



13<sup>th</sup> Annual  
**Organization  
Design**  
CONFERENCE

Transforming to deliver speed, agility,  
adaptability and accountability

**Pre-Conference**  
**November 8, 2017**

Designing Organizations that  
Work: Tools and Techniques

**Conference**  
**November 9–10, 2017**

Westin New York at  
Times Square  
New York, NY

[www.conferenceboard.org/organizationdesign](http://www.conferenceboard.org/organizationdesign)

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SEPTEMBER 30<sup>TH</sup> FOR  
**\$200 SAVINGS!**

## Pre-Conference Workshop

### Wednesday, November 8, 2017

9:00 am – 5:00 pm

#### Designing Organizations that Work: Tools and Techniques

Given the pace of change in organizations around the globe, and the increasing level of uncertainty, the need to create agile organizations that can thrive in this environment is critical. An important key is taking a holistic approach. Strong partnership between executives and their change partners to orchestrate strategic organization design and change is another key. This workshop will showcase some of the foundational tools that are used by companies of all sizes to lead organization transformation through intentional choices aligned to strategy. In addition, this hands-on workshop will highlight ways that executives and HR practitioners can effectively partner to identify both the hard and soft design facets needed to enable true organizational transformation. Participants will:

- Learn strategic organization design tools that powerfully connect organization choices to strategy
- See examples of how organizations have achieved sustainable differentiation success in the “new economy”
- Explore techniques for building effective partnership between leaders and their change partners to lead transformation
- Discover important building blocks that will help increase the likelihood of success

**Reed Deshler**, Author of *Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization that Works*, and Principal, **AlignOrg Solutions**

**Mike Smith**, Senior Consultant, **AlignOrg Solutions**

## Agenda

### Thursday, November 9, 2017

Opening: 8:45 – 9:00 am

Julie Salmon, Program Director, The Conference Board

A 9:00 – 9:50 am

#### Designing Experiences for the Organization of the Future

To survive and thrive, organizations must evolve with the new digital economy. Successful organizations will redesign themselves, striving to create workforces that excel at learning, deal effectively with ambiguity and complexity, and create value through innovation. In this interactive session we will discuss and demonstrate what it means to create the experience strategies and designs that transform organizations and enable people to be successful in the digital age. Along with best practices and principles, we'll share digital experience design samples.

**Mimi Brooks**, CEO, **Logical Design Solutions**

B 9:50 – 10:40 am

#### The Future of Work: Alternative Ways of Working and the implications for Organization Design

Traditional employees are a shrinking share of the workforce. Instead, there is a steady increase in contingent and alternative employment arrangements, coupled with tightening labor markets. Employers may find alternative employment as a partial solution. What are the work characteristics that lend themselves to alternative employment, and what are the implications for how we do work in the future?

**Gad Levanon**, Chief Economist, North America,  
**The Conference Board**

Networking Break: 10:40 -- 11:00 am

C 11:00 – 11:45 am

#### Blurred Boundaries

The boundaries within and between organizations are becoming more porous every day. Whether in partnerships, ventures, networks, or alignments, companies are looking for new and better ways to facilitate collaboration and innovation. Eli Lilly is a global leader in managing alliances. Learn their best practices for building and maintaining a robust capability to thrive in these collaborations.

**Steve Walker**, Director, Alliance Management and M&A Integration, **Eli Lilly and Company**

D 11:45 am – 12:30 pm

### Practicing What We Preach: Designing Your Own Organization Design Practice

It's common for us to offer our org design services to our business clients, but many times we forget all about those when it comes to working within our own function. During this session, learn about the trials and triumphs of setting up an organization design practice from scratch, with an emphasis on managing the dynamic between the corporate center and outposted units.

**Alfredo Mendez**, VP Organization and Employee Experience, **AECOM**  
**Ria McVeigh**, Director of Organization Design and Change Leadership, **AECOM**

LUNCH: 12:30 – 1:30 pm

E1 1:30 – 2:20 pm

### Designing a Global IT Function to Deliver in an Agile Way

This session will share the approach taken by an IT organization to develop new capability aligned to deliver critical support to research and new product design while maximizing the efficiencies of traditional IT support services. Understanding the alignment of work activities to strategy and required capabilities for strategy delivery enabled PerkinElmer's IT organization to design for speed, agility, and effectiveness while cutting costs and delivering leaner IT services globally. You will be introduced to the organization transformation process and tools that enabled the IT leaders at PerkinElmer to align their organization to rapidly shifting business requirements and inculcate an Agile methodology for IT design and development teams.

**Alex Phillips**, IT VP, **PerkinElmer**  
**Mike Smith**, Senior Consultant, **AlignOrg Solutions**

E2 1:30 – 2:20 pm

### Hindsight to Insight – A Path to Why

Key Performance Indicators (KPIs) can be used to measure performance, but have you ever wondered why a specific performance was good or bad? Hear how Cigna is using leading edge diagnostic analytics to bridge the gap in key performance areas and provide insights to organizational improvements needed to achieve competitive success.

