



Connected  
Commons



2018 Fall Summit

# Creating the Agile Organization

October 9<sup>th</sup> and 10<sup>th</sup>

Hosted by Workday in Pleasanton, California

# ABOUT THE CONNECTED COMMONS

## Our Mission

We believe that in an interdependent world, networks are the organizing principle of our social and work lives. We seek to develop network ideas that advance the performance and well-being of individuals, organizations and society as a whole. The Connected Commons is a not-for-profit community of academic and business leaders who collaborate through an intentional network to pioneer research and build personal and organization capabilities in social network science.

## Our Members

Consistent with the purpose-built networks that are transforming the nature of business, the Connected Commons is an intentional network dedicated to developing the research, relationships and resources that enable individuals and organizations to thrive in the *connected economy*.

We appreciate the dedication and commitment of our members. Representative member organizations include:



## Our Summit Sponsors

We thank our partners, who have helped to sponsor this Summit.



# Summit Schedule at a Glance

## October 9<sup>th</sup>

Day One is designed for and open to all business leaders and professionals who want to understand the latest thinking and application of social network science to create the Agile Organization.

Time	Session	Speaker
1:00	Welcome & Commons Overview & Agenda	<b>Greg Pryor</b> , Workday
1:15	Creating Agility through Networks	<b>Dr. Rob Cross</b> , Babson College
2:00	Inventing the Future through Fearlessness	<b>Dr. Amy Edmondson</b> , Harvard Business School
2:45	Network Activity One	
3:00	Reinventing Work in a Post-Industrial Age	<b>Dr. John Boudreau</b> , University of Southern California
3:45	Network Activity Two & Wellness Break	
4:00	Friction & Scaling Up Excellence	<b>Dr. Bob Sutton</b> , Stanford University
4:45	Accelerating Innovation in Adaptive Space	<b>Dr. Michael Arena</b> , General Motors
5:30	Reflection and Wrap-Up	<b>Dr. Rob Cross</b>
5:45 7:00	Community Cocktail Hour and Networking Dinner	

## October 10<sup>th</sup>

Day Two is an applied design working session for the Connected Commons community members to discuss, explore and co-create the Agile Organization network-driven solutions through application of key lessons introduced by the Day One speakers and hands-on experience using the Commons' network tools and resources.

Time	Session	Speaker / Session Description
8:30	Day 2 Welcome	Dr. Rob Cross
9:00	Discovery Zone	Choose three of ten topics where you can engage directly with industry experts to explore and experiment with the applications of network tools and resources available to you through the Connected Commons.
10:45	Network Break	
11:00	Development Zone	Choose one of seven topics and work collectively with your peer cohort to understand, explore and design a network-inspired solution to an organizational challenge. Your cohort will co-create a solution blueprint and you'll leave with a new peer network that you can leverage during your next Agile Organization journey in your own organization.
12:00	Lunch	
1:00	Development Zone	
3:00 3:30	Look Ahead and Closing	Dr. Rob Cross



DAY  
1

October 9<sup>th</sup>  
1:00 – 7:00

Day One is a power-packed half-day designed for **ALL** business leaders and professionals who want to understand the latest thinking and application of social network science to create the Agile Organization from the world's top academic and applied thought-leaders on this increasingly critical topic.

## Creating Agility through Networks



**Dr. Rob Cross**

*Edward A. Madden  
Professor of Global Business  
Babson College*

The collaborative intensity of work has increased—80-95% of time is spent on collaborative activities such as phone, email or meetings—yet organizational paradigms have not shifted to align with this change. Talent management processes (on-boarding, workforce planning, performance management and compensation), technologies that drive analytics, and formal organizational design (hierarchy, process, role design and decision-rights) mask inefficiencies created by rigidity and an uneven collaborative utilization of talent. Culture, which traditionally was somewhat uniform, is now primarily driven locally, revealing targeted opportunities to drive cultural change.

Dr. Rob Cross is the Edward A. Madden Professor of Global Business at Babson College and one of the world's leading experts in organizational network analysis. For almost twenty years and across more than 300 organizations, Rob's work has focused on managing social networks intentionally to drive innovation, and improve organizational performance and personal effectiveness. Rob is the author of three books on Social Network Science and numerous articles that have appeared academic and business publications.

## The Fearless Organization



**Dr. Amy Edmondson**

*Novartis Professor of Leadership  
and Management  
Harvard Business School*

This session will explore the challenge of speaking up and teaming up in today's knowledge-intensive workplace. For an organization to thrive in a world where innovation makes the difference between success and failure, it is not enough to hire smart, motivated people. Knowledgeable, skilled, well-meaning people cannot always contribute what they know at that critical moment on the job when it is needed. In most workplaces today, people are holding back far too often – reluctant to say or ask something that might somehow make them look bad. We will look at – and learn from each other to deepen – leadership practices that create psychological safety for voice and teamwork.

