

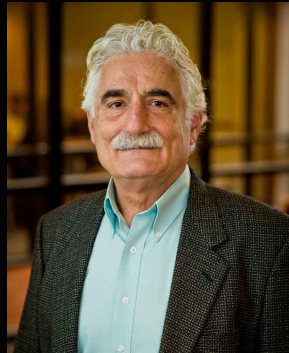


Denison 2022 Global Forum: Building Culture & Leadership for the Future

The Denison Consulting Forum Team



Dr. Daniel Denison
Chairman &
Founding Partner



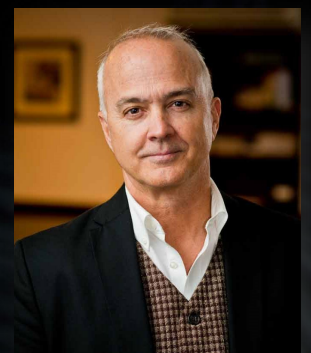
Nabil Sousou
Partner & VP
Global
Business
Development



Dr. Bryan Adkins
CEO, Partner
& Senior
Consultant



Dave Kirchoff
President &
Senior
Consultant



Jay Richards
Senior
Consultant



Valerie Thomas
VP, Consulting
Services



Karen Jones
Managing
Director, UK,
Ireland &
Nordics



Dr. Margaret Gorman
VP, Sales &
Marketing



Zach Merfert
Managing
Director,
Denison
Europe



Raul Gomez
Culture
Change
Advisor



Michael Schwendeman
Director, Research
& Development



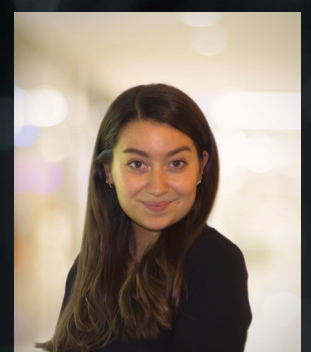
Dr. Gayatri Pandit
Enterprise
Solutions
Productization
Director



Meredith Grzyb
Associate
Consultant



Austin Adams
Director of
Innovation



Nellie Stansbury
Director of
Global
Branding &
Marketing

Today's Speakers

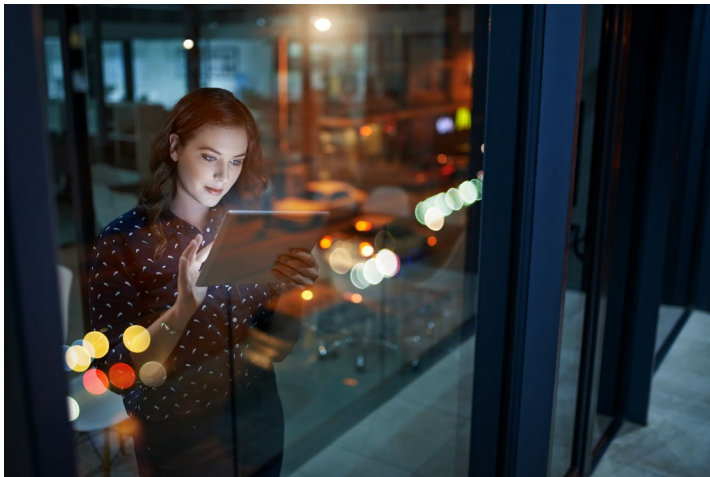


Dr. Daniel Denison
Chairman & Founding Partner



Dr. Gayatri Pandit
Enterprise Solutions
Productization Director

What's Happened This Past Year



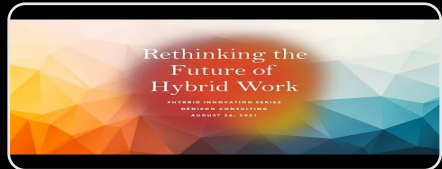
Support Ukraine: www.toukrainewithlove.org

#HybridInnovations Series



Strategic Choice in Hybrid Work

Bryan Adkins
Margaret Gorman



Rethinking the Future of Virtual Work

Dr. Daniel Denison
Dr. Rhonda Jones (U.S. EPA)
Dr. Vicki Brown (U.S. Dept. of the Interior)



The 3 Cs: Collaboration, Clients & Culture

Dr. Daniel Denison
Dr. Julian Birkinshaw (London Business School)



Return to the Office, Hybrid Models & Team Engagement

Dr. Daniel Denison
Dr. Tracy Brower (Steelcase, Forbes & Fast Company)