**Elizabeth Barth-Thacker**, Director Business Optimization and Innovation, **Cigna**

F1 2:30 – 3:20 pm

### The New Wave of Intrapreneurship: How Companies are Disrupting Themselves

This highly interactive session will examine the emerging trends and methods that promote successful internal innovation, intrapreneurship and organization adaptability for middle to large market companies. In today's highly disruptive, digitally transformed marketplace, established companies have an even greater need to innovate "beyond the status quo". Much of this innovation can be organic if the right culture, structure and organization design is in place. Case studies of internal idea incubation, compensatory practices and design approaches will be shared.

**Scott Hamilton**, CEO, **ENP Institute**

F2 2:30 – 3:20

### Transforming Innovation with Design Thinking

Design Thinking is transforming products and experiences at many levels. Learn how these practices and principles have been applied to transform a global R&D function. Hear about one company's learning moments on the journey, and how they have moved from events to truly shifting culture and mindsets.

**Regina Hourigan**, Manager of Innovation Capabilities, **Colgate Palmolive**

Networking Break: 3:20 – 3:45 pm

G: 3:45 – 5:15 pm

### Panel Discussion: The Future of Organization Design

This interactive conversation will focus on the critical issues, technologies, and environmental factors that are impacting the organization design and transformation profession. Panelists will share perspectives on how leading companies are responding, and what is coming around the corner, including emerging models and approaches.

Moderator:

**Reed Deshler**, Principal, **AlignOrg Solutions**

Panelists:

**Mike Kosiarek**, Senior Director Global Organization Design, **McDonald's**  
**Chris Kujawa**, VP Human Capital Capabilities, **American Express**  
**Tanya Snyder**, VP Organization Design and Change Management, **Estee Lauder**

Closing Comments: 5:15 pm

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

Networking Reception: 5:30 – 6:30 pm

Hosted by:



Closing Remarks: 11:50 am -- 12:00 pm

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

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## Day Two

### Friday, November 10, 2017

Welcome: 8:45 – 9:00 am

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

H 9:00 – 9:50 am

#### **Charting a Successful HR Redesign Effort at a Global Scale**

This session will share the experience of how a leading product development and manufacturing company managed a global HR redesign effort that maximized business intimacy while gaining critical efficiencies while supporting the business. Operating model changes within a function are never easy and impact more than just the function. The team will share the difficulties associated with global functional redesign, the structure and process used to break through the barriers and move the organization forward.

Some of the key design and transition questions included:

- How to leverage existing capabilities while building and enhancing new ones?
- How to continue supporting the business while changing the operating model?
- How to involve the organization's leadership to ensure a quick and smooth transition through a turbulent time?

**Susan Schmitt**, CHRO, **Rockwell Automation**

**Mike Smith**, Senior Consultant, **AlignOrg Solutions**

**Stacy Waltz**, Hr Manager – HQ Functions, **Rockwell Automation**

I 9:50 – 10:40 am

#### **Going “Glocal”**

Explore how Chevrolet is building their Global Brand through a “glocal” approach – balancing global consistency with local relevancy and local input. From common goal-setting to collaboration tools to marketing planning, Chevrolet has built and operates a global team focused on growing the brand in a competitive, complex industry. Learn the key ingredients and best practices about how to turn an international team into a global one.

**Richard Choi**, Director, Global Brand Strategy, **Chevrolet**

Networking Break: 10:40 - 11:00 am

J 11:00 – 11:50 am

#### **Digital Transformation: What's the Role of Organization Design?**

Companies that commit to digital transformation often must replace some of their traditional values and structures to increase agility, speed, innovation, and collaboration. New research from The Conference Board explains the challenges and opportunities for leaders and organization design practitioners in helping their companies manage these changes.

**Mary B. Young, D.B.A.**, Principal Researcher Human Capital,  
**The Conference Board**

**For sponsorship opportunities, please contact [michael.felden@conferenceboard.org](mailto:michael.felden@conferenceboard.org)**

# REGISTRATION INFORMATION

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

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

**Phone** **212.339.0345**

*8:30am – 5:30pm ET, Monday – Friday*

<b>Pre-Conference Seminar:</b> Designing Organizations that Work: Tools and Techniques <b>November 8, 2017</b>	
<b>Members</b>	<b>\$1,015</b>
<b>Non-Members</b>	<b>\$1,215</b>

<b>Conference: REGISTER EARLY AND SAVE!</b>	<b>Until 9/30/17</b>	<b>After 9/30/17</b>
<b>Members</b>	<b>\$2,095</b>	<b>\$2,295</b>
<b>Non-Members</b>	<b>\$2,695</b>	<b>\$2,895</b>

Fees do not include hotel accommodations.

## Location

### 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.