The Organization Design Conference: Transforming Work, Evolving Culture and Leveraging Technology

Pre-Conference
November 6, 2019
Creating Differentiation by Design®: Tools & Techniques for Designing Winning Organizations

Conference:
November 7–8, 2019
Westin New York at Times Square
New York, NY

www.conferenceboard.org/organizationdesign

REGISTER BY AUGUST 31ST FOR $400 SAVINGS
Creating Differentiation by Design®: Tools & Techniques for Designing Winning Organizations

Wednesday, November 6, 2019

Given the pace of change in organizations around the globe, the need to design and enact agile organizations that can thrive in the new economy is critical. Taking a holistic approach is key, as is a strong partnership between executives and their change partners when facilitating strategic organization design and change. This workshop will showcase some of the foundational tools that are used by companies of all sizes to lead organization transformation through intentional organization 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
- View examples of how organizations have achieved sustainable differentiation and winning in the marketplace
- Explore techniques for building effective partnerships between leaders and their change partners
- Discover organization alignment building blocks that will help increase the likelihood of successful transformation

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

Agenda

Day One
Thursday, November 7, 2019

8:00 – 9:00 am
Registration and Breakfast

9:00 – 9:15 am
Welcome, Introductions
Cleta M. Galvez Ph.D., Program Director, Organization Design

9:15 – 11:45 am
General Session
Organization Design: Transforming Work and Evolving Organizations for Impact: How do you create a habit?
As The New York Times aims to become the Netflix of news by reaching 10 million subscribers by 2025, it has transformed its internal organization to answer this very question. In this session, Hannah Yang, SVP, Subscription Growth at The Times explains how the Company’s business side has reorganized in cross-functional teams to foster a culture of experimentation -- empowering its people to constantly challenge themselves by imagining new ways to grow like never before.

Hannah Yang, Senior Vice President, Subscription Growth, New York Times

11:45 am – 12:45 pm
Luncheon

1:00 – 2:30 pm
General Session
Artificial Intelligence will be Changing Organizations: What do we need to be considering?
Technology today, especially Artificial Intelligence, is impacting many aspects of the organization’s overall design. The key question is “How should leaders approach organization design as they navigate the shift to the AI/digitized work environment? As we integrate people, information and technology together in the right mix to achieve a relevant, competitive and impactful organization, we must accelerate our thinking and actions in this space. The purpose of this AI panel is to consider what we as multi-disciplinary leaders need to be considering as we address Artificial Intelligence in our organizations?

Moderator:
Reed Deshler, Organization Design & Change Leader - AlignOrg Solutions

Panelists:
Amy Liu Abel, Managing Director, Human Capital, The Conference Board
Michelle Keating, Artificial Intelligence for HR CoE lead at Accenture
Paul Squires, Ph.D., Clinical Associate Professor & Industrial Psychology, Department of Psychology, NYU Graduate School of Arts and Sciences

2:30 – 3:15 pm
Designing an Organization to Support Growth and Uncertainty
One of the top construction products companies is facing tremendous pressure in managing the need to double the capacity of its global sourcing and procurement function. With customer preferences changing faster than production capacity can be brought on line, this company is designing an organization that can identify, partner, and deliver innovative products to the market faster than competitors. The key to their success was the organization design process they followed to architect a winning vision, to engage key stakeholders, and to deliver business value in an efficient and sustainable way.

From this session you will learn:
- Key tips for examining organization design at a strategic level and how to integrate strategic initiatives into the design process
- How to align key organization elements to focus resources and deliver results

For sponsorship opportunities, please contact michael.felden@conferenceboard.org
• Techniques for developing a change and implementation journey road-map, and
• How to integrate an effective communication plan that drives results

**Lance Starks**, Vice President, Global Sourcing Integrated Supply Chain, **Shaw Inc.**

**Ken Thompson**, Principal, **AlignOrg Solutions**

3:15 – 3:30 pm
Refreshment Break

3:30 – 5:00 pm
**General Session**

**Speed to Market: How to Deliver Products Faster in an Aligned Organization**

Medtronic, as one of the world’s largest medical device manufacturers that operates in a highly regulated market, confronts a significant challenge of being fast and nimble in delivering new and updated products to market that improve and even save lives. Learn how Regulatory Affairs (RA) faces this tough regulatory environment head-on and ensures that new or changed products meet local country requirements. This session will discuss the organization alignment process the global RA leaders used to address several key organization design choices that helped Medtronic drive for faster speed-to-market. The key enhancements include:

- Integrating work processes to drive efficiencies
- Clarifying roles for faster decision making
- Developing new organization skills to utilize data more effectively
- Engaging hundreds of team members around the world to deliver faster project results

Leave this session with solid examples of how a global, cross-business unit function is changing their operating model to deliver products more swiftly in an increasingly complex global marketplace.

**Patricia Meyer**, Senior HR Director, Global Functions, **Medtronic Inc.**

**Doug Von Feldt**, Engagement Executive, **AlignOrg Solutions**

6:30 – 8:00 pm
Cocktail Reception
Creating the Optimal Customer Experience

Cliqstudios is using technology, data, and business intelligence to disrupt the very large, old, and growing cabinet marketplace. Approximately 8% of U.S. kitchen cabinets are now purchased on-line, with the balance in traditional dealer and home improvement retail centers. We virtually design kitchens for homeowners and home building professionals, render a virtual reality kitchen for them, and monetize that design experience through the sale of a semi-custom cabinet line that we uniquely configure and build for them. It's a combination of the latest technology with old school manufacturing and a global supply chain.

To this end, CliqStudios is designing their organization to assure optimal customer experience leveraging strong strategy, capabilities, processes, and talent that allow for speed of execution and impact in the market. Keith Hug, SVP, Customer Experience and Human Resources, will share practical knowledge and “know how” gained from being part of a fast paced start up that can inform the performance of large companies.

Discussion Leader:
Reed Deshler, Organization Design & Change Leader - AlignOrg Solutions

Panelist:
Keith Hug, SVP Customer Experience & Human Resources, CliqStudios
Christina J Rodriguez, CFO & General Counsel, SAGE Dining Services, Inc.

Designing for Innovation at Fluor

Fluor formed Business Transformation & Innovation (BT&I) in 2014 with the challenge to transform Fluor’s culture to be more innovative, to impact the bottom line, and to provide a platform to bubble up new employee ideas. Reporting directly to the COO, we had a voice at the table with all of Fluor’s business lines. Starting small, we built our organization with people fully versed in our core execution strengths, but with strategic insight and a willingness to push the limits. BT&I is both a globally dispersed and a rotational organization (~18 month assignments), launching our alumni back into the organization as catalysts for change on the task force floor, where innovation and adoption changes the culture, and rotating in new talent for innovation training. This approach creates greater engagement, faster adoption of solutions, 360° learning opportunities, and exposes a largely tactical employee population to strategy, communication, persuasion, and adoption techniques.

Maureen Price, Executive Director, Business Transformation & Innovation, Fluor Corporation

Conference Wrap-up
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 Pricing:

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Fees do not include hotel accommodations.

Location
The Westin New York at Times Square
270 West 43rd Street
New York, NY 10036
Phone: (212) 201-2700

Hotel cut-off date: October 16, 2019

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.