



## The Innovators' Roundtable

The Rotunda, University of Virginia, 12 February 2012

9:00-10:00 Informal Breakfast, Lower West Oval Room, The Rotunda

10:00-12:30 Morning Session, East Oval Room, The Rotunda:  
**Maximizing Workforce Agility and Engagement with Customers in Large Innovative Organizations**

*Uncertainty is the defining characteristic of business competition today. Competing in volatile markets requires organizations to be agile—able to quickly respond to and benefit from unexpected change. As a recent McKinsey & Company survey found, nine out of ten executives ranked organizational agility as critical to business success. In this session, we will focus on workforce agility—the human facet of agility within an enterprise. We will examine how agile, high-performance companies sustain a sense of urgency; how they recruit and develop employees who are able to move easily between projects and acquire new skills; how they continuously assess employees' effectiveness against that of competitors'; and how they create a culture where employees are held accountable to clear performance goals but are allowed to fail.*

*(Discussion leader: Edward D. Hess, Professor of Business Administration and Batten Executive-in-Residence)*

12:30-1:30 Lunch, Lower West Oval Room, The Rotunda

1:30-4:00 Afternoon Session, East Oval Room, The Rotunda:  
**Leading a Globally Networked Research Organization**

*Increasingly, research and development in large corporations is taking place across a global network of labs, scientists, and partners. In this session, we will discuss best practices in running a globally networked research organization. We will consider the challenges faced in running company labs and offices in different countries with different cultures and institutional challenges. We will examine the management of global research partnerships with other large companies, universities, suppliers, and entrepreneurial ventures. We will explore questions such as how to best organize R&D work across time and space; how to best incentivize geographically dispersed research and development teams; and how to identify attractive research partners across the globe.*

*(Discussion leader: Michael Lenox, Samuel L. Slover Research Professor of Business; Associate Dean and Executive Director of the Batten Institute)*

4:00-5:00 Conclusion / Future Directions

5:30-7:00 Dinner