10 Things You Should Know About Hybrid Innovations

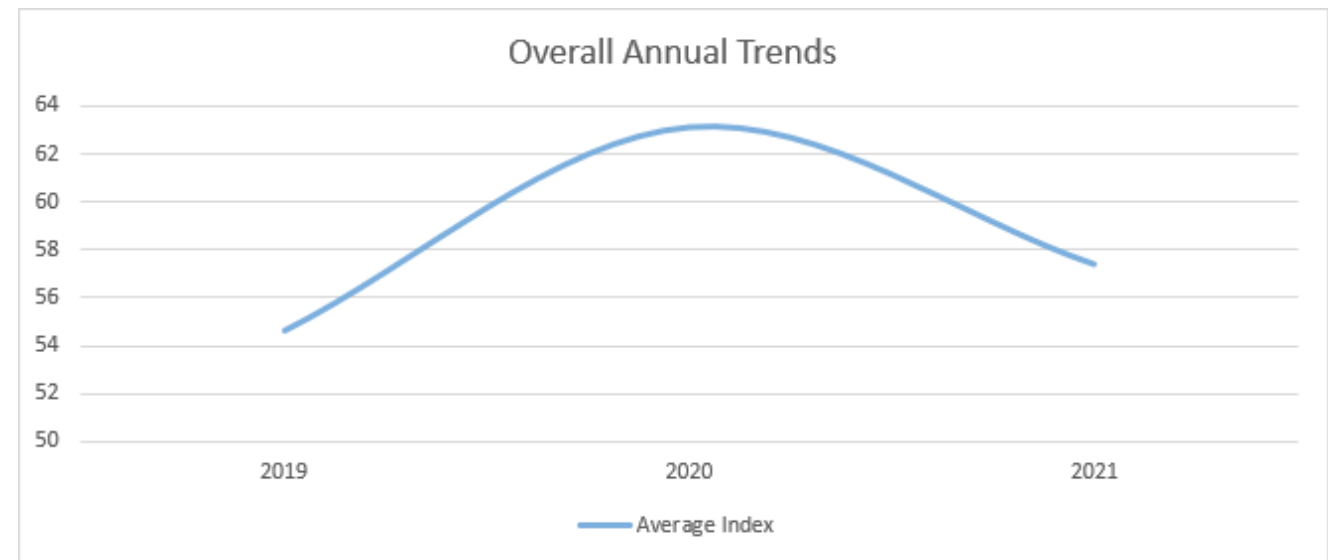
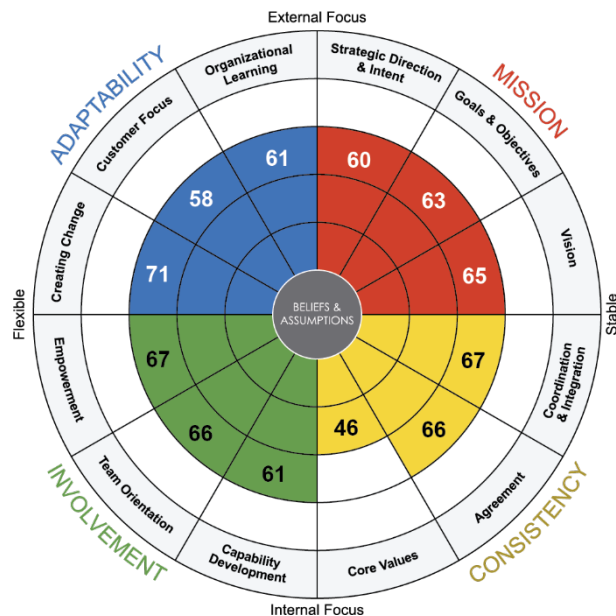
Dr. Daniel Denison
Lauren Wegmeyer

Lessons from the Pandemic



Culture scores generally got *stronger* in the early stages of the pandemic

- At the onset of the pandemic in early 2020, there was fear, confusion, and uncertainty for many both in their personal lives as well as their professional lives
- Following the beginning of 2020, culture scores grew steadily throughout the year as organizations clarified and aligned around new ways of working



N = 140 organizations

HIGHEST INDEXES

71

Creating Change: Employees and organizations could read the external environment and react to trends and changes; many organizations were constantly looking for ways to improve and change their work.

67

Empowerment: Employees were informed and involved in the work that was done and felt as though they had a positive impact.

67

Coordination & Integration: Employees shared a common perspective that allowed them to work effectively across organizational boundaries. Everyone worked to eliminate “silos” and promoted actions that were in the best interest of the organization as a whole.

