

AGENDA

Designing Adaptable Organisations for Tomorrow's Challenges 20 March 2018 – Church House, London

Time	Session	
09:00	Registration, coffee & tea	
09:30	Welcome & Introduction	Viktorija Verdina
09:35	Research overview Introductions and discussion on tables – introduce yourself and your organisation. Spend a few minutes discussing the research overview: to what extent are the key themes playing out in your business today?	Gillian Pillans
10:00	Organisation Design Challenges <ul style="list-style-type: none">• The challenge of leverage and agility• Global operating models• Examples of how to align into a dynamic network of markets, business units, and functions Table Work <ul style="list-style-type: none">• Talk through two companies at the table• Where are you on the continuum?• Where does power lie across your business units, markets, and functions?• How well aligned are they given your strategy?	Amy Kates
10:50	COFFEE BREAK	
11:15	Discussion <ul style="list-style-type: none">• Discuss one or two examples• Activation framework	Amy Kates
11:45	Case study: Nestlé <ul style="list-style-type: none">• Evolution of the Nestlé organisation• Nestlé's response to digital, managing complexity and trading off efficiency vs responsiveness and agility• The role of reward and metrics in organisation design• Lessons learned• Q&A	Geoffrey Matthews
12:30	LUNCH	
13:30	Using Networks to Design for Agility <ul style="list-style-type: none">• Interactive conversation: Designing effective networks to set up the right conversations (digital capability focus) Table discussion <ul style="list-style-type: none">• Identify some ways in which your companies are building new digital capability?• How are you building lateral networks in your companies?• Which of the ideas presented might be useful?	Amy Kates
14:15	Case study: Aviva <ul style="list-style-type: none">• What's happening in your industry from a competitive perspective, and how are you positioning your business to win?• How has your organisation design evolved over the last few years? Specifically, how are you designing for agility, and to foster innovation?• What role do lateral networks play in your organisation design?• What lessons have you learnt along the way?	Nathan Adams

- Q&A

15:00	Activation as a Change Process <ul style="list-style-type: none">• Why activating a complex model requires a structured design process with a high degree of involvement• The role of HR	Amy Kates
	Open questions	All speakers
15.45	Feedback and summary	
16.00	CLOSE	