



Agenda

Day One: Wednesday, January 17, 2018

12:00 – 1:00 pm

Light snacks and refreshments

1:00 – 5:00 pm

Day 1 Session *(with a break around 3:00 pm)*

- What is the purpose of analytics: What problems are we trying to solve? What issues do we ultimately care about?
- Where to focus analytics for better insights on strategy execution, organizational effectiveness, and bottom line impacts
- Three types of analytics:
 - Competitive advantage analytics
 - Enterprise analytics
 - Human capital analytics
- Build the causal model of performance
- Incremental improvement in performance vs. better strategy execution: Should we focus analytics more on business processes, on people, or both at the same time?

Day Two: Thursday, January 18, 2018

8:00 – 8:30 am

Breakfast

8:30 – 10:00 am

Day 2 Session *(with a break around 10:00 am)*

- High performance vs. traditional job design
 - How to prioritize which jobs to focus on, and which ones to design for high performance

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- High performance jobs case studies
 - Consumer products company, route sales drivers
 - Chemicals company, manufacturing plant machine operator
- Measurement issues at the job level
 - What role does engagement play in high performance?
 - Besides engagement, what else do we need to focus on: When engagement is an essential component for performance vs. less important

12:00 – 1:00 pm

Lunch

1:00 – 5:00 pm

Day 2 Session resumes (*with a break around 3:00 pm*)

- High performance teams case studies
 - Technology company, clean room employees
 - Call centers: inbound routing CSRs vs. high net worth customer teams
- Measurement issues at the team level
 - What do we need to be measuring and managing at the team level to promote high performance?
 - The right way to measure and interpret managerial spans: what is the work the managers have to do, and the correct load for them to be effective
- Team effectiveness measures that aren't just about the leader's behavior (a.k.a. it's not all about traditional managerial competency models)

Day Three: Friday, January 19, 2018

8:00 – 8:30 am

Breakfast

8:30 – 12:00 pm

Day 3 Session (*with a break around 10:00 am*)

- High performance organization design
 - What parts of the organization need more investment and a high performance design
- How to prioritize reducing friction, increasing connectivity among the large scale organization functions
 - Which improvements have the biggest performance ROI?
 - Optimizing matrix reporting for high performance
- Build org capability to increase competitive advantage
- High performance organization case studies
 - Pharmaceuticals versus consumer products
 - Branded versus generic pharmaceuticals

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- Applying the high performance job and team design criteria at the site, unit, product line, region/country, and enterprise levels to close the gaps in strategy execution

12:00 pm

Program Ends

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