

# Johnson & Johnson Case Study: Developing Leaders through Certification



THE CMA ... ALIGNS  
VERY WELL WITH THE  
SKILLS AND FINANCIAL  
KNOWLEDGE REQUIRED  
TO BE SUCCESSFUL  
WITHIN OUR COMPANY.



*Michael Ciani, CMA, CPA*  
Finance Director  
Johnson & Johnson



In today's uncertain global economy, employers face a multitude of challenges, not the least of which is keeping and attracting top talent. In a world where the labor market is continually squeezed tighter and tighter, organizations operating in all segments and of all sizes are looking for ways to differentiate themselves and to demonstrate to their employees that they are committed to their professional development.

Keeping the best people isn't just good for employees: it's also good business. Employee turnover is expensive for organizations, so leadership training is a smart investment. Further, providing and encouraging continuing education and training among employees creates a workforce that's constantly learning, growing, and striving for excellence.

## A Great Way to Bolster Skills

That's one of the main goals behind the Finance Leadership Development Program (FLDP) at Johnson & Johnson (J&J), which launched in 1997 and graduated its first class in 1999. The program is composed of recent college graduates from fields of study such as accounting, finance, economics, data analysis, and technology. Those selected for the program are exposed to a variety of professional and mentorship experiences. The cornerstone of the program is a rotation through various assignments across the company, which requires that participants complete two rotations in different business units over a period of 2.5 years.

The benefits of such a program are obvious: For one, participants get exposure to myriad financial disciplines within the company. Second, the program also allows J&J to see which new hires have the potential to become superstars, with the energy, vision, and passion to grow into leaders. The fact that J&J continues to have a growing number of successful leaders that were part of the FLDP program is a testament to the value of it.

In addition to the rotation aspect of the FLDP program, the company culture at J&J also encourages participants selected for the program to bolster their skills with advanced certifications. Over the decades, IMA<sup>®</sup> (Institute of Management Accountants) has partnered with J&J to help encourage employees to earn the CMA<sup>®</sup> (Certified Management Accountant) certification. Recently celebrating its 50th anniversary and respected worldwide, the CMA covers financial planning, analysis, control, and decision support—all critical skills needed to evolve early career professionals from transactional roles to strategic business advisors.

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## THE CMA IS A TWO-PART EXAM THAT COVERS 12 CORE COMPETENCIES:

### PART 1: FINANCIAL PLANNING, PERFORMANCE, AND ANALYTICS

- EXTERNAL FINANCIAL REPORTING DECISIONS
- PLANNING, BUDGETING, AND FORECASTING
- PERFORMANCE MANAGEMENT
- COST MANAGEMENT
- INTERNAL CONTROLS
- TECHNOLOGY AND ANALYTICS

### PART 2: STRATEGIC FINANCIAL MANAGEMENT

- FINANCIAL STATEMENT ANALYSIS
- CORPORATE FINANCE
- DECISION ANALYSIS
- RISK MANAGEMENT
- INVESTMENT DECISIONS
- PROFESSIONAL ETHICS



Commenting on the value of the CMA, Michael Ciani, CMA, CPA, Finance Director, Global Services, Account-to-Report, EMEA at Johnson & Johnson, said, "As a Finance organization and considering what is important to us, we see that same criteria within the CMA. The certification that our Global Finance professionals are working towards by pursuing the CMA, and what they'll need to continue to uphold through continuing education, aligns very well with the skills and financial knowledge required to be successful within our company."

J&J's commitment to the CMA isn't just lip service. The company supports finance employees who wish to become certified by financially covering all costs (including study materials, exam fees, and IMA membership dues). In addition, J&J provides a monetary recognition to any employee, in the FLDP and outside of it, who earn their CMA as their first certification. J&J also provides support for continuing professional education (CPE) and has internal CPE opportunities to help employees who are CMAs meet their annual CPE requirement.

### The CMA Makes a Difference

IMA has been a collaborative partner with J&J on this quest to encourage employees to become CMA-certified. IMA has offered guided self-study cohorts to J&J employees around the world, providing a means of support and accountability for those preparing for the exam.

The benefits of the program over the past two decades speak for themselves:

- 15% of active J&J employees who are currently in the FLDP or graduated from it hold a CMA.
- 73% of active J&J employees who hold a CMA have been promoted at least once outside of the program, compared to just 55% who do not hold a CMA.
- Most impressively, of those FLDP graduates who have earned their CMA, more than 60% have remained with the company.

Does certification make a difference? Noted Ciani, "A certification is not required for employees but it's highly recommended. There are no job positions where a CMA is a necessity, but it is a differentiator at J&J, especially when viewing two people of equal experience. Plus, there's clearly value in the continuing education that is mandatory to keep your certification current. You will always be learning."

Ensuring that employees are always learning can help an organization position itself for continued financial success, one that can retain its top employees and attract the best of the best in the future.

For more information, please contact IMA Senior Director of Business Development Lisa Beaudoin, CMA, CSCA, CAE, at [LBeaudoin@imanet.org](mailto:LBeaudoin@imanet.org).