

Program At-A-Glance

Tuesday, September 15

8:00-9:00 a.m. **Registration**
Stewart East Foyer

Breakfast
PMU East/West Faculty Lounge

9:00-10:00 a.m. **Keynote address**
PMU East/West Faculty Lounge

Orlando Ashford, Vice President
and Chief Human Resources
Officer, Marsh & McLennan

10:00-10:30 a.m. **Break**
Stewart 214CD

10:30-Noon **Concurrent Sessions**

Sue Freedman
*Never take yes for answer and
other keys to successful cross-
cultural collaboration*
Stewart 204

Bob Barner
Julie Higgins, co-presenter
*Can you picture it? Using visual
metaphors to support organizational
collaboration*
Stewart 214 AB

Jack Jennings
Stewart 218 AB

George Pavelek
Co-presenter, David Setzer
Stewart 218 CD

Noon-1:30 p.m. **Lunch**
PMU East/West Faculty Lounge

1:30-3:15 p.m. **Patrick Antoine**
Stewart 214 AB

Dave Ashton
Six steps to global competitiveness
Stewart 204

Kevin O'Brien
3-hr workshop
Stew 218 AB

Deborah Howe
Stewart 218 CD
*Innovations in education to the 21st
century skills*

3:15-3:30 p.m. **Break**
Stewart 214 CD

3:30-4:30 **Ray Hansen**
Stewart 204

3:30-5:00 **Jill Nemiro**
*Working Effectively and Creatively
in Virtual Teams*
Stewart 209

Kevin O'Brien
3-hr workshop cont.
Stew 218 AB

Shawn Jordan
*Rethinking Success in Virtual
Cross-Functional Teams*
Stewart 214 AB

Wednesday, September 16

8:00-9:00 a.m. **Registration**
Stewart East Foyer

Breakfast
PMU East/West Faculty Lounge

9:00-10:00 a.m. **Keynote address**
PMU East/West Faculty Lounge
Gina O'Connor

Program At-A-Glance

	<i>Career Paths for Innovation Experts: Institutionalizing the Innovation Function</i>	3:15-3:30 p.m.	Break Stewart 214 CD
10:00-10:30 a.m.	Break Stewart 214 CD	3:30-5:00 p.m.	Stan Gyskiewicz Stewart 204
10:30-Noon	Concurrent Sessions		Jane Creswell 3-hr workshop cont. Stewart 218 AB
	Gina O'Connor 3-hour workshop Stewart 214AB <i>Assessing your capability for breakthrough innovation</i>		Brian Bell <i>A matrix model for leadership development: How the US Federal government develops executive capability within organizations</i>
	George Pavelek Co-presenters, Susan Pavelek, Andrew Stringer Stewart 204		Stewart 214 CD
	Darlene Chambers Co-presenter, Jody Graham, Marathon Oil Company Stewart 218 CD <i>Refueling the team: survival skills in a down economy</i>		Irene Petrick Featured Author <i>India in transition: Virtual Presentation: A view from the field</i> Stewart 209
		Thursday, September 17	
Noon-1:30 p.m.	Lunch PMU East/West Faculty Lounge	8:00-8:30 a.m.	Registration Stewart East Foyer
1:30-3:15 p.m.	Verna Allee Stewart 204		Breakfast PMU East/West Faculty Lounge
	Jane Creswell 3-hr workshop <i>Coaching for excellence</i>	8:30-10:00 a.m.	Bill Bellows 3-hr workshop Stewart 204
	Gina O'Connor 3-hr workshop continued Stewart 214 AB		Tim Lovich <i>How to be successful in global R&D endeavors</i> Stewart 202
	Jon Cordas <i>Innovation Research; Success Patterns</i> Stewart 218 CD		John Mattone Stewart 206

Program At-A-Glance

10:00-10:30 a.m. **Break**
Stewart 214 CD

10:30-noon **Bill Bellows**
3-hr workshop cont.
Stewart 204

Tuesday, September 15

8:00-9:00 a.m. **Registration** **Stewart East Foyer**

8:00-9:00 a.m. **Breakfast** **East and West Faculty Lounge, PMU**

9:00-10:00 a.m. **Keynote address** **East and West Faculty Lounge, PMU**

Orlando Ashford, Senior Vice President and Chief Human Resources Officer, of MMC (Marsh and McLennan Companies). Mr. Ashford joined MMC in September 2008. In his role at MMC, Orlando serves as the lead employee advocate for 54,000 employees located in more than 100 countries. He and his team provide leadership on all aspects of Human Resources including talent management, diversity, total rewards and HR operations as well as the global employee communications function. Orlando has significant experience in corporate culture change and organizational transformation and is currently leading the creation of an employee brand across the firm globally. Prior to MMC, Orlando was with the Coca-Cola Company starting in 2005, most recently as Group Director of Human Resources for Eurasia and Africa based in Istanbul, Turkey, where he led all HR activities across 90 countries including Russia, India, Africa, Turkey, Middle East and Eastern Europe. Orlando began his time with Coca-Cola in Atlanta as Vice President, Corporate Human Resources and Culture Transformation. Previously, he was Vice President, Global HR Strategy and Organizational Development for Motorola, Inc (Schaumburg, IL). In this role, he had global responsibility for human resources strategic planning, global organizational development, HR systems and HR support of M&A. He also served as Vice President, Human Resources for the Americas. Upon entry into Motorola, he was Vice President and Director of Organizational Development, for the Personal Communications Sector. Orlando was a Partner with Mercer Delta Consulting Group LLC (New York, NY), a management consulting firm which provides services related to the management of strategic level organizational change to major corporations and other institutions. He has also worked as Director of Organizational Development and Performance for Ameritech (Hoffman Estates, IL) and he began his career with Andersen Consulting where he was a Senior Consultant in their Change Management practice. Mr. Ashford is a member of ELC (Executive Leadership Council) Mr. Ashford holds a BS in organizational leadership and an MS in industrial technology both from Purdue University.

Program At-A-Glance

10:00-10:30 a.m. **Break** **Stewart 214 CD**

10:30-noon **Concurrent Sessions**

Bob Barner **Stewart 214 AB**

Co-Presenter: Julie Higgins, Mgr., Learning and Development, EFH Corp.

Can you picture it? Using visual metaphors to support organizational collaboration

Abstract: This presentation introduces visual metaphors as an innovative method for supporting organizational assessment and collaboration. It features two case studies involving organizational change and team building, and incorporates exercises for helping attendees build skills in applying this methodology.

Learning Objective:

- To understand the relative advantages and constraints associated with using visual metaphors as a consulting methodology.
- To understand the relationship between visual metaphors and organizational collaboration.
- To be able to apply visual metaphors as a consulting methodology to foster organizational collaboration.
- To be able to identify five caveats in the application of visual metaphors to organizational collaboration. This is an interactive “hands-on” session showcasing best practice process tools and learning techniques that can be adapted to other organizations.

Bio: Robert Barner, Ph.D, is Associate Director of Executive Education; Graduate Program of Dispute Resolution; Annette Caldwell Simmons School of Education and Human Development at Southern Methodist University.

Sue Freedman **Stewart 204**

“Never take yes for answer!”

Abstract: This session explores the cultural differences that can destroy our best efforts at international collaboration. We discuss how we are different, why it matters, and the best practices for working with colleagues raised in different cultures, speaking different native languages, and educated with different values around leadership, decision-making and appropriate professional behavior.

Bio: Sue Freedman, Ph.D. is president of Knowledge Work Global, a consulting firm specializing in leadership, team development, and change management strategies for projects and project based organizations. She has worked with Fortune 500 and other companies in the areas of international project and program management, international leadership, complex collaboration, team effectiveness, and large system change. She teaches leadership and organizational behavior in the University of Texas at Dallas Executive MBA program. Sue is co-author, with Lothar Katz, of the *Managing Projects Across Borders workshop* series, co-author of *Beyond Teams: Building the Collaboration Organization* (Jossey-Bass, 2003) and of “Managing Virtual Teams that Cross Borders” in the *The Handbook on Virtual Teams* (Jossey Bass, 2008). She is a frequent

Program At-A-Glance

presenter/trainer at professional conferences, and through Webinars and in house training programs.

