17th Annual Organization Design Conference
Re-evaluating, Rethinking and Reformulating Business Models and Culture

IN-PERSON
Pre-Conference Seminar
October 29, 2021 | New York, NY

VIRTUAL EVENT
Conference
November 4 – 5, 2021

www.conferenceboard.org/organizationdesign
Organization Design | Pre-Conference Seminar

Organizations around the globe, are pivoting and re-inventing themselves to remain competitive as market shifts continue to accelerate. The need to design and enact agile organizations has become essential. As organizations transform, the fundamentals of Organization Design such as a holistic approach, strategic differentiation, digital enablement and a powerful partnership between executives and their change partners, create the path to success.

This seminar will showcase the approaches and foundational tools that are used by companies of all sizes to lead organization transformation to ensure organization choices are intentionally aligned to strategy.

This interactive seminar will highlight ways that business executives and HR practitioners can effectively partner to identify both the hard and soft design facets needed to enable true organizational transformation. Specifically, 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.

IN-PERSON: Pre-Conference Seminar
October 29th, 2021 | NYC

9:00 AM – 3:00 PM ET

9:00 – 9:15 AM ET
Introductions and Welcome
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
Special Guest: Renae Leary, Chief Customer Officer, Ansell

9:15 – 10:30 AM ET
“Designing for Differentiation”
- Learn an easy-to-use framework for organization design
- Discuss the different levels of design issues organizations face

10:30 – 10:45 AM ET Break

10:45 – 12:00 PM ET
“Key Design Questions Organizations are Trying to Answer”
- Review agile organization design principles/approaches
- Discuss tips for facilitating virtual and blended design sessions
- Review the five steps to implementing a successful organization design

12:00 – 12:45 PM ET Lunch

12:45 – 2:15 PM ET
“Introduction and Review of Select Organization Design Tools”
- Apply a selection organization alignment tools (Small group Break-outs)
- Case Study: Renae Leary, Chief Customer Officer, Ansell

2:15 – 2:50 PM ET
“Leadership Implications for Driving Organization Transformation”
- Discuss the role of an Alignment Leader® and how they can be aided by an effective Change Partner
- Introduce the keys to successfully navigating a transformation journey

2:50 – 3:00 PM ET
“Questions & Answers” and Wrap-up

For sponsorship opportunities, please contact ryan.gavaghan@conference-board.org
VIRTUAL: DAY ONE
Thursday November 4th, 2021

11:00 – 11:05 AM ET
Welcome, Introductions
Cleta M. Galvez, Ph.D., Program Director, The Conference Board

11:05 – 11:40 AM ET  Session A

Medtronic: Hands-on in the Transformation of Medtronic’s Global Operating Model
Despite being the world’s largest med-tech company, Medtronic saw an opportunity to transform its operating model by decentralizing to provide greater focus in key markets and improve accountability for growth and performance. Learn how the senior leaders at Medtronic worked virtually during COVID to empower over 20 operating units to support its global business footprint and how the supporting functions pivoting to enable faster decision making. Key to this transformation were changes to how the executive committee of the company operated. This session will focus on how Medtronic started with its strategy and worked down through the macro design, micro design and eventually to implementation of its new operating model. See how the changes happened through the hands-on work of Medtronic executives and hundreds of team members to achieve a new, more customer-focused way of working.

Brett Knappe, Vice President of Strategy Operations and Program Management, Medtronic
Reed Deshler, Principal, AlignOrg Solutions and author of “Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization That Works”

11:40 – 11:45 AM ET  Break

11:45 AM – 12:35 PM ET  Session B

The Organizational Shifts of Digital Transformation
Digital transformation is happening across all industries and sectors – in business, government, education, and nearly every type of organization around the world. It is a way to rethink how value is delivered and how technical systems and capabilities are blended with human and organization systems and capabilities. Digital solutions have, at this point, become so widely used and adopted that virtually every business has already transformed digitally to a certain extent. However, the implications of digital transformation extend much farther than simply switching from paper to a computerized billing system. Digitization, when undertaken strategically, has the potential to transform an organization (and even an industry) — and its growth potential—in previously undreamed-of ways (Source: AlignOrg Executive Guide - Keys to Winning the Digital Transformation Game.) The same operating model, work activities, structure, talent & rewards, KPI’s, leadership, and culture will not get you to the strategy and results your organization is looking for. Learn from digital leaders about the implications for your organization.

