



The 2014
**Change Management
Conference**

The Rallying Cry for Organizational Change:
Personal Responsibility at Every Level



PRE-CONFERENCE
JUNE 25, 2014

CONFERENCE
JUNE 26-27, 2014

New location!
**THE WESTIN NEW YORK
GRAND CENTRAL**
New York, NY

Where Business Leaders and Change Professionals Converge for Breakthrough Thinking

- Bridge the Gap Between Executives, Managers, and Frontline Employees
- Build Ownership and Accountability at Every Level
- Coach for Clarity, Alignment, and Shared Expectations
- Gain Insights from The Conference Board Council on Change Management

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The 2014

Change Management Conference

We often look for either/or solutions in a both/and world. No one person or work group has all the answers in the ever-changing workplace. The 2014 Change Management event brings together the community of business leaders and change professionals to share experiences, insights, and best practices.

• **Change is changing.**

Join the discussion as change executives and practitioners present breakthrough thinking on new frameworks, roles, and responsibilities for driving change at all levels.

• **Managing strategy is managing change.**

Learn from those whose coaching conversations made all the difference for individuals, teams, and executives, who made change happen.

• **Navigating the speed, uncertainty, and complexity of change can be overwhelming.**

Learn to assess and communicate where you are today and discover proven strategies for engaging hearts and minds moving forward.

WHO SHOULD ATTEND?

Change leaders, practitioners, and any executive responsible for transformation and direction setting enterprise-wide and/or at the business unit/departmental level.

GET INVOLVED!

For sponsorship opportunities, please contact

michael.felden@conferenceboard.org

PRE-CONFERENCE WORKSHOP

WEDNESDAY, JUNE 25, 2014



Workshop Leaders:

Jim Hanley, Executive Vice President and Co-founder, **ROC Group**

Emily Kehinde, Consultant, **ROC Group**

Vic Villanueva, Managing Director, **ROC Group**

Registration and Continental Breakfast 7:30 - 8:30 AM

Workshop Session 8:30 AM-12:30 PM

Making Change Stick: Stakeholder Communication and Engagement

Change is hairy. People resist it. Organizations struggle implementing it. And no two changes are alike. Fortunately, assembling a strategic communication and engagement plan can provide the backbone of long-term change.

In this session, we will investigate the key elements of a strategic plan, how to manage all the contributors, ways of collecting feedback from your stakeholders, and how communications can support and enable new behaviors.

In addition, we'll cover specific, strategic tactics for making those behaviors the new norm. We will take a hands-on approach to building change strategies by convening groups to focus on:

- The elements of behavior change;
- Identifying key motivators; and
- Factors that help simplify behavior change;
- Triggering behaviors.

Attendees will walk away with the basics of how to assemble a strategic communications and engagement plan that can provide structure for even the most unruly of projects and empower stakeholders to make permanent behavior change.

To register and view the detailed agenda, visit www.conferenceboard.org/change2



Registration and Continental Breakfast 7:30–8:15 am

Welcome and Networking Introduction 8:15–8:35 am
Molly Breazeale, Program Director, **The Conference Board**

Keynote Speaker 8:35–9:10 am

It's a New Day at D&B — A Strategy In Motion

Peter Lehmann, Chief Strategy Officer, **D&B**

Peter Lehmann is Chief Strategy Officer (CSO) at D&B. In this role, he worked closely with D&B's executive team to recently develop and implement a transformation to modernize the Company's legacy brand to a modern, customer-focused organization and begin an exciting new chapter in D&B's 173-year history. Peter, who is responsible for development and implementation of the Company's overall corporate strategy, including acquisitions, joint ventures, strategic investments, and divestitures, successfully closed two recent acquisitions within three weeks to rapidly accelerate D&B's growth strategy. Peter will share more about D&B's transformation and the critical role a CSO plays in setting the pace for change in today's business environment.