Jack Jennings

Stewart 218 AB

A case study of an OD intervention at Sprint

Abstract: All planned OD activities or interventions are specifically aimed at correcting inefficiencies, solving problems, developing strengths and creating areas of opportunity. The basis for this OD intervention includes our understanding of organizations and knowledge of each of the above factors. Generally, companies have the resources to implement this type of planned change, even in tough economic times. Teaming can build synergies within an organization, solve the problem of moving an organization into a new phase, develop people, and create an area of opportunity to develop new leaders within an organization. This intervention involves team development to harness the strength and creativity of an organization's people.

Learning Objective: Come join this information sharing session with a true survivor of today's Telecommunications industry. We will discuss the formation of highly productive teams and their different roles in an organization. Your knowledge of teams will expand as we discuss engaging knowledge workers in team membership, maintaining the team and virtual teaming. Through the use of a case study, you'll see how an OD intervention utilizes team development to harness the strength and creativity of people. Expect to participate!

After completing this session, participants (**managers, supervisors, HR personnel**) will at a beginning and intermediate level:

- Gain knowledge in establishing teams and developing the parameters to define the team.
- Understand the unique challenges of collaboration with knowledge workers.
- Learn organization development processes and procedures.
- Learn tools to maintain and reinforce the team
- Share in knowledge transfer

Bio: Jack Jennings, Manager, IT Operations, Sprint, has over 25 years of experience in both technical and managerial roles within Information Technology (IT). Over the past eight years, as an IT Operations manager, he has led many virtual teams and studied extensively on the subject of virtual teams. He was a member of the Virtual Collaboration Research Group (VCRG) Advisory Board and Collaborative Work Systems Consortium, associated with the Center for Collaborative Organizations at the University of North Texas. Jack holds a Bachelor's Degree in Business Studies from Dallas Baptist University and plans to graduate with a Master's Degree in Organization Development in 2009.

George Pavelek
Co-presenter, David Setzer

Stewart 218 CD

Program At-A-Glance

Launching a Team Infrastructure

Abstract: Launching a performance improvement initiative requires an effective balance between strategy and tactics. Join this interactive session to learn how Workforce Solutions of North Central Texas applied reliable methods to get results from an entity distributed across 16 locations in 14 Texas counties. In this session you will engage in a learning experiment featuring six performance factors, practice using a job aid for identifying critical work processes, and take away an organization readiness assessment for use after the conference.

David will introduce the presentation by summarizing the business case for launching a performance improvement initiation at Workforce Solutions. His story will include 1) how teams were chartered, 2) a milestone chart depicting the major phases of the initiative, 3) the collaborative approach to process improvement applied by the diagnostic teams, and 4) results from the project teams. David will also describe the function of the Steering Team including roles and responsibilities of team members. We will team on facilitating the learning experiment on performance factors. This will include a process improvement model as a take-away for the participants. David and I will facilitate a dialogue and question/answer session in the closing.

Learning Objectives: At this session you will:

- Compare and contrast specific key actions in a performance improvement project that stimulate collaboration across the enterprise,
- Practice using a powerful tool for identifying root causes to performance gaps, and
- Identify specific work processes in your own environment that are most critical to performance improvement.

Bio: George Pavelek is the owner of Performance Adventures. He facilitates performance improvement solutions for organizations through targeted applications of Human Performance Technology, including high energy workshops and retreats. George has experience as a manufacturing engineer, management development specialist, instructional designer, and trainer. As a performance consultant, he has guided business teams involved in executive leadership, strategic planning, high performance team development, scientific problem solving, process qualification, change navigation, benchmarking conferences, transitions from training to internal performance consulting, and performance based instructional design.

George is a proud graduate of the College of Education at the University of North Texas. His ongoing self study includes numerous publications on the subject of human performance. He has presented performance workshops at a variety of regional and international conferences. He is a member of the International Society for Performance Improvement and is a Past President of the Dallas - Fort Worth Chapter. George is primary presenter, co-presenter, and panel facilitator at numerous conferences coordinated by the Center for Collaborative Organizations at the University of North Texas, presenter at three conferences offered by the International Society for Performance Improvement, one conference offered by the Credit Union Executive Society, one conference coordinated by Meeting Professionals International, and four People Involvement conferences sponsored by Texas Instruments.

Program At-A-Glance

Patrick Antoine

Stewart 214 AB

IBM 2009 Globally Integrated Operations Study; Essential ingredients for a successful global integration

Abstract: Business leaders in the new economic environment face intense pressure to cut costs, and optimize resources and capital productivity on a global basis. In a truly “globally integrated enterprise,” work flows to places where it can be done best. Yet, business leaders often stumble when establishing the operational capabilities needed to support global integration. Based on our experience and an analysis of 20 diverse best practice examples, we present here our “R-O-I Framework” for operationalizing global integration – it emphasizes repeatable processes, optimized assets and integrated operations, all on a global basis and supported by strong leadership, organizational structures and technology.

We selected 20 best practice cases to identify patterns among strategies that strong global integrators were using. These examples were selected from Business Week’s “Top Innovators List,” and company reports of top performers in 2008, as well as IBM Operations Strategy leaders. Our cases span Asia, Europe and the U.S., and diverse industries including financial services, health care, telecommunications, energy and utilities, retail, IT, automotive, oil, food and FMCG. We analyzed the operations strategies of each of our 20 cases, searching for patterns that explained their operational achievements and successes as global integrators. From this analysis, we identified three key variables – repeatable processes, optimized assets and integrated operations – as essential ingredients for successful global integration.

Bio: Patrick Antoine Patrick Antoine has over 10 years of experience in the high-tech, professional services sectors – as a management consultant and a line manager. Currently, Patrick is an Associate Partner, within IBM Global Business Services, where he manages a team of consultants focused on strategy and transformation internal consulting, i.e. IBM is his primary account focus.

Patrick is a specialist in strategy development, business transformation, process design, process re-engineering, and organizational analysis; and has developed numerous intellectual capital in these areas. Key content areas for Patrick include globally integrated enterprise (GIE) transformation, shared services strategy, and products-to-solutions operational strategy. His most recent article is “The R-O-I of globally integrated operations: Strategies for enabling global integration”; and he frequently consults on this topic within and outside of IBM.

With IBM since 1998, Patrick has spent all of his time in management consulting, in various roles and numerous engagements. One of Patrick’s more recent engagements included leading five consulting teams who were focused on operationally transforming IBM to a Globally Integrated Enterprise. Patrick and his team delivered horizontal process transformation analysis, initiative creation and business case development for IBM’s priority horizontal processes. The processes in scope included Procure-to-Pay Hardware, Procure-to-Pay Technical

Program At-A-Glance

Services, Incentives and Commissions, Opportunity-to-Order, Order-to-Cash, translating to close to \$2.4B of 5-year total projected savings. Patrick has also developed a GIE Transformation Methodology and business plan guidance to understand current state, define the future state, and determine the cost-benefit analysis for the transition.

Patrick has a B.S. degree from Manhattan College (Electrical Engineering), an M.B.A from Pace University, and has completed continuing education and development work at Harvard Business School. He is involved in several community service efforts - serving on the Board of a not-for-profit organization. He is married with two children and resides in Ellicott City, MD.

Kevin O'Brien

3 hr-workshop

Stewart 218 AB

Leaders as communicators

Abstract: This workshop assists the participants in understanding the role of Leader as Communicator and in developing skill in that capacity. The clear distinction is made between "*being a communicator*" and "*doing communication*". Two models are utilized as the basis for the learning approach - the Boeing Leadership Model and the Connection Model which was created for this workshop. Major features include small and large group dialogues, as well as, group and individual time to apply the concepts. Participants develop a personal leadership model to define and map the way to apply the role of "*Leader As Communicator*".

