The Center for Effective Organizations (CEO) plans a future certificate program in Strategic Human Resources Management and Organizational Effectiveness. The program will be aimed at mid-level, high-potential HR executives, and will include an integrated curriculum that focuses on vital competencies for those aspiring to careers in strategic HR. CEO seminars such as Leadership Development, Organization Design, Implementing Change, Strategy Analysis, and HR Metrics & Analytics will count toward credit for the certificate.

CEO seminar faculty are recognized, global thought leaders in the areas of organizational effectiveness and design, HR strategic excellence, leadership, talent management, and measurement and analytics. Their teachings draw on extensive field research and the practical application of these research findings in many of today’s leading companies. CEO’s certificate program offers participants a useful perspective and the expertise and knowledge gained from over 25 years of CEO’s research. Corporate ‘best practices’ and real-life experiences from company presenters are incorporated into the program.

The Implementing Change in Organizations workshop can be taken as a stand-alone program or it can be taken as part of CEO’s new Certificate in Strategic Human Resources Management and Organizational Effectiveness. For additional information regarding the certificate program, please call CEO at (213) 740-9814.
Almost all organizational activity entails change implementation—and in today’s dynamic environment, complex, strategically critical change comes fast and furiously. A change implementation capability is a performance imperative and a key competitive advantage—yet the track record is poor. Many organizations fail to achieve the intended outcomes of expensive and extensive change efforts. Achieving intended outcomes in an accelerated fashion has proven especially elusive. There is no silver bullet—but:

• understanding the principles that lead to learning and change in an organizational system can help harness peoples’ energy to create a critical mass of change events and changed organizational features

• understanding the stages of change can underpin a disciplined implementation process that simultaneously allows for and capitalizes on locally emerging and centrally planned activities
The objectives of this workshop are to:

• introduce and provide practice with a well-researched change management process that has worked for many organizations across a broad variety of change efforts

• provide frameworks and describe interventions to guide changes as diverse as restructuring, the introduction of new capabilities, and the implementation of new processes and programs

• share real-life experiences with other participants and internationally renowned faculty

• provide executives, managers, and consultants with the tools and processes necessary to diagnose the change situation and bring about desired change.

Based on research and experience with a broad cross-section of organizations, this hands-on, tool-driven, and experiential workshop prepares participants to lead complex change processes. The workshop draws on the internationally recognized research staff at USC’s Center for Effective Organizations, renowned faculty from USC’s Marshall School of Business, and practitioners who share their real-life experiences.
The workshop addresses such critical questions as:

• How can we manage and accelerate complex change?

• What does a “change capability” look like?

• How can multiple stakeholders be enlisted in the change process?

• What is resistance to change and should I worry about it?

• How do I leverage politics and power to accomplish change?

• How can I make culture an enabler of change?

• What role does learning play in change?

• Should change happen “all at once” or “a piece at a time?”

• How do I keep change on track (or what do I do if it goes off track)?

Agenda

DAY 1: AM
- Introductions & Overview
- Models of Change Management
- Types of Change
- Exercise

DAY 1: PM
- Planning for Change
  - Managing Politics
  - Thinking About Resistance
  - Activity Planning
  - Visioning
  - Creating Accountability for Change
- Cocktail and Dinner Reception
- Change Simulation Exercise (after dinner)

DAY 2: AM
- Managing Routine Change
- Evaluating Change Effectiveness—Is There an ROI?

DAY 2: PM
- Managing Complex Change
- Building Change Capabilities

DAY 3: AM
- Company Case Study on Change
- Change and Performance
Susan Mohrman is Senior Research Scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. Her research and consulting pertain to innovative forms of organization, team-based organizations, organizational change and learning with emphasis on the implementation of new designs, and organizational design processes. Her books include *Creating a Strategic Human Resources Organization* (with Edward Lawler). She has served on the Board and been a knowledge partner to the Human Resource Planning Society.

Chris Worley is a Senior Research Scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He is also an Associate Professor of Management at Pepperdine University. Between 1997 and 2005, he was Director of the Master of Science in Organization (MSOD) program at Pepperdine University. He was awarded the Luckman Distinguished Teaching Fellowship between 1995 and 2000. He is past chair of the Academy of Management’s Organization Development and Change Division. His two books—*Integrated Strategic Change: How OD Builds Competitive Advantage* and *Organization Development and Change*—are the leading books on organization development and strategic change. His most recent book, co-authored with Ed Lawler, is entitled *Built to Change* and will be published in early 2006. In addition to his publishing and teaching, Chris is an active consultant in the area of organization change. His recent clients include Microsoft, BP, American Healthways, the State of California’s correctional system, and Intel. His consulting activities are complemented by more than fifteen years of management experience in academic, for-profit, and government organizations.
Registrations are accepted in order of receipt. Space is limited.

