18th Annual Change & Transformation Conference

Empowering Human-Centered, Data-Driven Change

Pre-Conference Workshop
Designing Organizations for Differentiation and Transformational Results
June 17, 2020

Pre-Conference Workshop Sponsor
Align.org Solutions

Conference
June 18 – 19, 2020
New York Marriott Downtown
New York, NY

REGISTER BY APRIL 4TH FOR $400 SAVINGS

www.conferenceboard.org/change
Pre-Conference

Wednesday, June 17, 2020

Designing Organizations for Differentiation and Transformational Results

Join top organization design and transformation leaders in a highly interactive full-day workshop to review the practices and tools of leading organizations. Dig into detailed case studies of practical organization redesigns. Be exposed to innovative frameworks to design and lead business model transformations that help organizations achieve marketplace leadership. Apply the concepts and frameworks to your own organization’s transformation challenges.

Looking forward, the one certainty all organizations face is that the nature of customers interactions, solutions delivery, and value creation will require new approaches, tools and leadership capabilities. This workshop will provide hands-on interaction with innovative and proven tools to design and lead business model change which participants will take back new strategies for designing and implementing organizational change that enhances organization differentiation, resilience and agility.

Featured Speakers Include:

Reed Deshler, Principal, AlignOrg Solutions
Ken Thompson, Principal, AlignOrg Solutions

Wednesday, June 17, 2020

8 - 9:00 am
Registration and Breakfast

9:00 – 9:15 am
Welcome and Introductions

9:15 – 10:45 am
Designing for New Business Models

- Learn an easy-to-use framework for aligning organizations and building differentiating capabilities
- Explore the new business models and value-added platforms as a means of unlocking marketplace potential for your organization, customers and partners

10:45 – 11:00 am
Networking Break

11:00 – 11:45 am
Case Study: Unlocking New Value
Review a live case study about how a leading organization is transforming its operating model to deliver new, unique value to the market

11:45 am – 12:30 pm
Gaining Alignment around Transformation
Learn how to help leaders articulate a winning proposition for their organization and rally the minds and hearts of team members

12:30 – 1:30 pm
Lunch

1:30 – 2:45 pm
Putting Alignment Tools to Work
- Apply select organization alignment tools to ensure that organization systems and choices deliver new business models and organizational value
- Review a live case study about how a leading organization is transforming its organization to create the conditions for strategy realization.

2:45 – 3:15 pm
Networking Break

3:15 – 4:15 pm
What Makes an Effective Alignment Leader?
- Discuss how to help organization leaders adopt the competencies of an Alignment Leader® and how internal Change Partners can effectively partner to achieve successful outcomes
- Learn how to develop an integrated journey map that brings together change plans, people enablement efforts, work transitions and technology integration into a cohesive plan

4:15 – 4:30 pm
Closing Remarks

Pre-Conference Sponsor:
Agenda

Day One
Thursday, June 18, 2020

8 – 9 am
Registration and Breakfast

9 – 9:15 am
Welcome and Introductions

9:15 – 10:00 am
Rise of the Transformers and the Triumph of Humanity

No, this isn’t the title of the next superhero blockbuster. Instead, we begin by exploring the rise of two important phenomena over the past several years: the growing ranks of Chief Transformation Officers, and the growing understanding of the need for human-centered change. What does each trend tell us about how Change and Transformation is prioritized and practiced at truly agile organizations? How has these movements impacted digital transformations?

Robert Hackl, Senior Vice President, Business Transformation & Analytics, Sprint

10:00 – 10:40 am
The Purpose-Resilience Connection in Creating a Change Mindset

Explore the crucial role of mission and purpose in building resilience and a change mindset and consider how to meaningfully connect each change initiative with your organization’s higher purpose in improving lives.

Vicki Walia, Chief Talent and Capability Officer, Prudential Financial

10:40 – 11:10
The Neuroscience of Culture Change

Discover how we can leverage the science of brain processes to help drive culture change, openness to new experiences, and the adoption of new technologies.

Travis Hahler, Americas Change and Culture Lead, Google

11:10 am – 11:40
Break

11:40 am – 12:15 pm
Concurrent Session

Case Study: Enabling Change from the Ground Up at Bayer

The continued pace of change and innovation, combined with multi-national, multi-divisional organization, provides an opportune, yet challenging environment to drive consistency and enable change at scale. In this case study, learn how repositioning change management as change enablement shifted focus to simplicity and leveraging a network of change enablers as strategic change drivers. We will explore:

- Path to adding value and building capability
- Process to gaining alignment, support and participation

- Creating or curating consistent tools for use by change practitioners and business leaders
- Key learnings, successes and challenges along the way

Dr. Drew Kreienkamp, U.S. Organization Effectiveness & Development Lead, Bayer

11:40 am – 12:15 pm
Concurrent Session

Case Study: Gaining Alignment Around a New Productivity Measure at Nationwide

Nationwide recently took on the challenge of how to comprehensively measure productivity in an increasingly digitalized, automated and data-enabled world, in order to influence performance across its value chain. The result was a new enterprise productivity function established to illuminate the impact of business actions on profitability. Learn how the company gained alignment across stakeholder groups and deployed it to key areas in the organization, resulting in changed behaviors, strengthened cost measurement discipline, and improved performance.

Kobe Osei, Associate Vice President, Business Transformation, Nationwide

12:20 – 1:00 pm
Concurrent Session

Exclusive Research: Leveraging Analytics to Understand the Employee Journey and Design Human-Centered Change

Explore new Conference Board research on how innovative organizations are using analytics to map the employee experience and using human-centered design to reshape it. How is this data-driven understanding of the employee experience affecting Change design?