Learning Objectives:

- Define the meaning of "Leader As Communicator"
- Understand the difference between being a "communicator" and "doing communication".
- Understand the associated leadership behavior and presence to communicate effectively.
- Identify the relationship with effective communication, healthy relationships, and fully engaged employees.

Level: Intermediate

Bio: Kevin O'Brien has been with The Boeing Company since 1997. He brought extensive experience working in and leading clinics and hospital units providing behavioral healthcare services. Kevin has a Masters Degree in Social Work from the University of Michigan. He has held a variety of roles at Boeing focusing on organization effectiveness, leadership development and employee involvement. Kevin's work emphasizes change and transition with managers and their teams. He has provided a broad variety of services including organization integration, executive coaching, leadership development, conflict resolution, and team development. He uses Appreciative Inquiry to guide the design of communication practices and for systemic approaches to engage and involve employees.

Debra Howe 90 minute session

Innovations in Education to Build 21st Century Skills

Stewart 218 CD

Program At-A-Glance

Rochester Community Schools shares their journey to Zebra New Tech High that changed the culture of relationships, environment, and work through the incorporation of 21st century skills and technology. Collaboration through data collection, envisioning, and action resulted the adoption of an innovative implementation of New Tech High.

Abstract: Rural midwest values, work ethic, determination, collaboration and entrepreneurship combine to change the educational environment in Rochester, Indiana. Zebra New Tech High is not the typical American classroom. What is different? Could it be the integration of classes? Perhaps it's the one to one student/computer ratio? Is it the collaborative environment in which students work to accomplish group projects? Is it that the teacher is a coach rather than the dispenser of knowledge? Maybe it's the panel of outside experts that evaluate the projects. It is that and more. The passion, energy, and engagement from students and teachers are higher than one would see in a typical classroom. But it is the level of questioning, critical thinking, and the relationship between the students and teacher as well as among the peer groups that sets this classroom apart. We are facilitating student learning of 21st century skills using 21st century tools. Collaboration, teamwork, critical thinking, oral communication, written communication, technology literacy, work ethic, citizenship and ethics as well as content knowledge are emphasized and evaluated. It is a total cultural change in relationships, environment, and work. Rochester Community Schools will share their transformative journey and how it is moving the entire district.

Bio: Dr. Debra Howe is beginning in her fifth year as Superintendent of Schools for Rochester Community Schools, Rochester, Indiana. She has been an educator for thirty-one (31) years serving as an administrator for the past twenty two (22) years. Prior to her tenure at Rochester, Dr. Howe served as the Assistant Superintendent, Elementary Principal, and teacher in rural, suburban, and urban districts. She has also taught at Valparaiso University. Dr. Howe currently serves on a variety of educational boards including the P16 Advisory Board at Indiana University, the Educational Leadership, Administration and Foundations Advisory Board at Indiana State University, the High School to College Transition Advisory Board and New Tech High Advisory Board through the Center for Leadership in Learning at the University of Indianapolis, and the Woodrow Wilson Fellows Advisory Board at Purdue University. Dr. Howe has served as an NCA.AdvancEd District Coach and Team Chair. She has presented at both the State and National Levels on school improvement and District Accreditation. She is leading her District through the transformation process which has thus far resulted in NCA District accreditation, the implementation of a district balanced calendar, the New Tech High model in their comprehensive high school and the completion of a Merging of Services Study.

3:00-3:30 p.m.

Break

3:30-4:30 p.m.

Concurrent Sessions

Kevin O'Brien

3-hr workshop continued

Stewart 218 AB

Program At-A-Glance

Shawn Jordan

90 minute session

Stewart 214 AB

Rethinking Success in Virtual Cross-Functional Teams

Abstract: One facet of my dissertation research on virtual cross-functional engineering design teams is the problem of defining success for such a team. Within a particular function or discipline (say, electrical engineering), success may be defined in a variety of ways (e.g., specifications for a circuit board being defined). Within company management, success may be defined as finishing a product on-time and on-budget that meets the customer's requirements. Both of these measures are specific to particular functions within the company and are oriented toward finished products. Companies are using more and more cross-disciplinary (or cross-functional) teams to solve complex problems that cannot be solved optimally by a single discipline. Traditional finished-product measures of success can be difficult to generically apply to cross-disciplinary teams. Part of my research is to explore what it means for virtual cross-disciplinary teams to be successful both in-process and at the end product. This talk will bring participants into a discussion of the problem, allow them time to share their thoughts, and bring in preliminary results from my research within a company that uses virtual cross-functional teams as part of its day-to-day operations. Virtual cross-functional teams are becoming increasingly important in today's workplace. This session will bring attendees to the cutting edge of virtual teams research by immersing them in a real case study of a virtual cross-functional team. Small groups will consider the team's cross-functionality and brainstorm what it might mean for the team to be successful, both in-process and end-product. Results will then be compared with those from ongoing research in the area.

Learning Objectives: In this session on virtual cross-functional teams, We will:

- Discuss what it means for such a team to be successful
- Develop a definition of success for these teams
- Compare our definition with definitions from an industry focus group
- Identify uses of these teams

Bio: Bio: SHAWN JORDAN is a Ph.D. candidate in the School of Engineering Education at Purdue University, where he is finishing his dissertation on virtual teams in industry entitled "Success in Virtual Cross- Disciplinary Engineering Design Teams." His other research interests include cross-disciplinarity, innovation, and creativity. He received B.S. and M.S. degrees in Electrical and Computer Engineering from Purdue University, and has worked at Tellabs, Raytheon, and Shure Incorporated. In addition, he has helped teach a number of engineering design and programming courses at Purdue, and designed a class to expose kids to the engineering design process through designing Rube Goldberg contraptions. He also led a virtual multi-disciplinary team of engineers from around the country through designing a Rube Goldberg machine virtually over the Internet and then physically building the contraption for a television show on ABC.

Program At-A-Glance

Ron Hansen

Stewart 204

Co-presenter, Victor M. Barlow

International collaboration & communication using an IP telephony project

Abstract: This project, being an academic course offered as a study abroad program, does not have a business impact in the traditional sense. That is not to say that there was not a positive impact that would be recognized by several of the organizations/businesses where the participants will ultimately be employed. There are two significant impacts that will be highlighted. The first is the international experience that the students gained by interacting with students from a different culture and the cooperation necessary to complete the project. The second would be the addition of technical skills that will allow the creation of an IP telephony system to allow local, regional, national, and international communication to be sustained through the implementation, enhancement, and support of this voice system.

We used a common methodology of walking the student participants through the defined learning objectives using hands-on laboratory projects. These small laboratory projects provided the students with a guided introductory experience with the technologies being used and also created a defined path of progress towards the ultimate course project that would require a group of students to define their own solution based on a set of defined requirements.

Additionally, we will discuss the processes by which the faculty of both institutions interacted to define the program, deliver the program, evaluate performance, and finally refine the program for future offerings.

Learning Objectives: The effectiveness of non-realtime communication vs. realtime communication on the collaborative process among program developers. A practical series of tasks to establish a collaborative environment for program participants. Understand the relative strengths and weaknesses of a portion of the program participants being multilingual and a portion being unilingual. A framework for fostering continued collaboration for project designers, developers, and facilitators beyond the program lifecycle

There are two major drivers that we addressed in this project: international experiences and unified communications. The first driver being a topic focused on business value. That is, the value gained by each student has value to the business(es) they will serve by understanding another culture and their utilization of technology within that culture as well as having direct experience within that culture. Because that continues to be a growing number of global organizations, we felt this experience and knowledge would be valuable to both the students (employees) and their employers. The second driver was to provide students with an understanding of communications solutions. Specifically, we developed the program to give students a high-level perspective of what values a unified communications solution can provide and then provided them the opportunity to develop a small component of a complete UC solution. By integrating the business driver and the technology driver, we developed a program that we feel

Program At-A-Glance

closely parallels actual projects that many global organizations have been working towards implementing.

