Organization Design
CONFERENCEx
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
As an attendee at the Organization Design Conference, you’ll learn from real-world case studies on how organizations from diverse sectors are responding effectively and efficiently to the rapid market shifts.

- Participants will better understand how Organization Design approaches and tools are applied to align organizations to strategy and in M&A integration via actual case studies.
- Participants will be able to describe the elements in a management plan to address culture to assure competitiveness in their respective businesses and organizations.
- Participants will be able to define the future trends in Supply Chain so that they may consider these pending realities in designing or redesigning businesses and organizations.
- Participants will better understand, through practical examples, how distressed business are pivoting business models and partnerships in their response to the COVID 19 market challenges.

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

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.

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**

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redefined the supply chain at central and regional offices have been much different. The complexity of the corporate hybrid/matrix organization has been recognized as a leader in supply chain. In 2019, P&G moved from a 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 through the implementation and use of technology.

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**

### Technology for the Way We Work at Mars

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, the 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).

### 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 product categories, 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).

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### Sandeep Dadlani, Chief Digital Officer, Mars Incorporated

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

### 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**

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**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...
Panelists:
Laura Mattimore, Senior Vice President Human Resources, Global Talent, 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
General Session
Panel Discussion
Cracking the Culture Code: People Development, Technology, and Creativity
Moderator:
Ken Thompson, Principal, AlignOrg Solutions
Panelists:
Robin Erickson Ph.D., Principal Researcher, Human Capital, The Conference Board
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 efficiently, 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 (RI&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

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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
Ford Motor Company is a global employer of 200,000 employees with a rich, 117-year history. Over the past several years, Ford has incorporated Human Centered Design into many aspects of our business, including how we shape our organizations, embrace a learning mindset, and incorporate consideration of experience – for the customer and employees - in all we do. As a strategic Human Resources partner at Ford, Kirstin Queen will provide insights to how understanding the soul of the company is transforming the culture and helping Ford to realize our aspirations.

Kirstin Queen, Organization Development, Ford Motor Company

3:15 – 3:30 pm
Closing Remarks First Day, Evaluations
Cleta M. Galvez Ph.D., Program Director, The Conference Board
## REGISTRATION INFORMATION

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