



The 2010

# Organization Design Conference

## Designing for Innovation

September 30–October 1, 2010 Westin New York at Times Square  
September 29 Pre-Conference Seminar



- Learn best practices, tools and processes for effective organization design
- Incorporate techniques to drive innovation in your organization
- Engage in case studies that you can imbed into your initiatives

In collaboration with: **Leader  
to Leader**  
INSTITUTE

Presented with assistance from:



**ALIGNORG**  
SOLUTIONS

Media assistance provided by:



organizations  
designforum

## Benefits from attending

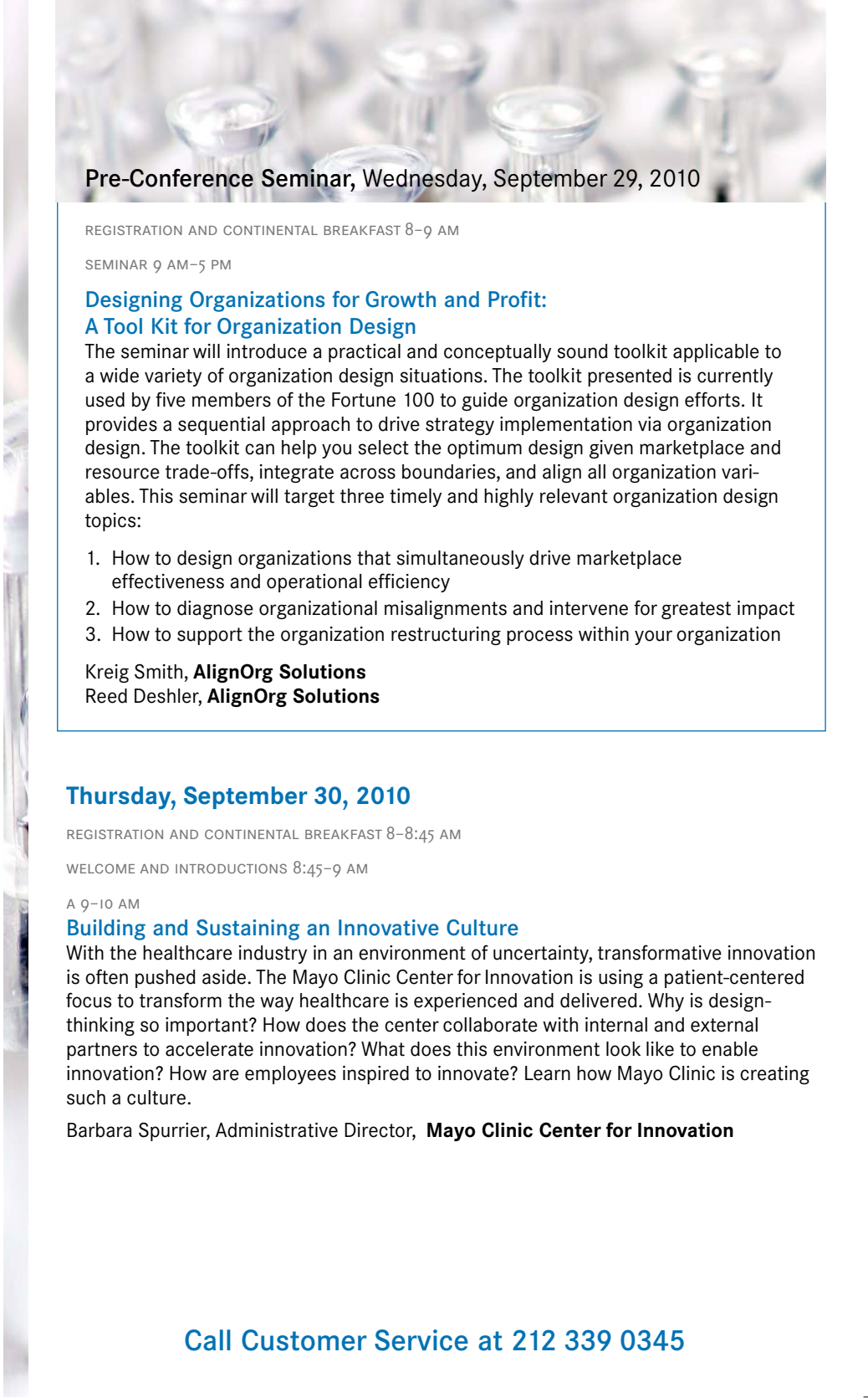
- Learn best practices, tools and processes for effective organization design
- Incorporate techniques to drive innovation in your organization
- Engage in case studies that you can imbed into your initiatives
- Identify key steps for mobilizing your desired organizational structure
- Collaborate with organization design experts

