



**CHG MGMT**  
**GLOBAL CONNECT**

JULY 14-17, 2020

# LIVE SESSION AGENDA

## DAY 1

### **Attaining Adaptability: The Undiscovered Path to Rockstar Resilience**

Brant Menswar | 14:00 UTC (10:00 AM EDT)

### **What to Do When Leaders Don't Lead**

Lizette M. Tucker | 21:00 UTC (5:00 PM EDT)

### **Global Panel on Change Leadership: Trends, Traps & Takeaways**

Lisa Kempton | 22:30 UTC (6:30 PM EDT)

## DAY 2

### **A 2030 Approach to Change for Workers in a VUCA World**

Matt Donovan & Erica Tetuan | 12:00 UTC (8:00 AM EDT)

### **Mastering Change by Breaking the OCM Mold**

Saketh Chinni & Wayne Burkan | 13:30 UTC (9:30 AM EDT)

### **The Future of Change Readiness: 5 Questions We Must Address**

John Blake, Mike Olson, & Jennifer Vernam | 21:00 UTC (5:00 PM EDT)

### **Change and the 'F' Word**

Lotty Roberts | 22:30 UTC (6:30 PM EDT)

## DAY 3

### **Coaching for Change**

Matthew McCarty | 12:00 UTC (8:00 AM EDT)

### **Myth Busting that 70% of Change Initiatives Fail**

Edward Cook | 13:30 UTC (9:30 AM EDT)

### **Unbore Your Change Communications**

Robin Alex & Harry Shah | 21:00 UTC (5:00 PM EDT)

### **Change is Hard, Slack is Easy: Digital Transformation Isn't a Company-Wide Email**

Nicole Herbstein | 22:30 UTC (6:30 PM EDT)

## DAY 4

### **How Much Change Is Too Much Change?**

Elisabeth Coates & Ilenia Santiago | 12:00 UTC (8:00 AM EDT)

### **Psychological Contracts & Change Management**

Victoria Grady, Scott Spohn, & Rachel Whitman | 13:30 UTC (9:30 AM EDT)

### **Virtual Happy Hour | Closing**

20:00 UTC (4:00 PM EDT)

## ON DEMAND

Available pre-recorded, on-demand content can be found at anytime within the Auditorium. These sessions will all be available until July 31, 2020 at 24:00 UTC (8:00 PM EDT).

**All LIVE Sessions will be recorded and accessible on demand once the video is available.**

# OPENING KEYNOTE SESSION

## Attaining Adaptability: The Undiscovered Path to Rock Star Resilience

**Brant Menswar**

**LIVE Session: Tuesday, July 14 at 14:00 UTC (10:00 AM EDT)**

Just as the band is about to launch into their big hit, an unexpected surge knocks out the power rendering a thousand screaming fans silent in the dark. The lead singer calmly tells everyone to turn on their phone flashlights, walks to the front of the stage, sits down, grabs an acoustic guitar and performs the most incredible version of that song you've ever heard. Why didn't he panic under the unintentional change? How was he able to adapt in an instant and somehow perform even better? True rock stars have discovered the secret to defining the "what and why" so the "how" can pivot on a moment's notice. The global pandemic has made it more important than ever to be able to adapt quickly and effectively. In this powerful, highly interactive virtual experience, Brant Menswar uses live music, cinematic multi-camera views and engaging chat and video to reveal the undiscovered path to rock star resilience.

Unique takeaways include:

- How our "Black Sheep Values" guide and strengthen us
- Why our internal "GPS" fails
- How to adapt and consistently pivot when things change
- Discover your Flock of Five with the interactive on-line worksheet



Be sure to check out Brant's new book, [Black Sheep: Unleash the Extraordinary, Awe-Inspiring, Undiscovered You.](#)

## The Cure for Stupidity: Using Brain Science to Explain Irrational Behavior

**Eric M. Bailey, President, Bailey Strategic Innovation Group**

### On-Demand Session

Economists base their work on the idea that people behave rationally. When you look around the office, you know that's not the case. Imagine if you could predict people's irrational behavior. Imagine the liberation from frustration. Using brain science, psychology, and interaction, we'll deliver tools to solve the top issue for every leader in every organization, communication. This session is for the emotional feelers, the analytical thinkers, and everyone in between.

