The 2012

Change Management Conference
Disciplined, Analytical and Practical Approaches to Managing High Stakes Change

June 21-22, 2012 InterContinental New York Barclay
June 20, 2012 Pre-Conference Seminar

- Design innovative change approaches that deliver business impact
- Translate change management practices into business recommendations that resonate
- Build organizational competence to effectively manage large scale change
- Shift from task to people centric approaches to change

Presented with assistance from pwc
Benefits of attending

- Develop a change mindset in your organization. Tell the truth about today in clear, compelling business language to fuel innovation, not frustration.
- Develop a change skillset for leaders and teams. Initiate conversations that invite candid, honest input and align talent to business needs.
- Make change a choice for every associate by translating change into daily beliefs and actions.

Who should attend

If you are a change practitioner, or executive responsible for change and direction setting, attend this conference to gain practical advice and innovative strategies from market leaders—as well as to expand your network of others who share these challenges.

Pre-Conference Seminar  Wednesday, June 20, 2012

REGISTRATION AND CONTINENTAL BREAKFAST 8–9 AM

Employing High Engagement Methods to Effect Organizational Change

SEMINAR 9 AM–5 PM

In this time of economic uncertainty, leaders have a tough role in supporting the “leaner” organization. They are frequently called upon to create strategies that engage the organization in not just one change initiative but multiple change initiatives. This is easier said than done. How do you shift from short term to longer term thinking; from task to people centric approaches to change; from using one off interventions to having a continuous engagement strategy?

Bring your current business challenges to this interactive day-long session. Learn ways to develop and implement high engagement change methods to effect large-scale organizational change. You’ll leave with ideas you can apply the very next day.

This seminar will be led by Dick Axelrod, who co-founded the Axelrod Group, Inc., and pioneered the use of employee involvement to effect large scale organizational change. He is also the author of the award-winning Terms of Engagement: New Ways of Leading and Changing Organizations. He brings more than thirty five years of consulting and teaching experience to this work. Mr. Axelrod is faculty in Columbia University’s Professional Program in Principles and Practices in Organization Development and the University of Chicago’s Leadership Arts.

Dick Axelrod, author: Terms of Engagement: Changing the Way Organizations Change
Thursday, June 21, 2012

REGISTRATION AND CONTINENTAL BREAKFAST 7:30–8:30 AM

INTRODUCTION AND WELCOME 8:30–9 AM
Dick Axelrod, Conference Chairperson, author: Terms of Engagement: Changing the Way Organizations Change
Molly Breazeale, Program Director, The Conference Board

MORNING SESSIONS 9–11:30 AM

Inside Your CEO’s Mind
The Conference Board and PwC have significant insight to the CEO mind based on their respective research studies: The Conference Board 2012 CEO Challenge and The PwC 15th Annual Global CEO Survey. This session will set context for the conference by looking at key issues such as “innovation, execution and talent.” Compare and contrast your own challenges with research findings about current global trends. Zero in on the change challenges that matter most to you and your organization as you prepare to participate in this event.
Rebecca Ray, Senior Vice President, Human Capital, The Conference Board
Ed Boswell, Principal, U.S. Leader, Advisory - People and Change, PwC

Change: Build, Buy or Invest?
Any organization undergoing large-scale change must consider whether it has the internal competence required to manage that change effectively. If not, the organization risks failing to achieve the intended business benefits and performance improvements. How an organization develops its change management capability may vary, depending on the organization’s needs, skill levels of its staff and other factors. This lively panel session will discuss how companies are building talent and structures to achieve organizational agility.
Paul Joyce, Director, Change Management, Advisory - People and Change, PwC
Antonia Cusumano, Principal, U.S. Change Management Leader, Advisory - People and Change, PwC
Melanie Francis, Senior Director, Change Management, Symantec
David Nashif, Senior Director, Change Leadership, McKesson Corporation
Kristin Harper, Director of IT Strategic Change, McDonald’s Corporation
Sarah Fotis, Director, U.S. Internal Change & Communications Leader, Advisory, PwC

