



The 10th ANNUAL
**ORGANIZATION DESIGN &
DIAGNOSTICS CONFERENCE**

December 11–12, 2014 | New York Marriott Downtown, New York, NY

PRE-CONFERENCE WORKSHOP – December 10, 2014

**Designing Organizations for
Innovation and Growth**

LINK organization design to strategy and talent

LEARN methods for innovating with people, process,
product, and service

BUILD agility to help drive aggressive growth

ENABLE your organization to flex innovation approaches
to match changing conditions

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To Register | www.conferenceboard.org/organizationdesign2 | +1 212 339 0345

Benefits of Attending

- **Hear from leading practitioners** in the discipline of organization effectiveness
- **Take away practical tools and approaches** that you can use in your organization
- **Engage in real-life case studies** of best practices companies' innovation capabilities

Who Should Attend

Business Leaders who are sponsoring or leading organization alignment or transformation, as well as Vice Presidents and Directors of:

- Organization Design
- Organization Effectiveness
- Change Management
- Innovation
- Strategy
- Human Resources

How Are We Different

The conference agenda has been designed as a result of the insights captured through The Conference Board's recent research report, "Designing Global Businesses for Innovation and Growth." The content will focus on the key business issues from the report. **All attendees will receive a copy of the report at the event.**

Companies Who Attended Last Year

Allstate Insurance	Humana
Bank of America	Liberty Mutual Group
Bayer	Lowe's Companies
Campbell Soup	Petrobras
Cardinal Health	Pfizer
ConAgra Foods	Philip Morris
Con Edison	Ralph Lauren
Dannon	Sonoco
FedEx Corporation	TD Ameritrade
Ford Motor Company	TJX Companies
Fox Entertainment Group	Tyco
Genentech	United Technologies
Google	USAA
Hallmark Cards	Verizon
The Hershey Company	Volvo
Hilton Worldwide	W.W. Grainger

Pre-Conference Workshop – Wednesday, December 10, 2014

REGISTRATION AND CONTINENTAL BREAKFAST 8-9 AM

9 AM-5 PM

Overcoming Stumbling Blocks to Build an Organization that Works: Tools and Techniques

Leading an organization transformation can be an exhilarating journey or a frustrating assignment. One of the keys to success is how executives and their change partners come together to orchestrate and facilitate strategic organization design and change. This workshop will showcase some of the foundational tools that are used by several Fortune 100 companies to lead organization transformation. In addition, this workshop will highlight the ways that executives and HR practitioners can effectively partner to lead not only the tangible aspects of the change but also the intangible ones. Specifically, this workshop offers participants the following benefits:

- Learn strategic organization design tools that connect organization choices to strategy
- See examples of how organizations have achieved sustainable differentiation in how they are designed to go to market and how they enable business strategy
- Avoid the typical stumbling blocks that leaders and their change partners fall into when leading organization transformation
- Uncover some of the organization alignment building blocks that will help increase the likelihood of lasting change and transformation

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

Thursday, December 11, 2014

REGISTRATION AND CONTINENTAL BREAKFAST 8–8:45 AM

WELCOME AND INTRODUCTION 8:45–9 AM

Julie Salmon, Program Director, **The Conference Board**

A 9–10:30 AM

Designing Global Businesses for Innovation and Growth

Increasing the pace of growth through innovation is near the top of every global organization's list of priorities. Organization design creates the context for innovative activity and the means for delivering the results of that activity to customers and users. However, the desired tightly aligned relationship between organization design and innovation strategy can break down. Given the large scale and complexity of today's corporations, the question inevitably arises about just how well organization design supports the desired pace and quality of the innovation being generated. Seven key lessons learned about integrating innovation and organization design are explored in this interactive session. They are based upon just-completed Conference Board research with 95 global companies and mini-case studies of 3M, Google, Microsoft, TD Ameritrade, Tyco, and Germany's leading innovator, Fraunhofer-Gesellschaft. Implications for creating an internal design practice are offered. The presentation will be followed by a panel discussion on key themes from the research.