66

Team Orientation: Teamwork was encouraged and practiced in organizations. Employees valued collaboration and felt mutually accountable for common goals.

LOWEST INDEX

46

Core Values: Setting and sharing a set of values was challenging, and many struggled to have a strong sense of identity and set clear expectations that leaders reinforced.

HIGHEST ITEMS

73

Different parts of the organization often cooperate to create change.

71

The way things are done is very flexible and easy to change.

70

It is easy to coordinate projects across different parts of the organization.

69

Authority is delegated so that people can act on their own.

69

We are able to meet short-term demands without compromising our long-term vision.

LOWEST ITEMS

39

There is an ethical code that guides our behavior and tells us right from wrong.

46

We encourage direct contact with customers by our people.

47

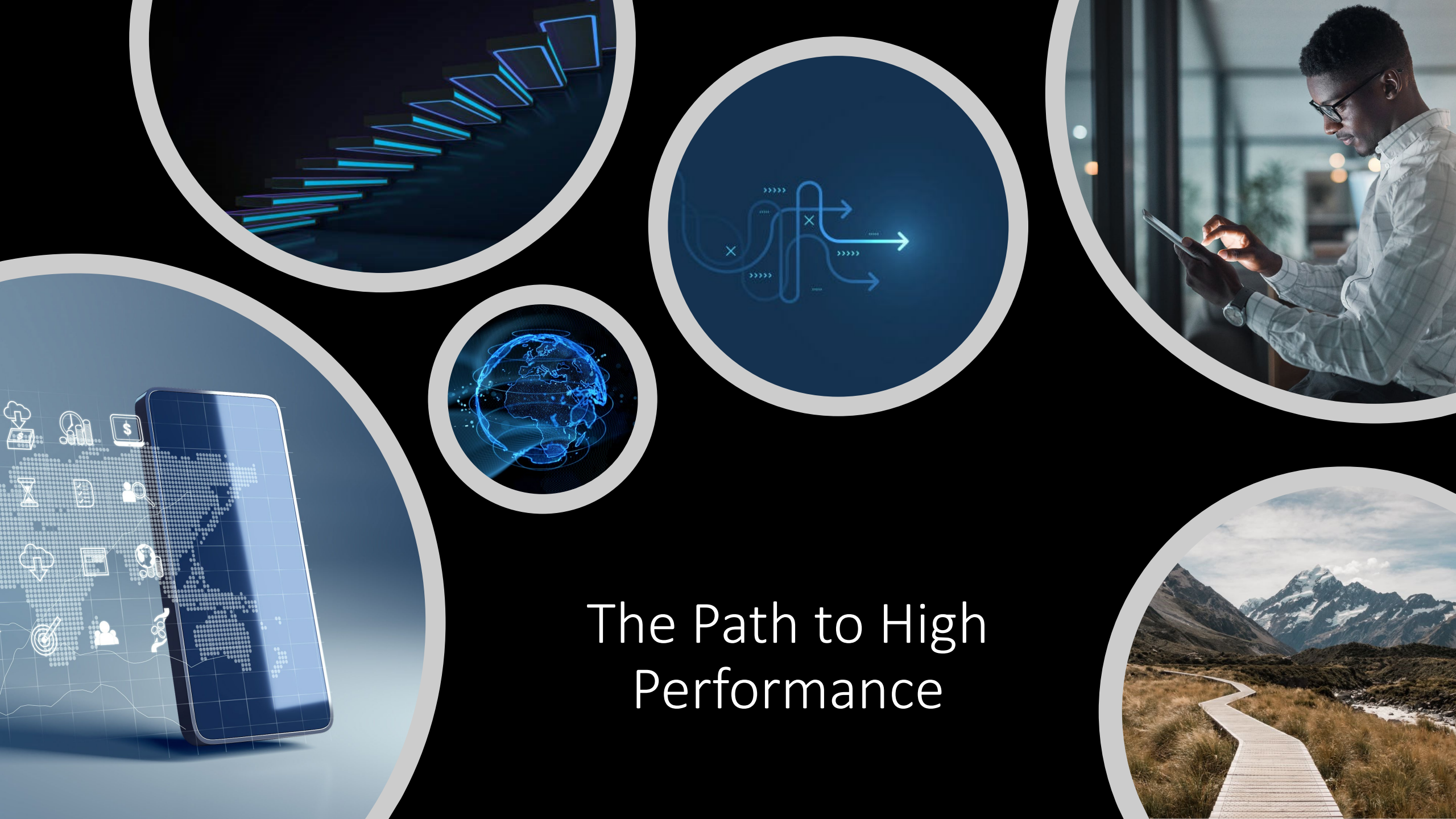
When people ignore core values, they are held accountable.

