



**BUILD RESILIENT, RELEVANT
ORGANIZATIONS IN A
DISRUPTED, DIGITAL WORLD**

15th Annual **Change and
Transformation**
CONFERENCE

Conference
June 22-23, 2017
New York Marriott Downtown
New York, NY

Pre-Conference Organization Design Lab
June 21, 2017

www.conferenceboard.org/change

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Pre-Conference Seminar Organization Design Lab

June 21, 2017

ABOUT THE SEMINAR

This highly interactive one-day seminar will feature practitioners from leading companies sharing best practices on how to tackle the most complex and challenging organization transformation efforts. From implementing new business models to building new ways of working, success is predicated on leadership alignment, clarity of intent, and thoughtful and disciplined management of the process end-to-end. Business executives and OD/HR practitioners will engage together to navigate three detailed case studies that highlight what it takes to successfully build new capabilities to keep your organization relevant in an ever-changing economic environment. Presentations will provide you with principles, tools and approaches to help you better orchestrate complex reinvention in your organization.

FIVE MAJOR HIGHLIGHTS

- Highly interactive format lets you learn from peers and presenters alike
- Take away tools and frameworks that will help you lead transformation in your own organization.
- Gain insights on effective design and realizing true change.
- Discover new ways to think about shaping culture to enhance business performance.
- Engage in real life case studies to glean best practices and tips for success.

Wednesday, June 21, 2017

Registration

Continental Breakfast and Networking: 8:00 – 9:00 am

Opening: 9:00 – 9:15 am

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

A 9:15 – 11:30 am

Keys to Successful Organization Transformation: Getting from the Organization Design to Realization

Nearly every organization is contemplating, engaged in, or hoping to successfully conclude some type of organization transformation. Despite all of the tools, best practices, and sage advice, many transformation efforts fail to realize the desired results. While no formula will guarantee success every time, there are some keys to improving the odds of designing a distinctive organization, engaging the members of your organization, and achieving desired results. This workshop will highlight several organization design concepts and tools that business and HR leaders alike can use to design optimal organizations, highlight the keys to successful transformation and share case studies of organizations who have achieved great results.

Reed Deshler, Author of *Mastering the Cube: Overcoming Stumbling Blocks* and *Building an Organization that Works*, and Principal, **AlignOrg Solutions**

Networking Break: 10:15 – 10:30 am

(10:30 – 11:30 am Session A continues)

Lunch: 11:30 am – 12:30 pm

B 12:30 – 2:30 pm

The Real World of Globalization: What It Takes to Design a Truly Global Organization

Our world is increasingly interconnected and interdependent. While having an international footprint was once the purview of only the largest organizations, today's technology enables companies of all sizes to "go global". But true globalization means more than doing business in multiple markets. It has implications for functions, structure, processes, tools and people. Learn about the journey General Mills is taking as they move to truly globalize, and learn what implications their experience has for your organization.

Beth Gunderson, Sr. Director Organization Capability,
General Mills

Networking Break: 2:30 – 2:45 pm

C 2:45 – 4:45 pm

Using Design Thinking to Drive Culture Change Design

Thinking is shaping product development and the design of customer journey experiences in many organizations. But Design Thinking can also be a powerful tool in Organization Design. This case study will showcase one company's use of Design Thinking in a variety of projects, which has both resulted in new ways of working and a tool for modeling and implementing new cultural behaviors.

Jeff Higgins, HR Specialist – Organizational Effectiveness,
Hallmark Cards, Inc.

Summary and Closing Remarks: 4:45 – 5:00 pm

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

AGENDA

Day One

Thursday, June 22, 2017

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

Welcome and Orientation: 8:30 – 8:45 am

General Session: 8:50 – 9:35 am

Resilient and Relevant

Change and Transformation Council - Panel Presentation

Let's face it, digital is difficult to define. It depends on who you ask and why you're asking the questions. Members of The Conference Board's Council on Change and Transformation are asking some challenging questions of themselves and their leaders to remain resilient and relevant in an accelerated world:

- What does a digitally transformed organization look like?
- How does it act and work differently, especially for leaders and teams?
- In what ways might our role as C&T professionals change?

If you are you preparing to lead a digital transformation, helping someone else lead a digital transformation or using digital technologies to add value to your approach or upgrade the tools of the change and transformation profession, don't miss this panel presentation. Compare notes as they share executive conversations, recent implementations and insights from their journey.

