Tuesday, November 18, 2008

Registration and Continental Breakfast: 8–8:45 am

Welcome and Introduction: 8:45–9:15 am

Omar Andrade
Conference Program Director
The Conference Board

Keynote Address: A Leader’s Perspective on Implementing Successful Change Strategy

9:15–10 am

Leaders face a complex set of objectives and constituencies. Not only is vision required, but also the clear and measurable execution of strategy.

How can leaders use change levers to drive their initiatives throughout the organization? How do they involve their organization to efficiently and effectively drive the changes necessary for sustainable growth? How is it measured? This session will feature the chief executive of a global distributor leading his firm through a successful multi-year ERP transformation. Showcased throughout will be the linkage between strategy and change management.

William E. Mitchell
Chief Executive Officer
Arrow Electronics, Inc.

Built to Change: Creating Sustainably Successful Transformations

10–11:30 am

As organizations encounter increasingly uncertain and dynamic environments, the call for strategies that are nimble, organizational designs that are reconfigurable, and change management processes that are reliable increase. Unfortunately, most managers are stuck with design principles and change management technologies that are not up to the task. This presentation will describe case examples of how the Built to Change model is being applied to:

• Leverage an organization’s identity to identify robust strategies
• Design “maximum surface area” structures to support a future-focused organization
• Build-in change capabilities to facilitate routine transformation

Dr. Christopher G. Worley
Research Scientist, USC’s Center for Effective Organizations at the Marshall School of the University of Southern California
Co-author, Built to Change
Associate Professor
Pepperdine University

Redefining a Global Organization

11:50 am–12:35 pm

Newell Rubbermaid is in the process of implementing a multi-year, global strategy to become a best-in-class brand building organization. This transformational change encompasses aligned initiatives affecting culture, strategy, structure, and capabilities. In this session, two management leaders will share the firm’s marketing-led transformation approach, how change management is integrated throughout, and results to-date.

The presenters will discuss:

• Explicitly defining the change “vision” in terms of mindsets and capabilities
• Developing an integrated plan (strategy and tactics)
• Creating buy-in for the transformation across the entire organization
• Measuring progress at every step

Tracey Grimshaw
Director, Global Change Management
Newell Rubbermaid, Inc.

Lisa Gunther
Director of Strategy
Newell Rubbermaid, Inc.

Lunch: 12:35–1:45 pm
Engaging the Techies During Change

Change management practitioners often need to identify IT stakeholders, and manage them through large-scale transformations. The help desk often receives the majority of the attention, but it is important to consider the other technology professionals. They often experience a great deal of change that goes unnoticed, usually with detrimental consequences.

In this case study we will:

• Examine the business case for engaging Techies during change
• Explore the unique communication needs for this audience
• Learn practical ways to reach the Techie mind

The result is a successful transformation and a group of employees who will support your change initiative.

Melissa Parinello
Manager, Organizational Development
Disney ABC Media Networks

Linda Diefendorff
Former Organizational Development Internal Consultant
Western Union

Creating an Integrated Approach to Change Management: Crossing Organizational Borders, Aligning Tools, Processes and Disciplines

Kaiser Foundation Health Plan is using change management tools and techniques to drive strategy and implementation across different disciplines, processes and projects. The step-by-step integration and alignment of change management with different disciplines is what makes these projects unique and successful.

In this session, you’ll hear how Kaiser focuses on creating a standardized web-based change management tool kit for consistency in tools, terms and processes. This is used to develop integrated change and project management tools, and demonstrate the use of change management as a driver in the implementation of the world’s largest automation of civilian patient records, KP Health Connect.

Phillip Clampitt, Ph.D.
Hendrickson Professor of Business
University of Wisconsin – Green Bay

Communication to Create Buy-in for Major Organizational Decisions

Professor Clampitt will present a change management and communications case study. He will examine transitioning employees from managed benefits to personal Health Savings Accounts (HSA) at a leading construction firm. The planned change has attractive bottom line implications. However, behavior change and adoption of new self service options are difficult to secure. This presentation focuses on strategies to overcome typical employee resistance. Professor Clampitt will showcase related research which introduces tools based on empirically derived data shown to improve employee buy-in and commitment while contributing to overall financial performance.

To register by phone 212.339.0345
To register online
www.conference-board.org/change2
Implementing Collaborative Innovation: Managing Risk During Organizational Change

Collaborative Innovation is transforming the nature of industry. This transformation represents a complex form of change management. Executives must adapt the firm’s fundamental processes and systems to invite the outside world in. The risks associated with this change are large and immediate. Join us as we describe the process one Fortune 500 firm used to minimize risk while gaining the rewards of Collaborative Innovation.

Gene Slowinski, Ph.D.
Director, Strategic Alliance Research
Rutgers University Graduate School of Management

Maneuvering through the Maze—Strategy-Based Operations, Change and Project Governance

An established organization experiencing success in its industry is often viewed as an unlikely candidate for change. But costly legacy systems and functional silos may be present and provide reasons to take a fresh look at the organization.

In this session, we examine how the underwriting department of a major insurance company became paperless. You’ll learn how the effort helped to advance a modernization strategy, led to the development of best practices project governance (including change management), and aligned with even broader change across the enterprise—including a renewed focus on customers.