## Creating Sustainable Change Management Through the Power of Habit

**Michael Kim, Founder, CEO, & NIH Principal Investigator, Habit Design**

### On-Demand Session

There's tremendous interest in creating sustainable change management initiatives and for good reason: According to McKinsey & Company, 75 percent of change management initiatives fail, costing 2 hours of lost productivity per employee per day, or USD \$15,000, on average, every year. Why is this so difficult? Science now proves sustainable behavior change (a.k.a, "habits") can take at least 66, not 21 days, way beyond when motivation runs out. Mastering the neuroscience of habit formation doesn't require motivation, growth mindset, or mindfulness; it's a teachable "mastery-based discipline," not a mindset. Like learning golf or the piano, it requires training specific techniques, supported by environmental enablers. The difference is huge: McKinsey & Company identified that the ROI of habit-based training outperform alternatives by 180 percent! Backed by the NIH, and developed and licensed, certified, and published organizational psychologists from Yale, Stanford, & University of Washington, this session shares top clinically validated, practical techniques for creating sustainable behavior change. Who should attend this session? This session is aimed at managers/director-level or above.

## Leading Through the Seasons of Change

**Joe Foster, Director of Business Operations, CFA Institute**

### On-Demand Session

Life is all about change. And how we succeed in life depends on our ability to lead others, and ourselves, through the emotional and behavioral adjustments required to adapt and thrive.

Much like the seasons of the year, we as humans have a cycle that is experienced each time change is encountered. And as leaders, each of us has a preferred style that may be more suited towards certain phases of change, and less suited for others.

Does your leadership style address all seasons? Whether you are seeding new ideas in Spring, planning in Summer, experimenting throughout the Fall, or embedding in the Winter; it is important to understand your leadership style and how it aligns with the current needs of the team.

Attendees of this session will be provided with a simple but powerful tool to assess their individual leadership style, how it aligns with the current 'season' of change, and what they can do to help others adjust successfully. Through a combination of real-world experiences, illustrative analogies, and the latest findings in neuroscience; this session takes an engaging and interactive approach on how to tackle a complicated and vital subject... adapting your leadership style to the seasons of change.



## What to Do When Leaders Don't Lead

**Lizette M. Tucker, Organizational Effectiveness  
Consultant, Point B Consulting, LLC**

**LIVE Session: Tuesday, July 14 at 21:00 UTC (5:00 PM EDT)**

We all know that active and visible change leadership is the most critical component of a successful change. But what happens when leaders won't lead?

This dynamic session takes a look at 4 common types of resistant leaders, ones we often face, and ignites our thinking about what keeps these leaders from leading. Then we will dive in to sort out and create practical and tactical approaches for motivating and engaging the leader in leading the change the way we know they should. Frankly, if the change practitioner doesn't lead the leader through their own resistance, who will?

Attendees will walk away with new personal strategies and immediate next steps for supporting their own leaders.

## Global Panel on Change Leadership: Trends, Traps and Takeaways

**Lisa Kempton, Sr. Development Partner, Prosci**

**LIVE Session: Tuesday, July 14 at 22:30 UTC (6:30 PM EDT)**

An increasing number of change initiatives have a global impact, as organizations from almost every industry make bigger, more complex, and more interconnected changes. To support the successful implementation of global change initiatives, change practitioners need to develop their ability to understand and manage cultural differences. In this interactive session, participants will have the opportunity to interact with and learn from a panel of change management experts from countries around the world. The panel discussion will focus on sharing actionable trends, traps, and takeaways from a global perspective. You will learn regional considerations, cultural adaptations, and other factors that need to be addressed to increase success rates for global change initiatives.

## Train to Win - Using Leadership Simulations to Harness Critical Change Leadership Skills

**Ask Agger, CEO, Workz**

**On-Demand Session**

What do sport teams do when facing an important match? Even amateur teams prepare and sharpen their critical skills in test-matches to make sure they are in shape when it really counts. How often have you participated in a serious "test-match" before the initiation of a change initiative? If you work in a traditional company, the answer is likely never or very rarely.

In this session, we explore how corporations worldwide use leadership simulations to sharpen critical leadership competencies before the launch of major transformations. We explore the two leadership simulations Wallbreakers® and Brigdebuilders®, and take a close look at how industry leaders within automobile, finance, pharma, and aviation industries are using game-based training as a safe "training ground" to sharpen critical leadership skills without impacting real-life colleagues, budgets, or customers.

Some of the questions we will address:

- What are the benefits and disadvantages of board-game solutions in comparison to digital alternatives and traditional training methods? And how can physical board-games be deployed virtually?
- How is game-based training received across the world? Does the methodology work equally well across different cultures and types of organizations?
- What can be done to boost transfer and anchoring of new leadership skills?

