Organization Design
CONFERENCE
Strategic Shifts, Remote Work, Data & Culture

VIRTUAL EVENT
Pre-Conference
November 16, 2020
Opportunity in Crisis: Tools and Approaches for Designing Organizations Virtually to Survive & Differentiate

Conference
November 17 – 18, 2020

www.conferenceboard.org/organizationdesign
Pre-Conference Agenda

Opportunity in Crisis: Tools and Approaches for Designing Organizations Virtually to Survive & Differentiate

Monday, November 16, 2020
11:30am–3:30pm EST

11:30 – 11:45am
Introductions and Welcome

11:45am – 12:30pm
Session Set-up and Overview / Key Design Questions Organizations are Trying to Answer / Introduce Approach and Framework for Organization Design

12:30 – 1:00pm
Keys to Facilitating Virtual Design Sessions

1:00 – 1:20pm
Break

1:20 – 2:15pm
Review of Select Organization Design Tools

2:15 – 2:45pm
Leadership Implications for Driving Organization Transformation

2:45 – 3:15pm
Review Case Studies and Practitioner Round Table

3:15 – 3:30pm
• Q&A
• Wrap-up & Close

The interactive 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 select 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
Tuesday, November 17, 2020

(ALL TIMES EST)

11:30 – 11:45 am
Welcome, Introductions

Cleta M. Galvez Ph.D., Program Director, The Conference Board

11:45 am – 12:30 pm
General Session

Mars: Redefining the Organization, Market and the Way We Work

For more than a century, family-owned Mars, Incorporated has been driven by the belief that the world we want tomorrow starts with how we do business today. Across its diverse and expanding portfolio of confectionery, food, and petcare products and services, Mars employs 125,000 dedicated Associates who are all moving in the same direction: forward. With $40 billion in annual sales, Mars produces some of the world’s best-loved brands including DOVE®, EXTRA®, M&M’s®, MILKY WAY®, SNICKERS®, TWIX®, ORBIT®, PEDIGREE®, ROYAL CANIN®, SKITTLES®, UNCLE BEN’S®, WHISKAS®, COCOAVIA®, and 5™; and take care of half of the world’s pets through its nutrition, health and services businesses, including AniCura, Banfield Pet Hospitals™, BluePearl®, Linnaeus, and VCA™ In 2019, Consumer Goods Technology named Sandeep Dadlani Top CIO for Consumer Goods (awarded to the chief information officer who has made the greatest demonstrable business impact on his or her organization through the implementation and use of technology).

Given the unprecedented changes in 2020, organizations around the globe, are pivoting and re-inventing themselves to survive and thrive. The need to design and enact agile organizations has become essential. The fundamentals of Organization Design such as a holistic approach, strategic differentiation, and a strong partnership between executives and their change partners, at the stage for transformational change even in times of uncertainty or crisis.

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.

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Under the leadership of Chief Digital Officer, Sandeep Dadlani, Mars combined data analytics, AI and automation with design thinking techniques, resulting in a shift in the company’s organization and customer approach. In a recent HBR article (Walsh, 2020), the conveyance at Mars was highlighted from the traditional organization to an effective remote organization, leveraging the use of data. Sandeep Dadlani will open our conference with insights into highly impactful changes at Mars.

Sandeep Dadlani, Chief Digital Officer, Mars Incorporated.

12:30 – 12:55 pm
General Session
Re-Designing P&G to Operate at the Speed of Market
Procter & Gamble operates globally in 80 countries and is a recognized leader in supply chain. In 2019, P&G moved from a hybrid/matrix organization with a center-led supply chain to a much different structure. The complexity of the corporate hybrid structure led to a need to simplify, increase focus, agility, and accountability. The teams that once aligned with supply chain at central and regional offices have been realigned to six product-based operating units, each with their own CEO. The journey continues and Laura Mattimore will share the strategic imperative, the approach to organization design, and ultimately the impact on the culture and people.

Laura Mattimore, Senior Vice President, Procter & Gamble

12:55 – 1:20 pm
General Session
Alignment at Cargill: Strategy, Organization, Design and Culture
Cargill, a 150-year-old private company spanning 70 countries, is on a transformational journey with one key goal in mind: preparing for the future, long-term. But where does an organization, this size, start with such a monumental task? Cargill developed a Workforce Blueprint to help articulate what skills, automations and frameworks for decision making should be made for their future. By leveraging data, Cargill considered the “art of the possible” to set forward a compelling vision to guide the organization to a more customer-centric future state, starting now. They have learned much along the way and will share lessons and best practices that may also help other organizations looking to design for an elevated tomorrow.

Ellen Dowley Stewart, Global Leader of Organization Development & Transformation, Cargill

1:20 pm – 1:35 pm
Break

1:35 -2:00 pm
Culture and Organization Design During Organizational Acrobatics: Merge, Stand, Spin, Perform
M&A always presents interesting opportunities for the organization design process. In late 2015, Dow and DuPont announced the intent to merge and spin-off into three new companies, a chemical company, a specialty products company and an agricultural company, resulting in the largest deal in chemical industry history. Culture plays a crucial part in successfully creating each ‘new’ organization from the parts. During this period, Meg Stevens led the talent selection efforts across the “heritage Dupont” as a HR leader. Currently, Meg leads the Corteva Agriscience Global Talent Management organization. Meg will share how balancing the culture tightrope had and continues to have impact on operating models and organizational design within one of the biggest transactions in history.

