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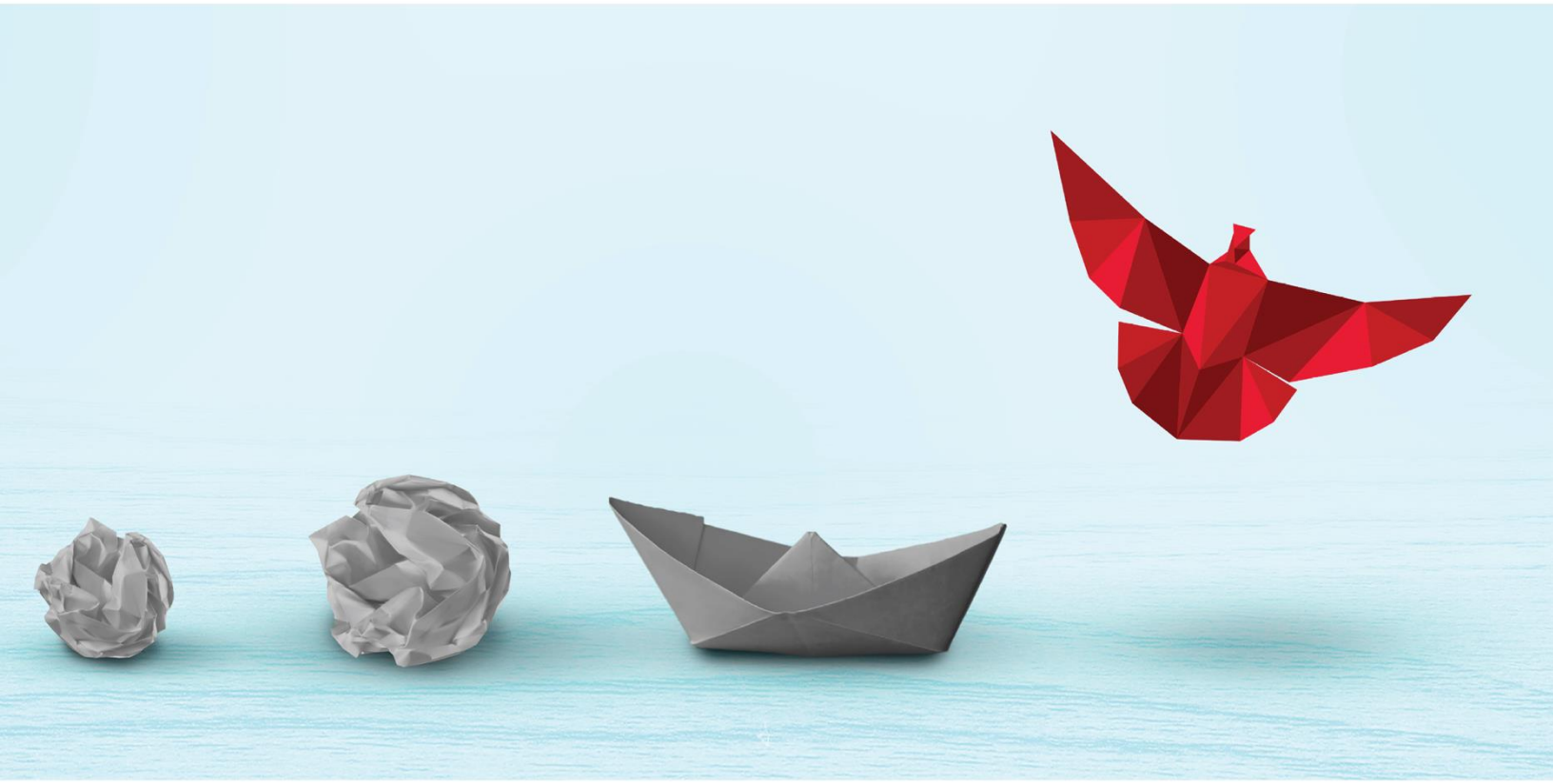

Change, Transformation & Organization Design: Thrive Amid the Next Disruption

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Change, Transformation & Organization Design: *Thrive Amid the Next Disruption*

DAY ONE
Wednesday, May 8, 2024

8:00 am – 9:00 am
Registration and Breakfast

9:00 am – 9:05 am
Welcome and Introductions
Craig DeWald, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**

9:05 am – 9:20 am
Cross-Pollination Exercise
In this structured-networking exercise, participants meet each other and learn about their sectors, their roles, and their organizations' various challenges. We conclude with polling on top challenges and opportunities.