## A 2030 Approach to Change for Workers in a VUCA World

**Erica Tetuan, Change Management & Organization  
Design Practice Lead, GP Strategies**

**Matt Donovan, Vice President, Digital Learning  
Strategies & Solutions, GP Strategies**

**LIVE Session: Wednesday, July 15 at 12:00 UTC (8:00 AM EDT)**

How do you create a truly fluid change strategy that enables the future of work in an increasingly VUCA environment? In a highly disruptive work environment, it is difficult for organizations to effectively define the changes quickly enough, and then roll out a change strategy before the next change sets in.

Many of the current change models base their success on the ability of the organization to define the change before beginning the change process. With the increasing speed and volatility of the changes, we need a change model that shifts from an org-centric focus to a performer-centric focus that enables a fluid, evidence-based, and continuously evolving approach to change.

In this session, we will explore this challenge and provide an approach and a model to create a forward-thinking change strategy that enables industries, government, and non-profit agents to implement change more successfully. Our approach inspires excitement in the workforce; instead of trying to tell the workforce about change, front-line managers and employees are part of defining the evolving change and how they respond to it.

The future of work is now. It's time to update change approaches to help every individual in a VUCA world succeed.

**Holly Chasan-Young, Founder & Chief Troublemaker,  
Wonderbolt Labs**

### On-Demand Session

As a Change Leader, are you disconnected from your organization's innovation efforts? Is your company more invested in 'how we've always done it' than creating the future? Does your organization tout innovation yet fail to make genuine progress? If the answers to any of these is 'Yes' - this session is for you.

Design Thinking is an extraordinarily fun method for creating services, products, and experiences that genuinely benefit people and business. It has skyrocketed in popularity as organizations contend with more discerning consumers, more disruptive technologies, and more nimble competitors. Although Design Thinking is credited with fueling the success of numerous high-profile products and services, it's straight-up revolutionary. Without intentional change work, organizations will fail to unlock the value of innovation, leading to stagnation - and much worse.

Listen in to learn what Design Thinking is all about. See precisely how it can spur innovation, regardless of team or industry. We'll review strategies and tactics Change Leaders can implement to unleash successful innovation while avoiding "innovation theater" and other traps. The bottom line? Change work is perhaps the most essential ingredient for innovating organizations, but it's missing in action too much of the time. Let's Design Think that

## Design Thinking or Innovation Theater? It's Your Choice!

## Crafting Change & the Worker Experience (WX): Exploring the Intersection of Proven Change Methods, UX, and the Role of Physical Space

Jenna Geigerman, Director, Real Estate & Strategy, Citrix

Brian Marchal, Workplace Strategy Director, Americas,  
Willis Towers Watson

Christopher LaPata, Client Leader, Workplace Strategist,  
BHDP Architecture & Planning

### On-Demand Session

All changes happen against the backdrop of workplace experience and employee experience is currently the hottest topic amongst HR, real estate, and technology professionals. This session will equip change practitioners with an experience AND a toolset they can take back to their jobs and apply immediately to engage people impacted by change to co-create a future state that is not only desirable... but built for their particular culture and situation.

This session will be a facilitated, highly interactive co-creation lab - adapted from an award-winning series from the 2018 CoreNet Global Summit in Boston, MA. The session aims to challenge the existing Change Management paradigm by incorporating elements of Design Thinking and User Experience (UX) design. Attendees will be engaged in a short game to build creative confidence, as well as challenged to rethink and re-vision traditional ways of developing change experience.

With every organization challenged with attraction and retention of top talent, how might change management professionals partner with enterprise support functions (real estate, human resources, and IT) to ensure that employees feel supported and engaged? Join us as we unpack these questions and more in a highly engaging and thought-provoking co-creation session.

## The Future of Change Readiness: 5 Questions We Must Address

John Blake, Sr. Organizational Transformation  
Consultant, Providence Health & Services

Mike Olson, Organizational Transformation Consultant,  
Providence Health & Services

Jennifer Vernam, Manager of Org Transformation Team,  
Providence Health & Services

**LIVE Session: Wednesday, July 15 at 21:00 UTC (5:00 PM EDT)**

With an ever-increasing rate of change and competing priorities, our organizations must proactively look at the systems and structures to be ready for the increased demands. In this session, we will look at five questions, which must be answered, and the accompanying tools to prepare your organization for the resilience and needed foundations to navigate change in today's culture for tomorrow's results.



# SESSIONS BY EDUCATION TRACK

**Saketh Chinni, Director, Digital Strategy and Organizational Change, Cognizant Consulting**

**Wayne Burkan, Associate Director, Digital Strategy and Organizational Change, Cognizant Consulting**

**LIVE Session: Wednesday, July 15 at 13:30 UTC (9:30 AM EDT)**

Every individual and organization has enormous potential to change quickly and improve innovation dramatically. To benefit from that potential, you need to understand what to change and when and how to change. Yet traditional OCM is too often the wrong answer to the problem. This fast paced how-to-do session is a powerful and practical approach to getting your organization to change and innovate, with the fewest resources, the least resistance, and in the fastest time. It will challenge some of your closely held beliefs regarding OCM, sharing techniques and methods you can use the day following the presentation.

