



14th Annual
**Organization (re)
Design**
CONFERENCE

**Shaping Culture, Driving Alignment and
Leveraging Analytics**

**Pre-Conference Workshop:
November 7, 2018**

**Fast. Intuitive. Practical: Proven Tools and
Approaches for Effective Organization Design**

**Conference:
November 8–9, 2018**
Westin New York at Times Square
New York, NY

www.conferenceboard.org/organizationdesign

Lead Sponsor



Supporting Sponsor



Pre-Conference Workshop

Wednesday, November 7, 2018

9:00 am – 5:00 pm

9:00 am – 5:00 pm

Fast. Intuitive. Practical: Proven Tools and Approaches for Effective Organization Design

Given the volatility and uncertainty in today's marketplace, organizations need to be agile and resilient in order to survive, much less thrive. Critical to achieving organizational agility is clear alignment of all organizational choices. This can only be achieved through a holistic approach to designing and sustaining organizations. This all-day workshop will introduce a series of practical tools that are used by organizations of all sizes to guide effective organization design. Through hands-on exercises and interactive case studies participants will engage in learning about the tools, and hear real-life stories of how companies have used them to enable successful transformation. Participants will:

- Learn strategic organization design tools that powerfully connect organization choices to strategy
- See examples of how organizations have achieved sustainable success responding to their changing environment
- Explore techniques for building effective partnership between leaders and their change partners to lead transformation across all facets of the organization
- 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**

Ken Brophy, Principal, **AlignOrg Solutions**

Ken Thompson, Principal, **AlignOrg Solutions**

Agenda

Thursday, November 8, 2018

Opening: 9:00 – 9:15 am

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

A 9:15 – 10:00 am

Building Global Organization Design Capability: A Case Study

Organizational design can have a substantial impact on a company's effectiveness and, ultimately, its success. Building an organization design framework and toolbox that enables point in time interactions with leadership teams and creating learning systems to enable ongoing training are both critical in today's ever-changing environment and global market. In this

session you will learn how Adobe has created an agile toolbox that enables internal business partners to drive effective business organization design and change.

Julie Anas, Senior Director, Employee Experience Business Partnering, **Adobe**

Mike Smith, Principal, **AlignOrg Solutions**

B 10:00 – 10:45 am

Organization Effectiveness during High Growth and Change

In 2013 AbbVie was created in a spin-off from Abbott Laboratories. The challenge for AbbVie was to define clear priorities, rally the organization around them, and then build organizational systems as they built the new company. Through mergers and acquisitions, as well as marketplace success, the company has grown 3X since its founding. With that, the company must rethink every aspect of their company on the run, and become a truly agile organization. Hear this compelling case study about the challenge of success, getting employees ready, and living out a vision of sustained growth.

Angela Lane, VP Talent and Development, **AbbVie**

Networking Break 10:45 – 11:00 am

C 11:00 am – 12:00 pm

Panel: Agility in an Age of Disruption and Digitization

Disruption and digitization are impacting industries around the globe. Managing the risks of such marketplace changes is a critical capability for any organization. Many companies are working to build the business agility they need to pre-empt such disruption, and pivot in response to emerging market opportunities and challenges. They are creating the new skills, collaborations, and ways of working needed to compete. This engaging panel discussion will feature organizations and practitioners who are leading these efforts in a variety of industries. They will share the lessons they have learned in the process.

Panelists:

Nanci Taylor, Enterprise Business Agility, **IBM**

Renee Ross, VP Organization Design and Change Management, **Estee Lauder**

Anne Dixon, Director, Global Organization Effectiveness, **Raytheon**

Moderator:

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

LUNCH 12:00 – 1:00 pm

D1 1:00 - 1:45 pm

Just in Time: Building an Organization Design Practice and Toolkit from the Ground Up

McDonald's will profile the work they have done in the last two years standing up a new Organization Design practice. They took a just-in-time approach to bringing tools and methodologies online. In addition to describing their capability building they will highlight the successes for their governance

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model for the new function.

Mike Kosiarek, Senior Director Global Organization Design,
McDonald's Corporation
Gabriela Mauch, Manager Global Organization Design,
McDonald's Corporation

D2 1:00 - 1:45 pm

Influencing Stakeholders to Achieve Maximum Alignment

The importance of alignment in creating vision, strategy, and buy-in has been well established. In this provocative case study learn how KP is transforming a culture that values autonomy and decentralization. Kaiser Permanente is leveraging principals of design thinking and human performance to better understand the stakeholder community, prioritize internal customer needs, align objectives, speak the business's language, and develop plans in partnership for the common good of the enterprise. This session will feature a successful framework and approach, with elements that are transferrable to your organization.

Laura P. Dannels, Director of Learning and Leadership Development, **Kaiser Permanente Southern California**
Lacey Elizabeth Dang, KP Leadership University Program Consultant, **Kaiser Permanente Southern California**

E1 1:50 – 2:35 pm

Evolution versus Revolution: Adapting Your Toolkit in Changing Times

It's not always practical to develop a new tool or approach every time there is a new business need to be addressed. In truth, it's not really necessary. During this highly interactive session you will learn how American Express is iterating its toolkit, building on proven concepts and principals to evolve and innovate rather than start from scratch. You will take away actionable ideas you can apply in your own organization.