## Who should attend

This conference is intended for executives charged with leading or providing support to organization design or re-design initiatives within their companies.

## Partial listing of attendees at Past Organization Design Conferences

Aeropostale Inc.	Microsoft Corporation
AlignOrg Solutions	Northrop Grumman
Amylin Pharmaceuticals, Inc.	Opportunity International
Bank of America	Organization Design Forum
Boston Scientific Corporation	Pepsico
Brown & Toland Medical Group	Pfizer Inc.
Cargill Inc.	Phelps Dodge International Corp.
Chevron	Pitney Bowes, Inc.
Childrens' Creative Learning Centers	Qualcomm
Colgate-Palmolive	Sara Lee Corporation
ConAgra Foods	Save the Children
Corning	State Farm Insurance Companies
EMC Corporation	Texas Children's Hospital
Fannie Mae	The Boston Consulting Group
General Mills	The CEO Show
Humana	Trinity Church Wall Street
Johns Hopkins University	U.S. Federal Reserve System
Ketchum Public Relations	UniFirst Corp.
Kohl's Department Store	United Parcel Service
Korn/Ferry International	UnitedHealth Group Inc.
Leader to Leader Institute	University of Pennsylvania
McBassi & Company, Inc.	Wrigley Company
McDonald's Corporation	Zions Bancorporation
McKinsey & Company, Inc.	



## Pre-Conference Seminar, Wednesday, September 29, 2010

REGISTRATION AND CONTINENTAL BREAKFAST 8-9 AM

SEMINAR 9 AM-5 PM

### Designing Organizations for Growth and Profit: A Tool Kit for Organization Design

The seminar will introduce a practical and conceptually sound toolkit applicable to a wide variety of organization design situations. The toolkit presented is currently used by five members of the Fortune 100 to guide organization design efforts. It provides a sequential approach to drive strategy implementation via organization design. The toolkit can help you select the optimum design given marketplace and resource trade-offs, integrate across boundaries, and align all organization variables. This seminar will target three timely and highly relevant organization design topics:

1. How to design organizations that simultaneously drive marketplace effectiveness and operational efficiency
2. How to diagnose organizational misalignments and intervene for greatest impact
3. How to support the organization restructuring process within your organization

Kreig Smith, **AlignOrg Solutions**  
Reed Deshler, **AlignOrg Solutions**

## Thursday, September 30, 2010

REGISTRATION AND CONTINENTAL BREAKFAST 8-8:45 AM

WELCOME AND INTRODUCTIONS 8:45-9 AM

A 9-10 AM

### Building and Sustaining an Innovative Culture

With the healthcare industry in an environment of uncertainty, transformative innovation is often pushed aside. The Mayo Clinic Center for Innovation is using a patient-centered focus to transform the way healthcare is experienced and delivered. Why is design-thinking so important? How does the center collaborate with internal and external partners to accelerate innovation? What does this environment look like to enable innovation? How are employees inspired to innovate? Learn how Mayo Clinic is creating such a culture.

Barbara Spurrier, Administrative Director, **Mayo Clinic Center for Innovation**

Call Customer Service at 212 339 0345

B 10–11 AM

## Microsoft: Creating an Organization to Drive Customer Service

When creating a new business unit, what are the best practices for organizational designers to follow? What are the opportunities to provide a less conventional organization structure to drive an integrated vision for outstanding customer experiences?

Learn what Microsoft did this past year through the creation of a customer focused centralized services organization.

