08:00 – 08:30 Arrival
08:30 – 08:40 Introductions and plan for the day
08:40 – 10:45 Lions, Tigers, and Bears, Oh My!
Making Sense of the Menagerie of Approaches for Diagnosing Enterprise Effectiveness
Alec Levenson
Data science and analytics have captured the recent attention and imagination of business leaders for their potential to reveal insights that can propel employee engagement and business performance. Yet the science of diagnosing the enablers and barriers of organizational performance was established over a generation ago and includes approaches such as organization behavior, business process reengineering, and systems thinking. So what is different about the current trends and hype?
This interactive session will explore the different approaches for diagnosing and improving enterprise effectiveness. We will:
- Discuss the benefits and limitations of each technique
- Explore how each EEN member company is approaching the challenge, both within the HR function and in partnership with the business
- Address what HR should be doing to build and apply the capability needed to improve performance across the enterprise

10:45 – 11:00 Break

11:00 – 12:00 The Machines Are Coming: Balancing Human and Automation Resources for Enterprise Performance
Max Blumberg and Dave Millner
Automation is already having a significant impact on the performance of many enterprises. Indeed the relationship between automation, employees and other production resources is reaching fever-pitch in the media, the boardroom and the external communications team. But how much of this is reality and how much is hype? Are “the machines” going to replace workers, or empower them? Does automation have the potential to drive every business towards the gig economy?
For all the hype, there is surprisingly little systematic information to help guide decisions in the service of enterprise performance such as optimizing levels of automation, employees and other production resources such as contingency workers and off-shoring. This interactive session will:
- Review the resource-based model of enterprise performance
- Compare the production characteristics of human and automation resources
- Propose a concrete methodology for developing inclusive job descriptions which harmonizes both human and machine resources

12:00 – 13:00 Lunch

13:00 – 14:00 The Machines Are Coming: Balancing Human and Automation Resources for Enterprise Performance, cont’d

14:00 – 14:45 Performance Improvisation
Dave Millner, Alec Levenson, and Max Blumberg
Comedy improvisation brings together both the performers and audience in a journey of co-creation. In this session, the EEN leaders and members will do their own version, jointly surfacing and tackling pressing challenges the member companies are facing today.
The topics to be addressed will be drawn from a combination of (a) issues that arise during the discussions earlier in the day, and (b) whatever challenges the participants want to propose in real time for collective brainstorming and problem solving.

14:45 – 15:00 Break

15:00 – 16:00 Performance Improvisation, cont’d

16:00 – 16:30 Wrap-up and adjourn