



Agenda

Virtual sessions design and flow

- The program is delivered over 8 days which are spread out over 4 weeks
- Each day there is one 90-minute session at 8:00am – 9:30am PT, followed by a 60 minute session at 10:00am – 11:00am PT
- The second session each day will be structured around case studies that illustrate the teaching points from the first session, and which dive into the specific operating model challenges of the workshop participants
- Over the course of the eight days of the workshop, each participant will have dedicated time addressed to their operating model challenges. Open dialogue among the workshop speakers and participants creates a dynamic learning environment enabling peer-to-peer insights.

Day One: Tuesday Nov 2

Operating models and strategic capability

- *Guest speaker: Beth Gunderson, Affiliate Research Scientist, Center for Effective Organizations*
- Operating models and organization capability: a comprehensive definition to drive improved strategy execution
- Use strategy and competitive advantage to focus and prioritize
- Process-focused vs. customer-focused operating models
- Evolving operating models under the uncertainty of Covid-19: optimizing for today and beyond the pandemic
- Environmental adaptation of organizational priorities: where they sit in the organization drives how they are led, with implications for operating model performance

Day Two: Thursday Nov 4

Strategy, the operating model and organizational learning

- *Guest speaker: Stefan Garcon, IoT Strategy Leader, Schneider Electric*
- Strategy is treated typically as a fixed and well-defined concept. Yet the reality is the opposite: strategy is more of a learning process.
- As the strategy evolves, or as the environment changes with disruptions like Covid-19, new capabilities and ways of working – new expertise – have to be developed, oftentimes very quickly.
- Successful operating model performance requires the development and maintenance of the new expertise at multiple levels: enterprise, business unit/business process, team, and individual/role.
- Organization development (OD) views adapting to change as a learning process. So what needs to happen in terms of integrating strategy as a learning process with OD/HR processes to improve strategy execution?
- How can we know which knowledge/skills need to be in place, and how can we quickly adapt to fill any gaps as the learning process of strategy unfolds?

Day Three: Monday November 8

Multiple corporate identities and operating models

- 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

Growing new or enhancing existing capabilities, and digital transformation

- 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: managing evolutionary vs. revolutionary changes induced by technology change
- Case studies:
 - Consumer products companies' global capability
 - Speed of decision making in pharmaceuticals
 - Digital transformation in the auto industry and medical devices industry

Day Four: Wednesday November 10

Maximizing the contribution of teams to operating model success

- *Guest speaker: Heather Stockton, Functional Excellence Lead for Change Management, W.L. Gore & Associates*
- This session addresses the design and optimization of team performance, and alignment with the strategy and operating model objectives
- Team design and performance are essential for successful strategy execution, and there are decades of research and cutting edge practice available to draw upon. Yet most organizations fail to apply the insights effectively and consistently across all key business processes. The session will cover the key design elements that all teams need to maximize performance.
- Case studies:
 - Team performance model

Day Five: Monday November 15

Leveraging team-based organization design principles and culture for improved integration and handoffs

- *Guest speaker: Heather Stockton, Functional Excellence Lead for Change Management, W.L. Gore & Associates*
- Applying the elements of effective team design from the previous session to larger groups, business units and the enterprise
- How to scale the insights on team performance where the principles of “pure” teams don’t necessarily apply: what’s good for one team may come at the expense of other teams that are jointly responsible for end-to-end business processes
- Insights and lessons learned from organizations that take a team-based approach to business unit design and leadership
- Leveraging culture to optimize the operating model, and vice versa: building on the organization’s strengths in culture and operational excellence to shore up weaknesses in the work design, leadership behaviors, and task execution
- Case studies:
 - Industrial products
 - Aerospace
 - Hollywood
 - Professional services

Day Six: Thursday November 18

Storytelling to improve operating model alignment and performance

- Basing your story on the true norths that define future business model success
- Corporate identity, values and vision – how to better align them with operating model priorities and capability gaps
- Overlaps in operating model elements, hidden connections, and unintended consequences: unearthing the roadblocks created by historical work design, goal setting, leadership, staffing and talent management decisions, and smoothing them out for improved operating model performance
- Decompartmentalizing diagnosis, sense making and solution identification in operating model optimization

Day Seven: Tuesday November 30

Analytics, measurement and sensing-led operating model design

- *Guest speaker: Max Blumberg, Blumberg Partnership*
- The central role of analytics in business decision making was established over a century ago, yet its application to people-related decisions has only really taken off more recently
- Even with the explosion in activity in people analytics in recent years, the way people analytics is structured and conducted is not integrated with the analytics and measurement used for the operating model
- Since successful strategy design and execution is a learning process (see the topics covered in Day Two), how do leaders know to make the right decisions as strategy evolves and the organization learns how to engage with the strategy?
- This session addresses how to structure the organization design around the analytics, measurement and sensing needed to optimize the operating model

Day Eight: Thursday December 2

Organization design models and the operating model

- This session addresses how organization capability, organization design models, and the operating model are interrelated, including:
- Using the operating model to prioritize how org design models are applied
- Gaps in org design models that have to be addressed for better operating model optimization
- Tilting the matrix: tweaking the operating model to better align with current business needs without blowing up the entire organization design

Resilience

- Planning for uncertainty and the next black swan: Lessons from the COVID-19 pandemic and Great Recession
- Dealing with expertise disruptions from Covid-19 in consumer markets, talent markets, and business processes in the face of continued uncertainty: success requires an integrated approach to managing talent and business processes, rather than the compartmentalized approach which dominates C suites
- Building surge and shock capability: tight vs. loose coupling in the organization design and operating model
- Operating model resilience vs. financial model resilience vs. human capital resilience
- Case studies:
 - 3M and N95 mask production
 - Global supply chains
 - Making the transition from the short-term challenges of flexing work-from-home and social distancing at work requirements, to hybrid work and beyond