**Jason Forrest, CEO, Forrest Performance Group**

**Mary Marshall, President, Forrest Performance Group**

**On-Demand Session**

Everyone wants to be the most authentic version of themselves, but nobody has ever provided a satisfactory definition for how to make that a reality in your daily life. Until now.

For years, people used the idea of authenticity as a reason to resist change. If a new training method, or a new work process, or a new suggestion from a boss didn't feel authentic, then it was immediately disregarded and put to the side. The reason employees don't change isn't because they don't want to be better. It's because they often hide behind the idea that whatever they're being asked to do isn't "authentic" to who they are.

But the real root definition of authentic comes from the Greek 'auto' and 'hentes,' which literally means self-doer. True authenticity is an active verb. The true definition of authenticity is that you only find yourself through doing, through being actively uncomfortable, through growth.

Learn how to make this new definition of authenticity your personal and professional rallying cry going forward with the groundbreaking find, fail, frustration, fix model. Explore what it means to embrace growth, embrace frustration, and embrace breakthrough.

**Amber Marcu, Senior Learning and Development Specialist, Microsoft**

**Swati Doshi, PM Consultant, Microsoft (Xoriant)**

**On-Demand Session**

Reality is not always in a linear, orderly fashion. ProSci® change management happens to be a very flexible approach, consisting of 3 phases typically done in this order: 1) Preparing for Change; 2) Managing Change; and 3) Reinforcing Change. Although we didn't skip Phase 1, we specifically designed for a minimal viable product (MVP) as we were short on time, fast on action, and lacking sponsorship. Just because you don't have a clear and strong sponsor at the beginning, doesn't mean you cannot make significant progress. We recruited strong stakeholders and managers as change agents resulting in collaborative tangible outcomes. Across the board, we used "Change Management Lite" in an iterative fashion focused on setup and action. We enriched adoption through existing technology solutions and data analysis. Now, we're able to show and review the positive impact of change management and why we need to formally lean into it, creating the conversation and interest to draw in the perfect sponsor.

## Mastering Change by Breaking the OCM Mold

## Mindset of a Change Warrior: Discovering Your Authentic Self

## "Change Management Lite" in a Fast-Paced Tech Company

**Lotty Roberts, Mindful Change and Leadership  
Consultant, MIND U Ltd**

**LIVE Session: Wednesday, July 15 at 22:30 UTC (6:30 PM EDT)**

This session is all about exploring the 'F' word... i.e., 'FEELINGS,' and the impact of focusing on those feelings to achieve change success.

Studies show how important emotions are in driving engagement, performance, creativity, and commitment in the workplace.

Change by its very nature is an emotional process - it brings up a roller coaster of feelings - the question is..

**ARE YOU REALLY FOCUSING ON THE OPTIMUM EMOTIONAL  
CULTURE TO ENSURE CHANGE LANDS WELL?**

During this workshop, we will look at an approach to ensure you place feelings and emotions at the heart of your change strategy, so you achieve maximum benefits with minimum suffering.

This is a hands-on session where you will:

- investigate why feelings really matter and their impact on change success,
- look at the emotional culture you want to set by identifying feelings that enable and disable change efforts,
- explore how to recognize these feelings and identify the behaviors that cultivate the optimum emotional culture during change, and
- learn how to build an emotional culture canvas with specific actions to incorporate into your change plan.

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel." - Maya Angelou

## Change and the 'F' Word



## Influencing Change From Any Position

**Matthew Sullivan, Team Lead, Enterprise Applications,  
Hyland Software**

### On-Demand Session

Project implementation is hard. Whether you are making small-scale operational changes or organizational-wide transformational change, a solid approach will be critical to success. Nevertheless, success is more than just a plan - it is the execution of that plan, and for that you'll need influence.

Building, retaining, and leveraging influence is a perpetual pursuit. Understanding the basis of personal influence, which is obtainable regardless of position or role in your organization, will help you execute on your change management plan and have more predictable project implementations.

Using three of the bases of power identified by social psychologists (expertise, information, and referent), attendees will learn how they can help turn detractors into promoters, change resisters into change champions, and struggling projects into stunning successes.

During this session, I will share the basics of influence; how to strengthen it, how to keep it, and how to use it.

