



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

VIRTUAL EVENT
Pre-Conference Seminar
November 3, 2021

Conference
November 4 – 5, 2021

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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.

Pre-Conference Seminar November 3rd, 2021 (11:00 AM – 3:00 PM ET)

11:00 AM – 11:10 AM ET

Introductions and Welcome

Reed Deshler, Principal, **AlignOrg Solutions** and co-author of *Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization That Works*

Ken Thompson, Principal, **AlignOrg Solutions**

Sharon Moura, Principal, **AlignOrg Solutions**

Special Guest: **Renae Leary**, Chief Commercial Officer, **Ansell**

11:10 AM – 12:15 PM ET

“Designing for Differentiation”

- Learn an easy-to-use framework for organization design
- Discuss the different levels of design issues organizations face

12:15 – 12:30 PM ET **Break**

12:30 – 1:30 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

1:30 – 1:35 PM ET **Break**

1:35 – 2:35 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

2:35 – 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

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, Ph.D., Vice President, Office of the CEO,
Medtronic

Reed Deshler, Principal, **AlignOrg Solutions** and co-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 Charitable Foundation**, 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.

Rena Leary, Chief Commercial Officer, **Ansell**
Ken Thompson, Principal, **AlignOrg Solutions**
Sharon Moura, Principal, **AlignOrg Solutions**

1:15 – 1:25 PM ET **Break**

1:25 – 2:00 PM ET **Session D**

orgvue: Designing and Building Agile Teams at Scale

Agile has been around for over 20 years with origins in software development, but we are now seeing its application extend far beyond IT. Given the rapid pace of change in markets, companies are beginning to take agile across the enterprise to accelerate outcomes for customers and create a more adaptable business. While focusing on the team is a fundamental principle of Agile, it is crucial to align the broader organizational design as more teams shift to agile across the enterprise to drive the intended business outcomes and manage implications for talent. Success will be determined by how well organizations can deploy and manage agile teams at scale on a continuous basis. Join us in this session as we discuss a data-driven approach to overcome the challenges when adopting an enterprise-wide agile operating model, including how data can be used to:

- Manage multiple hierarchies
- Track talent supply and availability of skills
- Identify and resolve capacity challenges across teams
- Evaluate the productivity and ROI of agile teams

Rupert Morrison, Founder & Deputy Chair, **orgvue**
Mike Bobek, VP of Services, **orgvue**

2:00 – 2:05 PM ET **Break**

2:05 – 2:40 PM ET **Session E**

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**

2:40 – 2:45 PM ET **Break**

2:45 – 3:15 PM ET **Session F**

Organization Design Break Out Discussions

This session is a series of participant group discussions on relevant and timely Organization Design topics.

Discussion Moderators:

Sharon Moura, Principal, **AlignOrg Solutions**
Karl Johnson, Lead, Global Change and Organization Development, **Cargill, Incorporated**

3:15 – 3:20 PM ET

Closing Remarks Day 1

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

VIRTUAL: DAY TWO

Friday November 5th, 2021

11:00 – 11:05 AM ET

Opening Remarks

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

11:05 – 11:25 AM ET **Session G**

The Curious Advantage

Simon Brown, author of *The Curious Advantage* (along with Paul Ashcroft and Garrick Jones) and Chief Learning Officer at Novartis, makes the case for how curiosity can be the greatest driver of value in the new digital economy. Simon will highlight

the 7 C's of curiosity and how these seven elements work for learners and leaders in creating a culture of curiosity. Curiosity has profound implications for organizations, leaders and, individuals inhabiting today's business realities and the demand for innovation.

Simon Brown, Chief Learning Officer, **Novartis**, and co-author of *The Curious Advantage*

11:25 AM – 12:15 PM ET **Session H**

Panel: High Impact Culture Change

Join the Conference's popular and compelling discussion on Organization Design and Culture Change! Dr. Robin Erickson from The Conference Board will share current research on the employee experience and lessons from thriving companies. With those learnings as a foundation, Talent and Learning business leaders from General Mills, Procter and Gamble, and Novartis will bring to life how culture change accelerated at a deeper and profound level in their organizations. Assuring the right organizing choices (those choices the organization makes to drive performance and behavior change), often leverages redefined work processes and systems to gain traction in the implementation of their new business models. This is a great opportunity to gain insights from companies forging new ways of shifting their culture, retaining their employees, while assuring impact in the marketplace.

Moderator:

Ken Thompson, Principal, **AlignOrg Solutions**

Panelists:

Robin Erickson, Ph.D., Principal Researcher, Human Capital,
The Conference Board

Michael Benson, Vice President, Talent Management,
Analytics & Organization, **General Mills**

Simon Brown, Chief Learning Officer, **Novartis**, and co-author of *The Curious Advantage*

Ann E. Schulte, Ed.D., Senior Vice President, Global Talent Development, CLO, **Procter & Gamble**

12:15 – 12:20 PM ET **Break**

12:20 – 12:55 PM ET **Session I**

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."

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 J**

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**

1:35 - 1:40 pm **Break**

1:40 – 2:10 PM ET **Session K**

Agile Organizational Design: 4 Simple Ways to Make it Happen and Turn it into a Habit!

When change is the only constant, organizational design becomes a marathon not a sprint. Achieving agility is a complex task that is hard to reach, let alone sustain. The idea that you must constantly work on modelling your workforce becomes less daunting if you make it part of your everyday work. Whether you're preparing for a major reorganization, or have just gone through one, you will walk away from this session with 4 simple ways to make organizational agility a habit that sticks.

Sachin Venkat, Solutions Engineer, **Nakisa**
Liisa Sorsa, Co-founder, Graphic Recorder, Illustration and Sketch Animation, **ThinkLink**

2:10 – 2:15 PM ET

Closing Remarks Day 2

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