Lori Dewey, OD Director, Strategy and Organization Consulting, **Microsoft Corporation**  
Kathy Falzetta, OD Director, Strategy and Organization Consulting,  
**Microsoft Corporation**

NETWORKING REFRESHMENT BREAK 11–11:15 AM

C 11:15 AM–12:15 PM

## Building Internal Organization Design Capability

Organization designers have long known that competitive advantage and brand equity stem not simply from an innovative organizational concept but from the conscious and painstaking alignment of organizational variables to create a whole that is greater than the sum of its parts. Hear how one company has worked during the recessionary period to reinforce its strategic intent and brand promise by designing and aligning the organization.

Andrew Chandler, Regional Manager, Organization Effectiveness, **Cargill**  
Kraig Smith, Principal, **AlignOrg Solutions**

NETWORKING LUNCHEON 12:15–1:30 PM

CONCURRENT SESSION D1 1:30–2:30 PM

## Structured for Success

With over 25 years of rich history in innovation, Adobe has been focused on both its organizational structure and leadership pipeline to ensure it is well positioned for the future. Optimal organizational structures ensure effective and aligned methods of communication, the right talent in the right roles, and the right systems and processes that will scale with the growth of the business. What challenges are key areas of focus at Adobe from an organizational development and learning perspective? What metrics does Adobe monitor? Learn what is working and what they have done to position themselves for continued growth.

Liz Quinn, Director of Human Resources, **Adobe Systems Incorporated**  
Ellie Gates, Senior Manager OD Consulting, **Adobe Systems Incorporated**

CONCURRENT SESSION D2 1:30–2:30 PM

## Evolving to an Agile Operating Model to Support Sustainable Growth

In response to the global recession, companies in a wide variety of industries have rushed to re-design their organizations to achieve cost efficiencies. World class organizations have focused their organization design initiatives on being able to quickly respond to changing market conditions. This case study presentation will highlight Amylin Pharmaceutical's initiatives to create a flexible, collaborative and global operating model to support sustainable growth and profits.

Leland Sandler, Executive Director, Organizational Strategy, **Amylin Pharmaceuticals**

NETWORKING REFRESHMENT BREAK 2:30–2:45 PM

CONCURRENT SESSION E1 2:45-4 PM

## Organization Design and Alignment to Drive Growth

Companies whose line leaders and HR professionals have a skill set in organization design are more competitive than those who do not have this vital skill set. This session will focus on how organizations customize organization design tools to their unique cultures and operating environment. It will share how these organization design tools are taught and how developmental programs are implemented. Key questions to be considered are: How do forward-looking companies build capabilities required to lead and support organization design efforts? How are leading organizations using organization design capabilities to facilitate strategic design discussions?

Reed Deshler, Principal, **AlignOrg Solutions**

CONCURRENT SESSION E2 2:45-4 PM

## Driving Culture and Customer Focus in a Post Merger/ Acquisition Environment

Organization design competencies are critical in a post merger or acquisition environment. Integration models in mergers and acquisitions often break down as a result of clashes in management styles, governance and culture. Key to the success of any merger or acquisition is the ability to achieve high performance. Learn from two organizations that went through multi-billion dollars acquisitions the best practices and lessons learned in critical design initiatives to achieve cultural stability, sustain growth and drive customer loyalty.

Jamie Lane, Vice President, Talent and Organization Development, **Ingersoll Rand**  
Jay Spach, Senior Vice President, Organizational Development, **Thomson Reuters**

F 4-5 PM

## Managing an Organization Redesign: Tyco Flow Control Shares its Lessons

There are multiple ways to manage the redesign of an organization. Tyco Flow Control made deliberate choices about how they wanted to manage a complex realignment of their dispersed and decentralized global company, and they learned some lessons along the way. In this session you will hear how they balanced project management against a bureaucratic governance structure, how they chose consultants who best fit their needs and culture, and what they did to build inclusion and employee development into the process.