## Level-Up!: A Game Changer: How a Gamified Engagement Program Led to an Organization Realizing Change

**Beth Montag-Schmaltz, Founder, Owner, 71 & Change**

**Erin Riseborough, Consultant & Owner, 71 & Change**

**Karen Schartman, Chief Financial Officer and Vice  
President Strategy, Kaiser Permanente Washington**

**Anne Schaefer, Senior Director of Insights, Kaiser  
Permanente Washington**

### On-Demand Session

Have you ever had an organizational change not work?

Had all the pieces of a high performing team, but just couldn't quite get all the pieces to fit together?

Been a part of an organization whose traditional ways of working would not enable success in the future?

Join Kaiser Permanente Washington and 71 & Change to learn how a customized engagement and learning approach empowered an organization of reserved team members to become cross-divisional collaborators and build skills critical to the success of a new business operating model.

Learn how the combination of employee empowerment, a cumulative learning approach, and a little gamification can provide the platform for material shift in mindset for your organization.

## People First: HR & Marketing Are Your Next Growth Engines

**Neil Bedwell, Founding Partner & President, Local Industries**

### On-Demand Session

Two-thirds of us are unhappy at work. Employee disengagement is the next wicked business for every company. The future of work is in the hands of people leaders. We believe that a new partnership dynamic between Marketing and HR could redefine how companies understand, re-engage, and unlock the potential of their greatest asset. People.

This session is led by Neil Bedwell, an experience strategic marketer now working inside the cultures of some of the world's biggest and best companies. Neil wants to inspire HR practitioners to think and work more like marketers, and how marketing could provide fresh insight and solutions to real problems.

## Coaching for Change

**Matthew McCarty, President, MD McCarty & Associates, LLC**

### LIVE Session: Thursday, July 16 at 12:00 UTC (8:00 AM EDT)

In this presentation, Matt McCarty, PMP and certified coach, offers tools from the world of executive coaching that change managers and leaders will find useful as they navigate this new reality. Participants will explore innovative tools for communication, team management, conflict resolution, and alignment with purpose. For each tool, the audience will examine both a mindset and the specific skills that will allow them to implement these tools with maximum effect.

## Unbore Your Change Communications - Leverage Visual Storytelling and Tested Content Marketing Strategies to Accelerate Change Transformation Efforts in Complex, Global Organizations

**Robin Alex, Director, Global Shopper Insights, Mondelez International**

**Harry Shah, Founder & CEO, Outkreate**

### LIVE Session: Thursday, July 16 at 21:00 UTC (5:00 PM EDT)

You are ready to kick off a critical company-wide change transformation initiative. But have you thought about the change communication strategy? In this session, a global leader at Mondelez, a Fortune 200 company and a creative agency founder with change management experience, will uncover the importance of change communications. They will share how they used powerful visual storytelling and today's content marketing principles to UNBORE change messaging.

Why you should attend?

With real examples, speakers will share with you how they created a content-marketing inspired change communications strategy. We will share with you how to create content that is scalable, and can be adapted to various media and platforms, and according to your audience. You will get to see real videos, infographics, Yammer posts, intranet blogs, visual presentations, emails, and more that we utilized at Mondelez to drive our change message home.

Finally, you get to learn the impact of this approach, and how we continue to try new communication ideas to accelerate buy-in and adoption in our change journey.

## Three Agile Tools to Help Managers Stop Worrying and Start Championing the Change

**Colin Ceperich, Senior Change Manager, CapTech Ventures**

### On-Demand Session

This session will introduce change managers to three agile tools that can help middle managers move from a slow roll "wait and see" posture to taking the lead in championing the changes. The three tools include:

- Planning and facilitating a hothouse session
- Story mapping to align on customer needs
- Prioritizing initiatives using multiple agile methods

These approaches are effective change tools because they put managers into a supportive environment alongside fellow managers where they're encouraged to focus on the tasks that are important to all of them. In these settings, managers begin to see that there are new dynamics at play and recognize that their default approaches might no longer be the best way to succeed.

## Putting the "O" in OCM - A Multi-Disciplinary, People 1st Approach at CWB Financial Group

**Donald (Don) McNeill, Assistant Vice-President, Organizational Change Management, Canadian Western Bank Financial Group**

**Glen Eastwood, Executive Vice President, Business Transformation Canadian Western Bank**

### On-Demand Session

Are big projects just part of your company's overall transformation effort? Are you out-of-sync with other people-impacting departments? Can you collaboratively position each change as an act of demonstration towards a greater goal? Using the emergence of the change management office in Canadian Western Bank (CWB) Financial Group as a backdrop, the Assistant Vice-President, OCM shares CWB's multidisciplinary People 1st approach and the best practices CWB is using to put the "O" in OCM! This session will highlight the key steps and commitments CWB undertook to build their People 1st capabilities from the ground up, in just 3 short years. Attendees will learn about three key areas of focus that helped propel CWB's organizational treatment to change into something special, AND how they positioned their People 1st practice to make it thrive.