Dr. Amy Edmondson is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions that lead to the creation of successful enterprises that contribute to the betterment of society. Amy studies teaming, psychological safety, and leadership. Her articles have been published in numerous academic and management outlets and she is the author of four books.



# Reinventing Jobs to Align with the Evolving Nature of Work



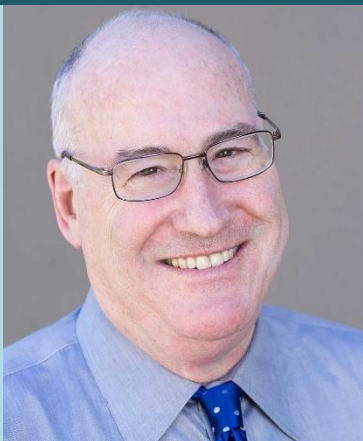
**Dr. John Boudreau**

*Professor of Management and Organization and Research Director at the University of Southern California's Marshall School of Business and Center for Effective Organizations*

How do we, as leaders, stay on top of the fast-evolving technological trends that are changing how we manage talent? Boudreau will introduce his ground-breaking research that identifies a structured four-step approach: deconstruct, optimize, automate and reconfigure. With this approach to reinvent how work gets done, by bundling jobs to create optimal human-machine combinations, organizations can achieve higher performance.

Dr. John W. Boudreau, Professor and Research Director at the University of Southern California's Marshall School of Business and Center for Effective Organizations, is recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage. John consults and conducts executive development with companies worldwide that seek to maximize their employees' effectiveness by discovering the specific strategic bottom-line impact of superior people and human capital strategies. He has published more than 200 books and articles.

## The Friction Project



**Dr. Bob Sutton**

*Professor of Management Science  
Stanford Engineering School*

This session reviews highlights of the "Friction Project," Dr. Bob Sutton's ongoing effort with Huggy Rao to understand why some things in organizations are too difficult to do, why some are too easy, and what leaders can do about it. Sutton will discuss causes of destructive friction including executive magnification, misguided incentives for addition, silos, out-of-synch rhythms, and technical and organizational debt. He will focus on behaviors, positions, and people that pile unnecessary overload on colleagues and customers—and what can be done to dampen the resulting friction, frustration, and fatigue.

Dr. Bob Sutton is Professor of Management Science and Engineering at Stanford University. He co-founded the [Stanford Technology Ventures Program](#) and the [Hasso Plattner Institute of Design](#) ("the d school"). Bob studies organizational change, leadership, innovation, and workplace dynamics. He has published over 150 articles and chapters and written seven books, including national bestsellers. Bob's current focus is in on causes, drawbacks, and virtues of organizational friction. His web site is [www.bobsutton.net](http://www.bobsutton.net) and he tweets @[work\\_matters](#).

# Accelerating Innovation in Adaptive Space



**Dr. Michael Arena**  
*Chief Talent Officer*  
*General Motors*

In today's disruptive environment, organizations must respond to change instantly and effectively or risk being displaced. This session will explore how organizations can transform themselves into agile organizations by enabling individual employees to connect and create across networks, unleashing creative potential. Based on hundreds of interviews and a groundbreaking study of highly adaptive companies, Dr. Michael Arena will present a model for how you can reinvent your company.

Dr. Michael J. Arena is the Chief Talent Officer at General Motors where he has been applying social network science to lead GM's innovation and transformation efforts. Michael is the author of a new book, *Adaptive Space*, where he describes his groundbreaking research which won the 2017 Walker Prize from *People + Strategy*. Michael's thought leadership has been featured in many top business publications. Michael teaches in Penn's Masters in Organizational Dynamics program and acts as a design thinking coach within the Stanford d School. He also spent two years as a visiting scientist within MIT's Media Lab and served as a Senior Vice President of Leadership Development at Bank of America.



## New Network Social & Dinner

### Connect with the world's thought-leading practitioners...

Our event wouldn't be complete without a chance to socialize and network with the world's most innovative leaders on social network science!

All Day One participants are welcome and encouraged to join us at Workday for a New Network Social and Dinner.





DAY  
2

October 10<sup>th</sup>  
8:30 – 3:30

Day Two is an applied working session for members to discuss, explore and co-create Agile Organization network-based solutions by applying the first two practices of the 4D Framework introduced by Dr. Michael Arena in *Adaptive Space*.