General Session 9:15–10:00 am

Breakthrough Thinking: Change the Way We Change Together

Speaking with One Voice, now that's a breakthrough! For the executives and change practitioners who make up The Conference Board Council on Change Management, their experience and expertise are vast and incredibly diverse, yet they found common ground to change the way we change together. Compare and contrast your experience with theirs as the Council shares five guiding principles that influence decisions and actions to successfully navigate change.

The Conference Board Council on Change Management

- Kinthi D. Sturtevant, Vice President, Strategy and Innovation, Organizational Change Management Centre, **IBM Corporation**
- Han-Ron Siah, Vice President, Global Initiatives, **Starwood Hotels & Resorts Worldwide, Inc.**
- Ginny A. Cavanagh, Vice President, Change Management, **Johnson Controls, Inc.**
- Dr. Eric D. Hieger, Senior Director, Talent Solutions, **Global Talent & Learning, ADP**
- Stacey Threlkeld, Senior Director Organization Capability & Strategy, **Nike, Inc.**
- John Zoeckler, Global Change Management Lead, **Air Products and Chemicals, Inc.**
- Neil Thomas Wilson, Manager, Change Leadership Consulting, **Chevron Corporation**
- Daria Chernovitskaya, Organizational Effectiveness Advisor, Manager – Commercial Airplanes Account Lead, **The Boeing Company**
- Kent A. Greenes, Program Director, **TCB Knowledge & Collaboration Council**, Program Director, **The Conference Board Council on Change Management**

Networking Break 10:15–10:30 am

General Session 10:30–11:15 am

Adoption and Usage: The ROI of Change

Change outcomes depend on employee adoption and usage: this is the essence of change management. The charge to you—as a seasoned change professional is to reframe: away from describing your activities (analysis, assessments, communications, etc.) and toward defining the value you bring to projects. This session will explore the conceptual foundation and a tactical tool for shifting mindsets and conversations

toward employee adoption and usage, and their unique and quantifiable contribution to overall project results, outcomes and ROI. If we are successful, the conversation becomes “do we resource for the 80% of project benefits that depend on adoption and usage” instead of “do we resource change management.”

Tim Creasey, Chief Development Officer, **Prosci**

General Session 11:20 am–12:05 pm

Be a Change Ninja

We have all experienced resistance to the process of managing change. Managing change by stealth or making the process almost invisible helps lessen the resistance, boosts credibility with busy sponsors, and contributes to the overall success of change efforts. Four experienced change management practitioners will share their stories, the lessons they learned along the way, and their secret ninja tactics to overcome resistance.

Panelists:

Gay Meyer, Assistant Vice President of Change Management, **USAA**

Barb Acosta, Senior Change Management Advisor, **USAA**

Michael Aleman, Change Management Advisor, **USAA**

Amanda Schmoldt, Lead Change Management Advisor, **USAA**

Networking Lunch and Ice Cream Social 12:05–1:00 PM

General Session 1:00–1:50 pm

Creating a Productive-Ready Workforce

An effective change strategy blends personal “aha” moments with organization-wide awareness and cultural support.

Discover ways to:

- Uncover hidden stakeholders
- Engage challenging populations, from senior executives to front-line supervisors and hard-to-reach employees
- Map your strategy and tactical plan
- Use disruptive marketing internally

Jan Burnham, President and Co-founder, **ROC Group**

Gary Grabarczyk, Vice President, Corporate Associate Benefits, **Robert Bosch LLC**

Concurrent Session 1 • 2:10–3:00 PM

Predicting and Addressing Resistance to Change at an Individual Level

How do your people react to the relentless pressure of change? Often, they resist—and thus executives must work to help people adapt. Unfortunately, leaders too often only react to resistance as it happens, at which point it's sometimes too late. What if, instead, you could predict which employees might be especially resistant to change and could take action ahead of time?