There are two major instances of collaboration that we will address. The first has been mentioned already as part of the development of this program (in 10.2) as faculty-to-faculty interactions. This collaborative effort resulted in the successful design, development, and delivery of the course to the student population comprised of students from both institutions. That being said, even though this program was considered a great success this was not a perfect process and improvements can be made. These areas of improvement also will be discussed as part of the program presentation.

The second major instance of collaborative efforts that will be addressed are student-to-student interactions. As we mentioned previously (10.2 and 10.3), students were given a major project that they were required to interact with students from the other institution in order to be successful. These interactions will be discussed along with an analysis of improvements that could be made from both parties in a future offering of this project.

The discussion of the faculty-to-student interactions will be kept to a minimum during this presentation as this program was not intended to be collaborative between faculty and students.

Outcomes: The initial expectation of the program would be for students to gain direct, hands-on experience in an international environment where multiple cultures were required to interact AND they would use an IP telephony application as the platform for a collaborative project. This experience has exceeded expectations in many ways in both of these areas. First, the students from both institutions moved from merely classmates to friends by adding those individuals to their social networks (Facebook, Twitter, etc.) and continuing to interact long after the conclusion of the program. Second, the IP telephony application was merely intended to be a platform by which the students would learn basic concepts and utilize for a collaborative project. However, a number of students saw additional value in the application and decided to further utilize the tools as a telephony solution within their apartments and homes.

The major obstacle experienced by this project is the same with many international projects: language barriers. While this project was completed in Perú, it was delivered in English. While the Peruvian students had taken many courses to learn English, it was the first time they had taken a course that was delivered in English. Initially, there was apprehension to communicate in English without first consulting a translation service or dictionary as to avoid saying the wrong words and being embarrassed. However, the American students did not have the reciprocal equivocal knowledge of Spanish. So, the American students had to also use a translation service to present nearly all questions or comments in Spanish to their peers. Once this interaction was understood and the students began to become more comfortable with their peers, the utilization of the translating services diminished quickly and more direct verbal communication was used.

Program At-A-Glance

There were other language related obstacles that were identified as well that will be addressed in the presentation.

You will hear of our experiences in delivering an international program using an IP Telephony project as the foundation for collaboration between participants from an American university and a Peruvian university. This presentation will address the cultural and language barriers and processes by which these barriers were overcome. Also, we will discuss our approach to definition and evaluation of program expectations and the processes to foster continued collaboration between multinational parties. Come willing to learn and you won't be disappointed.

Level: Beginning managers and change agents supporting teams who are responsible for, or interested in, the planning, development, delivery, maintenance and/or evaluation of collaborative programs involving multicultural, multilingual, or multinational participants.

Bio: Raymond A. Hansen is an Assistant Professor in the Department of Computer & Information Technology at Purdue University. Professor Hansen has industrial experience in many different industries, including retail, light and heavy manufacturing, and medical. He currently teaches courses on data communication and network fundamentals, network infrastructure design and implementation, and unified communications. His research interests include performance benchmarking of services over heterogeneous networks, quality of service, and unified communications implementation scenarios and strategies. Professor Hansen recently returned from team teaching a two week study abroad course in Lima, Peru that provided students a technical course on communications using voice over IP technologies in addition to interpersonal communications experiences with students from the hosting institution.

Victor M. Barlow is an Assistant Professor in the Department of Computer & Information Technology in the College of Technology at Purdue University. Professor Barlow has industrial experience in several different industries, including client accounting, journalism (newspaper), medical records, and commodities trading. He currently teaches introductory and intermediate courses on systems analysis and design methods. His research interests include systems development tools, techniques, and methodologies; system requirements definition and management; and systems modeling, architecture, and construction. Professor Barlow recently returned from team teaching a two-week study abroad course in Lima, Peru that provided students with a technical course on communications using voice over internet protocol (IP) technologies in addition to providing interpersonal communications and cultural experiences with students and faculty from the host institution.

3:30-5:00 p.m.

Jill Nemiro

Stewart 209

Working Effectively and Creatively in Virtual Teams

Abstract: Virtual teams have been rapidly growing as a vehicle to pull together key human resources across the globe to respond to and overcome the pressures and demands of the

Program At-A-Glance

competitive global marketplace. Those virtual teams with an eye for creativity are helping businesses of all kinds meet these market conditions. Jill Nemiro, Ph.D., author of *Creativity in Virtual Teams: Key Components for Success*, and Lead Editor of *The Handbook of High-Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries*, will discuss the challenges of collaborating and working virtually, and to provide participants with a model and a variety of practical tools for dealing with these challenges. Professionals who work virtually and/or consult with and support those who work virtually will benefit from this presentation

Dr. Nemiro presents six major challenges that face virtual teams. The first three - distance, time, and technology - are in actuality defining characteristics or givens of virtual teams. The last three challenges - culture, trust, and leadership - are created and sustained by the virtual team itself. They are dynamic, and are present or absent in varying degrees and forms. While distance, time, and technology are necessary, they are not sufficient for effective and creative performance. An awareness of cultural differences among members, member trust and leadership capability, are the real building blocks to high-performance virtual teams.

To meet each of the six challenges, Nemiro proposes a five-component model for creativity in virtual teams. Creativity is highest at the intersection of these five components -- the area in which the design is appropriate, the climate is supportive of creativity, the resources are sufficient, the proper norms and protocols are agreed on and adhered to, and the team takes the time for continual assessment and learning as a result of that assessment. To assist virtual team developers, leaders and managers, and members in building these components in their teams or their client's, Nemiro offers a set of practical tools.

Learning Objectives:

- Understand the major challenges facing virtual teams.
- Be introduced to the key components necessary to meet the challenges facing virtual teams.
- Be introduced to a series of practical tools to help your virtual team develop these components.

Bio: Jill Nemiro, Ph.D., is an associate professor in the Psychology and Sociology Department at California State Polytechnic University, Pomona, and an adjunct professor in the Human Resources Design Masters' Program at Claremont Graduate University. She has published three books, and over thirty articles and book chapters, and presented workshops, seminars, webinars, and conference presentations on the topics of creativity and virtual teams. Her current book publications include:

The Handbook of High-Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries; *Creativity in Virtual Teams: Key Components of Success*; *The Collaborative Work Systems Fieldbook*:

Strategies, Tools, and Techniques; and *Building Collaborative Work*

Systems: Lessons for Leaders. Nemiro consults and offers workshops to organizations on creativity in virtual teams. For nearly twenty years, Nemiro worked in the entertainment industry as a film and videotape editor. She may be contacted at

jenemiro@csupomona.edu <<mailto:jenemiro@csupomona.edu>> .

Video profile of Dr. Nemiro:

<http://www.class.csupomona.edu/news/2009/07/dr-jill-nemiro-video-profile>

Program At-A-Glance

Wednesday, September 16

8:00-9:00 a.m.	Registration	Stewart East Foyer
8:00-9:00 a.m.	Breakfast	East and West Faculty Lounge, PMU
9:00-10:00 a.m.	Keynote address	East and West Faculty Lounge, PMU

Gina O'Connor

Career Paths for Innovation Experts: Institutionalizing the Innovation Function

Large Established companies struggle in their efforts to commercialize breakthrough, game-changing innovation. When they do, it is often due to the persistence of strong champions who are mavericks in their organizations, and who break rules with the protection of a senior leader who acts as a sponsor, and provides air cover. To institutionalize a capability for breakthrough innovation, organizations must commit to developing a management system whose objective is innovation, that operates in parallel with the predominant management system focused on operational excellence and customer intimacy.

