



## 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?

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**Day Two: Thursday, January 18, 2018**

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|-----------------|---|
| 8:00 – 8:30 am  | Breakfast   |
| 8:30 – 10:00 am | <p>Day 2 Session (<i>with a break around 10:00 am</i>)</p> <ul style="list-style-type: none"><li>• High performance vs. traditional job design<ul style="list-style-type: none"><li>○ How to prioritize which jobs to focus on, and which ones to design for high performance</li></ul></li><li>• High performance jobs case studies<ul style="list-style-type: none"><li>○ Consumer products company, route sales drivers</li><li>○ Chemicals company, manufacturing plant machine operator</li></ul></li><li>• Measurement issues at the job level<ul style="list-style-type: none"><li>○ What role does engagement play in high performance?</li><li>○ Besides engagement, what else do we need to focus on: When engagement is an essential component for performance vs. less important</li></ul></li></ul>                                |
| 12:00 – 1:00 pm | Lunch   |
| 1:00 – 5:00 pm  | <p>Day 2 Session resumes (<i>with a break around 3:00 pm</i>)</p> <ul style="list-style-type: none"><li>• High performance teams case studies<ul style="list-style-type: none"><li>○ Technology company, clean room employees</li><li>○ Call centers: inbound routing CSRs vs. high net worth customer teams</li></ul></li><li>• Measurement issues at the team level<ul style="list-style-type: none"><li>○ What do we need to be measuring and managing at the team level to promote high performance?</li><li>○ 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</li></ul></li><li>• Team effectiveness measures that aren't just about the leader's behavior (a.k.a. it's not all about traditional managerial competency models)</li></ul> |



**Day Three: Friday, January 19, 2018**

8:00 – 8:30 am	Breakfast
8:30 – 12:00 pm	<p>Day 3 Session (<i>with a break around 10:00 am</i>)</p> <ul style="list-style-type: none"><li>• High performance organization design<ul style="list-style-type: none"><li>○ What parts of the organization need more investment and a high performance design</li></ul></li><li>• How to prioritize reducing friction, increasing connectivity among the large scale organization functions<ul style="list-style-type: none"><li>○ Which improvements have the biggest performance ROI?</li><li>○ Optimizing matrix reporting for high performance</li></ul></li><li>• Build org capability to increase competitive advantage</li><li>• High performance organization case studies<ul style="list-style-type: none"><li>○ Pharmaceuticals versus consumer products</li><li>○ Branded versus generic pharmaceuticals</li></ul></li><li>• 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</li></ul>
12:00 pm	Program Ends

