.
- ✓ Virtual, as a keynote, a workshop, or two sessions spaced weeks apart.

PROBLEM

Accidental Leaders

Managers get promoted for doing the work, not for leading the people who do it, and most get no training focused on results.

- ✓ Doing the work and leading the people who do it are two different skills.
- ✓ They inherit teams and budgets with no formal training in leadership.
- ✓ The result is accidental leaders in roles requiring untaught skills.



NEXT STEPS

To learn more about LeaderOS, visit our website lonerock.io or reach out to one of our representatives.



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