



Connect, Collaborate and
Change the Future with
Leading Change Practitioners



13th Annual **Change Management**

CONFERENCE

**Capturing the Opportunities and Benefits
from Continuous and Sustainable Change**

Conference:

June 18-19, 2015

Marriott Downtown
New York, NY

Pre-Conference Workshop:

June 17, 2015

www.conferenceboard.org/change

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PRE-CONFERENCE SEMINAR

Tools to Turbo Charge Change: Social Mapping and Understanding Millennials

Wednesday, June 17, 2015



In this full day session, you'll gain knowledge and tools to help propel change in your organization—whether you lead a large change function or are a sole practitioner.

Registration and Continental Breakfast 8:15 – 9 am

Morning Session 9 am – Noon

Social Mapping: The Hidden Informal Organization

Human nature leads people to work together in informal networks formed around shared backgrounds, interests and knowledge.

They collaborate in a myriad of ad-hoc communities to share information, solve problems and support each other – this is where the real work is done in any organization.

Social Network Analysis (SNA) also known as Organizational Network Analysis (ONA) when applied to organizations is a powerful diagnostic approach that uncovers the hidden patterns in human interactions. ONA can turbo-charge a change program by identifying and mobilizing the most influential employees to build trust and support for change deep in the organization.

Not only do these social networks affect organizational outcomes, they also have a powerful impact on employees' individual performance. Research has shown that people with stronger personal networks are healthier, happier, and better performers. Personal network analysis gives users a better grasp of their social environment and enables them to shape relations which might determine success.

As a result of attending this session:

- Understand Social Network Analysis; what is it and what the process looks like?
- Create your own personal network “map” to discover the power of this tool in your career
- Consider the benefits and opportunities of identifying the hidden, informal organization in leading change efforts

Paul Flatin, Management and Organization Effectiveness
Consulting, Researcher

Judith Swanson, Strategy Manager, **Caterpillar Inc.** - **Reman**,
Component and Work Tools

Lunch Noon – 1 pm

Afternoon Session 1 – 4:30 pm

Next Generation Leadership: Truths, Trends, and Tips For Multi-Generational Leaders

Times are changing. Can you say the same about your leadership skills? Today's multi-generational and digital age require that a new leader rise. Social media, technology, and the explosion of Millennials into the workplace are putting new demands on leaders.

In this session, gain a crystal clear understanding of how Millennials came to be who they are, what drives them in the workplace and the marketplace, and learn leadership strategies to effectively connect with and lead Millennials.

Attend this interactive session to:

- Explore the fundamental shifts taking place with four generations in the workplace
- Identify communication styles and preferences across generations
- Discuss ways in which leaders must engage the best of each generation and facilitate meaningful conversations
- Focus on creating common ground by sharing tips and truths to apply immediately

Change is inevitable but the development of future leaders must be intentional. Your organization's future vitality depends on it.

Ryan Jenkins, Speaker, Author, *Next Generation Catalyst*

CONFERENCE, DAY 1

Thursday, June 18, 2015

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

Welcome and Orientation: 8:15 – 8:30 am

Molly Breazeale, Program Director, The Conference Board

General Session A: 8:30 – 8:50 am

Connect, Collaborate, and Create

The answers to your current change challenges may be sitting right next to you. In this opening peer to peer activity, we'll identify lessons learned, challenges faced and changes needed for the future. A successful conference experience starts here.

General Session B: 8:50 – 10 am

Changing Change: Five Guiding Principles in Action

The Conference Board's Council on Change Management is made up of a group of senior leaders and executives responsible for change in their organizations. At the 2014 Change Management Conference they unveiled Five Guiding Principles for Changing the Way We Change.

So, what's changed for members of The Conference Board's Council on Change Management as they've tested their theories and put these ideas into practice? An executive panel will return to share a future focused view of what they learned in the practical application of the principles in their organizations. In addition, the panel will open an interactive discussion on their publication entitled, *Council Perspectives: Taming the Change Tiger*.

Kinithi D. Sturtevant, Vice President, Strategy and Innovation, Organizational Change Management Centre, **IBM Corporation**

Stacey Threlkeld, Senior Director, Global Organization Effectiveness and Change, **Nike, Inc.**

John Hom, Vice President, Talent Consulting, **Prudential Financial, Inc.**

Claudia Saran, Partner, US Leader, People and Change, **KPMG, LLP**
Barbara Mitchell, Director, Organizational Development Center of Excellence, **Mayo Clinic**

Cailin O'Riordan, Sr., Director Organization Design and Change, **McKesson**

Andrew Chandler, Senior Director of Change and Organization Effectiveness, Global Supply Chain, **Gap Inc.**

Networking Refreshments Break: 10 – 10:15 am

General Session C: 10:15 – 10:50 am

People First in Change Management: A Genentech Case Study

Against the backdrop of a planned market exit of a dominant product and layoffs for the sales and marketing team, Genentech built a thriving team culture with strong engagement that drove business value beyond profit. The key was a people-centric, agile change management approach. Benefits included strong sales, high retention of talent, and enhanced brand reputation.