Solang Charas, Ph.D., Distinguished Principal Research Fellow, The Conference Board

Steila Lupushor, Program Director, Strategic Workforce Planning, Talent Management II and Strategic HR Business Partners Councils, The Conference Board

12:20 – 1:00 pm
Concurrent Session

Storytelling in 2020: Creating Immersive Change Experiences

In some ways the elements of compelling storytelling to change human understanding and behavior haven’t changed in thousands of years. Yet new digital tools to share these stories emerge almost daily. Do your Change processes take full advantage of the power of experiential learning, whether through AR, VR, or other immersive experiences? Explore the elements of effective experiential learning and tools for creating immersive change experiences

1:00 – 2:00 pm
Lunch

www.conferenceboard.org/change
2:00 – 2:40 pm
**Leading Leadership to Change**
Change and Transformation Council - Panel Presentation

Members of The Conference Board’s Council on Change and Transformation will share insights and strategies on a common challenge C&T leaders and practitioners are facing in their organizations: Helping leaders themselves to change, and to understand the value proposition for C&T.

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

2:40 pm – 3:20 pm
**A Change Target and a Change Enabler:**
*Environments that Advance Employee, Consumer and Community Health*

More and more enterprises are viewing the advancement of healthy environments as a business imperative, one that enhances performance in a multitude of ways. In this discussion with leading health executives, explore:

- How healthy environments are transforming and improving performance for employees.
- How a holistic health strategy is a distinct advantage to the way companies transform engagement with consumers and the community.
- Human-centered transformations taking place to advance healthy environments.

**Marleece Barber, M.D.**, Chief Medical Officer, **Lockheed Martin**
**Faiyaz Bhojani, M.D.**, Global Health Lead, Downstream Manufacturing Regional Health Manager, North & South America at Royal Dutch Shell, **Shell**
**Andy Crighton, M.D.**, Chief Executive Officer, **CEO Roundtable on Cancer**
**Moderator:** **Christine Beer**, Program Director, Gevity

3:20 – 3:50 pm
**Break**

3:50 – 4:50 pm
**Talk and Idea Exchange: Driving Change versus Driving People**

A Change initiative is ultimately about changing human behavior, and whatever framework is used, often the process is designed with an underlying assumption of compelling change through positive or negative incentives. It is an assumption that one must “drive people” to change. Yet, even when a change is framed as mandatory, this “driving people” approach all too frequently fails.

In this extended interactive session, we will explore what it means to “Drive Change” rather than “Drive People” – to model change and clear obstacles for others to follow – with specific actionable examples. Following the talk, attendees will exchange ideas with peers on how to flip the paradigm to drive change at their organizations.

**April Mills**, Business Architect and Principal Consultant, **Intel**; author, **Everyone is a Change Agent**

4:50 – 5:00 pm
**Closing Remarks**

5:00 – 6:00 pm
**Reception**

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**Day Two**
Friday, June 19, 2020

8:00 – 9:00 am
**Registration and Breakfast**

8:00 – 9:30 am
**Breakfast Roundtables**
Attendees are welcome to join a Breakfast Roundtable, led by our speakers and Change and Transformation Council members, for small group discussions and report-outs on focused issues such as:

- Starting Up a CM Function
- Battling Change Fatigue
- New Change Communication and Learning Tools
- Hearing and Using Resistance to Improve a Change Initiative
- Data Analytics and Change

9:30 – 9:40 am
**Welcome**

9:40 – 10:20 am
**Developing Agile, Data-Driven Change Leaders at AES**
Learn how one of the world’s leading power companies is advancing data-driven business transformations by developing agile leaders ready to embrace – and create – change.

**Ravi Prasad**, Global Vice President and Head, Digital Products and Customer Innovation, **AES**

10:20 – 10:50 am
**Break**

10:50 – 11:30 am
**How “Design for Delight” Powers Continuous Change at Intuit**
Starting as a missile combat crew member for the US Air Force, then specializing in business transformations at PwC, Tina Muller has long focused on effective execution of complex and crucial strategies. Learn how she now leads the Transform effort at Intuit Consumer Group, evolving the way the organization works, partners, and collaborates along the principle of Design for Delight to drive continuous change.

**Tina Muller**, Director of Program Management, Consumer Group, **Intuit**

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For sponsorship opportunities, please contact michael.felden@conferenceboard.org
11:30 am – 12:10 pm

**Building Our Resilience and Influence as Change Leaders**

We speak of change fatigue and building resilience among employees across the organization. In this session we discuss building resilience and influence among the point people at the forward edge of every initiative – the Change professionals. We explore two interrelated topics:

- How to build and maintain resilience, often in environments where one is expected to drive change with ever-more-aggressive timelines and ever-shrinking resources;

- How to build influence when the unique perspective of the Change professional can provide insights into opportunities for improvement in the underlying program that is the subject of a change initiative.

**Alana Silverman**, Director, Change Management, **Memorial Sloan Kettering Cancer Center**

12:10 – 12:25 pm

**Closing Remarks**
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

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| Pre-Conference Pricing:                        |               |              |
| Members                                       | $1,015        |              |
| Non-Members                                   | $1,215        |              |

Fees do not include hotel accommodations.

Location and Hotel Accommodations
New York Marriott Downtown
85 West Street
New York, NY 10006
Tel: (212) 385-4900

Hotel Reservations:
Website: https://book.passkey.com/e/50001278
Toll Free: 1-877-303-0104

Hotel cut-off date: May 26, 2020

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.