



## VIRTUAL ONLINE WORKSHOP

### Day 1: Wednesday, November 4, 2020

#### 8:00am PT **Operating Models and Strategic Capability**

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Operating Models and organization capability defined
- Use strategy and competitive advantage to focus and prioritize
- Process-focused vs customer-focused operating models
- Case Studies:
  - Health care delivery
  - Mining
  - Consumer products

#### 9:30am PT **Break**

#### 10:00am PT **Operating Models and Strategic Capability, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

#### 11:15am PT **Adjourn**

**University of Southern California**

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## Day 2: Thursday, November 5, 2020

### **8:00am PT Multiple Corporate Identities and Operating Models**

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Multiple operating models within diversified companies
- Orgs in the same industry but with different identities and operating models
- Business units with multiple operating models within a company
- Case studies:
  - Disney
  - Pharmaceuticals: branded vs. generic
  - Consumer products: PepsiCo and Unilever
  - Biotech generics: biosimilars

### **9:30am PT Break**

### **10:00am PT Multiple Corporate Identities and Operating Models, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

### **11:15am PT Adjourn**

## Day 3: Tuesday, November 10, 2020

### **8:00am PT Growing New or Enhancing Existing Capabilities, Including Digital Transformation**

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Prioritizing the problems to solve
- The power and challenges of the org's history and heritage
- Aligning culture and the operating model
- Digital transformation of operating models
- Case studies:
  - Consumer products companies' global capability
  - Speed of decision making in pharmaceuticals

### **9:30am PT Break**

### **10:00am PT Growing New or Enhancing Existing Capabilities, Including Digital Transformation, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

### **11:15am PT Adjourn**

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#### **Day 4: Thursday, November 12, 2020**

**8:00am PT Application: Digital Transformation of Health Care**

*Mary O'Hara, CHRO and SVP, Internal Communications, Blue Shield of California*

*Shayna Schulz, Senior Vice President Transformation and Operations, Blue Shield of California*

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Prioritizing the problems to solve
- The power and challenges of the org's history and heritage
- Aligning culture and the operating model
- Digital transformation of operating models
- Case studies:
  - Consumer products companies' global capability
  - Speed of decision making in pharmaceuticals

**9:30am PT Break**

**10:00am PT Application: Digital Transformation of Health Care, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

**11:15am PT Adjourn**

#### **Day 5: Tuesday, November 17, 2020**

**8:00am PT Organization Design Models, the Operating Model and Team Effectiveness**

*Heather Stockton, Organization Effectiveness Specialist and Interim Leader for Change Management, W.L. Gore*

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Organization capability, the Star organization design model, and the operating model
- Using the operating model to prioritize how org design models are applied
- Integrating team design and performance into the operating model
- Case studies
  - W.L. Gore
  - Team effectiveness

**9:30am PT Break**

**10:00am PT Organization Design Models, the Operating Model and Team Effectiveness, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

**11:15am PT Adjourn**

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**Day 6: Wednesday, November 18, 2020**

**8:00am PT Resilience**

*Alec Levenson, Ph.D., Senior Research Scientist, USC Marshall Center for Effective Organizations*

- Planning for uncertainty and the next black swan: Lessons from the COVID-19 pandemic and Great Recession
- Building surge and shock capability
- Case studies:
  - 3M and N95 mask production
  - Global supply chains
  - Combining longer-term strategic workforce planning with short-term challenges of flexing work-from-home and social distancing at work requirements

**9:30am PT Break**

**10:00am PT Resilience, cont'd.**

- Continued discussion of topics from before the break
- Application to the participants' challenges

**11:15am PT Adjourn**

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