18th Annual Change & Transformation Conference

Empowering Human-Centered, Data-Driven Change

Pre-Conference Workshop
Designing Organizations for Differentiation and Transformational Results
October 14, 2020

Conference
October 15–16, 2020
New York Marriott Downtown
New York, NY

Associate Sponsor:
SHIFT

Supporting Sponsors:
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Pre-Conference Workshop Sponsor
AlignOrg Solutions

www.conferenceboard.org/change
Pre-Conference Wednesday, October 14, 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 customer 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

Pre-Conference Agenda

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

Biren Fondekar, Chief Transformation Officer, NetApp

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 organizational 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:

AlignOrg Solutions

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

Day One
Thursday, October 15, 2020

8 – 8:30 am
Registration and Breakfast

8:30 – 8:40 am
Welcome and Introductions

8:40 – 9:20 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 have these movements impacted digital transformations?

Biren Fondekar, Chief Transformation Officer, NetApp

Moderator:
Dr. Charles Popper, Program Director, CIO Business Council; Leader, Digital Transformation Institute, The Conference Board

9:20 – 10:05 am
Dialogue: Driving Transformational Change in 2020 and Beyond
Fortune 500 leaders who have driven transformational initiatives in their organizations share what it will take to lead in an environment of ever-accelerating change. Learn the crucial shifts in communications, mindset and change capacity that will be necessary to nourish cultures that embrace change across the organization.

10:05 – 11:20 am
Concurrent Tracks:
Culture and Mindset – Insights on using science, data and more to change cultures and mindsets and build resiliency

Strategies in Action – Case studies on initiatives to drive digital transformation, enhance productivity, build change capacity and more

11:20 am – 12:00 pm
Concurrent Session – Culture and Mindset
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

11:20 am – 12:00 pm
Concurrent Session – Strategies in Action
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, 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

12:05 – 12:45 pm
Concurrent Session – Culture and Mindset
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

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

www.conferenceboard.org/change
12:05 – 12:45 pm
Concurrent Session – Strategies in Action
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
- The process of 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

12:45 – 1:45 pm
Lunch

1:45 – 2:25 pm
Concurrent Session – Culture and Mindset
A Change Target and a Change Enabler: Environments that Advance Employee, Consumer, and Community Health

Even before the extraordinary transformative challenges of COVID-19, more and more enterprises had been 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 had been transforming and improving performance for employees;
- How the challenges of COVID-19 have accelerated and transformed organizations’ healthy environment priorities;
- What the “new normal” in healthy work environments will look like going forward;
- How a holistic health strategy has become a distinct advantage as companies transform engagement with consumers and the community.

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

2:30 – 3:10 pm
Concurrent Session – Strategies in Action
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 the 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
3:10 – 3:25 pm
Break

3:25 – 4:10 pm
Concurrent Session – Culture and Mindset
**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 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.

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

3:25 – 4:10 pm
Concurrent Session – Strategies in Action
**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**

4:10 – 4:30 pm
Break

4:30 – 5:10 pm
How Leaders Have Used Change and Transformation Skills to Meet COVID-19 Challenges
Change and Transformation Council - Panel Presentation
The COVID-19 pandemic has placed every one of us, and each of our organizations, in the middle of an enormous Change experiment. What are we learning from it?

Members of The Conference Board’s Council on Change and Transformation will share experiences and insights on how top leadership have (or have not) utilized Change and Transformation talent and resources during the pandemic, and the results that followed.

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

Day Two
Friday, October 16, 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
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**

10:20 – 10:50 am
Break
Building a Billion-Dollar Transformation at Highmark Health

A few years ago, Highmark Health – the second largest integrated health care delivery and financing system in America – went on a journey to transform how their over 35,000 employees worked, while also transforming how those changes would take place. Through its thinkUP initiative, Highmark brought in-house and scaled across the enterprise the kind of change capability that had previously been decentralized and consultant-run. Learn how thinkUP branded and communicated its mission, how it selected projects, how it quantified its impact on the bottom line, and how it works toward bringing $1 billion in value creation to the organization.

Larry Kleinman, Chief Human Resources Officer, Highmark Health

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

For sponsorship opportunities, please contact michael.felden@conferenceboard.org
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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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:
Toll Free: 1-877-303-0104

Hotel cut-off date: September 22, 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.