

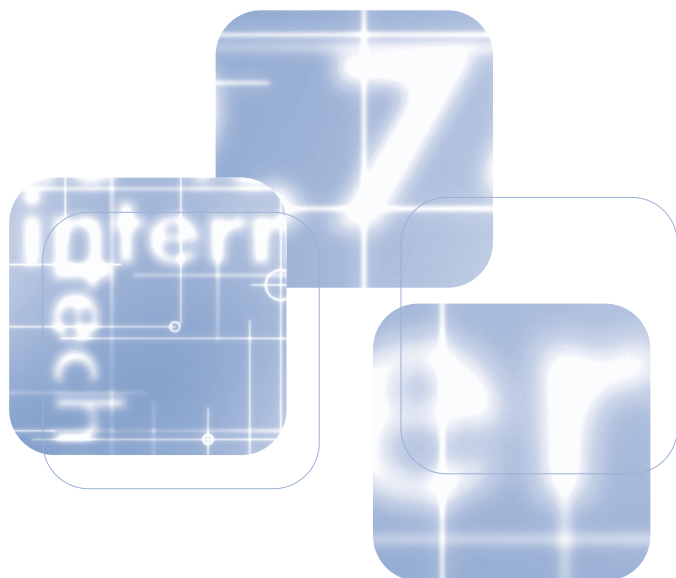
THE CONFERENCE BOARD



Working Group on

Change Management





Balancing speed, resilience, and culture

In a continuously uncertain and slowly growing economy, companies are struggling to manage the complexities of change in their businesses. Change itself is virtually constant; the only variable is its magnitude. The dilemma for management, then, is how to build the organizational capacity required to be successful in such a fluid business environment. This dilemma is felt at the most senior levels of organizations: The Conference Board's 2004 CEO

Challenge Survey indicates change is a top management issue – CEOs rate *Speed, flexibility, adaptability to change* as their second-greatest business challenge (only *Sustained and steady top-line growth* ranked higher).

There has never been a better opportunity for senior managers to assemble with their peers and explore how to manage the complexities. Change remains a significant factor in workforce demographics, culture, technology, and organizational structures. Individuals who lead change initiatives now have a significant role in helping organizations maintain competitive positions. It's time for these leaders to gather together and dig deeply into the specifics of "why" and "how" they are doing it.

The Conference Board's Change Management Working Group will bring together a group of executives and thought leaders for a series of discussions and presentations, culminating in well researched guidelines and "options for action."

Leaders of change initiatives will explore why speed-to-change is important to them and what developing such capabilities will mean for their organization's success, as well as for the development of the individuals in the workforce. These change leaders will also explore how enhancing resilience and speed-to-change can impact the near- and long-term organizational culture. This includes such important aspects as new leadership behaviors, new employee value propositions, and new market or customer focuses.

The Working Group on Change Management will meet three times over the course of eight months.

Conference Board Working Groups

are unique networks of 15–20 senior executives from leading organizations. These executives come together to develop the intellectual capital that provides companies with the practical information they need to strengthen their performance in today's global business environment. Participants take part in a series of consultative meetings – both in-person and online – to formulate and carry out research initiatives needed to achieve the working group's objectives.

Issues On the Table

A vital part of this working group will be the opportunity to participate in candid and confidential discussions about the significance and practical specifics of responding quickly to change and as often as needed (resilience), while maintaining or continuing to build organizational culture. Potential questions to be addressed:

What are senior leaders' actual roles in change management? How can change managers engage senior leaders who haven't yet embraced their roles?

How can change leaders manage workforce expectations and engage workers in change? Who is responsible for employee morale during intense change and how can that responsibility be enforced?

How is it possible to share responsibility and accountability for change overall?

What are the characteristics of organizational cultures that are change resilient?

Is it possible to build an organization's capacity for change?

How is change management becoming aligned with talent management?

What kinds of tradeoffs are made in rapid-change situations? At what point does the change initiative have to become part of the organizational culture to "stick"?

How can change efforts address and balance long- and short-term organizational needs?

What tools and techniques are being used to help organizations respond to change quickly and build resilience?

Why should you join?

Working group participants should be senior executives responsible for change management, organizational development, human resources, or strategy, as well as line or business unit leaders involved in change initiatives. Group size is limited to encourage extensive dialogue among participants.

Benefits of participation

By sponsoring and participating in a working group, you will take an active role in creating critical business practices. You will be able to:

Work personally with senior Conference Board researchers to design and develop studies and guidelines that will be vital to your needs.

Gain timely access to unique research findings you can use in internal and external business applications.

Take part in confidential sessions to discover common challenges and goals and identify best practices.

Exchange experiences, ideas, and insights with other leading corporations.

In addition, your participation in this working group will help your firm gain the reputation of being a leading organization in the development of best practices for change management.

In the course of these meetings, working group members develop content for The Conference Board's renowned research reports, surveys, conferences, and the Executive Action series of online briefs.

For more information,
please contact:

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Working Group Leader
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Working group schedule

The Change Management Working Group will meet three times in person and twice via Web conferences over the course of eight months. In between these meetings, The Conference Board staff will execute research requested by the working group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments and enable us to share information rapidly to achieve your research goals.

Participation fee \$9,000 for Conference Board Associates

Inaugural meeting

When

February 15-17, 2005

Where

The Conference Board
845 Third Avenue
New York, NY

Agenda

February 15 Dinner in the evening

February 16 Meeting from 9 am to 5 pm

February 17 Meeting from 9 am to 12 noon

Format

- Introductions
- Key issues identification
- Research questions
- Future agenda topics

Additional Change Management resources

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The Conference Board Council Program

Councils are peer membership groups that provide intimate forums for executives with common responsibilities and interests to share solutions to business challenges with colleagues in other companies, industries, and countries. They are designed to keep executives abreast of the latest developments in their fields and fully informed about new management strategies and tactics. Each council has its own specific membership requirements.

Advisory Council on HR Management

Council of HR Executives

Council of Strategic Planning Executives

For more information on councils, please visit www.conference-board.org/memberservices/councils.cfm

The Conference Board Conferences

As a sponsor of a Conference Board Working Group, you receive a 50% discount on all conferences, including:

[Change Management Conference](#)

For a full listing of our conference program and to register online, please visit www.conference-board.org/conferences

[Upcoming Research](#)

The Three Faces of Change