



Theory  
Practice  
Inspiration  
Insights

TUESDAY, APRIL 29<sup>TH</sup> @ 1:30 PM

**CONCURRENT #1:** DESIGN CHALLENGE; REFRAMING ORGANIZATION DESIGN THROUGH THE LENS OF FOUR LANDSCAPES OF WORK; DIRECTIVE, PARTICIPATIVE, ADAPTIVE, AND EMERGENT | by Bill Zybach & Rich Thayer, Principals at ZTC Consulting

This workshop provides hands-on experimentation with "Reframing Design" from the traditional "one-size-fits-all" approach to a more robust practice of deploying differentiated design approaches tailored to fit the four predominant organization cultures found in today's workplace.

Objective:

Provide the participants with an understanding of how to reframe the design approach to fit the culture, and offer an opportunity to practice intervention alignment against the four predominant business cultures found globally today; Directive, Participative, Adaptive, and Emergent.

**CONCURRENT #2:** DESIGNING THE CO-CREATIVE ENTERPRISE | Wendy Helmkamp, Partner & Alex Silva de Balboa, Director at The Clarion Group

In this era where consumers are mobile, connected, global, and demanding, the fundamental assumptions upon which many organizations have been built is being challenged. Businesses that have historically succeeded around the notion of predictability, standardization and a "build-it and they will come" mentality are struggling to cope with the rapidly changing dynamics swirling around them.

Value Co-Creation (VCC), is an emerging business paradigm that recognizes the untapped power and promise of the intelligence, creativity and skill residing outside of the enterprise. As Bill Joy, Founder of Sun Microsystems once stated "No matter how many smart people you have in your organization, just remember there are a lot more smart people outside your organization." In practice, value co-creation occurs on engagement platforms (digital and physical) and involves a wide spectrum of stakeholder interactions, resulting in a variety of valued outcomes. The focus of the enterprise shifts away from "what" and "how" a product/service should be delivered (firm-centric mindset) to "who" it must engage, internally or externally, to create mutually beneficial experiences and value. The challenge remains to re-design the organization to maximize its co-creative potential.

In this session we will engage with you in a way that allows you to experience the paradigm shift value co-creation represents, while exploring the far reaching implications we see for organizational design across the enterprise.

More specifically, we will:

1. Share leading edge VCC thinking and principles and explore the implications for organization design
2. Allow you to experience the benefits of value co-creation through the design of the session both before and during the concurrent
3. Provide and co-create frameworks, tools, and resources that you can use in your own design work

WEDNESDAY, APRIL 30<sup>TH</sup> @ 9:00 AM

**CONCURRENT #3:** REWIRING DECISION MAKING FOR INNOVATION AND A MORE EMPOWERED WORKFORCE |  
by Toria Thompson & Gregory Rouillard, Consultants at Storm Integrated Solutions

In this session, we offer an embodied experience of the organizational benefits and challenges of implementing Sociocratic consent decision-making. We also illustrate how a Sociocratic structure can be overlaid on an existing hierarchical organization, leveraging the strengths of both structures to achieve more effective outcomes.

Objectives:

- Provide an experiential introduction to a relatively new method of organizational design called Sociocracy;
- Illuminate the often unnoticed negative impacts of traditional decision making rules such as majority, consensus, autocratic and “default”;
- Provide an embodied experience of an effective decision-making method that cultivates innovation, participation and inclusion; and
- Offer a fun, energizing experience to all participants

**CONCURRENT #4:** THE ORGANISATION DESIGN REFRAMING PROJECT – BUILDING AN INTERNAL CAPABILITY | by Lauren Carnegie, Change and Organization Design Consultant at Transport Accident Commission, Australia

Every organisation design practitioner will be able to remember the time when they didn’t even know what organisation design was let alone what it looked like in practice. For this presenter, it was an enquiring email that opened her eyes to the adaptive world of organisation design. This session reflects on a 12 month project to reframe organisation design and build internal organisation design capability.