Managers in the Middle: Leading Change
EMC² had to make a strategic shift from supporting hardware and software products, to providing customers with integrated and seamless technology solutions. Managers from around the globe would be critical to implementing a Solution Support strategy and operating model for the Customer Support & Service (CSS). This session will illustrate how the EMC University Organization Effectiveness & Development team helped 150 managers from Maine to Bangalore rise to the occasion. You’ll learn how they: created a new organization (eServices); restructured organizations to accommodate changes in workflow; identified and developed new employee skill sets and technology tools.
Fabio Sala, Director, Organization Effectiveness and Development, EMC² Corporation
Kenny Loo, Senior Director, Global Strategy and Operations, EMC² Corporation

LUNCHEON 11:30 AM–1 PM

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Communication is Key: Keeping Employees and Other Stakeholders Engaged

Communicating change takes more than sending a memo – it takes the ongoing engagement of all stakeholders. We'll look at winning strategies to accomplish this and examples for communicating with all the people you need to engage…from employees and front-line supervisors to leaders, suppliers and customers. Then we’ll address real-life challenges from participants, devising solutions and the core elements of a change communications plan:

- Grabbing the hearts and minds of your stakeholders
- Identifying gaps – and filling them
- Aligning tactics with the 6 stages of engagement
- Leveraging digital and social media
- Sustaining change

Jan Burnham, Co-founder and President, ROC Group
Betsey Strobl, Director, Culture and Engagement, Kraft Foods

Four Keys to Driving Results: Changing Culture

As the energy industry is in the midst of a marketplace revolution, Devon Energy is rising to the occasion and maintaining its place on Fortune's 100 best employers list. It required the creation of a large-scale leadership change process aimed squarely at achieving business results. It combined a number of formerly disparate talent management systems into an integrated whole. This session will look at four key elements of success and relate stories of how individual leaders, their teams, and the organization managed through the process.

Paul Dyer, Ph.D., Manager of Leadership and Organizational Development, Devon Energy
Harry Hutson, Ph.D., Director of Leadership and Organizational Development, Devon Energy

Innovation=Tenacity, Timing and Teamwork Yesterday’s Innovation is Tomorrow’s Expectation

Starwood Hotels and Resorts set a new standard in guest experience with the Heavenly Bed. As a company of nine differentiated lifestyle brands, Starwood is now redefining its guest tracking programs to better deliver against guest expectations. Dr. Valenti will share his personal journey that lead a global team to deliver outstanding results.

Matthew Valenti, Ph.D., Director, Global Market Research, Starwood Hotels & Resorts, Worldwide Inc.

Transforming the Typical: A Physician CEO’s Journey

What does it take to breathe new life into an insular organization resistant and skeptical of change? According to Larry McEvoy, MD, CEO of Memorial Health System, it takes candor, connection and choice. Discover how quality, process and trust became the cornerstones of this integrated health care transformation and take away some tools and strategies that made this work.

Laura Quinn, Global Markets Design + Delivery Manager, Center for Creative Leadership
Larry McEvoy, Chief Executive Officer, Memorial Health System
Closing the Change Gap
When it comes to change, the benefits of engagement are obvious; how to get there is not. During this session, you will learn how to:

• Close the gap between the need to change and how people can and want to change
• Build a solid foundation for your work through everyday conversations
• Construct a robust change process using four proven engagement principles
• Demystify change with strategies, concepts and tools you can use the very next day

Dick Axelrod, author: *Terms of Engagement: Changing the Way Organizations Change*

**NETWORKING COCKTAIL RECEPTION 5–6 PM**

**Friday, June 22, 2012**

**CONTINENTAL BREAKFAST 7:30–8:30 AM**

**MORNING SESSIONS 8:30 AM–NOON**

**Opening Activity: A Focused Conversation**
Dick Axelrod, Conference Chairperson, author: *Terms of Engagement: Changing the Way Organizations Change*
Molly Breazeale, Program Director, *The Conference Board*