9:20 am – 9:35 am **General Session**
Perspective from The Conference Board: Thriving in a World of Disruption
Building on the latest research from The Reimagined Workplace ongoing study, Robin Erickson from the Human Capital Center of The Conference Board shares the latest findings on the most impactful changes confronting business leaders today and the transformations and reorganizations on the horizon. She then introduces this gathering's mission to illuminate opportunities to thrive in an environment of constant disruption.

Robin Erickson, PhD, Vice President, Human Capital, **The Conference Board**

9:35 am – 10:00 am **General Session**
Transforming the Business Model at Hearst Magazines: Building New Capabilities, Leveraging Technology, and Aligning Leadership
Founded in 1887, Hearst Magazines is the largest lifestyle media company in the world with a portfolio of more than 25 U.S. brands, 175 websites, and more than 200 editions distributed across the globe. In recent years, the brand has transformed its marketing, sales, data and insights, and revenue operations divisions by starting with targeted internal listening sessions, focusing on "work that works," and tapping into the data it has collected in the process.

In this keynote, hear from Hearst's Lisa Howard about what it takes to build an effective and efficient organization that's capable of serving larger markets and that creates the kind of momentum required to assure high-impact business value for internal stakeholders, advertisers, and consumers alike.

Lisa Ryan Howard, Executive Vice President, Global Chief Revenue Officer, **Hearst Magazines**

Moderator: **Corey Jamison, PhD**, Founder, **Corey Jamison Companies**

Audience questions and reflections

10:05 am – 10:40 am **General Session**
How Artificial Intelligence Is Transforming Enterprises and What's Ahead
In this conversation, learn how AI is beginning to transform organizational structures, roles, ways of working, learning and development, employee and customer experience, and more. Explore how industry leaders are managing these enormous changes, what even greater disruptions and opportunities are waiting along the horizon, and how businesses should be preparing for them.

Chris McNeilly, Vice President, Data Science, **Chegg Inc.**

Stacey Taylor, Vice President, Implementation & Change, **Visa**

Elizabeth Anne Watkins, PhD, Research Scientist in the Social Science of Artificial Intelligence, **Intel Labs**

Moderator: **Craig DeWald**, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**

Audience questions and reflections

10:45 am – 11:00 am
Networking Break

11:00 am – 11:25 am **General Session**
Salesforce and the New Work Paradigm: Lessons in New Ways of Working and the Future of Cities
Salesforce is striking a delicate balance between the future of work and our cities. Despite what some may have predicted, the dramatic changes in where and how we work continue to redefine how companies think about culture, cities, and the 40-hour work week. Each shift from hybrid, remote, and return-to-office policies continues to disrupt employees' desire for agency and need for community. Take a deeper dive in a one-on-one conversation with Salesforce on how they're creating culture by design through the workplace of the future and leaning into the role companies play in shaping the future of our cities.

Relina Bulchandani, Executive Vice President, Real Estate and Workplace Services, **Salesforce**

Moderator: **Su-Zette Sparks**, Senior Managing Director/Practice Leader - Org Design, Change & Transformation, **CBRE**

Audience questions and reflections

11:30 am – 11:55 am **General Session**

Change Has Changed: New Rules for Navigating Transformation in the Ecosystem Economy

Lines are increasingly blurring both across industries and within sectors. In the coming years, virtually every company will be orchestrating transformation across a complex ecosystem of partners, services, customers, and even competitors. What used to work to lead change within the discrete borders of a single function or enterprise is now obsolete. In this session, we consider BTS's research and approach to effectively implementing transformative change in a constantly evolving system. Participants gain insight into the critical role of a human-centered approach to change and learn how McKesson CoverMyMeds is applying these principles to solve a complicated problem with the simple purpose-driven solution of helping people get the medicine they need to live healthier lives.

Kelly Brashear, Vice President, Strategic Initiatives, CoverMyMeds, **McKesson**

Moderator: **Anne Wilson**, Senior Vice President & Partner, Head of Change & Transformation, North America, **BTS**

Audience questions and reflections

12:00 pm – 12:35 pm **General Session**

Reshaping Culture to Transform

Whether integrating companies, expanding at the speed of technology, or changing outdated ways of operating, a business with a changing culture demands new or evolved collective norms, values, mindsets, and behaviors. That journey is a rigorous one, requiring a keen ability to understand the direction the organization needs to go, the changes in behaviors necessary to get there, and the level of readiness of the leadership team to commit to the often difficult and complicated work involved along the way.

