18th Annual Change & Transformation Conference
Empowering Human-Centered, Data-Driven Change

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

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

REGISTER BY APRIL 4TH FOR $400 SAVINGS

www.conferenceboard.org/change
## 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 and 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

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### Wednesday, June 17, 2020

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<th>Time</th>
<th>Event</th>
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<tr>
<td>8 - 9:00 am</td>
<td>Registration and Breakfast</td>
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<tr>
<td>9:00 – 9:15 am</td>
<td>Welcome and Introductions</td>
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<tr>
<td>9:15 – 10:45 am</td>
<td>Designing for New Business Models</td>
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<td>10:45 – 11:00 am</td>
<td>Networking Break</td>
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<tr>
<td>11:00 – 11:45 am</td>
<td>Case Study: Unlocking New Value</td>
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<td>11:45 am – 12:30 pm</td>
<td>Gaining Alignment around Transformation</td>
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<td>12:30 – 1:30 pm</td>
<td>Lunch</td>
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<td>1:30 – 2:45 pm</td>
<td>Putting Alignment Tools to Work</td>
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<td>2:45 – 3:15 pm</td>
<td>Networking Break</td>
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<td>3:15 – 4:15 pm</td>
<td>What Makes an Effective Alignment Leader?</td>
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<tr>
<td>4:15 – 4:30 pm</td>
<td>Closing Remarks</td>
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**AlignOrg Solutions**

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

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

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

12:20 – 1:00 pm
Concurrent Session
The Secret Ingredient of Successful Disruptions: Opening Up To Fears
Dawn Food Products – a 100-year-old, family-owned, global maker and distributor of bakery ingredients and supplies – understands that digital disruption will be an essential element of success in the next 100 years. A new platform would allow sales reps to move away from administrative tasks and focus on building relationships and sharing their bakery expertise. But it also meant new roles, and the fears that come with them. Learn how an effort to “get the fear out,” and to encourage speaking up about rather than self-censoring resistance, ultimately helped energize and engage team members around new ways of working.

Joshua Sukenic, Vice President, General Manager, Digital Programs, Dawn Foods

1:00 – 2:00 pm
Lunch

www.conferenceboard.org/change
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

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

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

Day Two
Friday, June 19, 2020

Digital and Data-Driven Transformations: Why Few Succeed, and Ways To Beat the Odds
Plotting digital change is exciting stuff — business leaders can almost smell the gains in efficiency and speed and the data-driven increase in customer satisfaction when they think about all the new tools at their disposal. However, evidence indicates that only a third of these transformations end up being successful. So what’s causing the gap? Why is building and sustaining a digital and data-driven mindset so challenging? Gain practical insights on driving data-driven decision making and transformation, from experiences at one of the world’s leading power companies.
Ravi Prasad, Global Vice President and Head, Digital Products and Customer Innovation, AES

Closing Remarks
Reception
Driving Self-Disruption and Continuous Transformation at Intuit

As the authors of Orchestrating Transformation note, Intuit’s success has long been based on embracing “ongoing digital transformation not as a one-time process but as a permanent feature of how the company operates.” With self-disruption using customer-driven innovation and Design for Delight methodologies built into the company’s DNA, transformation is continuous. How is that continuous transformation executed and experienced on the front lines?

Starting as a missile combat crew member for the US Air Force, then specializing in business transformations for global market leaders, Intuit Director of Program Management Tina Muller has long focused on effective execution of complex change management strategies. Learn how she leads the transformational efforts for Intuit’s Consumer Group, evolving the way the organization works, partners, and collaborates to drive continuous change.

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

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

Closing Remarks
## Registration Information

**Online**  [www.conferenceboard.org/change](http://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:**

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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](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.