**Strategic Change Management at IBM: Innovation and Speaking the Language of Business**
For 100 years, IBM has demonstrated the ability to reinvent their organization by responding to a changing world with a data driven mind set and innovative solutions. Learn how IBM is driving innovation to enhance how their leaders stage and manage change to deliver business results. Topics will include:

• Translating change management practices into business recommendations that resonate
• Leveraging technology to design innovative change approaches that deliver business impact
• Capturing change data in the organization and turning it into actionable insights

Nancy DeViney, Vice President, Organizational Change Management, *IBM*

**A C-Suite Change Effort: Up Close and Personal**
Business as usual was no longer an option. There was an immediate need for widespread change in the 7,000 person IT organization. For the leadership team, the challenge was daunting. Leaders from across the IT organization had to step up and determine how to best align, from diverse starting points, while forging one leadership-team voice. Discover what made this change effort work, and how these leaders have already applied lessons learned to enable ongoing change.

Susan Gueli, Chief Information Officer, *Nationwide Financial*
Kathleen Smith, Assistant Vice President, IT Human Resources, *Nationwide*

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**Conference KeyNotes**
Registration includes this summary of conference highlights and a post-conference interactive webcast
Operating within a highly regulated industry and highly complex business environment, The San Diego Airport Authority has transitioned from being part of a large government entity to now operating independently. With high stakes and a staggering level of complexity, the new San Diego Airport Authority faced the ultimate leadership challenge; defining the future of the organization in a way that built trust, integrity and ownership at all levels and across multiple disciplines. Discover how they used focused, visual conversation to create the future and prepare every associate to act with one voice and learn about their plans to keep the momentum going.

Angela Shafer-Payne, Vice President, Planning and Operations
The San Diego Airport Authority
Gary Magenta, Senior Vice President, Root

Social Media: Talent, Organization and Change…Are you Ready?
The unprecedented pace of change in business and consumer technology is putting enormous new pressures on organizations. Consumer and employee expectations are both shifting as a result of the social and mobile tools. Data generated from all of these interactions is available for analysis, creating a new capacity for data-driven decision making in organizations. Four trends of social, mobile, cloud, and analytics are rapidly reshaping the technology required and the skill sets needed by these organizations. This session will provide a point of view, case studies and recommendations on how to prepare yourself and your organization.

Ted Shelton, Managing Director, Social Media, PwC
Lucy Garrick, Manager, U.S. Change Management, Advisory-People and Change, PwC

Data Overload: What are We Going to do About It?
Ross McAllister, Manager, Executive Development, will lead a discussion about managing the pervasive and daunting challenge of data overload in the information age. He’ll share his own stories and experiences at industry leader FedEx. During this facilitated, open discussion we will brainstorm, share experiences, engage in conversation and learn how to use change process tools to help you personally manage data overload and minimize the negative impacts of it on your organization.

Ross McAllister, Manager, Executive Development, FedEx Corporation

Keynote Address: Three Non-Negotiables for Leading Change
Mark Sanborn is the author of seven books, on topics including teamwork and personal and professional success. Mr. Sanborn’s book The Fred Factor: How Passion in Your Work and Life Can Make the Ordinary Extraordinary is an international bestseller. In addition, You Don’t Need a Title to be a Leader, is making an impact on leadership development at every level. In this Keynote Address, he will share insights on three non-negotiables for leading change: 1) Knowing what should never change, 2) Knowing what needs to change, 3) The ability to make those changes faster than your competition.

Mark Sanborn, CSP, CPAE, President, Sanborn & Associates, Inc.
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Disciplined, Analytical and Practical Approaches to Managing High Stakes Change
InterContinental New York Barclay
Conference (993012-2)
Dates: June 21-22, 2012
Associates $2,250
Non-Associates $2,550
Pre-Conference Seminar (933012-2)
Associates and Non-Associates $995

Hotel Accommodations
Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board Change Management Conference.
InterContinental New York Barclay
111 East 48th Street
New York, NY 10017
Reservations Tel 877 834 3613
Direct Tel 212 755 5900
Hotel reservations cut-off date: Wednesday, May 30, 2012

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.

Marketing sponsor
Center for Creative Leadership
www.ccl.org
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