Join a cross-sector conversation featuring business leaders who have taken the challenge to grow and transform their respective workplace cultures while ensuring competitiveness and retaining their employees in the process.

Yvette Hetrick, CEO, **Optimized Solutions**

Marguerite Samms, Vice President and Chief Learning Officer, **Intermountain Health**

Astrid Uka, Chief Transformation Officer, Sales and Marketing, **Microsoft**

Moderator: **Robin Erickson, PhD**, Vice President, Human Capital, **The Conference Board**

12:40 pm – 1:40 pm

Networking Lunch

Available on a first come, first served basis (registration required), attendees have the opportunity to continue the conversation with the following on-stage presenters:

Daniel Dworkin, Organizational Development Partner, **Google**

Carolyn Naseer, Senior Director, Organizational Development and Change Management, **RTI International**

Paco Rodriguez, President and Co-Founder, **SAGE Dining Services**

Ellen Stewart, Senior Director, HR Strategy & Transformation, **Cargill**

Kevin Swiss, Mergers & Acquisitions Executive, **IBM**

Astrid Uka, Chief Transformation Officer, Sales and Marketing, Microsoft, **Microsoft**

Juliana Wallace, Senior Director, Organization Transformation and Change, **Medtronic**

1:40 pm – 2:25 pm **Change & Transformation Track**

Workshop: Cultivating a Mindset for Leading Through Big, Gnarly Problems

As changemakers, we find ourselves constantly responding to putting out fires or playing catch-up to the latest trends. Learn how to shake out of this reactionary stance and instead embrace a visionary one focused on dreaming, building, and leading. Move away from executing blueprints for short-lived innovation and more toward creating conditions for creatively steering and responding to complex change.

Together, we shift our perspective on change away from a destination to be reached to a verb that can be practiced. During this exercise, we identify tactics for building a culture that empowers our people to do the same.

fahad punjwani, Founder, **Suchee Studios**

1:40 pm – 2:25 pm **Organization Design Track**

Workshop: Listening as the Foundation for High-Impact Organization Design Work

Learnings from leaders, team members, partners, and customers provide the foundation for your organization design. These insights offer critical nuances about the organization and people that inform building a targeted, business-relevant design approach.

Join an interactive discussion that reflects on experiences partnering with diverse clients with varied design needs. Leveraging a standard organization design model, we consider how to gather insightful information and how doing so can inform critical design discussions.

Stacey Young, Founder, **Young Solutions Group**

2:30 pm – 3:00 pm **Change & Transformation Track**

A Deep Dive into Generative AI Use Cases

Jumping off from this morning's conversation, we take a deep dive into various examples of businesses driving change today through the adoption of generative AI. We explore specific tasks that are being reshaped by this revolutionary technology and strategies for adapting to the changes taking place now as well as those soon to come and consider how GenAI is likely to revamp the Change Management function itself.

Laura Bermudez, Assistant Vice President, Change Management, Care Transformation & Innovation, **HCA Healthcare**

Stacey Taylor, Vice President, Implementation & Change, **Visa**

Astrid Uka, Chief Transformation Officer, Sales and Marketing, **Microsoft**

Moderator: **Kent Greenes**, Program Director, Change & Transformation Council, **The Conference Board**

Audience questions and reflections

2:30 pm – 3:00 pm **Organization Design Track**

Exploring AI Transformation Within OD and HR

The rapid expansion of AI is transforming businesses and creating exciting new opportunities for Organization Design and HR leaders and practitioners. At Microsoft, both these functional teams are positioned at the forefront of this change, leveraging AI to drive organizational development in areas such as leadership team effectiveness and process improvement.

Join Microsoft's Jonathan Budden as he shares real case studies and practical tips for integrating AI into your everyday work. Learn how you can harness the power of AI to drive your organization's evolution and align with AI-driven strategies.

Jonathan Budden, General Manager, Talent and Organizational Development, **Microsoft**

Audience questions and reflections

3:10 pm – 3:40 pm **Change & Transformation Track**

Come Together… Right Now: Implications on Culture Change from Mergers & Acquisitions

While some acquirers have established M&A practices with long track records of successful acquisitions, others have just begun building out those functions as their organizations have ramped up their dealmaking activity in recent years.

In this conversation, learn how leaders are restructuring organizations and managing change across cultures, processes, and business models that translate to strategies for transformation that are applicable both inside and outside the M&A sphere.