Joseph McCann, Distinguished Principal Research Fellow,
The Conference Board

NETWORKING AND REFRESHMENT BREAK 10:30–10:45 AM

B 10:45–11:45 AM

Transforming Customer Experience: Innovation That Delivers Sustainable Competitive Advantage

Products, services, even business models can be copied and reproduced, but a company that truly understands customers and creates experiences that matter to those customers has a competitive advantage that is exceptionally difficult to copy. Of course, transforming customer experience is no easy task. It has to be part of the DNA of an organization, sustained over time. Hear the story of how one leading retail organization is working to transform customer experience and differentiate itself in the marketplace.

NETWORKING LUNCHEON 11:45 AM–1 PM

CONCURRENT SESSION C1 1–2 PM

Chief Economist as Chief Innovation Officer: How Economic Forces Analyses Can Inform New Product and Service Development

Corporate innovators are always trying to identify market trends and anticipate their magnitude in order to prioritize and shape new product and service development. Today, we live in an era where a variety of mega-trend issues like Sustainability, 3-D Printing, Supply-Chain Analytics, and Wearable Electronics have captured the minds of innovators the world over. It's a complex world for corporations to navigate. Economists are well-trained in identifying primary economic drivers of action, and also in identifying patterns and trends. Using economists to break

down megatrends to determine key economic forces and then gauge where those forces are going using a combination of historical data reference and real-time gauges of key forces is one promising way to inform a company's innovation work. This presentation will provide an example of how this has been done at UL to ensure they are tracking mega-trends closely enough to seed forward-leaning businesses and service lines that don't over- or under-shoot the true progression of trend lines in the marketplace.

Erin Grossi, Chief Economist, **Underwriters Laboratories, Inc.**

CONCURRENT SESSION C2 1–2 PM

Cultural Change: Using Space to Drive Agility

Organizations across the globe are trying to create flexibility for their employees to drive productivity and improve collaboration. Thinking differently about workspace can be an important tool to help create that flexibility. In the process organizations need to re-think every element of their organizations: incentives, decision-making, work processes, technology and more, to build the culture needed for agility in the marketplace. This session will provide tactical and practical tools and approaches to begin the transformation in your enterprise.

Jeanna Kozak, Senior Consultant, **Humana**

CONCURRENT SESSION D1 2–3 PM

Emerging Trends in Innovation and Entrepreneurship

This session will cover the latest trends in entrepreneurship and innovation. It will highlight crossover opportunities in entrepreneurship that designers have today that were less intuitive and less available in prior years. It will discuss innovation as an "intrapreneur" (innovation inside large corporations), along with principles of innovation for new entrepreneurs. The speaker will also provide an extensive update on the "lean startup movement" that is sweeping the nation.

Scott Petersen, Managing Director, **BYU's Rollins Center for Entrepreneurship and Technology**

CONCURRENT SESSION D2 2–3 PM

Culture of Quality:

Accelerating Growth and Performance in the Enterprise

ASQ recently partnered with Forbes Insights – the research arm of Forbes Media – to survey more than 2,000 senior executives and quality professionals worldwide to gauge their organizations' culture of quality. Our speakers will share learnings from the survey's results, focusing on the design choices that impact a culture of quality. They will also explore cultural differences and challenges for multinational organizations, risk-taking and its impact on quality, and the role of customers in a culture of quality.

Laurel Nelson-Rowe, CQIA, Managing Director, **American Society for Quality**

Bruce Rogers, Chief Insights Officer, **Forbes Media**

NETWORKING AND REFRESHMENT BREAK 3–3:15 PM

E 3:15-4:15 PM

From Idea to Benefits Realization: How IBM Approaches Organizational Design

IBM has 400,000+ employees worldwide and five distinct Business Units - all requiring innovative thinking to grow and prosper in a rapidly changing world. This session will provide an overview of IBM, our strategy and the markets we compete in, as well as an exploration of our philosophy and approaches to design organizations positioned to take advantage of market opportunities. During the session, we will share examples of how different organizational structures were created and evolved. While these organizational designs differ, they all share a common thread- they advance the IBM strategic agenda and encourage innovation that IBM believes will drive growth.