Panelists

Gregory Meyding, Partner, Talent and Change Center of Competence, **IBM Corporation**

Barbara Mitchell, Director, Organizational Development, Talent Solutions, **Mayo Clinic**

Cleta Galvez, Director, Organizational Development Solutions, **Metronic**

Deanne Lindeman, Talent Management and Organizational Development Consultant, **Metronic**

Maria Darby, Executive Vice President, **Booz Allen Hamilton, Inc.**

Moderator

Kent Greenes, Program Director, TCB Change & Transformation Council Program Director, **The Conference Board**

General Session: 9:35 – 10:15 am

Digital Transformation – What does it mean for Human Capital?

Digital Transformation is a strategic business imperative for many companies. Yet most people have only a fuzzy concept of what digital transformation actually is. Using company examples to illustrate, Mary will give an overview of digital transformation, its business impacts, and some of the implications for organizational culture, design and talent. Then we'll engage with each other in thinking through what digital transformation means for change management.

Mary Young, Principal Researcher, Human Capital, **The Conference Board**

Networking Break: 10:15 – 10:30 am

General Session: 10:30 – 11:10 am

The Delta Difference

With its appearance on Fortune Magazine's Most Admired Companies list, Delta Air Lines has earned its place among the world's leading brands. Delta President and incoming CEO Ed Bastian in a memo sent to all employees said, "In just the past week, we've celebrated the largest profit sharing payout in U.S. history, set a Guinness World Record for the world's largest "Thank You" card to our employees, achieved our goal of attaining an investment grade rating and validated our position among the world's most admired brands."

What is happening behind the scenes that make that Delta difference? Chuck Imhof, Vice President New York Sales for Delta Air Lines, will join us for an on stage interview to share his Delta story. He brings a unique perspective on the value of culture to enhance workplace performance. Join us as he shares what experience has taught him at this award winning airline.

Chuck Imhof, Vice President, New York Sales for **Delta Air Lines**

General Session: 11:15 am – Noon

Harnessing the Power of Change-Enabling Systems in Transformation

Transformation is multi-faceted; successful transformation requires multi-faceted capabilities. In our work at Prosci, I have recently noticed an increasing number of leading organizations working to grow and house specific change capabilities (e.g. project management, change management, Agile, continuous improvement, knowledge management, etc.) under an umbrella focused on change implementation – what we call a "change-enabling system".

The appropriate discipline mix is based on the unique needs and opportunities for the organization. We must take concerted steps to activate this system toward transformational goals. In this session we will unpack how the Change & Transformation community is uniquely positioned to drive successful transformation by activating and harnessing the power of these emergent change-enabling systems.

Tim Creasey, Chief Innovation Officer, **Prosci**

Networking and Lunch: 12:00 – 1:00 pm

Afternoon Announcements and Morning Debrief:
1:00 – 1:10 pm

General Session: 1:10 – 1:55 pm

Designing Experiences for the Organization of the Future

To survive and thrive, organizations must evolve with the new digital economy.

As companies confront the digital age, they are undertaking organizational transformation fueled by established and emerging digital technologies. In the future, workers will partner with their digital counterparts and human work will be defined as those tasks that complement technology or for which technology is not well suited.

Successful organizations will redesign themselves to excel at

learning, dealing with complexity, and creating value through innovation. Doing so requires new modes of leadership, new people skills and behaviors, and new cultural norms.

In this interactive session, Mimi Brooks of Logical Design Solutions (LDS*) will discuss and demonstrate what it means to create the experience strategies and designs that transform organizations and enable people to be successful in their emerging digital work contexts. Along with best practices and principles, we'll share digital experience design samples.

** LDS is a digital strategy and experience design consultancy with more than 25 years of partnering with global market leaders on people-centric technology solutions.*

Mimi Brooks, CEO, Logical Design Solutions

Concurrent Session: 2:10 – 3:00 pm

The Network, The Portal, The Process

With the understanding that change and transformation will remain a constant at PepsiCo, they recognized the need to build lasting internal capability in Project Management, Change Management and Value Realization. In a \$63 billion dollar organization with 250,000 employees, finding efficiencies and improving daily operations is key.

Beth Brickel and Annette Gabriel will share how they stood up the Change Management arm of the Global Transformation Office, and quickly delivered strong enterprise connectivity, access to capability (segmented for user need/type) and drove significant programs while enabling associates to drive local change. The Global Pepsico Operating Model design and implementation is just one example of those multi-year journeys.

Discover how they created a network with 30 Change Leads, the capability tools they developed, as well as how they launched, marketed and built continued engagement.