The Change Management Conference is approved for 6 HRCI credits.

Gisela Paulsen, who recently headed the Genentech PEGASYS product franchise, will share best practices and metrics for:

- Extending product life to maximize revenue
- Sun-setting product with customers and patients
- Transparent and focused communication
- Retaining, engaging and developing people

Gisela Paulsen, Vice President, Access Solutions, **Genentech**

General Session D: 10:50 – 11:20 am

The Innovation Accelerator: A Case Study

What is an innovation lab? In what ways does an innovation lab drive change in an organization and how is that change managed and supported?

60 years after creating the payroll technology and service industry, ADP is leading in fully integrated, lifecycle Human Capital Management (HCM). In the past 2 years, ADP has launched multiple innovation labs to accelerate HCM evolution and improve client experience. This represents all-encompassing, deep change – both for ADP associates and for more than 600,000 ADP clients around the world.

Learn from those leading the charge as they share in-depth change journey stories and explore next practices in innovation and change leadership.

Roberto Masiero, Senior Vice President of ADP Innovation Labs, **ADP**

Eric D. Hieger, Psy.D., Senior Director, Change Leadership & Management, Global Business Transformation, **ADP**

General Session E: 11:20 am – 12:05 pm

Mobilize More People, Think Bigger, Focus on the Future – It All Starts Here!

"However beautiful the strategy, you should occasionally look at the results." ~ **Winston Churchill**.

As change leaders aim to mobilize more, think bigger and focus on the future, defining success is critical. Success lies beyond the activities of change management, and must extend to organizational outcomes and individual transitions. Too many change initiatives begin and persist without a clear definition of what they are trying to achieve.

Based on its latest benchmarking study, Prosci offers a new Change Scorecard that helps change leaders define true success. Learn how you can use this innovative, research-based scorecard to proactively co-create a shared definition of change success to drive results and outcomes.

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

Luncheon and Networking: 12:05 – 1 pm

General Session F: 1:05 – 1:50 pm

Rethinking Change – From an Event to a Life Reality

For many years, Change was managed as an event within organizations. An event that needs to be disseminated and applied by experts to the whole organization. In today's pace of technology disruption, Change is no longer an event with periods of calmness between them. It is ongoing, fast, and restless.

This presentation will challenge participants to rethink their definition and approach to change. Change should be a core capability of every employee every day.

Lior Arussy, President, Strativity

Concurrent Session G1: 2 – 3 pm

The \$1B Wake Up-Call

\$1B is a common inflection point for companies to begin considering wide-scale change, prompting the need for formal change management support. What considerations do companies often make as they weigh the options to build, buy or invest in change management skill? The Akamai Technologies change management case study will review the formation of the practice and Akamai's continued efforts to build and embed change management expertise into a fast-growing organization.

We will:

- Review the working hypothesis around the \$1B inflection point, examining how organizational dynamics drive the need for change
- Understand what drivers emerged as Akamai evaluated the decision to invest in change management
- Pinpoint the difference makers as change management was introduced
- Examine options for scaling into a proper service model
Examine the role of metrics as a formal change management practice is established

Melanie Francis, Director of Change Management, Akamai

Concurrent Session G2: 2 – 3 pm

How Coaching Creates Change-Able® Organizations

Change of any kind stirs emotions and causes disconnects. Treating these reactions as problems creates more problems. If leaders use such situations as opportunities for “in the moment” coaching conversations that show people new ways of moving forward, change gets traction. That's why coaching is the grease that turns the wheel of change.

In this interactive session you will learn how to take a coaching approach to change and create a Change-Able® organization. You will learn the distinction between a coaching approach to change and traditional change management approaches. You will see how “in the moment” coaching is being used at a global medical device company to navigate a major merger.

Dianna Anderson, CEO, Cylient

Renee Rogers, VP, Leadership and OD, Zimmer

Concurrent Session H1: 3 – 4 pm

Do You Speak Digital?

Digital is fast becoming the language of the world and the remote control of our lives.

Customers and their digital behaviors move fast. Companies delivering products and services to digitally savvy consumers need to move just as fast. Digital is re-shaping the consumer's definition of convenience, and companies like McDonald's need to be front and center in meeting these new expectations.

This session will focus on the different levers of change that can accelerate a digital transformation. We'll discuss innovative approaches and the trial and error process for creating a digital change agenda.

Sheila Chavda, Change Lead for the McDonald's Global Digital Organization

Concurrent Session H2: 3 – 4 pm

Transformation – It Takes Heart

Whether transforming an organization, a culture or a department, it's critical that we create emotional connections and engage people's hearts, not just their heads and hands, to not just change things, but to truly transform them.