Dr. O'Connor reports on a four year study on managing for breakthrough innovation that reveals that, to a large degree, failure of firms to institutionalize such management systems has to do with how they think about promotion for innovation experts. She presents current practices, and offers thoughts for how companies can improve this critical aspect of their innovation capability.

Bio: Dr. Gina O'Connor is the Academic Director for the Radical Innovation Research Project and an associate professor in the Lally School of Management and Technology at Rensselaer Polytechnic Institute in Troy, New York (RPI). Gina is a well-recognized thought leader in the field of innovation having been widely quoted in *The Economist* and *Fast Company* among other publications. Her fields of interest include new product development, radical innovation, technology commercialization and strategic marketing management in high technology arenas. The majority of her research efforts focus on how firms link advanced technology development to market opportunities. She has articles published in *Organization Science*, *The Journal of Product Innovation Management*, *California Management Review*, *Academy of Management Executive* and *The Journal of Strategic Marketing* to name a few and is co-author of the book *Radical Innovation, How Mature Firms Can Outsmart Upstarts*, published by HBS Press in December, 2000. In addition, Gina is the lead author on *Grabbing Lightning, Building a Capability for Breakthrough Innovation*, published by Wiley & Sons in February 2008. Gina is co-author of the chapter "Bringing Radical Innovation and Other Major Innovations Successfully to Market - Bridging the Transition from R&D to Operations" in the *Product Development Management Association's (PDMA's) 2004 ToolBook*. Her executive education experience includes programs with companies such as General Motors, IBM and Albany International and she is consulting with others to help them develop, embed and sustain radical innovation management capabilities. Prior to joining RPI in 1988, Dr.

Program At-A-Glance

O'Connor earned her Ph.D. in Marketing and Corporate Strategy at New York University and before that worked at McDonnell Douglas and Monsanto Chemical.

10:00-10:30 a.m. **Break** **Stewart 214 CD**

10:30-noon **Concurrent Sessions**

Gina O'Connor , Featured Author **Stewart 214 AB**

3-hour workshop to be continued after lunch

Assessing your capability for breakthrough innovation

In these difficult economic times, firms are struggling. It's a critical time to focus on building a capability for major innovation. Companies are traditionally focused on serving current customers in an operationally excellent manner. Breakthroughs occur by happenstance or exception. There is no reason for this. Firms need to become sophisticated at managing for breakthrough innovation. It's an additional capability that can be developed. In this half day session, Professor Gina O'Connor will describe the capability and how to develop it. Based on a research program that has been ongoing since 1995 at RPI, Professor O'Connor will present a framework, evidence that innovation is emerging as a management function in its own right, and a methodology for developing it. Participants will diagnose their firms' capacity and current status of their management systems for innovation, and discuss how to develop a work plan for evolving their organizational capability for major, breakthrough innovation.

Darlene Chambers **Stewart 218 CD**

Co-presenter, Jody Graham, Marathon Oil Company

Refueling the team: survival skills in a down economy

Abstract: Bailouts. Plant closings. Mandatory furloughs. Another down day for the Dow. How can work teams possibly survive if all are experiencing heightened FUD (fear, uncertainty and doubt)? As a leader, experience this interactive 90 minute session and learn how to focus on the four fundamental drivers for soon to be created or existing work teams. Walk away with replicable team tools, experience best practices from a leading oil company utilizing self-directed IT work teams created after outsourcing and right-sizing and feel confident enough to design a controlled environment where team members can do their best work amidst the economic chaos. **Jody L. Graham, Manager, Global IT-Business Services, Asset Management with Marathon Oil Company** will be participating with Darleen Chambers.

Learning Objective: Address how teams can continue to survive and thrive during uncertain economic times and financial turmoil; Focus leaders on the four fundamental drivers to support and create high performing teams; Experience activities addressing team realignment, problem solving and metrics; Receive replicable tools and templates for establishing or reviewing a team project.

Program At-A-Glance

Level: Executive leadership, mid-management, program and project managers, supervisors and team leaders, HR professionals, IO psychologists and OD professionals. Beginning to advanced levels.

Bio: **Dr. Darlene Chambers**, VistaGroup's Senior Associate and Vice President, has been a national and international administrator, secondary and university level teacher, trainer, and consultant with experience in such varied areas as organizational development, executive coaching, training and education, human resources, higher education administration, social work, fitness/wellness, and exercise physiology. She received her Bachelor's degree from Ball State University, her Master's from San Francisco State University, and completed doctoral work at both Oregon and Bowling Green State Universities.

Currently, she provides executive development for several Business Team Leaders and middle management staff at Wacker Chemical Corporation, USA and Wacker Chemie International subsidiaries. Additionally, she provides executive and professional development for the Ohio Council of Community Schools assisting them with strategic planning, project management, and data review for the 50 charter schools they sponsor. In the recent past, Darlene served for 5 years as the executive coach for the Marathon Oil Findlay IT Infrastructure Manager and process coach of the self-directed work team implementation. She created and served as the Director of the Bowling Green State University Corporate Training Center and has served as the Interim Director, Office of Training & Development for the Ohio Department of Administrative Services' Human Resources Division.

Darlene is a certified Inscape Publishing self-directed assessment provider and facilitator. She can provide access to and facilitate the use of a wide array of DiSC based paper or online instruments. Further, she can deliver and facilitate use of a variety of both formal and informal e-assessment tools to support the client's business and performance management needs. Darlene is a certified Scantron Performance Series web-based educational proficiency testing system trainer and has been certified by the Ohio Department of Education to deliver Value-Added training.

With 38 years of experience, Darlene provides personal training, Pilates, Thai Yoga Therapy, and Yoga both at local studios and teaches internationally. She has presented stress management and work-life balance workshops for a variety of corporations, businesses, and universities for the last two decades.

Darlene serves as Vice President of the Clay Avenue Community School Board in Toledo, OH. She holds professional membership in the American Society of Training and Development (ASTD) and the Society of Human Resource Management (SHRM). She will be sitting for the SPHR exam in June 2009.

George Pavelek
Co-Presenters, Susan Pavelek, Andrew Stringer
Growing Virtual Teams

Stewart 204

Program At-A-Glance

Abstract: The Pegasus HR team began their journey as a proactive measure to transition from traditional HR processors-of-work to a more integral partner in helping Pegasus reach their strategic vision. The team had the desire to become part of the decision-making team within the executive boardroom rather than receiving instructions to carry-out the decisions already made. A key component of this transition was to build skills, confidence, and credibility among HR team members to enable them to provide internal strategic performance coaching and consulting. Andrew engaged George to assist with the transition and George collaborated with Andrew to create a Pegasus-specific set of competencies and behavioral descriptions to develop the HR leadership team. Andrew individually assessed each team member and team members conducted a self assessment to determine skill gaps, talents and prioritize development actions. A session was held in San Francisco, bringing all team members together to establish a common language for internal HR performance consulting, collectively identify team strengths, draft individual development plans, and conduct individual coaching sessions with team members. Today's organizations need to apply more progressive ways of leveraging the talented people in traditional functional groups. Join this interactive session to learn how the Human Resources Team at Pegasus Solutions took initiative to move from traditional HR practices to providing a more valuable proposition as strategic business partners, armed with new methods for organizational performance improvement. Be ready to practice using tools applied during this transformation.

Learning Objectives: Andrew will introduce the presentation by summarizing the business case for this transition.

Their story will include 1) how the project methods were formulated, 2) a milestone chart depicting the major phases of the initiative, 3) the collaborative approach taken by Andrew and each team member in conducting a skills assessment and individual development plans, 4) methods used by the team to contribute to each other's success and on going development, and 5) how this approach now impacts the contributions of this global team. George will assist Andrew with participants as they practice using tools applied by the team during this project. In this session you will:

- Examine challenges and solutions a virtual team faces in achieving partnership at a strategic level
- Explore best practices in transitioning from traditional roles to strategic business partners
- Apply methods used to leverage and develop diverse team skills

Level: Managers and change agents supporting teams

Bio: **George Pavelek** is the owner of Performance Adventures. He facilitates performance improvement solutions for organizations through targeted applications of Human Performance Technology, including high energy workshops and retreats. George has experience as a manufacturing engineer, management development specialist, instructional designer, and trainer. As a performance consultant, he has guided business teams involved in executive leadership, strategic planning, high performance team development, scientific problem solving, process qualification, change navigation, benchmarking conferences, transitions from training to internal performance consulting, and performance based instructional design.

