

AGENDA

Designing Adaptable Organisations for Tomorrow's Challenges
22 March 2018 – Hotel Okura, Amsterdam

| 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 | |
| 13:15 | 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 |
| 14:00 | Case study: ING <ul style="list-style-type: none">• Practitioner's Perspective• Connection to leadership• Choices made across a range of organisation challenges• Q&A | Mandy Chooi |
| 14:45 | Activation as a Change Process | Amy Kates |

- Why activating a complex model requires a structured design process with a high degree of involvement
- The role of HR

Open questions

All speakers

15.30 **Feedback and summary**

15.45 **CLOSE**