Beth Brickel, VP, Global Change Management & Transformation, PepsiCo

Annette Gabriel, Sr. Director, Change Management COE, PepsiCo

Concurrent Session: 2:10 – 3:00 pm

Change Management Insights for Leaders: Going digital to support cultural transformation.

CSIRO, Australia's premier science organization with over 100 years of history, recently embarked on a transformation to align its culture with the organization's new strategy.

Using digital engagement channels to collect and present its current and desired culture, CSIRO was successful in enabling conversations that cut across the traditional silos of the organization. By transparently providing its cultural data, CSIRO was able to shift conversations from local issues to the purpose and identity of the organization, supporting the alignment of culture with strategy.

Supported by a cultural transformation program, CSIRO leaders built new capabilities in the use of digital technologies allowing them to more successfully engage with staff through webinars, crowd sourcing, online culture assessments and feedback channels that enabled greater participation and decision making.

Enabled by new digital engagement channels, CSIRO's people observed a shift in its senior leadership posture from a traditional view of top-down hierarchy, to one that is now more

collaborative and 'people first' in orientation.

Three things you will take away from this session:

- Understand the power of digital engagement for supporting transformational change in organizations
- Insights to assist 'traditional' leadership styles shift rapidly to inclusive and participatory leadership through the use of digital engagement tools
- The top five digital enablers for change managers

Dr Simon Lynch, Executive Manager, Organizational Development and Change, CSIRO

Concurrent Session: 3:10 – 4:00 pm

It's Personal: Driving Change through Concentric and Overlapping Circles

Change is not a linear path. Change is personal. And, the more it disrupts the current state, the more personal the change is. Just ask Lisa Bonner, Director of Change Management and Change Communications and Training at Cigna. Lisa will share the personal side of Cigna's journey and their transformation over the past year. Based on her experience, she'll offer strategies to drive change while keeping the "human element" in the forefront.

Cigna started as a U.S. insurance company in 1792, and has grown exponentially – expanding across the world, with sales capability in 30+ countries/geographies. Today our 40,000+-person international team serves more than 90 million customer relationships in virtually every corner of the globe. Cigna is committed to helping the people we serve improve their health, well-being and sense of security.

Lisa C. Bonner, Director of Change Management and Change Communications and Training, Cigna

Concurrent Session: 3:10 – 4:00 pm

The Surprising Power of Liberating Structures

Do any of the following scenarios sound familiar to you?

- Pointless, boring meetings
- Side meetings *after* the meeting, where people say what they *really* think
- Difficult conversations are avoided and the *real* issue never gets addressed
- Fear and politics get in the way of doing the right thing

Instead of continuing to rely on the Big Five conventional structures (the presentation, the managed discussion, the status report, the open discussion, and the brainstorm) and hoping for better results, why not try a new approach? Liberating structures are quick and easy ways for groups of people of any size to radically improve how they interact and work together. Liberating structures allow you to tap into the full potential of an organization's collective intelligence, something that is essential for succeeding in today's fast-paced, ever-changing environment.

Betsy Sheppard, former Director of International Field Programs for Semester at Sea

Kate Scott, Organizational Development Manager, PTC

For sponsorship opportunities, please contact michael.felden@conferenceboard.org

General Session: 4:10 – 5:00 pm

The Wake Up Call

In 2014, Jeff Immelt, the chairman and CEO of GE said "If you went to bed last night as an industrial company, you're going to wake up today as a software and analytics company." In fact, GE had already woken up as a software and analytics company three years earlier when they opened an office in Silicon Valley and began transforming the world's largest industrial company to become the leader of a new market space – Digital Industrial.

Bryce Poland is the Brilliant Factory Leader for GE Transportation, leading the transformation for one of GE's eight businesses. GE Transportation manufactures locomotive engines and is transforming their plant operations and outcomes with industrial data and analytics capabilities. GE Transportation is a 100-year-old company with \$6B in revenue and 12,000 employees worldwide. Bryce will share examples of how he's worked with plant leaders and operators to shift from managing production with traditional process control and standardization tools to adopting advanced digital solutions to deliver new levels of productivity.

Joined by Frances Harpst, the Value Realization Leader for GE Digital, they will share insights and examples of how leaders are driving the most significant disruptive transformation in GE's 130 year history. Learn how GE is starting internally first, driving innovation, agility and outcomes across the entire organization, into every business function and plant, to achieve new levels of productivity growth and value creation.