Gregory Meyding, Partner, Change & Talent Center of Competence,
IBM

Kinithi Sturtevant, Vice President - Strategy & Innovation, **IBM**

F 4:15-5:15 PM

Alignment Leadership: The New Competency of Transformation

Transformation is only transformation when behaviors, culture practices and performance change. Tyco has been on a journey of transformation from holding company to operating company to create the world's largest pure-play fire and security company. In addition to the organization design work that has been happening, an even more important and potentially lasting change is underway for Tyco's leaders. Leaders throughout the company and especially in IT are learning first hand how to be "alignment" leaders. Organization design and realignment are not just buzz words or steps on the transformation journey at Tyco goes, they are a part of both Tyco's Leadership Essentials model and culture aspiration. Leaders are learning first hand need to not just survive the transformation of the day, but build the know-how to lead the ongoing and holistic alignment of the organization's choices into the future. Tyco's leaders are recognizing the impact and tradeoffs of the choices they are making at multiple levels: enterprise, business, functional, regional, and local. Learn the practical steps that Tyco is following to achieve not only transformation, but also build a cadre of leaders who can lead large-scale, sophisticated alignment efforts.

Sharon Moura, Vice President, IT Transformation & Strategy,
Tyco International

Wendy Branche, Vice President, Organization Effectiveness,
Tyco International

Reed Deshler, Principal, **AlignOrg Solutions**

DAY 1 SUMMARY AND DISCUSSION 5:15-5:30 PM

Julie Salmon, Program Director, **The Conference Board**

NETWORKING RECEPTION 5:30-6:30 PM

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Friday, December 12, 2014

WELCOME AND INTRODUCTION 8:45-9 AM

Julie Salmon, Program Director, **The Conference Board**

G 9-10 AM

Design to Reimagine and Transform an Industry

Mayo Clinic's Center for Innovation is working to transform the experience and delivery of health and healthcare. The speaker will share strategies that incorporate Mayo Clinic's human-centered innovation methodology and its practice of design into new product, service and business models. Learn how the Center for Innovation is approaching collaboration in healthcare and other industries to accelerate the pace of innovation and transformation. The speaker will share a short case study, applying the Center for Innovation's methodology, to development of a new service. The speaker will also share how the center is nurturing a competency and culture of innovation across its organization and beyond.

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

H 10-11 AM

People Analytics: A New Path Forward to Drive Innovation

Accurate people management decisions are among the most important and impactful decisions a company can make. This is especially true if you are aggressively pursuing growth. Hear how global retailing giant Wal-Mart is using people analytics to drive its business in new ways.

Kevin Harper, Senior Vice President, Global HR Strategy and Operations, **Wal-Mart**

NETWORKING AND REFRESHMENT BREAK 11-11:15 AM

I 11:15 AM-12:15 PM

Cost Competitiveness That Enables Long-Term Growth

When it comes to giants of industry few stand taller than Boeing. For almost a century, the pioneering companies that make-up Boeing have been at the forefront of innovation in their field. Often achieving market competitiveness requires a careful balance of investment and cost management. Learn from this industry leader on how to employ organization design practices as a key positioning lever for both cost competitiveness and longer-term growth.

Thomas Scrivner, Senior Organization Effectiveness Consultant,
The Boeing Company

CONFERENCE SUMMARY AND CLOSE 12:15-12:30 PM

Julie Salmon, Program Director, **The Conference Board**

Get Involved!

For more info on sponsorship opportunities, please contact Michael Felden at michael.felden@conferenceboard.org

For more info on becoming a media partner, please contact Allison Nilsen at allison.nilsen@conferenceboard.org

Registration Information

Online www.conferenceboard/organizationdesign2

E-mail customer.service@conferenceboard.org

Phone 800 942 4494 8:30 AM to 5:30 PM ET Monday through Friday

The 10th Annual Organization Design & Diagnostics Conference

Designing Organizations for Innovation and Growth

Conference (944015-2)

December 11–12, 2014

New York Marriott Downtown

Save \$200, register by 10.31.14

Associates \$2,095 after 10.31.14 \$2,295

Non-Associates \$2,695 after 10.31.14 \$2,895

Pre-Conference Seminar (936015-2)

December 10, 2014

Associates \$1,015 Non-Associates \$1,215



Join the Conversation:

@conferenceboard; #tcborgdesign

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 Organization Design & Diagnostics Conference**.

New York Marriott Downtown
85 West Street at Albany Street
New York, New York 10006
Tel 212 385 4900

Hotel reservations cut-off date:
November 19, 2014

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.



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