Program At-A-Glance

George is a proud graduate of the College of Education at the University of North Texas. His ongoing self study includes numerous publications on the subject of human performance. He has presented performance workshops at a variety of regional and international conferences. He is a member of the International Society for Performance Improvement and is a Past President of the Dallas - Fort Worth Chapter. George is primary presenter, co-presenter, and panel facilitator at numerous conferences coordinated by the Center for Collaborative Organizations at the University of North Texas, presenter at three conferences offered by the International Society for Performance Improvement, one conference offered by the Credit Union Executive Society, one conference coordinated by Meeting Professionals International, and four People Involvement conferences sponsored by Texas Instruments.

Bio: Andrew Stringer, SPHR is the Senior Vice President of Human Resources (HR) for a global technology company serving the hospitality industry. Andrew is responsible for HR and Organizational Development encompassing seven global offices located in fourteen locations throughout the world. Andrew has spent the past three years developing his leadership team to transition from a traditional HR support role to business partners throughout the enterprise.

Bio: Susan Pavelek Susan Pavelek, CPT leads a global Organizational Development team consisting of team members in four countries in the hospitality/technology industry. Susan's expertise includes leadership and team development, process improvement, performance-based instructional design, strategic job modeling, strategic planning, change navigation, and executive coaching. Susan is a contributing author for *The Collaborative Work Systems Fieldbook: Strategies, Tools, and Techniques* (Pfeiffer, 2003). She served on the board for the DFW chapter of the International Society of Performance Improvement for five years and has presented at the International Conference on Work Teams, Benchmarking High Performance Teams Conference, American Business Women's Association, and the International Performance Improvement Conference. Susan holds a Bachelor of Business Administration in Management from Northwood University, and achieved the designation of Certified Performance Technologist (CPT) in 2003.

1:30-3:00 p.m.

Concurrent Sessions

Verna Allee, Featured Author

Stewart 204

Activating Innovation Value Networks

Objective: In this lively interactive workshop you will master the basic value network modeling language for value network analysis (VNA) and discover how this approach

- Provides an expanded foundation for assessing innovation capacity and the effectiveness of an innovation system.
- Brings fresh questions and insights for addressing the conditions or environment supporting innovation

Program At-A-Glance

- Illuminates the underlying support networks in terms roles and deliverables needed to support innovation networks
- Introduces a simple but powerful language of negotiation for innovation networks to collaboratively define roles and relationships.
- Incorporates value network indicators to assess the health and vitality of innovation capacity and to link innovation network behaviors to financial and non financial indicators
- Provides a powerful visual language for engaging critical stakeholders, fostering connective tissue, and improving innovation capacity.
- Defines the requirements for continuous monitoring and evaluation of innovation value networks.
- Is being used effectively in global corporations, scientific government agencies, and regions in the US and Europe.

Bio: Co-founder and CEO of Value Networks LLC. ValueNetworks.com is the leading provider of value network visualization and analysis applications. Gartner named ValueNetworks.com as a "Cool Vendor" in 2009.

Ms. Allee has more than twenty years of deep experience in value networks, intangibles, knowledge management, and new business models. She has been a trusted advisor to more than 100 Fortune 1000 companies and has led government agencies, civil society organizations and entrepreneurial startups to harness the power of intangible value for increased efficiency and competitive advantage.

Verna is a Fellow of the World Business Academy, advisor to the European Commission, and sits on a number of Advisory and Editorial Boards including Hazel Henderson's *Ethical Markets* television series. She is the author of two books and more than 50 industry articles and papers on value networks and knowledge management.

She began her management career in 1975 as the co-founder of a networked signmanufacturing company. Frustrated by the organizational complexity she found in her early corporate experiences, she organized the new company as a value network – a radical idea at the time. Within five years, the company was handling large installations from Alaska to Florida and revenue had grown to match some of the largest companies in the industry. Determined to carry her insights into global companies, she developed the *ValueNet Works™* methodology, which is a methodological cornerstone in broad use today.

Ms. Allee holds a B.A degree in Social Science and International Business from the University of California, Berkeley and an M.A. in Organizational Leadership and Human Consciousness from JFK University. She is a visiting lecturer at many universities around the world, most notably at the Marshall School of Business at the University of Southern California (Los Angeles), Greenwich University (London), and Hanken Swedish School of Business (Helsinki).

Gina O'Connor	3-Hour workshop continued	Stewart 214 AB
Jane Creswell	3 hr-workshop	Stewart 218 AB

Program At-A-Glance

Coaching for Excellence in Organizations

Abstract: Now more than ever, organizations are stretched to do more with less. Organization coaching is a relatively inexpensive process that organizations can use to tap into the hidden potential of talent already available within the organization. Competent coaching capitalizes on the ways that adults learn to create an environment where innovation can thrive. Coaching can be utilized in a variety of ways throughout organizations of varying sizes. In organizations where a coaching culture exists, the role of coach is not limited to supervisors or human resource professionals. It can be utilized successfully in sales, marketing and communications, research and development, customer service and administration. This session will introduce you to the concepts shared in *The Complete Idiot's Guide to Coaching for Excellence*, a resource being used by organizations interested in creating a coaching culture.

Learning Objectives:

- Define coaching from the perspective of the International Coach Federation and distinguish it from mentoring, consulting and counseling.
- Highlight a basic model for organization coaching and competencies used in excellent coaching conversations.
- Connect coaching competency to innovation and collaboration within teams and organizations.
- Identify key steps involved in creating a coaching culture within an organization.

Bio: Jane Creswell became the first organization coach at IBM and was the founder of IBM Coaches Network. In this preview webinar, Jane will share highlights of how IBM Coaches Network was started and eventually became a formal Community of Practice with over 500 members in more than 26 different countries. Through this network, the benefits of coaching were multiplied in IBM and other organizations that Jane has worked with over the last 12 years.

Jon Cordas, Ph.D

Stewart 218 CD

Innovation research; success patterns

Abstract: Many companies fail when faced with radical technological change. Why do some companies fail and others flourish? This session presents the key success patterns gleaned from decades of innovation research that enable a company to avoid shipwreck and navigate the innovation opportunities of a risky, turbulent, globally competitive sea.

Learning Objectives: At this session, you will learn:

- Why aggressive, innovative, well-managed companies who listen to their customers fail to compete in the face of radical technology change
- Why proven business models and decision making can lead to disaster

Program At-A-Glance

- What's the difference between innovating in established markets and emerging markets
- How an innovative organization is also a learning organization
- How to succeed in capitalizing on radical technology and emerging markets
- Why values and decision criteria make or break success
- How to influence R&D decision making from the ground up

Bio: Dr. Jon Cordas is a business coach and consultant and is currently a lecturer in Organizational Leadership and Supervision at Purdue.

3:30-5:00 p.m.

Concurrent Sessions

Stan Gryskiewicz, Ph.D.

Stewart 204

Featured author, Senoir fellow at the Center for Creative Leadership

Making Creativity Practical: Innovation that Gets Results (CCL) and Positive Turbulence: Developing Climates for Creativity, Innovation, & Renewal (Jossey-Bass).

Overview: Learning communities can be a source for positive turbulence and innovation. The author will review the principles that facilitate positive turbulence, trust, and eventually learning with regard to the management of innovation. These experiences have evolved from a 30 year old community of practice and have resulted in a formulation of guidelines for others seeking to establish similar learning communities. These principles are being captured in a forth coming book about the community's history.