50

The leadership has clearly stated the objectives we are trying to meet.

51

The capabilities of people are viewed as an important source of competitive advantage.



The Path to High Performance

Our 2022 Forum Agenda



Wednesday, May 11	Thursday, May 12
<p>9-9:50 AM</p> <p><i>Building Culture & Leadership for the Future</i></p> <p>Dr. Daniel Denison</p>	<p>9-9:50 AM</p> <p><i>From Culture and Leadership, EFQM Transformation Journey</i></p> <p>Tomás Ramos Simon (ArcelorMittal)</p>
<p>10-10:50 AM</p> <p><i>Co-creating ETG's Future: From an Africa-based Organization to a Global Enterprise</i></p> <p>Marjolein Herman de Groot & Binny Dawson (ETG)</p>	<p>10-10:50 AM</p> <p><i>Competing Through Human Capability</i></p> <p>Dave Ulrich (RBL Group)</p>
<p>11-11:50 AM</p> <p><i>An Organizational Transformation That Matches the Cultural Evolution of the Company</i></p> <p>Paula Vinocur (Red Link)</p>	<p>11-11:50 AM</p> <p><i>DSM: A Transformational Journey to a Purpose-led Company</i></p> <p>Daan Verkoeijen (DSM)</p>
<p>12-12:45 PM</p> <p><i>M&A Culture, Action Planning, Global Consulting</i></p> <p>Networking/Breakouts</p>	<p>12-12:50 PM</p> <p><i>Evolving our Culture to Deliver on Our Purpose and Strategy</i></p> <p>Amy Burke (Vhi)</p>
<p>1-1:50 PM</p> <p><i>Transforming Culture at Police Health</i></p> <p>Scott Williams & Margot Cook (Police Health)</p>	<p>1-1:45 PM</p> <p><i>Executive Teams/Leadership Coaching, Performance Linkage & Survey Design, Digital Transformations</i></p> <p>Networking/Breakouts</p>
<p>2-2:50 PM</p> <p><i>Driving Culture for Performance & Growth</i></p> <p>Audrey Graber, Anne Marxer & Faye Woodhead (MSCI)</p>	<p>2 PM</p> <p><i>Innovative Solutions in a Digital Age</i></p> <p>Denison Consulting Team</p>

Our 2022 Forum Speakers



Dave Ulrich
Co-Founder & Partner,
The RBL Group



Marjolein Herman de Groot
Global HR Director,
Export Trading Group



Binny I. Dawson
Head of Talent Management and
L&D, Export Trading Group



Daan Verkoeijen
Senior Director, DSM



Audrey Graber
Executive Director, Performance &
Engagement, MSCI



Anne Marxer
Executive Director,
Innovation, MSCI



Faye Woodhead
Head of Talent Attraction
& Mobility, MSCI



Amy Burke
Chief People Officer, Vhi



Tomás Ramos Simon
Plant Manager,
ArcelorMittal Tailored Blanks



Paula Vinocur
Human Capital Manager,
Red Link S.A.



Scott Williams
CEO, Police Health



Margot Cook
GM, People & Culture,
Police Health

Denison 2022 Global Forum

Building Culture & Leadership for Future

New Design Features & Highlights

- **Networking Breakouts:**
Conversations with Denison Team
- **Session Feedback:**
 - Pain-Points in Organization
 - Usefulness for Practice
 - Other topics

Our Global Partner Network



SPRING POINT.



CHANGEPOINT°ADVISORY



BRAVEMOTION



STROOM 2010



STRATEGICA PEOPLE & PROCESSES



time to change



Denison Consulting: Your Transformation Partner

- Established in 1998
- Headquartered in Ann Arbor, MI
- European Office in Zurich, Switzerland
- Global consultancy expertise in over 50 countries
- World class diagnostics, robust research
- Focused on large-scale organizational culture transformation & leadership development

A photograph of four diverse professionals in a modern office setting. A man with glasses and a blue blazer stands on the left, leaning over a woman seated at a table with a laptop. The woman is smiling and looking up at him. To the right, another woman in a yellow dress stands holding a notepad, and a man with a beard and glasses stands behind her, also smiling. The background shows office furniture, plants, and large windows. A semi-transparent white circle is overlaid on the right side of the image, containing the text.

Join Us After a
Quick Break!

Our Next Session Will Start
at the Top of the Hour.