Deborah Torosian, Vice President Organization Effectiveness, **American Express**
Delphine Kramer, Director Organization Effectiveness, **American Express**

E2 1:50 – 2:35 pm

Key to Success: Effective Project Governance

Government can be as tricky as any organization in trying to get stakeholders aligned and decisions made. Strong governance can help. The UAE has a number of ambitious redesign projects taking place including mergers and creation of new regulating and operating entities. These projects have yielded key learnings about operating models and institutional set up. In this highly interactive session we will focus on proven practices for project governance, and how these key learnings can be applied to help your next redesign project achieve success.

Sonia Ratra, Head of Organization Development, Department of Education and Knowledge, **United Arab Emirates**

Networking Break 2:35 – 2:55 pm

F 2:55 – 3:40 pm

Connecting People to Profit

The pace of change today is accelerating. Changing customer demands, the threat of automation and the new war on talent are all creating a future of work that most businesses are ill-prepared to respond to effectively. More alarming, only 15% of business leaders have made a decision in the past year as a result of HR data. In this era of permanent evolution, how can OD leaders take greater data-driven control of their organization to connect people to profit and value, and deliver the kind of impactful change that business needs on an on-going basis? In this session, our speakers will share their experiences of building a sustainable and data-driven OD capability.

Russ Clarke, President North America, **OrgVue**
Shawn Zimmerman, VP, HR Business Partner – Specialty, **Cardinal Health**
Mike Kosiarek, Senior Director Global Organization Design, **McDonald's Corporation**

G 3:40 – 5:00 pm

Panel: Future Trends Impacting Organization Design

Organization design has zoomed to the top of the list of global human capital trends. Designing the organization of the future is a continuous, dynamic and, in a sense, never-ending process. This interactive conversation will focus on emerging best practices and new approaches that organization design professionals are using, including data-driven organization design and new models for organizing. The panel will also discuss trends in technology and the business environment that are impacting organizations and organization design.

Moderator:

Reed Deshler, Principal, **AlignOrg Solutions**

Panelists:

Jenn Chuli Wessinger, SVP HR Data and Analytics, **SunTrust**

John W. Healy, Vice President & Managing Director, **Kelly Services**

Shawn Zimmerman, Vice President Human Resources, **Cardinal Health**

Closing Comments 5:00 pm

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

Networking Reception 5:15 – 6:15 pm

Hosted by  **ALIGNORG SOLUTIONS**
DIFFERENTIATION BY DESIGN

Friday, November 9, 2018

Opening: 9:00 – 9:15 am

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

H 9:15 - 10:00 am

Getting from the Organization Design Blueprint to Realization: A Case Study

Countless organizations undertake significant organization redesigns each year. The promise of most is enhanced performance, lower costs, accelerated growth and the like. The challenge comes when the brilliant plans that were so carefully orchestrated are not implemented as intended. This can happen for a lot of reasons, but it begs the question “What are some keys to successful implementation of a major organization redesign?” Learn the approach and techniques that CMS Energy employed to achieve not only a successful implementation of their new organization design but also to achieve record financial performance.

Lesly Saucedo, Change Collaboration Manager, **CMS Energy**
Reed Deshler, Principal, **AlignOrg Solutions**

I 10:00 – 10:45 am

Using People Analytics to Guide Organization Choices

People analytics are becoming more sophisticated and valuable with each passing year. Over the last three years, Monsanto has been in a tremendous amount of change culminating with the acquisition of Monsanto by Bayer. This session will cover how the organization has used analytics to understand organizational decision-making during times of change, and how analytics can drive design decisions.

Buddy Benge, HR Service Center & Analytics Lead, **Bayer**

Networking Break 10:45 – 11:00 am

J 11:00 – 11:45 am

The Matrix Evolution

“Must be comfortable working in a highly matrixed environment”. Nearly every single job description in the market today has that phrase (or some variation of it). It appears that even though the matrix organization as a structure is not in favor anymore and has been openly criticized since the early 1980s, a form of it is still widespread today. In fact according to a recent Gallup survey eighty-four percent of respondents were at least slightly matrixed. In this session we will explore several questions: What aspects of the matrix are part of a healthy organization? Are matrixed employees more engaged? How are some executives tweaking the matrix to maximize its benefits and address its disadvantages? What new forms of the matrix are appearing? Beyond a structure, we will also discuss how the matrix has evolved inside one organization into an operating model powered by social networks and technology and what managers need to do to get the most out of it.

Ana Elena Coronel, Senior Director, Organizational Effectiveness, **IGT**

K 11:45 am – 12:15 pm

Collaborative Conversations: Tapping the Wisdom of the Crowd

This interactive session will allow participants to engage in small group discussion around the topics and learnings from all the conference sessions. Through robust collaboration with peer practitioners, attendees will have a chance to test their own ways of thinking and working, and reflect on new alternatives to pursue.

Close: 12:15 pm

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

REGISTRATION INFORMATION

Online www.conferenceboard.org/organizationdesign

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Pre-Conference Workshop Pricing:	
Members	\$1,015
Non-Members	\$1,215

Conference Pricing:	
Members	\$2,295
Non-Members	\$2,895

Fees do not include hotel accommodations.

Location

Westin New York at Times Square

270 West 43rd Street

New York, NY 10036

Phone: **(212) 201-2700**

Hotel cut-off date: October 16, 2018

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.