Bio: Dr. Gryskiewicz is a consultant and an international authority in leadership, creativity, innovation and change management. His Ph.D. is in Organizational Psychology from the University of London. Dr. Gryskiewicz had been at the Center for Creative Leadership for 35 years since its inception in 1970. In his last position as Vice President of Global Initiatives, he advised CCL on trends and best practices in the field of global leadership development and innovation and was a member of the US delegation for the Human Resources Working Group for APEC (Asian Pacific Economic Cooperation).

He has worked with numerous companies over the years of his CCL service including American Express, S. C. Johnson, Pfizer, Hewlett-Packard, Scandinavian Airlines, Goodyear, Merck, Bank of Montreal, Norfolk Southern Corporation, Girbaud, and International Paper. Past clients also include The World Bank, the Moscow G.V. Plekhanov Institute of National Economy, the Singapore Productivity and Innovation Board, the Japan Management Association, and the United Nations University International Leadership Academy in Amman, Jordan. In 1993, he was named Senior Fellow, Creativity and Innovation, a special position of honor granted by the Center for Creative Leadership for distinguished service and international recognition in a designated field.

He is president of the organization he founded in 1981 entitled the Association for Managers of Innovation (AMI), which is a network of professionals who manage the innovation process within their respective organizations. The AMI was

Program At-A-Glance

recognized in 2001 by *Fast Company* magazine as a "meeting to never miss" and a "forum for large-scale change." He has published on individual, team, and organizational creativity and innovation.

His thinking on renewal, strategic innovation and proactive change management is captured in his book entitled *Positive Turbulence* and was published in 1999 by Jossey-Bass, currently in its eighth printing. His other works include the production of an award winning videotape entitled *Creativity in Organizations: A Jazz Musicians Perspective (1988)* with trumpeter Bobby Bradford, an edited volume of collected papers on theory, research and applications entitled *Readings in Innovation (1992)*, and his most recent publication, *Making Creativity Practical*, co-authored with Sylvester Taylor (2004).

Dr. Gyskiewicz continues to consult and is currently a board member of the International Student Exchange Program (ISEP), Leadership Advisory Board for The Banff Leadership Centre in Canada, and a board member for a Boston based innovation co-operative entitled Creative Realities.

Brian Bell

Stewart 214 CD

A matrix model for leadership development: How the US Federal government develops executive capability within organizations

Abstract: Developing leaders across the full spectrum of an organization is a difficult challenge. While executives at the senior most levels often set the pace, too often organizations focus on hierarchical models that focus on individual development based on title or position of authority. This presentation illustrates how the US Federal Government is employing state-of-the art, unique program designs that develop leaders from an enterprise minded viewpoint to enhance organizational effectiveness and break down traditional stereotypical barriers that prevent organizations from succeeding.

Overview: In 1999 Vice President Al Gore noted that, "FEI has a respected, rich tradition of training leaders of the future based on the values of our Constitution and has earned a well-deserved reputation as the premier executive education institute in the federal government. The networking and values-based leadership that your organization has developed are critical to this Administration's quest to reinvent government and improve our ability to serve the American public." FEI's 40 year tradition of providing executive development to the senior most leaders in Federal service is one that employs state-of-the art learning theory. Provided in an organizational development construct, FEI's programs harness the best of individual and group development through a robust course curriculum employing lecture, case study, and real-time simulation. Our methodology can be employed in any organization (not just Public Service or government) that suffers from decentralization, continuous change, and crisis management.

Learning Objectives: Are you struggling to create an enterprise-wide leadership mindset in a decentralized, autonomous organization? Do hierarchical boundaries prevent you from developing the full potential of your employees and hi-potential candidates?

Program At-A-Glance

Come see how the US Federal Government is employing state-of-the art techniques to development not only the senior most officials but also those across every spectrum of role and position in government.

- Promote discussion on organizational leadership development
- Demonstrate effective models of developing leaders
- Understand how program design can impact enterprise-wide effectiveness

Levels: This presentation is intended for chief learning officers, organizational development consultants, trainers, and human resources managers and directors, managers and change agents supporting team; Intermediate to Advanced

Bio: Brian is senior faculty at the Federal Executive Institute (FEI) an executive and management development and training center for governmental leaders located on a 14-acre campus near the center of Charlottesville, Virginia. Less than a mile from University of Virginia, FEI is the nation's oldest executive leadership development center having been instituted by President Lyndon Johnson in May 1968. Prior to joining FEI Brian served for more than 11 years in various positions at the University of Virginia (UVA) as well as 10 years in the private sector. Recently he served as the Director of UVA's Leadership Development Center which provides the University's 12,000 academic and administrative faculty and staff with state-of-the-art leadership enhancement programs and organizational improvement consultation. Prior to this role, Brian served with the Dean's Office at the UVA School of Medicine where he supported programs focused on leadership development for clinical and research faculty as well as medical department administrators. Brian also served for seven years as the Associate Director of Career Development at the Darden Business School where he introduced advanced coaching and career education programs designed to place Darden MBA's in Fortune 500 companies. He also served as curriculum design consultant to the Darden School's Executive MBA Degree Program regarding executive coaching and action learning assignments. Prior to working for UVA, Brian served as an internal human resources training and organizational development consultant for employee and workforce development programs at fortune 500 corporations including the DuPont Company, Union Pacific Railroad, and the Campbell Soup Company. Brian is a summa cum laude graduate of the University of Nebraska and holds a BS and MS in Education.

Jane Creswell

3 hr-workshop continued

Stewart 218 AB

Irene Petrick

Stewart 209

Virtual Presentation: India in transition: A view from the field

Abstract: Innovation is a systematic process that relies on individual creativity that is focused on organizational or inter-organizational needs. With the increasing use of open innovation programs, networked innovation across supply chain partners, and global outsourcing, the ability to coordinate activities across organizations and across geographies is paramount. While we have developed organizational policies that support distributed activities, we remain challenged by individual issues. In this presentation, I will explore some of the lessons learned through over 85 hours of interviews and 80 hours of

Program At-A-Glance

formal meetings in India with members of global teams. The presentation will focus on four key themes: (1) the challenges of migrating ideas from East to West; (2) Indian perceptions of failure and their approaches to innovation and creativity; (3) the divergence of thinking between entry, middle and senior Indian leadership; and (4) implications for leadership versus management on global teams that include Indian team members.

Bio: Irene J. Petrick is a Professor of Practice who has been in the College of IST since 2003. Prior to joining IST, she spent three years as an assistant professor of Industrial Engineering. In addition to her professorial activities, she has over 25 years of experience in technology planning, management and product development in both the academic and industrial settings. She is author or co-author on more than 100 publications and presentations.

Dr. Petrick specializes in innovation, technology forecasting, digital roadmapping, and systems management. Recently she has been focusing on global collaboration and supply network effectiveness. While remaining a full-time faculty member, Petrick has received the Boeing Welliver Faculty Fellowship (2005), has been a Computer Sciences Corporation (CSC) Faculty Intern on global assignment in India (Summer 2008), Directed the Enterprise Informatics and Integration Center (2007 to 5/2009) and most recently is working as a Faculty Administrative Fellow with Penn State's Office of Economic and Workforce Development (2009).

Since she joined academia in 2000, Dr. Petrick has been supported by a variety of sponsors in projects valued at over \$5 million, including IBM, Lockheed-Martin, Metal Powders Industry Federation, U.S. Department of Energy, U.S. Marine Corps, National Institutes of Standards and Technology, the PA Department of Environmental Protection and the PA Department of Commerce. She is also actively engaged with companies in their roadmapping and technology strategy activities, including work with ten Fortune 100 companies, the U.S. military, and a wide variety of small to medium sized enterprises.