The session reviews a case study of an enterprise-wide ERP project where individual resistance was measured and successfully managed. We will discuss how predictive data helped senior leadership actively support the change and how the change team predicted pockets of employee morale issues. We will also review the change profile prepared for each individual, based on a self-assessment, to understand how they would react to change.

We will share stories from the field including the one individual who retired the evening before go-live ... just as we predicted.

Paul O'Keeffe, Senior Principal, Talent & Organization, **Accenture Strategy**



Concurrent Session 2 • 2:10–3:00 pm

Transformational Change: The Journey and Reward

In the summer of 2012, the board of Symantec came to the realization that the organization was underperforming against its assets and industry growth rates. Symantec was slowly losing the foothold as a market leader in a rapidly growing security industry. It was acknowledged that most large-scale change efforts were unsuccessful and acquisitions did not deliver the anticipated value.

After 18 months, the ‘tectonic plates’ of the organization have shifted and resulted in an increase of shareholder value of over 50%. The improvements were accomplished as much by drastic changes to the organizational structure and market offerings as it was to a massive mindset shift of leaders and employees. One member of the OD team who lived every moment of that transformation is here to share his story from an organization, team and individual point of view.

Christian von Bogdandy, Senior Director, **Symantec**

Concurrent Session 3 • 3:10–4:00 pm

A Professional Pivot Point: Change Management Standards and Certification

The Association of Change Management Professionals is a membership organization, originated by a group of change practitioners who wanted to advance the discipline of change management. They are model and method agnostic and believe there are many great approaches and practices.

By creating a set of change management standards, the intent is to create a common and consistent baseline in the practice of change management. The development of the ACMP Change Management Standard has created tremendous conversation and controversy. Attend this session to learn more about the establishment of this membership organization, the development of a standard and accompanying certification and code of ethics to govern the profession.

Donna Brighton, President, **ACMP**

Concurrent Session 4 • 3:10–4:00 PM

High Impact Coaching for Organizational Change

With the increasing frequency and complexity of organizational change, leaders and change practitioners alike are leveraging executive coaching to support successful change at the both the organizational and personal levels.

The panelists will offer examples of how they use high-impact coaching, share best practices, techniques and strategies that work best to support change success.

Moderator:

Dr. Mary Wayne Bush, Professor of Management, Doctoral Program in Organizational Development & Change, **Colorado Technical university**

Panelists:

Mr. Jeff Nally, SPHR, Executive Coach, Talent Management and Development, **Humana, Inc.**

Ms. Suzanne Vigeland, Director, Organization Development, **Humana Inc.**

Dr. Erica Desrosiers, Senior Director, Global Talent Management, **WalMart Stores, Inc.**

General Session 4:10–4:55 pm

B-Cause: Accelerating Organizational Transformation

No employee likes change, which is the very obstacle to any change management program. Learn why you need to move from change management to cause management, and why it is imperative that you present a challenge as an opportunity to make a difference.

It's time to B-Authentic. B-Collaborative. B-A Storyteller, and more! Why? B-Cause!

To demonstrate this approach in action, Lior Arussy, President of Strativity, will explore the results of his work with ProCure Treatment Centers alongside Marketing Strategy Consultant, Melissa Sturno – former Vice President of Marketing at ProCure.

As a company moving from development to functioning centers, ProCure took the opportunity to literally build their customer experience from the ground up. Sturno, her team and consultants created a solution for patients undergoing treatment, built a positive, nurturing experience for both physical and emotional needs, and established a culture where employees are continuously educated in customer experience.

Lior Arussy, President, **Strativity**

Melissa Sturno, Vice President of Marketing, **ProCure (former)**

General Session 4:55–5:30 pm

More Features, Faster, Less Cost.....Done!

If Intel wanted to take the lead in mobile technology, the window of opportunity was closing quickly. From leading in PCs and servers, Intel had missed the boat on the shift to mobility with tablets and phones.

Our guest speaker, Rani Borkar who was then leading the development of PCs and servers was also given the charter to build world class phone/tablet SoCs. No problem for Rani. She loves a challenge.