Megan Stevens, Global Leader of Talent Management, Corteva Agriscience

2:00 -2:45 pm
General Session
Panel Discussion: Organization Design
Discussion Leader:
Reed Deshler, Organization Design & Change Leader, AlignOrg Solutions
Panelists:
Laura Mattimore, Senior Vice President, Proctor & Gamble
Ellen Dowley Stewart, Global Leader of Organization Development & Transformation, Cargill
Megan Stevens, Global Leader of Talent Management, Corteva Agriscience

2:45 – 3:00 pm
Break

3:00 – 3:45 pm
General Session
Align Org: Case Study
3:45 – 4:00 pm
Closing Remarks First Day, Evaluations
Cleta M. Galvez Ph.D., Program Director, The Conference Board

Day Two
Wednesday, November 18, 2020
(ALL TIMES EST)

11:30 -11:40 am
Opening Remarks
Cleta M. Galvez Ph.D., Program Director, The Conference Board

11:40 am – 12:30 pm
General Session
The Microsoft Journey: 10 Things We’ve Learned about Culture
As a purpose-driven organization, Microsoft believes its organizational culture serves as a platform for achieving its mission and business success. With the intent to build the culture of growth mindset that people want to be a part of, Microsoft has gone through complex culture evolution over the
last few years. In this session, Microsoft will share top 10 reflections on culture definition, activating multi-dimensional change, accelerating it through use of technology, and engaging all employees in achieving its purpose of empowering people around the world to achieve more.

Irada Sadykhova, Senior Director, OD, Microsoft

12:30 – 1:30 pm  
**Panel Discussion on Culture**

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

**Panelists:**
Kristie Kendall, Interim Chief Talent Officer, Ford Motor Company
Andy Fleming, Co-author, An Everyone Culture: Becoming a Deliberately Developmental Organization
Juliana Nunes, Global Head of HR-Enterprise Technology, Johnson & Johnson
Irada Sadykhova, Senior Director, OD, Microsoft

1:30 – 1:45 pm  
**Break**

1:45 pm – 2:30 pm  
**General Session**

**Orgvue: New Ways of Designing, Planning and Analysis**

The year 2020 gave new definition to the VUCA world. Organizations found themselves needing to adapt faster to survive, with greater effectiveness and efficiency, to deliver on shifting strategies. Change, however, can still be cumbersome and the intended benefits unrealized. Against this backdrop, Organization Design and Development has evolved, with a keen focus on accelerating workforce productivity to deliver increasingly complex strategies. To proactively identify opportunities and guide design decisions, Orgvue has leveraged data via an innovative Organization Planning and Analysis (OP&A) model, a natural partner to Finance’s FP&A process. This capability in forecasting and planning connects the organization to ever-changing business needs with a precision that benefits the organization, leaders and employees. Come hear about this dynamic work and see how it can enhance your current Organization Design processes!

Rupert Morrison, CEO, OrgVue

2:30 pm – 3:15 pm  
**Concurrent Session**

**Raytheon Technologies: Aligning Strategy, Talent and Workforce Analytics**

United Technologies Corporation agreed to buy Raytheon Company in an all-stock deal, forming an aerospace and defense giant with $74 billion in sales in one of the industry’s biggest transactions ever. Raytheon Intelligence & Space (R&I&S), one of 4 new business entities created by the merger, has been on a significant integration journey. Ensuring that each of RI&S has the talent to grow and support its $14B business portfolio across 35,000+ employees across the globe is now more critical than ever. Talent planning and strategy is an essential component to ensuring this alignment between the business strategy and the workforce to assure organizational performance. Generating targeted, actionable analytics has assured credibility with the businesses and has helped drive change. Bob Motion will walk us through the talent strategy and workforce analytics process to identify resources needed for the new organization design.

Robert Motion, Director, Talent Strategy & Planning, Raytheon Intelligence & Space, Raytheon Technologies

2:30 pm – 3:15 pm  
**Concurrent Session**

**Evolving a Legacy with Human-Centered Design**

As the innovative and entrepreneurial spirit of Henry Ford lives on in the next century, Ford takes lessons from its founder as it redesigns the work experience.

Changing our organizational structures, because “If you always do what you’ve always done, you’ll always get what you’ve always got.”

Investing in anytime, anywhere learning, because “Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young,” and

Focusing our business on designing and delivering human experiences because, “If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from that person’s angle as well as from your own,”

As a strategic partner at Ford, Human Resources understands the soul of the company and is transforming the culture to become the world’s most trusted company.

Kristie Kendall, Interim Chief Talent Officer, Ford Motor Company
Kirstin Queen, Manager, OD, Ford Motor Company

3:15 – 3:30 pm  
**Closing Remarks, Evaluations**

Cleta M. Galvez Ph.D., Program Director, The Conference Board

For sponsorship opportunities, please contact michael.felden@conferenceboard.org
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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Location
This is a virtual event. Attendees will be able to join live and also watch later on demand.