Thursday, September 17

8:00-8:30 a.m.	Registration	Stewart East Foyer
8:00-9:30a.m.	Breakfast	East and West Faculty Lounge, PMU
8:30-10:00	Concurrent Sessions	

Tim Lovich

Stewart 202

How to be successful in global R&D endeavors

Overview: Session topics will be covered in a manner that will allow for audience participation. Actual examples that illustrate topics found under learning objectives will be employed without compromising confidentiality. Industry specific needs will be matched to

Program At-A-Glance

best practices and open session dialog will allow discussion of positive and negative experiences.

Learning Objectives: Tim has been in project management for over fifteen years in the medial device field. His teams have been involved in global product development for the past ten years and he has experience working with global design services houses and external manufacturers in developing new products marketed around the world. Topics to be covered in this session include:

- Successful use of media
- Team-building
- How to effectively communicate with other cultures
- How to adapt business approaches when working globally
- Other lessons of best practices

Bio: Tim Lovich , Ethicon, Inc./Ethicon Endo-Surgery, Inc.

1987 – Present

Positions held:

- Project Director / Team Leader, R&D (October 1994 – Present): Responsible for team-based project management in Mechanical and Emerging Markets Franchises.
- Interim Coordinator, R&D (August 1993 – September 1994): Responsible for team-based project management associated with Internal Stapling Team.
- Technical Services Manager, Operations (May 1992 – July 1993): Responsible for complete technical support for Circular, Linear, and Linear Cutter stapling devices located at the Cincinnati and Albuquerque facilities.
- Manufacturing Manager, Operations (December 1987 – April 1992): Accountable for manufacturing aspects associated with Access, Circular, Linear, and Linear Cutter product lines at the Cincinnati facility.

Prior to work at Ethicon, Tim was employed by Senco Products/SenMed from 1977-1986

- General Foreman, Operations (May 1982 – November 1987): Accountable for manufacturing aspects associated with Circular, Linear, and Linear Cutter product lines at the Cincinnati facility.
- Manufacturing Engineer, Operations (September 1980 – April 1982): Responsible for production support and technical troubleshooting for External and Internal stapling devices at Cincinnati facility.
- Production Supervisor, Operations (August 1978 – August 1980): Accountable for production line supervision for External and Internal stapling devices at the Cincinnati facility.
- Supervisory Assistant, Operations (February 1977 – July 1978): Supervisory apprenticeship in Tool Assembly area for Senco Products, and Medical Manufacturing for SenMed at the Cincinnati facility.

Program At-A-Glance

- EDUCATION: PURDUE UNIVERSITY – Bachelor of Science – Supervision (currently named Organizational Leadership & Supervision - OLS), 1977

John Mattone

Stewart 206

Predictive Management: A leader's guide to managing and measuring human capital "Leading Indicators"

Learning Objective: In the face of challenging economic times, CEO's and senior leaders must grab competitive advantage. A company's Talent Leadership Value Proposition (TLVP) is critical in achieving competitive advantage. The TLVP is the holistic sum of a company's: (1) talent acquisition & deployment; (2) talent development; (3) talent benchmarking; and (4) talent affirmation practices. These elements need to be well thought out, believed in, communicated, executed, and measured continuously. A great TLVP is very predictive of various levels of operating results such as: engagement and retention levels as well as revenue, profitability and quality results. This session will provide attendees with a model for understanding human capital "predictive management" as well as case study results from our work at AlignMark. Very powerful, engaging and dynamic. Each attendee will receive a hand-out as well as a 30 page research white paper co-authored by John Mattone that will reinforce the session and provide a powerful, realistic road map for implementation of the session's learnings.

Bio: John has over 27 years of experience in the human capital/talent management industry, as an entrepreneur building a successful human capital firm, as an executive of a multi-million dollar global human resources consulting firm and as a professional well-versed in all areas of employee assessment, development and retention. Prior to rejoining AlignMark in the role of Vice President of Sales, he was Senior Vice President, Sales for TalentKeepers, Inc. Prior to this role, he was Vice President, Sales and Marketing, Northeast for Drake Beam Morin, the global outplacement and human capital firm. In this role he was responsible for expanding DBM's customer base and product/services offerings by developing and implementing a sales and marketing vision and strategy, leading a team of 19 sales and marketing professionals and administrative staff. Under John's leadership, revenue grew tremendously and he achieved average operating income of 35% during that period. Prior to DBM, John was Regional Sales Manager for AlignMark, a division of the Thomson Corporation, a multi-billion dollar global e-information and solutions company serving the business and professional marketplace. In this role, he was responsible for leading a team of professional salespeople and managing several key client relationships. . Before joining AlignMark, John spent 10 years building a successful human capital consulting firm, Human Resources International. He delivered over 1000 professional speeches to various corporate and association groups worldwide during that time and authored two books, "Positive Performance Management" and "Success Yourself: Using the Enneagram to Unleash Your Personal and Professional Potential". John and his team consulted with such organizations as Florida Power and Light, Canadian Broadcasting Corporation, Nestle, and others. John is a seasoned executive coach, having coached and counseled hundreds of executives on strategies for achieving personal and professional success. John holds a B.S. degree in Management and Organizational Behavior from Babson College and an M.S. degree in

Program At-A-Glance

Industrial/Organizational Psychology from the University of Central Florida. He is a member of numerous professional associations including the Society for Industrial and Organizational Psychology and the New England Society for Applied Psychologists.

Bill Bellows 3-hour workshop

Stewart 204

Thinking about Kaizen: A systems view

Abstract: Systems Thinking is one of the cornerstones of Lean, but how many of us really understand what it means to be an "enterprise thinker?" In the new economy, the proficient utilization of thinking will be a necessary condition; fundamental to business competitiveness. The aim of Enterprise Thinking is to elevate the consciousness of individual and collective thinking about sub-systems, variation, knowledge, numbers, interactions and thinking patterns.

Are the following sufficient to be successful in the future?

- Continuous Improvement
- Reducing Cost, Waste, Inventory, Variation, etc
- Talking about "Working Together"
- Striving for "Zero Defects"
- Striving for "Zero Waste"
- Striving for "Satisfaction"
- Using Metrics for Alignment*

Among the topics of discussion will be the concepts of "better thinking about thinking" and "thinking together." A deeper understanding of these ideas and examples of their everyday use will provide direction for organizations to learn together and work together in new ways. This session will introduce you to these ideas through a series of questions that are specially selected to create awareness of a new approach to working together, learning together, and thinking together. The presentation will introduce the potential energy of integrating the management theories and thinking of W.E. Deming, Peter Senge, Edward De Bono, Genichi Taguchi, Taiichi Ohno, and others. Participants will leave with a renewed curiosity about the interdependencies of our enterprise, and new ways of thinking about value and waste.

Learning Objectives: 1 - The limitations of the popular focusing on customer satisfaction and striving to reduce variation, defect rates, costs, and waste

2 - The opportunities for moving from the "Old Economics" of the quality of *parts* to the "New Economics" of the quality of *relationships*

3 - Why Genichi Taguchi's *Quality Loss Function* is a "better description of the world"

4 - An explanation of the limitations of continuous improvement and why continuous investment is a better business strategy

5 - An invitation to learn more about efforts underway for 15 years at Pratt & Whitney Rocketdyne to bring the ideas above in to daily practice

Bio: Bill Bellows is an Associate Fellow in the Enterprise Thinking Network at United Technologies' Pratt & Whitney Rocketdyne business unit in Canoga Park, where he is known for his efforts to provide insights to the advantages of thinking together, learning together, and working together. Audiences for his classes have also reached after-school program in elementary schools, graduate students at Northwestern University, as well as corporate, university, and public classes across the United Kingdom.

Program At-A-Glance

Away from work, Bill serves as president of the In2:InThinking Network, and as a board member of the W. Edwards Deming Institute, the Volunteers of America – Los Angeles chapter, and the American Youth Soccer Organization in Valencia. He lives in Valencia with wife, Monica, and their two teenaged children, Allison and Wilson.

10:00-10:30

Break

10:30-noon

Concurrent Sessions

Bill Bellows

3-hour workshop continued

Stewart 204