The registration deadline is March 13, 2006. To register, complete and return, by fax or mail, the registration form at the back of the brochure.

CANCELLATIONS: On or before March 13, 2006 the cancellation fee is $200. After that time 50% of the fee will be refunded.

Registration Fee
$2,350 per person / Sponsor Company
(See page 7 for sponsor list.)
$2,950 per person / Non-Sponsor Company

Payment in advance is required. We accept Visa, MasterCard, and Discover Card. (Sorry, the University does not allow us to accept American Express). If paying by credit card, please complete and sign the credit card payment section on the registration form. Checks should be made payable to the Center for Effective Organizations. If paying by check, please fax your registration in advance and send the original form with your check.

Hotel Accommodations
(Hotel Reservation Deadline: March 13, 2006)

Hotel reservations should be made by the participant. Reservations can be made by calling the hotel directly at (310) 823-1700 or call the Ritz-Carlton Worldwide Reservations Center at (800) 241-3333.

A block of rooms has been reserved at the Ritz-Carlton, Marina del Rey, at a special rate of $199/single per night. In order to receive this special rate, you must mention CEO/USC. These rooms are available on a first-come, first-served basis until all rooms in the block have been reserved or until the reservation deadline of March 13, 2006. Room accommodations booked after the deadline or outside of the block are subject to hotel availability and prevailing rates.

The Ritz-Carlton, Marina del Rey, is Los Angeles’ only AAA Five-Diamond waterfront hotel—located directly on the Marina, overlooking the Pacific Ocean. Every guest room features a panoramic view of the Marina. The hotel is approximately 10 minutes from Los Angeles International Airport (LAX) and within close proximity to Santa Monica, Beverly Hills, and Hollywood.

Location/Schedule
We will meet at the Ritz-Carlton Hotel, 4375 Admiralty Way, Marina del Rey, CA 90292. Phone: (310) 823-1700; Fax: (310) 823-2403. Continental breakfast and lunch are served each day. There is a cocktail and dinner reception on Wednesday, April 5. Dinner will include a change simulation exercise. The last day will conclude at approximately 12:00 noon.
Airport Shuttle/Taxi
Cab fare from Los Angeles International Airport (LAX) to the Ritz-Carlton, Marina del Rey, is approximately $20 one-way. Two shared-ride van companies, Prime Time Shuttle and SuperShuttle, operate out of LAX. These vans pick up passengers on the lower/arrival level islands in front of each terminal under the orange “Shared Ride Vans” sign. Service representatives at the van stop will assist you. Cost is approximately $13 one way. For Prime Time Shuttle information and reservations, call (800) 733-8267 or visit their website at www.primetimeshuttle.com. Prime Time online reservations must be made at least 8 hours prior to the time that is requested for travel. Last-minute reservations may be made by calling 1-800-RED-VANS or (310) 342-7200. For SuperShuttle information and reservations, call (800) 258-3826 or visit their website at www.supershuttle.com. SuperShuttle return reservations must be made 24 hours in advance.

Parking
Parking is available at the Ritz-Carlton at a special rate of $14 per day for overnight guests and $6 per day for day guests.

Attire
Dress for the conference is business casual.

More Information?
Call (213) 740-9814 or e-mail Annette Yakushi at ayakushi@marshall.usc.edu
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Sponsor list subject to change.
Registration Form

Registration Deadline: March 13, 2006

Registration Fee
$2,350 per person / Sponsor Company (See page 7 for sponsor list.)
$2,950 per person / Non-Sponsor Company

Please type or print clearly
☐ Dr. ☐ Mr. ☐ Ms.

Full Name

Name Preferred on Name Tag

Title

Company

Mailing Address (please include mail code)

City  State

Zip  Country (if other than USA)

Telephone  Fax

E-mail Address

Please complete the following information:
☐ I will / will not ☐ attend the cocktail/dinner reception on April 5.

Please select one: I prefer: ☐ Beef  ☐ Chicken/Fish  ☐ Vegetarian

Method of Payment: Payment in advance is required.

☐ Check made payable to the Center for Effective Organizations. If paying by check, please fax your registration in advance and send the original form with your check.

☐ Visa  ☐ MasterCard  ☐ Discover Card
(Sorry, the University does not allow us to accept American Express).

Please provide your credit card information and sign below.

Card Number  Expiration Date

Cardholder’s Signature

Name on Credit Card

Return Registration Form To:
Implementing Change in Organizations Workshop
Center for Effective Organizations
Marshall School of Business
University of Southern California
Los Angeles, CA 90089-0806
Phone: (213) 740-9814
Fax: (213) 740-4354

For CEO Use Only:
Date entered: 
Acknowledged: 
Packet Information: 
Cancellation Date: 

Implementing Change in Organizations

APRIL 5-7, 2006