Objectives:

- To share why an Australian organisation saw it as important to reframe organisation design and build internal capability
- To explore how a simple and practical approach to organisation design was co-designed to build internal capability (the outputs of this process will be shared with session attendees)
- To reflect on lessons learnt and business outcomes achieved so far

WEDNESDAY, APRIL 30<sup>TH</sup> @ 3:30 PM

**CONCURRENT #5:** THE DECAY OF POWER & INCREASING DIFFERENCES AND CONFLICT IN ORGANIZATIONS – CAN LARGE GROUP SYSTEMS METHODS MEET THE CHALLENGE? | by Barbara Benedict Bunker, Professor of Psychology Emerita and Independent OD consultant

How do new organization realities impact our change strategies? In this world of rising expectations but diverse interests, we can expect more differences and more conflict. What large group methods can help organizations be flexible, inclusive and manage diverse interests?

Objectives:

- To present a challenging point of view about power in today's organizations and world (Naim)
- To share experiences that confirm or disconfirm these ideas
- To Describe innovations in the Open Space and World Café communities and to contrast these with other large group methods that take more time
- To describe how some large group methods deal with differences by managing conflict instead of trying to resolve it
- To consider how to use them more effectively in organization design

**CONCURRENT #6:** ORGANIZATION DESIGN IN THE MEDIA SECTOR – HOW TO UTILIZE OD TOOLS AND TECHNIQUES TO DESIGN THE FUTURE OF NEWSROOMS AND JOURNALISM | by Andy Cottrill, Managing Director at Q5

The Media sector is being disrupted like no other – where the old rules no longer apply. It is a great test-bed for new Org Design techniques and for 'refreshing' our tried and tested frameworks to work in a digital, multi-platform future.

Objectives:

- Give participants a flavor of the organizational trends affecting newsrooms and media companies, and the brands that they see every day.
- Articulate how language and 'jargon' can create huge barriers to success in OD work – and suggest ways to bring these concepts to life in a way non-OD specialists can understand and relate to.
- Engage the audience in an open forum about how we can use our existing OD skills and knowledge to solve these organizational challenges, and what the gaps are? What does OD as a discipline need to develop?

THURSDAY, MAY 1<sup>ST</sup> @ 11:00 AM

**CONCURRENT #7:** THE PEER TO PEER NETWORK COMMUNITY: REFRAMING ORGANIZATION DESIGN FOR THE 21ST CENTURY | by Mila N. Baker, Ph.D., Academic Chair, M.S. Human Resource Management & Organization Development Organization: New York University - SCPS

This session will introduce participants to a new framework for organization design - the peer to peer network community architecture which adapts the basic concept behind computer and social networking, as well as crowdsourcing to organizational design and leadership. The new architecture framework demonstrates that a network with "equipotent" nodes of power-think peer leaders are infinitely more powerful than "client-server" (i.e. leader-follower) networks. Yet the typical work space and organizational design methods still harkens back to the days of punch-card computers. Companies such as Gore, Blackrock, and Herman Miller practice these principles and have achieved long-term success. Baker provides a structure to this approach and design.

**CONCURRENT #8:** FORM & FUNCTION—MORE THAN SIMPLY ORGANIZATION: FRAMING AND REFRAMING ORGANIZATION DYNAMICS | by John L. Bennett, PhD, Assoc. Professor at McColl School of Business, Queens University of Charlotte

Come on! Get up! Let's Move! The dynamic nature of organizations prompts designs and re-designs resulting in change at many levels. This transformation prompts both intended and unintended consequences. In this experientially based session, participants will be asked to experience various organization configurations at the individual, team, and organization levels as a way to explore the human and functional impacts of these changes. This will provide rich opportunities to discover and explore perspectives, link theory to practice and practice to theory.

Objectives:

- Gain awareness of the human and functional impacts of organizational configurations at the individual, team and organization levels
- Theoretical concepts related to interpersonal, group, and system interaction prompted by design and configurations
- Demonstrate and learn about the complexity/simplicity and adaptability/rigidity of organizations
- Develop reflective practice skills