## Discovery Zone

The Discovery Zone is an opportunity to trigger novel ideas, new insights, and learning that leverages the power of brokers and challengers. Inspired by the spirit and sensibility of a middle school science fair, Connected Commons members choose three interactive sessions where they can more deeply explore the Connected Commons research and resources being pioneered by thought-leaders at the world's most progressive organizations.



RESEARCH

### Network Research Enabling Gender Inclusion



Inga  
Carboni  
  
William & Mary  
University

William and Mary Professor Inga Carboni will discuss and explore early insights of our research on the application of network strategies to improve gender inclusion. Analysis of network analysis data has uncovered important patterns that we believe can be applied to improve workplace inclusion.



TOOLSET

### Learning Program that Enables and Retains New Hires



David  
Sylvester  
  
Booz Allan  
Hamilton

Booz Allen Hamilton's Director of Global Learning & Development, David Sylvester, will overview the **Rapid On-Boarding and Retention through Networks Course** and share how they have been applying the co-developed learning program to architect and accelerate new joiner connections to improve retention and productivity.

RESEARCH



### Learning Initiatives that Replicate High Performer Collaborative Practices



Leah  
Alibozek  
  
Cigna

Cigna's Director of Cigna University, Leah Alibozek, will review and discuss research and resources including the **Personal Networks Course and Resources (activity cards, resource center and assessment)** that they have helped pioneer at Cigna to help leaders at all levels innovate, execute and thrive.

RESEARCH



### Research and Resources to Drive Innovation through Networks



Michael  
Arena  
  
General  
Motors

General Motor's Chief Talent Officer, Michael Arena, will share and discuss the research that resulted in his new book *Adaptive Space*. Michael will share the research, describe how the research can be applied to innovation networks, explain key frameworks, and review the new **Agility Assessment**.



TOOLSET

### Assessment & Activities Helping to Reduce Collaborative Overload



Dan  
Ranta  
  
General  
Electric

General Electric's Knowledge Management Leader, Dan Ranta, will share and discuss how to apply the **Collaborative Overload Card Activity and Assessment** to help leaders, professionals and teams reduce collaborative overload.



## Discovery Zone



TOOLSET

### Understanding Network Analysis for Business Performance Program



Rob Cross

Babson  
College

Babson College Professor Rob Cross will provide an overview of **Network Analysis for Business Performance Program** that provides the foundational skills for designing, conducting and managing organizational network analyses.

RESEARCH



TOOLSET

### Activities & Resources for Helping Accelerate Transitions



Karrie  
Wainscott

Workday

Workday's Global Talent Management Director, Karrie Wainscott, will share and discuss the research and resources on how to apply the **Transition Activity Cards and Resource Center** to help leaders and professionals quickly and effectively transition into new roles.



TOOLSET

### New Tool for Unleashing Hidden Assets & Nurturing Networks



Carrie  
Bevis

Deloitte

Deloitte's Carrie Bevis will preview the newest Connected Commons **Hidden Assets** tool that will enable Connected Commons members to link to previously unknown expertise and nurture purpose-built networks. This online tool takes the Hidden Assets activity to the next level.

RESEARCH



TOOLSET

### Research & Activities for Helping Others Thrive at Work



Phil  
Wilburn

Workday

Workday's Global Talent Management Director, Phil Wilburn, will share and discuss the Connected Commons latest research and resources (activity cards, resource center and assessment) on how to enable leaders to **Help Others Thrive at Work**.



RESEARCH

### Agility at Point of Execution



Chris  
Fussell

McChrystal  
Group



Mike  
Benson

General  
Mills

McChrystal Group President and former Navy SEAL, Chris Fussell, will join General Mills' VP of Talent & Organization Capabilities, Mike Benson, to share and discuss the latest research and practical application of agility at the point of execution.



TOOLSET

### Understanding & Accessing Resources on the Commons Website



Greg  
Pryor

Workday

Workday's SVP, People & Performance, Greg Pryor, will provide an in-depth tour of the Connected Commons public and member websites to reveal the wealth of resources and tools readily available online.



# Development Zone

The Development Zone facilitates idea elaboration and refinement, leveraging the power of connectors and energizers. In the Development Zone, you will choose one of seven topics to work collectively with your peer cohort to understand, explore and design a network-inspired solution to an organizational challenge. You will leave this session with a new peer network that you can leverage in your Agile Organization journey in one of these seven critical imperatives.

## Teams and Agility at the Point of Execution



Join social network thought-leader Professor Rob Cross and *Team of Teams* co-author Chris Fussell for an in-depth dialogue of how members of the Connected Commons community are applying social network science to enable agile teams to execute the most critical business imperatives.



