



VIRTUAL EVENT

18th Annual

# Change & Transformation CONFERENCE

Leading Through  
Unprecedented Change

Conference

October 15 – 16, 2020

Pre-Conference Workshop

October 14, 2020

Lead Sponsor:



Supporting Sponsor:



Pre-Conference  
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## PRE-CONFERENCE

Wednesday, October 14, 2020

(ALL TIMES EST)

### Designing Organizations for Differentiation and Transformational Results

In this pre-conference event free for Change and Transformation Conference registrants, discover 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. 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**

### Workshop Agenda

(ALL TIMES ET; BREAKS WILL BE INCORPORATED INTO THE SESSIONS):

11:00-11:30 am

Learn an easy-to-use framework for **aligning organizations and building differentiating capabilities**

11:30 am -1:00 pm

**Apply select organization alignment tools** to ensure that organization systems and choices deliver new business models and organizational value

1:00-1:30 pm

Review a **live case study** about how a leading organization is transforming its operating model to deliver new, unique value to the market. Featuring **Biren Fondekar**, Chief Transformation Officer, **NetApp**

1:30-2:00 pm

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.

## AGENDA | DAY ONE

Thursday, October 15, 2020

(ALL TIMES EST)

11:00 – 11:15 am

### Welcome and Introduction

**Felicia Chenault**, Digital Acceleration, Change & Journey Management, **Walmart**, Conference Chair

### Part 1:

### Leading Through Unprecedented Change

11:15 am – 12:00 pm

### How Leaders Have Used Change and Transformation Skills to Meet COVID-19 Challenges

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.

**Felicia Chenault**, Digital Acceleration, Change & Journey Management, **Walmart**

**Stephen Frenkel**, Director, Organizational Development & Change Practice Lead, **Cigna**

**Bradie Speller**, Director, Change Management and Communications, **UPS**

Moderator:

**Kent Greenes**, Senior Fellow Human Capital, Program Director, Change & Transformation Council, **The Conference Board**

12:00 – 12:45 pm

### Dialogue: Driving Transformational Change in the "New Normal"

Fortune 500 leaders who have driven transformational initiatives in their organizations share what it will take to lead in the new normal going forward. Learn the crucial shifts in communications, mindset and change capacity that will be necessary to support cultures able to embrace change.

12:45 – 1:00 pm **Break**

1:00 – 1:30 pm **Concurrent Sessions**

## Organizational Reboots and the Project Manager as Change Maker

Those with strong project management skills have been more in demand as a result of the recent pandemic – and will continue to drive change and transformation efforts as businesses reboot and recover. For organizations, this means upskilling for critical project manager skills to ensure that they are prepared for the future. In this session, Dave Garrett of the Project Management Institute will explore the role of the project manager as change maker and how this role shifted as a result of COVID-19. We will take a look at the skills the Project Management Institute believes will be critical to an organization's success as we move forward.

**Dave Garrett**, Chief Strategy & Growth Officer, **Project Management Institute**

## How Change Communications Will Change

How are change communications adapting to the current challenges, and how will communications be different post-pandemic? What are we learning during this remarkable time, and how can we make sure that those lessons are applied to communications going forward?

## Part 2: Changing Culture and Mindset

1:30 – 2:00 pm

## Maintaining a Change Mindset As We Face Our Greatest Challenges

It has always been important to encourage a “Change Mindset,” but that is especially true now, as we continue to work through the COVID-19 pandemic, and as Diversity & Inclusion is thrust even more prominently into the spotlight. For the remainder of 2020 and into 2021, these will continue to be some of the most dominant and challenging issues society faces. So how can we nurture and maintain a Change Mindset to help address both?

During this session we explore:

- What is a change mindset, and how can it help drive performance in the midst of ambiguity?
- How do we use mindsets to drive inclusion and innovation?
- How can your organization develop change mindsets at scale?

**Alan Morales**, Vice President, Head of Transformative Change, HR Talent & Capability, **Prudential Financial**

2:00 – 2:30 pm

## 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**, Global Change and Transformation Lead, **Google**

*This session will be available live ONLY. It will not be recorded.*

2:30 – 3:00 pm **Break**

3:00 – 3:45 pm **Concurrent Sessions**

## A Change Target and a Change Enabler: Environments that Advance Employee, Community, and Consumer Health

Even before the extraordinary transformative challenges of COVID-19, more and more enterprises were viewing the advancement of healthy environments as a business imperative. In this discussion with leading health executives, explore:

- How health and well-being strategy could become a distinct advantage as companies transform engagement with the staff, community, and consumers;
- How healthy environments could transform and improve performance for employees;
- How the challenges of COVID-19 have accelerated and transformed organizations' healthy environment priorities;
- Why health and well-being strategy matter, and how health and well-being strategy should align with business strategy.

**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**

**Rahul Gupta, MD**, Chief Medical & Health Officer, SVP **March of Dimes**

Moderator:

**Christine Beer**, Recent Program Director, **The Conference Board**

## 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*

3:45 – 4:00 pm

## Recap and Introduction to Roundtables

**Felicia Chenault**, Digital Acceleration, Change & Journey Management, **Walmart**, Conference Chair

4:00 – 4:45 pm

### Small Group Virtual Roundtable Discussions

Connect with fellow attendees, speakers, Conference Board Council members, and other Change leaders to share experiences and insights in virtual roundtable discussions. We will be going deeper into some of the topics explored by speakers and discuss related subjects.