In this workshop, through case studies, group exercises and sharing best practices, you will learn how to focus on four areas that are critical for implementing successful transformation:

- **SIMPLICITY** Whatever the message, it has to be focused, targeted and simplified to cut through the barrage of information that employees receive today.
- **LINE OF SIGHT** People intrinsically want to connect with their organization's “why” and contribute to something bigger than themselves.
- **LEADERS AS CONVERSATIONALISTS** The role of today's leaders isn't merely to disseminate information, but rather to facilitate conversation. Equipped with the right skills and tools, leaders can fulfill this role in a way that inspires employee trust, commitment and action.
- **STORYTELLING** Studies show that we are wired to respond to and remember stories. Fostering a culture of storytelling is perhaps the most powerful way that organizations can reach employees on both an intellectual and emotional level.

Chris Gay, Principal, Bridge Consulting

General Session I: 4:10 – 5 pm

Presentation by  KORN FERRY

Networking Reception: 5-6 pm

Conference, Day 2

Friday, June 19, 2015

8:15 – 8:35 am

Opening Comments and Sharing the Spotlight

Molly Breazeale, Program Director, The Conference Board

General Session J: 8:35 – 9:20 am

Leading Through Change: Transition Highway Workshop

Every organization is going through some type of change. Whether it's entering new markets, experiencing a merger, rolling out new system-wide technology, tackling changing market conditions, or facing competitors, change requires companies to create new strategies or initiatives. For change to be successful, everyone in your organization must understand what the change is and what their role will be in supporting it.

Through the Transition Highway workshop, David Kalman, Managing Director at Root Inc., reveals the road map for successfully navigating change, by exploring the emotional, leadership, and operational aspects of asking people to do things differently. Using proven engagement methods – including powerful visual images, change exercises, and facilitated conversation – participants will examine individual accountability for change. They will come to recognize their personal responsibility for helping drive the expected results and outcomes of the change that will accelerate organizational success.

David Kalman, Managing Director, Root
Shannon Wallace, HR Business Partner, Global Cadillac,
General Motors Company

General Session K: 9:20 – 9:55 am

Verizon: Creating the Future Together

Creating an authentic and ruthlessly simple experience for customers is a daunting challenge. Approximately 50 percent of Verizon customer interactions take place online, via TVs or apps. But when customers want to pick up the phone for human interaction, it must be as easy and intuitive for them as possible.

In 2014, Verizon digital support team managed over 400,000 interactions. Turning that challenge into an opportunity, Verizon invested in employees to lead in creating a Service Elite experience. The creator of the Service Elite training program will share her experience and insights about mobilizing a workforce.

Kelley Kurtzman, Vice President of National Sales and Service
Center Operations, **Verizon**

Networking Refreshment Break: 9:55 – 10:10 am

General Session L: 10:10 – 11 am

Is your Change Management Agile?

Around the globe, an increasing number of organizations are adopting the Agile Methodology for large scale transformation programs. Will your organization be next? And are you ready?

For the Agile world, traditional models of change management need to adapt, and the role of change managers must evolve. We'll explore the common issues and failure points in Agile implementation, and identify critical success factors.

We'll provide an adaptable and scalable Change Enablement model that makes change management a catalyst for effective Agile implementation.

Randy Wandmacher, Managing Director – **Accenture Strategy**
Paul O'Keeffe, Managing Director, **Accenture**

General Session M: 11 – 11:45 am

Co-Creating Change

Change doesn't have to start at the top of an organization. This is an old core assumption that must evolve with new global business realities. Members of The Conference Board Council on Change Management will share their experience and insights in this panel discussion with a focus on:

- What new critical enterprise capabilities and individual skills are required for commanding attention, enlisting supporters, driving engagement, cultivating ownership, and realizing actionable change at every level?
- How are organizations leveraging the collective thinking and power of the line, OD, L&D, communications, business improvement, Agile and other functions?

Eric D. Hieger, Psy.D., Senior Director, Change Leadership & Management, Global Business Transformation, **ADP**
Andrea Tennyson, Organizational Development Advisor, **Cargill**
Isabelle Suares, Senior Manager, CMO/PMO, **Cisco Systems, Inc.**
Lauren Chesley, Director, Change Execution,
Verizon Communications, Inc.
Kent Greenes, Council Manager, **The Conference Board**

General Session N: 11:50 am – 12:00 pm

Plan for Success – Measure for Impact

Translate good ideas and intentions from this conference experience into a measurable plan of action. Gain some insights into linking new behaviors to their respective business impacts.

Laura Paramoure, Ed.D Researcher, Author: *ROI by Design™*

REGISTRATION INFORMATION

Online www.conferenceboard.org/change

Email customer.service@conferenceboard.org

Phone 212.339.0345 8:30 AM – 5:30 PM ET, Monday – Friday

Conference Pricing:

Member	\$2,295	Non-Member	\$2,895
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Pre-Conference Seminar Pricing:

Member	\$1,015	Non-Member	\$1,215
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Fees do not include hotel accommodations.

Locations

New York Marriott Downtown
85 West Street at Albany Street
New York, New York 10006
Tel 212 385 4900

Hotel cut-off date: May 26, 2015

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.

