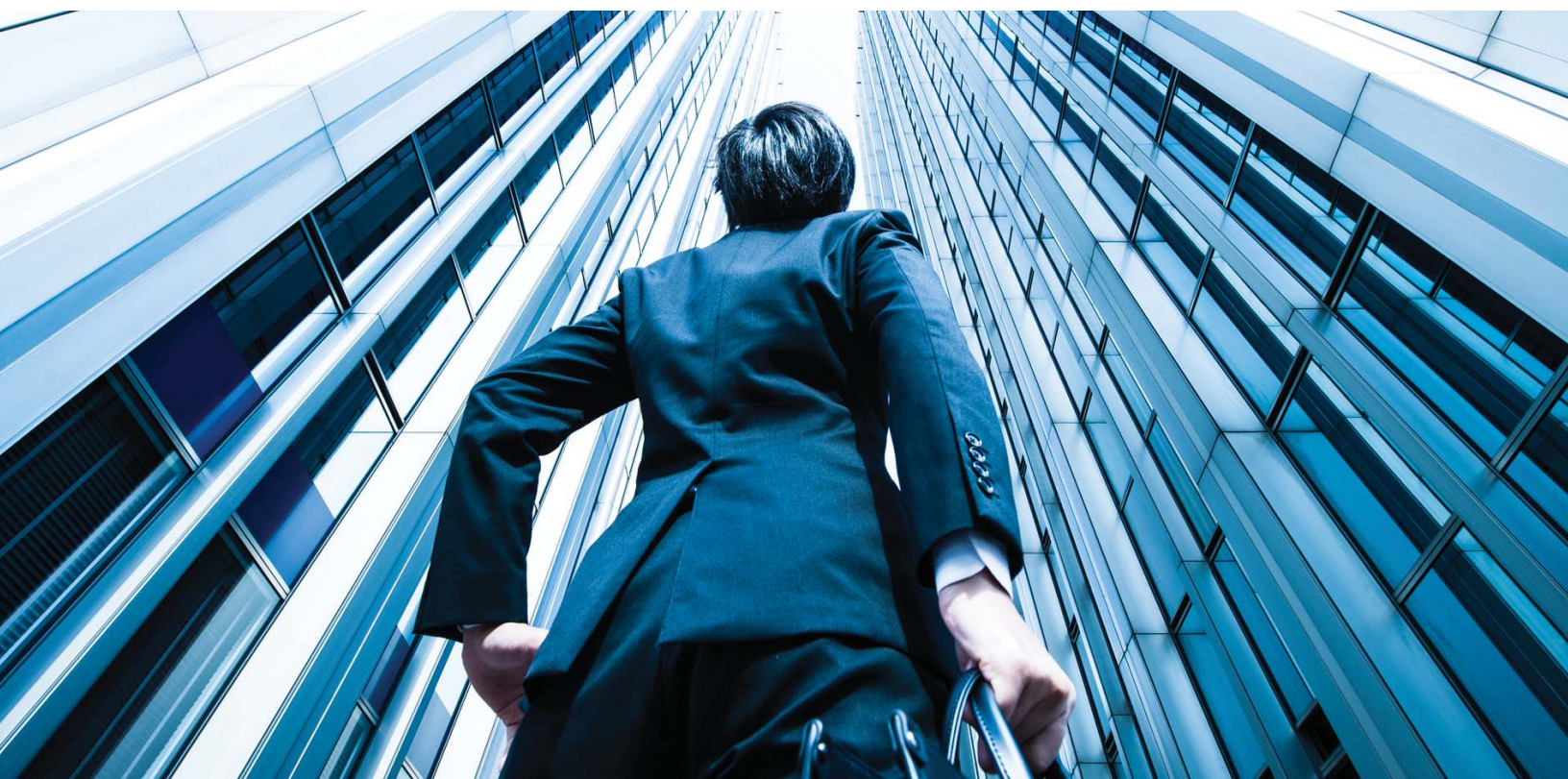


# Shaping the Workplace of the Future: How to Design Agile, Connected and Efficient Organizations



The 12<sup>th</sup> Annual  
**Organization Design  
and Diagnostics**  
CONFERENCE