**Rob Cross**

Babson  
College



**Chris Fussell**

McChrystal  
Group

## Using Networks to Advance Gender Inclusion



Join Ford Motor Company's Chief Talent Officer Julie Lodge-Jarrett and William & Mary Professor Inga Carboni for an in-depth dialogue of where members of the Connected Commons community are applying social network science to advance gender inclusion in the workplace.



**Julie Lodge-Jarrett**

Ford Motor  
Company



**Inga Carboni**

William & Mary  
University

## Nurturing Networks in Leadership Development



Join Bill and Melinda Gates Foundation's Global Head of People and Organizational Potential and Deloitte's Carrie Bevis for an in-depth dialogue of where members of the Connected Commons community are applying social network science to improve the effectiveness of Leadership Development efforts.



**Chris Ernst**

Bill & Melinda  
Gates  
Foundation



**Carrie Bevis**

Deloitte  
Consulting

## Innovation and Cultural Agility



Join General Motors Chief Talent Officer and author of the new book *Adaptive Space* for an in-depth dialogue of where members of the Connected Commons community are applying social network science to drive innovation and improve cultural agility.



**Michael Arena**

General  
Motors

## Leveraging Networks to Accelerate Scale Change



Join Workday's Global Talent Management Director Phil Wilburn and the Center for Creative Leadership Senior Research Faculty Kristin Cullen-Lester for an in-depth dialogue of how members of the Connected Commons community are using social network science to quickly scale their organizational impact.



**Phil Wilburn**

Workday

## Talent 3.0 in the Age of Agility



Join Workday's Talent Management Director and People & Performance SVP Karrie Wainscott and People & Performance SVP Greg Pryor and for an in-depth dialogue of where members of the Connected Commons community are applying social network science to transform their talent practices to usher in the new age of organizational agility.



**Karrie  
Wainscott**

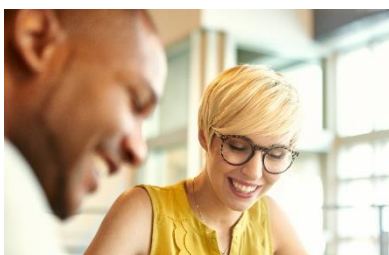
Workday



**Greg Pryor**

Workday

## Leveraging Network Analysis for Business Results



Join W. L. Gore & Associates' Global Statistics Team Leader Willis Jensen for an in-depth dialogue of how members of the Connected Commons community are applying organization network analysis to evaluate people and results.



**Willis Jensen**

WL Gore



## Summit Location



The event will be held at Workday in Pleasanton, California.

Day One will be held at 5928 Stoneridge Mall Road and Day Two at 6110 Stoneridge Mall Road.

**DAY 1**

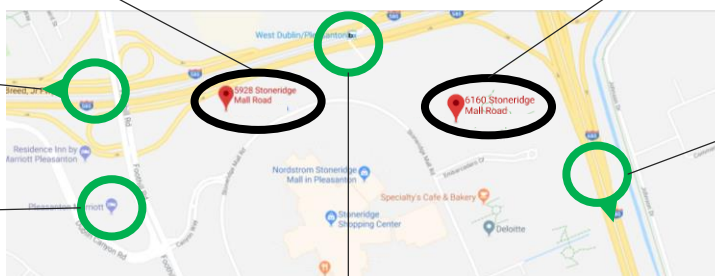
**5928 Stoneridge Mall Road  
Pleasanton, CA 94588**

**6110 Stoneridge Mall Road  
Pleasanton, CA 94588**

**DAY 2**

60 – 90 minute drive  
from downtown San  
Francisco

10 minute walk to the  
Pleasanton Marriott



45 – 75 minutes drive  
from Silicon Valley  
(San Jose Airport) or  
Palo Alto

5 minute walk from the West Dublin / Pleasanton BART Station for public transit from San Francisco

## Lodging

The Pleasanton Marriott is a convenient five- ten minute walk from Workday.

Pleasanton Marriott  
11950 Dublin Canyon Road  
Pleasanton, CA 94588 US  
[800-305-2236](tel:800-305-2236)



## Registration

DAY	PARTICIPANTS	COST
<b>Day 1 Only</b>	All leaders and professionals are welcome to join us to hear from amazing thought-leaders	\$ 300
<b>Day 1 &amp; 2</b>	Connected Commons and i4cp members	\$ 600
<b>Day 1 &amp; 2</b>	Non Members - These seats are assigned by invitation only.	\$ 850

**REGISTER**