## Motivating Change Using Data Analytics

**Angela Courtney, Senior Director, Strategy and Performance, Ankura Consulting Group**

### On-Demand Session

Social media, robotics artificial intelligence, the digital revolution. The rise of new technologies has led to a vast amount of data, and it has the potential to be a gold mine for change managers. Data and analytics have the power to spark and motivate change in ways we were never able to do in the past. We now have the capability in most industries and organizations to use a vast trove of information to create an objective and compelling case for change. No longer do we have to rely solely on stories or anecdotes, we can use quantitative analysis in partnership with qualitative narratives to motivate change. Even more exciting is the we can use data to predict the impact of change like we've never been able to do before using analytics. This might sound intimidating, but it doesn't have to be. Angela Courtney is going to provide a compelling and fascinating look at analytics and how they can support the efforts of change leaders in an ethical way. Using examples and personal and professional stories, this talk will equip you with a blueprint to use data and analytics to optimize your change initiatives.



**Beverley Andrews, Director, MEUUS**

**Janice Marcon, Director, MEUUS**

### On-Demand Session

How adaptable are your change management skills and experiences to the world of agile? Do you think agile has superseded the need for change managers?

Let's explore together the challenges agile brings to our change management world. How do we keep pace with the agile environment, make sense of the pace of change and fluid environment, and finally, as a change manager, what do you need to do to adapt your skills to remain effective, current, and future-proofed?

Let us show you how you can take your change management tools and experiences, and apply them in an agile world to create an effective and embedded change. In addition, how do you build an adaptable and flexible environment that continually assesses changes and procedures with the mindset of continuous improvement.

**Janele Lynn, Owner, Lynn Leadership Group**

**Joe Ranzau, Senior Manager, Grant Thorton, LLP**

### On-Demand Session

Change is hard. One of the biggest reasons why change fails is because of a lack of positive change influence or because of an overabundance of negative change influence - resistance. What can a change practitioner do to positively influence change and ensure that the change will be successful? By understanding how influence is built in an organization through the application of emotional intelligence competencies, change practitioners can help their organizations have more successful change efforts. Emotional intelligence competencies are able to be learned and applied in many situations to help improve our abilities to master our own reactions and how we relate to others so that we can have a desired impact and influence. You will learn a model for emotional intelligence that provides an applicable and repeatable process to build influence. We will also provide our experience as emotional intelligence and change management experts, and provide examples of each of the emotional intelligence competencies in action. Each participant will be able to takeaway reflection and coaching questions to help them improve their influence skills.

**Sharna Fabiano, Coach and Trainer, Sharna Fabiano Coaching**

### On-Demand Session

The concept of following is usually dismissed as passive or subordinate, but that stereotype isn't necessarily the real truth. Instead, following can be a clear way to articulate the "yin" or receptive qualities to leading's "yang" or directive qualities. The following activities of listening, responding, and delivering on your commitments can elevate leading activities such as coordinating, delegating, and developing a clear vision to a higher level of excellence. Ideally, the two make one another's work stronger and better, like well-matched dance partners. Valuing and synchronizing both roles can make teams stronger, provide a sense of shared purpose, and ensure smooth and successful organizational change. Based on training principles from tango social dance, this presentation offers a model for strengthening less visible followership skills. Participants will walk away with a fresh perspective on collaboration and a set of practical tips to strengthen relationships either remotely or in person.

## How the Agile Movement is Impacting Change Managers and What to Do About it!

## Change and Emotional Intelligence Leadership - A Path of Influence

## Working Together: Connecting Leaders and Followers

## Change is Hard, Slack is Easy: Digital Transformation Isn't a Company-Wide Email

**Nicole Herbstein, Change Enablement Leader, Business Technology, Slack**

**LIVE Session: Thursday, July 16 at 22:30 UTC (6:30 PM EDT)**

Digital transformation has gone from novelty to norm. Pioneering and leading successful transformations require accelerating both innovation and strategic enablement across the enterprise.

Without buy-in from the entire team, digital transformation efforts can be like a cruise ship trying to make a sharp U-turn. In order to drive that agility, companies need more nimble workforce collaboration tools and a creative shift in approach when it comes to introducing new ways of working.