She quickly realized that applying the old principles that made her team successful in the past was not going to be sufficient. Our guest speaker embarked on a comprehensive transformation for her organization at a scale that was unprecedented at Intel. She led the design of Intel's new processors, Silvermont and Haswell, which are more energy-efficient and responsive than anything they've developed before. In fact, she says "I haven't done a job of this magnitude this fast in my 25 years at Intel".

You'll be inspired by her "run fast and don't wait" approach to this incredible transformation and the insights she shares from this journey.

Rani Borkar, Vice President and General Manager of the Platform Development Group, **Intel Corporation**

Networking Reception 5:30–6:30 pm

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people. strategy. results.



Registration and Continental Breakfast 7:30-8:15 am

Day One Highlights with Peer to Peer Learning and Introduction of Day Two • 8:15-8:45 am

Molly Breazeale, Program Director, **The Conference Board**

General Session 8:45-9:35 am

Bridging the Gap Between People and Possibilities

Almost any business leader knows that creating a strategy is far easier than executing it. Creating the change the business needs to achieve desired results is a challenge. This happens because the majority of organizations don't know how to bridge the canyons that exist between executives, managers and front-line employees. Becky Regan, Executive Director of Human Resources at California ISO highlights the unique, creative and powerful approaches the organization used to build pictures of what's possible for their employees, get people to think and act together, and ultimately change behaviors, actions and beliefs from the leader level all the way down to the frontline. Following this highly interactive session, attendees will walk away with proven, best practices for successfully engaging people in strategic change.

Gary Magenta, Senior Vice President, **Root, Inc.**

Becky Regan, Executive Director of Human Resources, **California Independent System Operator**

Networking Break 9:35-9:50 am

General Session 9:50-10:45 am

Equipping Everyone to Be More Agile

VUCA is an acronym used to describe the *volatility, uncertainty, complexity and ambiguity* of doing business in today's environment. Those who do well in VUCA are more likely to survive, even thrive. It's not a project, it's a mindset and desire to help everybody in the organization become more agile. Even with the most influential leaders sponsoring change with a team of experienced change practitioners to guide the journey, it isn't enough.

In this session, we'll explore ways to develop and grow critical thinking, strategic thinking, learning agility and high collaboration/networking in our organizations.

The Conference Board Council on Change Management

General Session 10:50-11:45 am

Take Control of Rapid Change and Adapt in a Positive Way

Its 2017—What does change management look like and feel like in your organization?

Learn and apply a simple and fast technique to help individuals and teams take control of rapid change and adapt in a positive way to create the future. Members of The Conference Board Council on Change Management will walk us through the process to translate our experience during this conference into action plans for the future.

The Conference Board Council on Change Management

General Session 11:45 am-12:00 pm

A Rallying Cry for Personal Change

Peer to Peer Learning: Pause, reflect and share with peers key takeaways from the conference and the most potent next steps to translate these ideas into action.

Molly Breazeale, Program Director, **The Conference Board**

REGISTRATION INFORMATION

Online www.conferenceboard.org/change2
Email customer.service@conferenceboard.org
Phone 212-339-0345
8:30AM to 5:30PM ET Monday through Friday



The 2014 Change Management Conference

The Rallying Cry for Organizational Change: Personal
Responsibility at Every Level

CONFERENCE (993014-1)

June 26-27, 2014

The Westin New York Grand Central

Associates	\$2,295
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Non-Associates	\$2,895
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PRE-CONFERENCE WORKSHOP (B60014-1)

June 25, 2014

Associates	\$1,015
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Non-Associates	\$1,215
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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 2014 Change Management Conference**.

The Westin New York Grand Central

212 East 42nd Street
New York, NY 10017
Tel 212-490-8900

REGISTRATION VALUE-ADD!

Conference Keynotes

Your registration includes a summary of conference highlights and a post-conference interactive webcast.

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 with 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.