Attendees will indicate which Roundtable topic they prefer and receive a Roundtable invitation in advance.

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## AGENDA | DAY TWO

Friday, October 16, 2020

(ALL TIMES EST)

11:00 – 11:15 am

### Welcome and Introduction

**Felicia Chenault**, Digital Acceleration, Change & Journey Management, **Walmart**, Conference Chair

## Part 3: Customer-Centric Transformations

11:15 am – 11:45 am

### Customer-Centric Transformation While Customers Face Incredible Change

A year ago, most of us would have said that we were living in a world of ever-accelerating change. Of course, we were correct – but did not imagine the unprecedented transformations, challenges, and trauma we would face in the coming months.

Martijn Gribnau, previously Chief Transformation Officer at Genworth Financial and now CEO and Chairman of the Board of de Volksbank, had successfully led a customer-centric transformation in culture and technology by the start of this year. How did that transformation prepare the enterprise for the stunning challenges of 2020? And what does Change leadership require today, when customer-centricity is more important and more meaningful than ever?

**Martijn Gribnau**, CEO and Chairman of the Board, **de Volksbank**

**Kathleen Barlett**, Vice President, Human Resources, **Genworth**

11:45 am – 12:15 pm **Concurrent Sessions**

### 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 Vice President, Business Operations, Consumer Group 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**, Vice President, Business Operations, Consumer Group, **Intuit**

### Designing the Organization Around the Customer Leads to Transformational Change

Meeting or exceeding customer expectations is the hope of many organizations, but what does it really take to align the complete organization around the customer? This takes planning and deliberate action – certainly more than platitudes and posters. Transforming an organization to deliver a distinct and unique experience for customers takes a systemic approach to organization design. Learn a framework for undertaking such as transformation and learn how one organization transformed to win with their customers.

**Reed Deshler**, Principal, **AlignOrg Solutions**

12:15 – 12:30 pm **Break**

12:30 – 1:15 pm

### Rise of the Transformers

No, this is not the title of the next superhero blockbuster. Instead, we consider the growing ranks of Chief Transformation Officers, and what the trend tells us about how Change and Transformation is prioritized and practiced at truly agile organizations.

**Aunoy Banerjee**, Chief Transformation Officer, **State Street**

**David Campos**, Chief Transformation Officer, SVP, **Serta Simmons Bedding**

**Biren Fondekar**, Chief Transformation Officer, **NetApp**

**Moderator:**

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

## Part 4: Strategies in Action

1:15 – 2:00 pm **Concurrent Sessions**

### CASE STUDY: 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.

**Arlene Kobos**, Senior Vice President & General Manager, **Dawn Foods**

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

### **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:

- The 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**

**Elizabeth Dodd**, U.S. Talent Management Lead – Consumer Health, **Bayer**

### **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**

2:00 – 2:30 pm **Break**

## **Part 5: Data-Driven Change**

2:30 – 3:00 pm **Concurrent Sessions**

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

Explore new Conference Board research on how 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?

**Solange 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**

### **Data-Driven Story Telling, and Its Power to Drive Change at All Levels**

At the heart of data-driven, human-centered change is the ability to connect data to human experience – to tell a story that resonates both logically and emotionally. Explore why data-driven storytelling is powerful whether you are seeking change in the C-Suite or on the front lines and learn through examples of how to successfully blend data and story for maximum impact.

**Avanti Paul**, Senior Director, **S&P Global**

3:00 – 3:45 pm

### **Data-Driven Culture Shifts to Drive Growth**

Members of The Conference Board's Council on Change and Transformation share experiences and insights on the use of data, technology and collaboration to drive culture change for growth. Discover the tools and techniques Council leaders have employed to integrate strategy and culture to create value.

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

**Tom Holmberg**, Senior Manager, Change Management, **Edwards Lifesciences**

**Amy Anderson**, People and Culture Integration Change Management Lead, **Bristol-Myers Squibb**

Moderator:

**Kent Greenes**, Senior Fellow Human Capital, Program Director, Change & Transformation Council, **The Conference Board**

3:45 – 4:00 pm **Break**

4:00 – 4:30 pm

### **Conference Capstone: Leading the Transformation to Human-Centered Design**

For John Guillaume, Chief Design Officer at Comcast Business, a commitment to human-centered design meant an organizational transformation. Hear how that journey to a transformed way of thinking and working was accomplished, and what it means for the organization now.

**John Guillaume**, Chief Design Officer, **Comcast Business**

4:30 pm

### **Conclusion: Continuing the Conversation**

**Felicia Chenault**, Digital Acceleration, Change & Journey Management, **Walmart**, **Conference Chair**

## REGISTRATION INFORMATION

**Online** [www.conference-board.org/change](http://www.conference-board.org/change)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone** 212.339.0345

*8:30 am – 5:30 pm ET, Monday – Friday*

Pricing	
Members	FREE
Non-Members	\$495

*Your conference registration includes the pre-conference workshop.*

[www.conferenceboard.org/change](http://www.conferenceboard.org/change)

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