Whether you are trying to help the speed of the hiring processes in an HR department, helping a Customer Service team to solve customer problems faster, or driving an IT workforce transformation to better enable employees; streamlining the often chaotic, emotionally charged process of transitions that accompany changing the way people work is hard. Because we now know more about how people work, and how they get work done, than ever before - and that email doesn't enable our pace anymore - change professionals have to think broader and wider about a new toolbox that will enable enterprise change for the future.

## Acting Like a Startup to Drive Change for a Global Workforce

**Carole Low, Manager, Change Management, VMware**

**Nivedita Chandrashekar, Senior Business Change Specialist, VMware**

**On-Demand Session**

In this era of accelerated digital transformation where AI is just around the corner, driving effective change within a global workforce takes skill, agility, flexibility, and creativity. Throughout this session, we will discuss how acting like a startup can create the resiliency needed for change management professionals to excel at delivering enterprise transformation.

We will share our purpose-driven approach tied to executing with speed at scale to deliver sustainable winning results that keeps the stakeholder and customer experience at the forefront. We will discuss how we experiment, reinvent, repurpose efforts, and sometimes challenge the status quo with the intent to deliver higher value.

Not to be overlooked, we will cover how leveraging cloud apps (e.g., Slack, SharePoint, Atlassian, Office 365, and Poppulo) remain core to our strategy of driving and sustaining adoption and usage. We will conclude with a case study that showcases our startup mindset in action within a global team, which includes lessons learned.

## A New View Into Change Leadership: Leveraging the Power of Networks

**Maya Townsend, Founder/Lead Consultant, Partnering Resources**

**On-Demand Session**

Leaders intuitively know that informal influencers can help make or break a change effort. However, the change management profession doesn't yet have a clearly articulated, well-practiced methodology for identifying influencers or using network strategies to support change. In this technology-powered workshop, we build network intelligence while learning a simple tool for mapping and analyzing organizational networks and influencers.

This workshop covers two topics:

1. Change is the Networked World. Change worked differently before organizations were deeply networked. Now that they are, you need to understand networks and the tricks to accelerating change within them.
2. Unlocking the Wisdom in Network Maps to Support Change. Network maps provide a snapshot of how information flows within an organization. We'll look at a map collectively and learn how to interpret it and use the findings to fine tune a change initiative.

## **USC & the Drive to Change**

# **SESSIONS BY EDUCATION TRACK**

**Veronica Garcia, Associate Chief Information Officer for Application Services (ITS), University of Southern California**

**Jennifer Ferry, Senior Director, Engagement, Culture and Communications, University of Southern California**

### **On-Demand Session**

The University of Southern California (USC) faced unprecedented challenges. It was ill-equipped to provide best-in-class technology, poorly staffed from an information technology services (ITS) perspective, and strained to enable campus customers with needed services. To add to this complexity, USC ran on widely distributed, duplicative legacy systems, across 65 units. This created major cost redundancies, significant operational differences between units, and, most importantly, challenged the organization to operate as one USC.

To address these issues, USC's senior leadership approved a multimillion-dollar Digital Transformation program in May 2018 over three years. The core mission was to create a world-class IT organization with innovative services built for scale.

While significant funding and sponsorship was in place, it became clear that a broad, innovative change management strategy would be needed to move the hearts and minds of more than 300,000 students, faculty, researchers, and staff to new ways of working.

Learn how USC's creative approach to engagement, culture, and communication drove its Digital Transformation by using tools such as Slack, Zoom, Online Toolkits, Salesforce, and Workday. In this informative presentation, hear from two leaders who helped drive the transition and enable USC's success.



**Victoria Grady, Director of MBA/MSM and Assistant Professor of Organizational Behavior, George Mason University**

**Scott Sphon, Partner, People and Change, DHG Consulting**

**Rachel Whitman, PhD Student, Auburn University**

**LIVE Session: Friday, July 17 at 13:30 UTC (9:30 AM EDT)**

The field of People & Change Consulting is filled with personal perspectives, anecdotes, commentaries, extrapolations, and unfounded opinions. How do you differentiate effective change management en vogue management fad? We believe that the answer is found the same way Newton's Third Law of Motion (generally, what goes up, must come down) was proved... RESEARCH based on scientific evidence.

While the field of change management has rigorously researched theory and models for implementation that achieve success, we identified a significant void in literature. This void is related to the informal psychological contract that forms between employees and their respective organization, and is key to understanding nature and source employee resistance to change.