Kenneth Park, Director - Head of HR M&A, **Netflix**

Kevin Swiss, Mergers & Acquisitions Executive, **IBM**

Moderator: **Rita Meyerson, EdD**, Principal Researcher, Human Capital Center, **The Conference Board**

Audience questions and reflections

3:10 pm – 3:40 pm **Organization Design Track**

Aligning Strategy and Organization Design to Support Growth: Staying Ahead of Changes in the Auto Sector

Cox Automotive is positioned at the forefront of transforming how cars are bought, sold, owned, and used. Consumers, dealerships, original equipment manufacturers, and large fleets alike rely on Cox Automotive for solutions that power the transportation industry. As a consumer, if you've ever looked online to research buying a car you have likely used Kelley Blue Book or Autotrader. To maintain its global leadership position as the industry transforms due to electrification, new marketplaces, and autonomous vehicles, Cox must constantly evaluate and align its strategy and organization design to respond to market opportunities and to strengthen its core capabilities.

In this session, join us to learn how Cox Auto aligned its strategy and organization design through a period of significant change in the industry to build a more responsive, simpler, and customer-oriented business and operating model to support the company's growth.

Amy Mills, Executive Vice President and Chief Strategy Officer, **Cox Automotive Inc.**

Moderator: **Garrett Sheridan**, CEO, **Lotis Blue Consulting**

Audience questions and reflections

3:45 pm – 4:00 pm

Networking Break

4:00 pm – 4:25 pm

Evolving Culture to Play a Leading Role in the Energy Transition

How do we meet the need for more energy and less carbon? This is the world's greatest balancing act and one that SLB, with 111,000 employees in over 120 countries, is determined to lead. Having built one of the strongest brands in oil and gas services over the course of close to 100 years, they recently updated their strategy, brand, and culture to establish themselves as a global technology company driving energy innovation for a balanced planet.

Amanda Fajak from ZRG Consulting powered by Walking the Talk™ and Pedro Neiva Botelho from SLB share the story of SLB's cultural evolution and reveal key behaviors behind their ambitions - being able to experiment, learn, and grow and focusing on what matters most. They share stories about how SLB is building a mindset of prioritization and is making learning from intelligent failures integral to their growth. They then explore the role of behaviors, symbols, and systems in orchestrating that cultural transition at SLB and the importance of securing the active commitment of every stakeholder, particularly leaders, to shape the desired culture of the organization.

Pedro Neiva Botelho, HR Director, Total Talent Management, **SLB**

Moderator: **Amanda Fajak**, CEO, **Walking the Talk, a ZRG Company**

4:30 pm – 4:55 pm **General Session**

How Organization Design Is Powering Google's Next Generation of Innovation and Performance

Google is laser-focused on driving growth and developing groundbreaking technology. Success demands achieving new levels of innovation and organizational effectiveness. This session explores how Google is leveraging Organization Design to create a higher performing, more adaptive team.

Daniel Dworkin, Organizational Development Partner, **Google**

Suwah Tobah, Head of Organizational Development, **Google**

Audience questions and reflections

5:00 pm – 5:05 pm

Day One Closing Remarks and Day Two Preview

Craig DeWald, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**

5:05 pm – 6:05 pm

Networking Reception

Participants can take the opportunity to expand and enrich their professional networks and reflect on the first day of the program over beverages and hors d'oeuvres.

6:05 pm – 7:15 pm

Secrets of the Brooklyn Bridge Tour

The granite and limestone structure of the Brooklyn Bridge has dazzled both tourists and residents alike for over 130 years, but beyond its stately exterior lies an epic origin story. This unique walking tour provides attendees with a whole new appreciation for one of New York City's most iconic landmarks. Participants discover the bridge's secrets, including stories of its old Cold War fallout shelter, the hidden champagne vaults, the bridge jumper survivor's support group, and more. They see an abandoned park hidden in plain sight as they explore the perimeter of the Manhattan anchorages of the bridge. And they walk the bridge up to its mid-span and witness some of the best vistas the city has to offer.