John Kordsmeier
Vice President, Enterprise Solutions
Northwestern Mutual

Networking Cocktail Reception: 5–6 pm
Wednesday, November 19, 2008

Continental Breakfast: 7:45–8:30 am

Introductions: 8:30–8:45 am

Managing Change to Achieve Growth Goals

8:45–9:15 am

In the modern business environment, corporations can often find themselves in limbo; whether in regard to business models, value propositions or organizational design, stability is difficult to achieve. An unstable corporate structure is damaging to both employee morale and business growth. In this presentation, Mr. Bloom and another member of INTTRA’s senior management will discuss strategies for managing change to execute corporate strategy within a company. They will provide actionable advice for developing a corporate program that harmonizes organizational goals, drawing conclusions that will help any company to better find stable ground.

Kenneth Bloom
Chief Executive Officer
INTTRA

Harry Sangree
Senior Vice President, Business Development & Corporate Strategy
INTTRA

Designing Businesses for Changing Times: Transforming SG&A Processes

9:15–10 am

Now that growth has slowed or stopped completely, organizations are once again taking a hard look at how to improve performance, as well as reduce cost further, by transforming themselves from automated transaction engines into leaner, forward-looking strategic partners.

There are no short cuts to transforming SG&A. The road to success requires taking a hard look at all facets of the current situation at all levels—strategic, programmatic and operational—and identifying those areas that will have the largest impact so that the functions have tighter operations and more flexibility to adapt to the business’s changing needs.

Ken Dale
Chief Financial Officer
Associated Press

Adrian Cook
Managing Consultant
PA Consulting Group, Inc.

Technology Transfer: Enabling Leadership Development and Accountability

10:15–11 am

City University of New York has embarked on an ERP project to transform its Finance, HR and Student Administration processes to meet the everyday business and security needs of a modern higher education institution. The success of this initiative requires advanced change management tactics and project management to deliver on project objectives. This session will focus on lessons learned and insight into the techniques and tools used to achieve the benefits from a large scale enterprise systems implementation.

Linda Shatzer, Ph.D.
Organizational Readiness Manager
City University of New York (CUNY)

Brian Cohen
Chief Information Officer
City University of New York (CUNY)

How to Effect Change During Business Transformations

11–11:45 am

People’s United Bank has built a change capable enterprise while simultaneously dealing with rapid expansion led by acquisition and organic growth. Add the implementation of a major technology upgrade and leadership transition and you have a perfect storm for any change leader. To address these complex circumstances—culture development, employee engagement and succession planning strategies were implemented.
Ms. Healy will discuss the deployment of a corporate university, creation of a corporate ambassadors program, the utilization of ongoing employee engagement, culture surveys and leadership development to create a sustainable framework for change.

Barbara Healy
Vice President, Learning & Development
Organization Effectiveness Division
People’s United Bank

Leadership and Commitment

An organizational structure rooted in business fundamentals was crucial to the civilian-led development of this operational division of the US Army. With an understanding that the resulting organization would eventually pass from civilian to military management, the secretariat instituted a full complement of initiatives with the expressed goals of transparency and accountability. Programs including Six Sigma, Quality Management and Continuous Improvement were instituted. Additionally, activity and productivity metrics were developed and coupled with personnel surveys and evaluations to foster leadership, accountability, commitment and instill change capability at the individual and organizational levels.

Michael Kirby
Former Deputy Under Secretary of the Army for Business Transformation
U.S. Department of the Army

Conference Adjourns: 12:30 pm

Pre-Conference Workshop

Monday, November 17, 2008

Overcoming Skepticism, Resistance and Inertia

Registration: 12:30–1 pm
Workshop: 1–4:30 pm

Decision-makers are often encouraged to include people in the decision-making process because it enhances the likelihood of buy-in. Yet this is not always possible or advisable. Examples which render this advice impractical or unfeasible include confidentiality issues, time constraints, or necessary secrecy in highly competitive markets. Three cases will be considered in which communication, if properly managed, can lead to successful change management outcomes:

• Transforming skepticism: employees have been “out of the loop” regarding confidential merger negotiations. What should the executive team share with them?
• Overcoming resistance and new behavior adoption: how should an executive committee announce a decision that involves increases in employee contribution levels for their health insurance?
• Creating buy-in for transformational change: How should executives publicize a secretly negotiated alliance with a former competitor?

We use the term “decision downloading” to set apart those special situations (such as those above) in which decision-makers communicate a decision that has already been made. In this workshop we discuss how to improve the likelihood of employee acceptance of those decisions. It is based on research which demonstrates that using “robust downloading” techniques can double the employee “buy-in” rate.

The workshop is divided into three parts. Part one focuses on the decision downloading research and related tools designed to cultivate employee acceptance leading to commitment to the decision. In part two, participants will use the tools to analyze case studies. In part three, the workshop concludes with an in-depth discussion of the lessons learned from the case study analyses.

Participants will: 1) Develop an understanding of the principles of robust decision downloading as a tool for successful change management. 2) Learn how to use analytical tools to encourage robust downloading. 3) Learn how to improve employee buy-in and commitment to major organizational decisions.

Note: Participants are encouraged to bring case studies from their organizations to use during part two of the workshop. However, participants can opt to work through a case study provided by the workshop leader.

Phillip Clampitt, Ph.D.
Hendrickson Professor of Business
University of Wisconsin – Green Bay
Select Concurrent Sessions and Pricing

Tuesday, November 18, 2008
☐ D1 or ☐ D2 (choose one)
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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 $200 off each person’s registration.

Hotel Accommodations
Fees do not include hotel accommodations. For reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board’s Change Management Conference.

Hotel Reservations Cut-off Date:
Friday, October 24, 2008
New York Marriott Downtown
85 West Street
New York, NY 10006
Tel: 212 385 4900

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The 2008 Change Management Conference

November 18-19, 2008
New York Marriott Downtown

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November 17, 2008

www.conference-board.org/change2