Quite possibly the most interesting aspect of the role of the psychological contract is the overlap with other areas of theory that are often cited (but rarely fully developed) related to one of several psychological foundations:

- Neuropsychology
- Developmental Psychology
- Positive Psychology
- Social Psychology
- Industrial/Organization Psychology

Our presentation examines these perspectives on achieving effective change and emerges with the commonalities that scientifically inform development of research-based viewpoint on effective change management grounded in psychology and the tools required to analyze, track, and measure the process.

**Cindy Peterson, Partner, Peerless Partners**

**Janel Wellborn, Partner, Peerless Partners**

**On-Demand Session**

More often than not, change initiatives are executed as "big bang" - relying on complicated change frameworks to identify, define, and execute changes across an organization. But more disruptive, revolutionary (as opposed to evolutionary) changes are best designed and executed by testing into the change rather than ripping off the band-aid.

Using a hypothesis-driven approach to test new ways of working changes the narrative with stakeholders and participants in the change alike. Rather than a change being done to them, participants become part of an experiment - where there is no success or failure, only learning what works - or doesn't work - with attempting to execute a change within the organization.

In this session, we will provide real-life examples of using a lean test-driven and MVP to change management, and the impact of using a lean approach on change adoption, employee engagement, and stakeholder buy-in. At the end of the session, you will have the tools to create and execute your own lean change management experiment.

## Psychological Contracts and Change Management: Are These Unspoken Agreements Affecting Your Change Plan?

## Applying a Lean Build-Measure-Learn Mindset to Change Management

## How Much Change Is Too Much Change?

**Elisabeth Coates, Master Practitioner, North Highland**

**Ilenia Santiago, Master Practitioner, North Highland**

**LIVE Session: Friday, July 17 at 12:00 UTC (8:00 AM EDT)**

Change capacity - understanding how much change is too much change - is becoming more of a hot topic as organizations start to better understand the impact of change on people's experience and productivity and attempt to weigh that up with the often necessary changes they need to make.

But how do you know when you have hit 'too much?' Is there even such a thing as 'too much change' and what do you do when you think you've gotten there? In this session, we will look at the factors influencing capacity for change and its relationship with change initiatives.

If you want to be better equipped to talk change saturation and find out how to increase change capacity, this is the session for you!

## Myth Busting That 70% of Change Initiatives Fail

**Edward Cook, Professor, University of Richmond**

**LIVE Session: Thursday, July 16 at 13:30 UTC (9:30 AM EDT)**

The presentation is in three parts:

Part 1 will be a look at the myth that 70 percent of change management efforts fail. It will cover the origin of the myth and how it has been perpetuated through the popular press and through social media postings until it has become a "fact." This section will also include a section on the cognitive biases that helped to establish the myth and two activities to demonstrate how these biases work.

Part 2 will look at the current literature and the grounded facts about the success of change management initiatives and what drives that success.

Part 3 will offer an approach on how to describe to a senior leader what it takes to make a change initiative a success. This is the goal of busting the myth. As long as leaders see the change initiative as unlikely to succeed, they will be less likely to take action. Additionally, showing the case for employing change tactics and the increase in success with a change plan will complete the session.

## Changing Employee Onboarding: Change Management Involvement

**Austin Kirkbride, Change Manager, SVB**

**Beth Lowe, Operations Training & Quality Manager, Legal & General America**

**On-Demand Session**

We say it all the time - change is not an event. And yet, we see over and over again that organizations spend thousands of dollars a year treating onboarding a new employee as an event. Underfunded, pragmatic, and finite, the process of recruiting, orientation, and onboarding all contribute to the employee experience and retention success, and yet it is still the weakest link for so many organizations. This session will address how stitching some of the tenets of change into the fabric of an organization and recognizing the value of having change as a part of the organization's DNA starts at the moment of hire and never stops for the employee. Change and onboarding are not events.

Rachel Crocker, Director, Change Management,  
Propeller, Inc

John LaManna, Consultant, Propeller, Inc

### On-Demand Session

We know that change management activities are positively linked to the overall change success of a change initiative, but how do we critically evaluate our change programs? As change management tactics and integrations continue to evolve, how do we know where to focus our energy? How do we know we're driving value and being truly effective? By reviewing 3 critical change elements (1. knowledge and rigor; 2. organizational structure; and, 3. effective execution), we can hold a mirror up to our organization and understand where our actions are strong, and where there are opportunities for improvement. As we dive deeper into these elements, we'll be able to evaluate how intentionally we execute:

1. How integrated and participatory we are within the organization,
2. How to identify priorities, and
3. Using a real project example, we'll walk through how to evaluate and optimize change management programs.

Finally, in thinking about how change management is critically linked to success of any change, we'll review new measures of success that link those activities to that outcome.

## Getting the Maximum Value From Change Programs: How to Know When Your Efforts Are Effective