Bryce Poland, Brilliant Factory Leader,
GE Transportation, Global Supply Chain
Frances Harpst, Value Realization Leader, **GE Digital**

Day Two

Friday, June 23, 2017

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

Welcome and Orientation: 8:30 – 8:45 am

General Session: 8:50 – 9:25 am

Disrupt – Or Be Disrupted

Companies of every size, in every market and every country face a business landscape that is increasingly competitive. To remain relevant and capture the opportunities of a digitized, data-driven world, companies must first disrupt themselves. They must reinvent themselves through continuous innovation, transforming into startup cultures, and turning ordinary employees into passionate entrepreneurs.

Innovation cannot be mandated from the top or achieved through lofty vision statements. True cultural transformation must be ignited from within, but also must have air cover from the C-suite, especially the CEO. The disruption must reinforce lean startup principles where all employees are encouraged to tap into their own passions and motivations, form diverse teams and co-innovate disruptive solutions. Companies must give up more control, eliminate business siloes, empower employees, allow them to experiment and fail fast, as well as provide mentors, resources and tools to bring their ideas to life.

In this session, Cisco innovation lead Alex Goryachev will

share best practices from experiences in both internal innovation disruptions and in overseeing the company's external ecosystem of entrepreneurs. He will share lessons learned that can be immediately transformed and put to use by companies of all sizes, in all markets, and all countries.

Alex Goryachev, Senior Director, Innovation Strategy and Programs, **Cisco**

General Session: 9:30 – 10:05 am

Bringing Change to Drive Innovation: A Case of Takeda Research and Development

Takeda Pharmaceutical Company Ltd. is the largest pharmaceutical company in Japan and Asia and is a leader today because of a complex, thoughtful transformation of its global R&D capabilities. A carefully conceived change management program has embraced external innovation, focused resources, fostered investment in new capabilities, and attracted the best people to ensure success. This companywide effort has not only improved R&D productivity and provided sustainable growth over the long-term but also motivated employees to excel in an increasingly competitive external environment.

Paul Graves, VP and Head, R&D Network Relationships and Strategic Communications, **Takeda**

Networking Break: 10:10 – 10:25 am

General Session: 10:25 – 11:05 am

Digital Power: New Tools and Techniques

Change and Transformation Conference Panel

Better, faster, cheaper and smarter. What are the digital tools and technologies making a difference for tech savvy change and transformation professionals? Members of The Conference Board's Council for Change and Transformation will share their favorite digital tools of the trade and the business problems they solve.

Panelists:

Michelle Kent, Principal, People & Change, **KPMG**

Debra Schmitt, Digital Change Practice Leader, North America, **IBM**

Gregory Meyding, Partner, Talent and Change Center of Competence, **IBM Corporation**

Moderator:

Kent Greenes, Program Director, TCB Change & Transformation Council Program Director,
The Conference Board

General Session: 11:05 – 11:50 am

Can 24 Minutes a Week Change Behavior?

The modern employee has 1% of their week to focus on training. What can they do with that roughly 24 minutes a week? Turns out, a lot.

As change professionals, we know that success depends on adoption and behavior change at the individual level. Armed with digestible and easily accessible microlearning experiences, we can create meaningful changes in behavior

across our organizations and transform the way we develop talent to co-create the future.

Join Alex Khurgin, Director of Learning Innovation at Grovo, as he explains the importance of leveraging microlearning when developing modern employees and how to create a microlearning strategy of your own to meet the needs of your audience and goals of your company.

In this session, you'll learn to:

- Describe what we mean by microlearning as a transforming experience
- Create microlearning experiences that capture attention, motivate action, and make learning stick
- Prove and report on behavior change, not meaningless learning metrics

Alex Khurgin, Director of Learning Innovation, **Grovo**

Holly Brittingham, SVP of Global Talent and Organizational Development, **FCB**

General Session: 11: 50 am – Noon

Wrap up and Closing Comments

REGISTRATION INFORMATION

Online www.conferenceboard.org/change/change

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Conference Pricing:

June 22-23, 2017, New York Marriott Downtown, New York, NY

Members	\$2,295
Non-Members	\$2,895

Pre-Conference Pricing:

June 21, 2017, New York Marriott Downtown, New York, NY

Members	\$1,035
Non-Members	\$1,235

Fees do not include hotel accommodations.

Pre-Conference/Conference Location and Accommodations

New York Marriott Downtown

85 West St.

New York, 10006

Tel **212.385.4900**

Hotel reservations cut-off date: **May 31, 2017**

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.