Moderator:
Claire Marrero, CEO, Talent Source, President IT Women, Partner TekEra Group
Panelists:
Andy Rhodes, Chief Information Officer, UNICEF USA
Amado Cruz, Vice President, Global Technology - Agile Enablement Office & EPMO, Assurant
Melissa Lee, Vice President Global Digital Enablement Leader, Cargill, Incorporated
Aravind Yarlagadda, Executive Vice President and Chief Digital Officer, Eaton

12:35 – 12:40 PM ET  Break

12:40 – 1:15 PM ET  Session C

Ansell: Strategic Pivots to Reach Customers
Ansell Limited is an Australian public company that generates its revenue from the manufacture and sale of hand and body protection products for the healthcare and industrial sectors. Covid stretched the supply chain and customer service capabilities of the global PPE company. Ansell made key strategic pivots to improve the customer experience and differentiate the company in the marketplace. Learn how Ansell created the strategy to strengthen its customer experience team, digital marketing capabilities, inside sales and field selling, improved post sales customer service and developed a differentiating capability in regional supply chain.

Renae Leary, Chief Commercial Officer, Ansell
Ken Thompson, Principal, AlignOrg Solutions

1:15 – 1:25 PM ET  Break

1:25 – 2:00 PM ET  Session D

OrgVue: How to apply data to plan your future organization
The disruption we’ve experienced these past two years has been unprecedented. Organizations must continue to adapt faster to meet shifting market dynamics. Entire business models have transformed almost overnight. New, remote, and socially distanced ways of working have quickly become the norm. Leaders are looking for guidance on what the future of work should be. Join us in this session as we explore how to use data to make your organization more agile, lead the necessary discussions across the business, and help make decisions with complete confidence on what’s next.

2:00 – 2:05 PM ET  Break

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Enabling Profitable Growth at BASF Through Organization Delivery and Transformation

BASF creates chemistry and has been doing so for 150 years. The portfolio ranges from chemicals, plastics, performance products, and crop protection products to oil and gas. As the world’s leading chemical company, BASF combines economic success with environmental protection and social responsibility. Heidi Gerhard, Director of Talent Strategy, will share the Global Business Services Transformation work at BASF highlighting the development of Strategic Delivery units, Service Centers, and ultimately the journey to the democratization of work through Digitalization. Heidi will share the early stages of Digitalization, an integral part of the business, which enables the management of processes more efficiently, accelerates innovation, and improves customer relationships.

Heidi Gerhardt, Director, Talent Strategy, BASF

Prudential: Designing teams based on work and outcomes

Accelerated pace of change is a new normal for all of us. The context is ever shifting, and it feels like we are always dealing with black swans and gray rhinos. It is important to design jobs and teams that are fluid and adaptive to the pace of change but are still robust to drive the business to the outcomes. The solution lies in understanding the work, integrating the work into the right teams, and creating accountabilities to ensure that work produces the desired outcomes. The need is to move away from defining very specific positions, titles, spans, and layers; but rather lean into dynamic teams that adapt to work. Let’s reimagine and design the work before we design the organization.

Shradha Prakash, VP – FoW, Org Design and Talent Enablement, Prudential

Driving Business Strategy Through Agile at Colgate Palmolive

Driving Business Strategy Through Agile Ways of Working at Colgate Palmolive—Colgate-Palmolive Company, a publicly traded consumer products company with $15.7 billion of worldwide net sales, serves people around the world with well-known brands. Colgate operates in more than 80 countries with more than 34,000 employees driving success. A few years ago, the company developed a new business strategy and started their transformation. This new Operating Model focused on growth and innovation and with that there was a renewed emphasis on teams. The Company leaders understood the need to shift to more agile ways of working across all functions and at all levels. Join Michaela Schoberova, to learn about Colgate’s systemic approach to create and coach agile teams while defining behavior needs at all levels of the global organization, to “F.E.E.D. the Growth.”

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Susan Barney, Senior HR Business Partner, North America - Marketing, eCommerce & Finance, Colgate-Palmolive

Michaela Schoberova, Worldwide Director, People, Organization and Leadership Development, Colgate-Palmolive

12:55 – 1:00 PM ET  Break

1:00 – 1:35 PM ET  Session K

Re-thinking a New Business Model and the Traditional HR Approach to Employee Engagement at Campbell Soup Company

Campbell Soup Company is a multi-national food company, with annual sales of approximately $8.69 billion. The Company produces a range of high-quality soups, simple meals, beverages, and snacks. Campbell is challenging themselves to reinvent their culture and affirm the values and behaviors of who they are. Amy Tufano, Vice President, Talent Management, will share the journey from the creation of the new Business Operating Model to an Employee Engagement approach that led to strong ownership in the businesses and functions. This innovative work has driven double digit growth in Engagement work across the organization impacting strong business results.

Amy Tufano, Vice President, Talent Management, Campbell Soup Company

1:35 – 1:40 PM ET

Closing Remarks Day 2

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