Patrick Decker, President, **Tyco Flow Control**  
Maureen Nash, Director Organization Effectiveness, **Tyco Flow Control**  
John Rice, Vice President, **Tyco Flow Control**

NETWORKING RECEPTION 5-6:15 PM

HOSTED BY:  **ALIGNORG**  
SOLUTIONS

## Conference KeyNotes

Registration includes a two-part post-conference experience:  
a summary of conference highlights and a post-conference interactive webcast

## Friday, October 1, 2010

CONTINENTAL BREAKFAST 8–8:45 AM

INTRODUCTIONS 8:45–9 AM

G 9–10 AM

### Keynote: West Point-Bringing Innovative Leadership to a Legacy Organization

More than ever before, leaders need guidance for meeting the challenges of today's complex organizations in order to thrive in the future. Colonel Tom Kolditz, who most recently published *In Extremis Leadership: Leading as If Your Life Depended on It*, will share his insights on how he spearheaded innovative initiatives in the leadership curriculum at West Point and how he overcame certain obstacles to change.

Colonel Tom Kolditz, Head of the Department of Behavioral Sciences and Leadership, **United States Military Academy at West Point**  
Frances Hesselbein, President and Chief Executive Officer, **Leader to Leader Institute**, formerly the **Peter F. Drucker Foundation for Nonprofit Management**

NETWORKING REFRESHMENT BREAK 10–10:15 AM

H 10:15–11:15 AM

### Keynote: Cirque Du Soleil-A Leader's Perspective of Driving Innovation Globally

For over 25 years, Cirque Du Soleil has brought wonder and delight to millions of spectators all over the globe. With the company's mission to invoke the imagination, provoke the senses and evoke emotions globally, Daniel Lamarre leads a very innovative culture that continues to grow globally. Learn how he has managed and aligned his strategies with his team to drive innovation and become an integrated entertainment company.

Daniel Lamarre, President and Chief Executive Officer, **Cirque Du Soleil**

I 11:15 AM–12:30 PM

### The Organization Design Process: Innovations and Best Practices

A well-managed decision-making process is the foundation of sound organization design. In this panel, organization design practitioners and thought leaders will share innovative ways to:

- Frame problems and opportunities
- Ensure leadership commitment
- Manage large scale involvement
- Use design techniques to accelerate decision-making and implementation
- Prepare and position the HR and OD teams to guide the organization design project

Moderators

Amy Kates and Greg Kesler, **Kates Kesler Organization Consulting**

Panelists

Tom Jasinski, Vice President, Organization Effectiveness, **MetLife**, Board Member,

**OrgDesign Forum**

Susan Hensley, Vice President of Strategy, **E. & J. Gallo Wineries**

Chris Trout, Vice President of Human Resources, Global Development & Organization Development, **Walt Disney Imagineering**

Reed Deshler, Principal, **AlignOrg Solutions**

CONFERENCE ADJOURNED 12:30 PM

## Presentations

Available online in advance to help you prepare for the conference

# Registration Information

**Online** [www.conferenceboard.org/orgdesign2](http://www.conferenceboard.org/orgdesign2)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone** 212 339 0345

*8:30 am to 5:30 pm ET Monday through Friday*

## The 2010 Organization Design Conference

Westin New York at Times Square

**Conference** (944011-2)

Dates: September 30-October 1, 2010

Location: The Westin New York at Times Square

Associates \$2,195

Non-Associates \$2,495

**Pre-Conference Seminar** (936011-2)

Associates and Non-Associates \$995

Date: September 29, 2010

Location: The Westin New York at Times Square

### Hotel Accommodations

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board Organization Design Conference.

Hotel Discount Cut-off Date:

Wednesday, September 8, 2010

Westin New York at Times Square

270 West 43rd Street

New York, NY 10036

Tel 212 201 2700

### Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

### Team Discounts per person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration.

One discount per registration. Multiple discounts may not be combined.



**Recycled**

Supporting responsible use  
of forest resources

[www.fsc.org](http://www.fsc.org) Cert no. SGS-COC-003568  
© 1996 Forest Stewardship Council



Printed and bound by Sheridan Printing Co., Inc., Alpha, New Jersey, an FSC-certified printer. This brochure is printed on Mohawk Via paper, which is 100% post-consumer waste fiber, manufactured with wind power, and is process chlorine free. No films or film-processing chemicals were used in the printing of this brochure.

The Conference Board® and the torch logo are registered trademarks of The Conference Board, Inc. Program subject to change. July 2010