Lead Sponsor



**PRE-CONFERENCE WORKSHOP**

Tools & Techniques for Designing Winning Organizations  
**November 2, 2016**

**MAIN CONFERENCE**

**November 3-4, 2016**  
Westin New York at Times Square  
New York City

[www.conferenceboard.org/organizationdesign](http://www.conferenceboard.org/organizationdesign)

REGISTER BY  
SEPTEMBER 24<sup>TH</sup> FOR  
**\$200 SAVINGS!**

## Pre-Conference Workshop

Wednesday, November 2, 2016

Registration and Continental Breakfast 8 - 9 am

9 am - 5 pm

### Tools & Techniques for Designing Winning Organizations

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 an important key. Strong partnership between executives and their change partners to orchestrate and facilitate strategic organization design and change is another. 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
- See examples of how organizations have achieved sustainable differentiation and winning in the marketplace
- Explore techniques for building effective partnership 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**

**Mike Smith**, Senior Consultant, **AlignOrg Solutions**

**Maria Luisa Burt**, Director, Global OD & Talent Management, **Novus International**

**W. Scott Hine**, Vice President, Products & Solutions and Chief Innovation Officer, **Novus International**

**Tony Matejczyk**, Senior Consultant, **AlignOrg Solutions**

Networking Break 10:15 - 10:30 am

B 10:30 - 11:30 am

### Blurring Boundaries: How Digitization Is Transforming Organizations

Digital Transformation may radically alter the organization as we know it. New research from The Conference Board helps clarify what digital transformation is, how it impacts business, and the implications for organizational design, including:

- Flatter, more fluid structures, organized around collaborative work and projects
- Stronger relationships with start-ups, suppliers, even competitors and other eco-system partners
- Increased talent mobility, softening the line between insiders and outsiders
- Greater transparency of information
- Employees' social networks both inside and outside the organization become a competitive advantage for companies

**Mary B. Young, D.B.A.**, Principal Researcher, Human Capital, **The Conference Board**

C 11:30 am - 12:30 pm

### The Agile Organization: What It Really Take

In this session hear how IBM is taking the values, principles and practices of Agile development and applying them to all different kinds of work: Sales, Operations, even Strategy. Learn what this new way of working means for teams and for leadership, and how new behaviors are driving outcomes in the marketplace. You will leave with specific tips as well as lessons learned that can be applied in your own organization.

**Sean Reilley**, VP, Agile, Talent and Business Management, **IBM**

Lunch 12:30 - 1:30 pm

D 1:30 - 2:30 pm

### Propelling Growth through Organizational Alignment (Rubicon Project)

Rubicon Project is a leading technology company that is revolutionizing the buying and selling of advertising on-line. Relentless in its efforts for innovation, Rubicon Project has engineered one of the largest real-time cloud and Big Data computing systems, processing trillions of transactions within milliseconds each month. To enable the relentless innovation and tremendous month over month growth, Rubicon Project leaders have embraced the role of Alignment Leaders by realigning their organization. The realignment has involved all aspects of an organization (strategy, work, structure, metrics, people, continuous improvement, and culture/leadership). This holistic approach has proven not only effective but also lasting. Rubicon Project has continued to build and enhance the organizational capabilities to deliver strategy and exceed expectations of a changing marketplace. This case study will provide an executive insight into the organization redesign process and how the leadership team

## Agenda

Day 1: Thursday, November 3, 2016

Opening 9 - 9:15 am

**Julie Salmon**, Program Director, **The Conference Board**

A 9:15 - 10:15 am

### Designing and Delivering a Product Development Framework: Getting from Blueprint to the Front-lines

New Specialty Product Development is a critical engine of growth for Novus International, a leading global animal nutrition and health company. That engine of growth requires management of cross-functional collaboration and handoffs across the entire organization to bring a new product innovation to market. Without clearly defined accountabilities, new innovations can flounder in development and be delayed to the market. Hear the story of how Novus International complemented its existing management system with other organization design tools and the journey the organization went through to bring substantive changes from blueprint to the front-lines.

worked to avoid the common stumbling blocks in organization transformation to build an organization that is propelling the next phase of growth at Rubicon Project.