DAY TWO
Thursday, May 9, 2024

8:00 am – 9:00 am

Breakfast Roundtables

Attendees join their peers for small-group discussions focused on timely issues relevant to Change & Transformation and Organization Design, including:

1. **Building and Positioning a High-Impact Organization Design Function**, facilitated by Karl Johnson, Global Head, Strategic Capabilities Practice, Mars
2. **Change and Mergers, Acquisitions, and Spin-Offs**, facilitated by Lisa Reynolds, Vice President, Change Management, Christus Health
3. **Changing Mindsets for an AI-Oriented Future**, facilitated by Astrid Uka, Chief Transformation Officer, Sales and Marketing, Microsoft
4. **Creating Alignment Up, Down, and Across Organizations**, facilitated by Daniel Dworkin, Organizational Development Partner, Google and Suwah Tobah, Head of Organizational Development, Google
5. **Culture Development in Merging Organizations**, facilitated by Marguerite Samms, Vice President and Chief Learning Officer, Intermountain Health
6. **Implementing New Organization Designs Alongside HR Business Partners**, facilitated by Juliana Wallace, Senior Director, Organization Transformation and Change, Medtronic
7. **Key Strategic Relationships for Driving Impact with Transformation and Organizational Effectiveness Teams**, facilitated by Laura Broughton, Strategic Capabilities Partner, Mars
8. **Organizational Resilience During Times of Rapid Change**, facilitated by Carolyn Naseer, Senior Director, Organizational Development and Change Management, RTI International

9:00 am – 9:10 am

Day Two Opening Remarks

Craig DeWald, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**

9:10 am – 9:35 am **General Session**

Transforming the Everyday for Everyone at Siemens

For more than 175 years, Siemens has been inventing the future. Today, the company is focused on combining the real and the digital worlds to reimagine industry and infrastructure by taking the view that technology is only as powerful as the people behind it. In this keynote, hear about the company's systematic approach to transformation for sustainable success and growth.

Nanda Burke, Executive Vice President and Global Head of Talent and Leadership, **Siemens**

Audience questions and reflections

9:40 am – 9:55 am

Networking Break

9:55 am – 10:25 am **Change & Transformation Track**

The Kellogg Company Divestiture: A Case Study in Navigating 34,000 People Through Major Change

Kellogg's, known globally for its strong brand presence, faced a transformative challenge when it announced a split into two distinct companies, impacting its 34,000 employees. This session explores how Kellogg's managed to navigate this significant change, maintaining high employee retention through strategic engagement and clear, two-way communication. Discover Kellogg's approach to managing human behavior and mindset, ensuring continuity and alignment across its workforce. Learn from their use of targeted communications and from real-world examples that were instrumental in championing a resilient, change-ready culture.

Tomissa Smittendorf, Senior Director, Commercial Capability, **Kellanova**

Moderator: **Nellie Wartoft**, CEO & Founder, **Tigerhall**

9:55 am – 10:25 am **Organization Design Track**

From Start-Up to Industry Force: Building and Transforming SAGE Dining Services

SAGE Dining Services is the nation's leading provider of dining services and upscale catering to independent schools and small private colleges. Co-Founder Paco Rodriguez, recipient of the Silver Plate Award in 2022 by the International Foodservice Manufacturers Association, one of the highest honors in the hospitality industry, leads a business which operates and competes against multinational providers in 37 states and two Canadian provinces. Learn how SAGE evolved from a start-up to a formidable force in the industry, guided by a forward-focused strategy based on effective recruiting, controlled growth, a family-oriented culture, and continual adaptation to dynamic market conditions.

Michelle Rodriguez Call, Director of Strategy, **SAGE Dining Services**

Paco Rodriguez, President and Co-Founder, **SAGE Dining Services**

Moderator: **Craig DeWald**, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**

Audience questions and reflections

10:35 am – 11:05 am **Change & Transformation Track**

Scaling Human-Centric Change at Johnson & Johnson

Johnson & Johnson recently implemented a new skills-based learning approach to attract and retain some of the world's best talent, standing up a transformed L&D ecosystem and operating model for 130,000 employees in the process. Discover how J&J scaled human-centered change around this transformation, from leadership alignment through empowerment of stakeholders to measurement of effectiveness and evolution of strategy and tactics.

Adam Schreiber, Global Director, Change Management, Enterprise Transformation Office, **Johnson & Johnson**

Audience questions and reflections

10:35 am – 11:05 am **Organization Design Track**

HR Transformation Revisited

For more than two decades, traditional HR operating models have been challenged to meet the fast-paced, dynamic business demands. To be more effective business partners, new capabilities, processes, and deployment strategies have been developed and implemented across global HR roles. Join strategic HR leaders from high-impact companies to learn about how they were able to meet organizational goals and maximize results throughout their functional and cultural transformation journeys.

