



# Optimizing Capability to Drive Business Performance Workshop Agenda

Mondelēz Global International Headquarters, 905 W Fulton Market, Chicago, IL 60607

**November 7, 2023**

Program Times 9:00 – 5:00 p.m. CT

## **Day One: Morning**

**Mapping strategy to capabilities**

**How capabilities fit with the operating model and organization design**

**Applying the organization capability model**

- Designing, developing, and optimizing capability from top-to-bottom and end-to-end

**Systems thinking and diagnosis**

## **Day One: Afternoon**

**Digital transformation of work and business models**

**Featured speaker: *Ray Eby, CEO, INW***

- Senior leader's perspective on building new organization capability
- Lessons learned on the tradeoff of building capabilities through a new organization structure versus within the existing organization design
- Tensions between legacy culture, process, and rewards and what's needed for the new capabilities to be successful

**Building capabilities: Evolving the operating model and organization design versus full redesign**

**Participants work on their own cases**



## **November 8, 2023**

Program Times 9:00 – 5:00 p.m. CT

### **Day Two: Morning**

**Culture and tensions in the work design + op model: Faster, better, cheaper**

**Establishing KPIs while building new capabilities**

**Assessing capabilities systematically**

**Featured speaker: *Carl Watson, VP of Transformation, Organizational Strategy, and Culture, Nike, Inc.***

- Strategy, transformation, and capability building
- Owning the design decisions and focusing on what actually works
- Organizational learning about optimizing processes and rewards
- Nike case study: Creating direct-to-customer capabilities

### **Day Two: Afternoon**

**Three types of capabilities & changes in the org design: evolution vs. revolution**

**Heritage, identity and capabilities**

**Featured speaker: *Winnie Doeswijk, Global Head of Organisation Development, Novartis***

- Addressing the rational, emotional, and political aspects of capability building
- Building capability in stages: Initial launch, followed by learning and optimization
- Challenges for process optimization and rewards design
- Novartis transformation for growth case study

**Participants work on their own cases**

# OPTIMIZING CAPABILITY TO DRIVE BUSINESS PERFORMANCE WORKSHOP AGENDA

In-Person November 7 - 9, 2023 | Chicago, IL



**November 9, 2023**

Program Times 9:00 – 5:00 p.m. CT

## **Day Three: Morning**

**Improving or maintaining existing capabilities: the fight between efficiency & effectiveness**

**Layered capabilities**

**Improving or maintaining capabilities within existing (matrix) org design**

**Featured speaker: *Sarah Weaver, Director of OD & Culture Activation, Microsoft***

- Diagnosing systems issues: Senior leader and cultural mindset challenges
- Thinking fast while acting purposefully
- Cultural hard wiring: Building capability to shore up your company's weaknesses
- CPG and technology company case studies

## **Day Three: Afternoon**

**Decomartmentalize diagnosis, sense making and solution identification**

**Wrap-up work on your two case study applications**

**Additional case study examples**

**Future plans: applications**