**Cindy Olsen**, Chief People Officer, **Rubicon Project**  
**Erik M. Hovanec**, EVP Strategic Initiatives, **Rubicon Project**  
**Mike Smith**, Senior Consultant, **AlignOrg Solutions**

E 2:30 – 3:30 pm

### **Creating a new Culture: Revamping Management Practices and Driving Better Collaboration**

Driving any cultural transformational requires top down leadership support and ownership, coupled with a strong partnership with HR and Organization Development. Realizing that an organization mirrors its leadership, working with leaders is instrumental in moving the organization towards the newly defined desired state. OD needs to partner with leadership, along with critical cross functional teams that are put in place to achieve results for the company. Developing and implementing a multi-faceted approach using a variety of HR functional areas, coupled with effective collaboration to address “what” the new work is, and “how” everyone will work day to day in the new culture, have been effective avenues for us at Lifetime Healthcare Companies.

**Larry O’Meal**, Corp VP, Learning & Organization Development,  
**Lifetime Healthcare Companies**

**Keri Wood**, Director of Corporate Culture and Organizational Effectiveness, **Lifetime Healthcare Companies**

Networking Break 3:30 – 3:45 pm

F 3:45 – 5 pm

### **Collaborative Conversations: Moderated Round Table Discussion**

This interactive session will address specific issues participants identify. Using the day’s sessions as a jumping off place, small groups will engage on topics of interest, focusing on actionable ideas and outcomes. Co-vision technology will enable each group to capture outputs as a take away for all participants.

Lead Moderator:

**Reed Deshler**, Principal, **AlignOrg Solutions**

Closing Comments 5 pm

Networking Reception 5 – 6 pm

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## **Day 2: Friday, November 4, 2016**

Welcome 9 - 9:15 am

G 9:15 – 10:15 am

### **Building Agility In A Large Complex Organization**

In this presentation you will follow the two year journey at Cigna to build a more agile organization, a critical success factor for maintaining a leading role in their industry. Hear about how they structured thyeir approach, aligned to become agile, drove culture change to reinforce the outcome, and are working to build sustainable competency. Learn from their many successes and take away lessons you can apply to your organization.

**Gregory T. Hicks**, Senior Vice President Human Resources,  
**Cigna Corporation**

Networking Break 10:15 - 10:30 am

H 10:30– 11:30 am

### **Merger Integration: From Old School to Agile and Flexible**

Mergers often are exceptional opportunities to re-imagine a company culture. In this case study, a traditional retailer acquired an online only business, The large matrixed culture was faced with a nimble start-up culture. As the organization worked to integrate and align is was vital to put culture and engagement at the forefront in prioritizing change. The results provide a framework for any organization trying to become more agile and flexible.

**Lulu Ge**, Director of Talent and Change Management,  
**Hudson’s Bay Company**

**Allison Gilomer**, Senior Manager of Change Management,  
**Hudson’s Bay Company**

I 11:30 am – 12:00 pm

### **Issues and Opportunities**

The capstone session for the conference will be a fast paced interactive time for brainstorming on shared issues. Use this opportunity to get peer counsel on the challenges you are facing. Prior to closing remarks, participants will also have an opportunity to capture personal action items.

**Julie Salmon**, Program Director, **The Conference Board**



# REGISTRATION INFORMATION

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

**Email:** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone:** (212) 339-0345

8:30 AM – 5:30 PM ET, Monday – Friday

Conference Pricing: REGISTER EARLY AND SAVE!	Before 9/24/2016	After 9/24/2016
Members	\$2,095	\$2,295
Non-Members	\$2,695	\$2,895

Pre-Conference Workshop Pricing:	
Members	\$1,015
Non-Members	\$1,215

Fees do not include hotel accommodations.

## Location

### Westin New York at Times Square

270 West 43rd Street

New York, NY 10036

+ (212) 201-2700

Hotel cut-off date: October 11, 2016

## 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.