Alan Morales, Senior Director, HR Transformation Lead, **American Honda Motor Company, Inc.**

Wes Siegal, PhD, Vice President, Talent Effectiveness, **Memorial Sloan Kettering Cancer Center**

Ellen Stewart, Senior Director, HR Strategy & Transformation, **Cargill**

Moderator: **Rita Meyerson, EdD**, Principal Researcher, Human Capital Center, **The Conference Board**

Audience questions and reflections

11:10 am – 11:25 am

Networking Break

11:25 am – 11:55 am **Change & Transformation Track**

Humanocracy: The Disruption That Ends Transformation Failure?

Workplace transformation failure rates haven't improved in two decades. Employees are change-weary and disengaged. Could a seismic management shift towards employee openness, autonomy, and ownership – an embrace of "Humanocracy" – finally solve the riddle of transformation success?

In this session, Chris Dowse of Smartsheet and Rebecca Scilingo of FreeWheel, a Comcast company, discuss how the Smartsheet platform empowers human-centric transformation. Beckie shares how she is driving successful transformation initiatives at FreeWheel by eliminating transformation blind spots and by solving cross-functional dysfunction. Chris then provides employee-led innovation insights from 6,000+ customers focused on building sustainable accountability.

Chris Dowse, Vice President, Customer Success and Outcomes, **Smartsheet**

Rebecca Scilingo, Senior Vice President, Operational Excellence, **FreeWheel**

Audience questions and reflections

11:25 am – 11:55 am **Organization Design Track**

Moving Targets: Designing for Commercial Effectiveness amid a Broader Transformation

With more than 95,000 people employed across 150 countries, Medtronic innovates solutions that treat 70-plus health conditions by deploying state-of-the-art technology to transform the lives of two people every second. Medtronic's Juliana Wallace shares lessons learned from two iterations of organization design for the same commercial-facing function involving first a distributed HR Business Partner-led design methodology to build quick leverage and then a more strategic, analysis-based approach for broader transformation. Join the conversation to learn how organization design lessons can be applied in a rapidly changing environment to create even greater impact.

Juliana Wallace, Senior Director, Organization Transformation and Change, **Medtronic**

Audience questions and reflections

12:05 pm – 12:35 pm **Change & Transformation Track**

The Intersection Between Well-Being and Change: Equipping Your Employees to Thrive During the Next Disruption

We've all witnessed the impact on our people of continuous changes inside and outside our organizations. This session focuses on the intersection between well-being and Change Management in times of accelerated disruption. We explore a fresh approach to change planning that embeds well-being and inclusion with a case study providing practical takeaways that can be immediately implemented. Learn how to position employees to develop a meaningful sense of belonging throughout the turbulent times in which we all live and work.

Carolyn Naseer, Senior Director, Organizational Development and Change Management, **RTI International**

Audience questions and reflections

12:05 pm – 12:35 pm **Organization Design Track**

Leveraging a Honeycomb Model to Transform Mars' Food and Nutrition Business

An American multinational manufacturer of confectionary, pet food, and animal care services with approximately $45 billion in annual sales, Mars is a capability-driven organization. Mars' Laura Broughton and Karl Johnson shed light into a digital transformation plan their team executed within their food and nutrition business. This work serves as an example of how they leveraged a honeycomb model to bring clarity and alignment to senior leaders' most pressing strategic priorities for renewing the business and driving complex restructurings at a global scale.

Laura Broughton, Strategic Capabilities Partner, **Mars**

Karl Johnson, Global Head, Strategic Capabilities Practice, **Mars**

Audience questions and reflections

12:35 pm – 12:45 pm

Networking Break

12:45 pm – 1:15 pm **General Session**

Change, Transformation & Organization Design 2025: Brainstorming What's Next and What's Needed Now to Face It

The changes we've been experiencing in recent years can sometimes seem more the stuff of fiction than that of our actual daily lives. We draw from the wisdom of both our speakers and attendees to brainstorm what "unimaginable" change might we be facing when we host this gathering next year and what skills, tools, and organization designs should be fostered now in order to prepare for it.

Facilitator: **Robin Erickson, PhD**, Vice President, Human Capital, **The Conference Board**

Facilitator: **Rita Meyerson, EdD**, Principal Researcher, Human Capital Center, **The Conference Board**

1:15 pm – 1:30 pm

Closing Remarks

Craig DeWald, Chief Talent Officer, **Ford Motor Company** and Chair, **The Conference Board**