

New Jersey OD Network – PA Meeting

February 12th, 2008
8:30 a.m. to 10:30 a.m.
Merck & Co in West Point, PA

Enabling Successful Internal Change Agents – Experiences with Transformational Change

Presenters:

Donna Pearce, Director Organization Development & Change Management, Merck & Co.
Awilda Borres, Director Organization Development & Project Change Lead, Merck & Co.

Major strategic change is not easy, and there isn't a lot of guidance out there in the journals that suggests how you can engage and leverage local change agents to support successful change efforts. At Merck, we have been successful at creating a global agent network that supports a global change project focused on our late stage clinical development processes. Through this 2 year effort, we have learned a lot, and will share that learning as well as our approach to creating a virtual, extended team focused on realizing the benefits of new processes, roles and technology. A panel discussion will include the project change manager (network lead), as well as several business leaders to provide multiple perspectives. Topics will include:

- Change agent selection & linkage to employee development
- Change agent role accountabilities, network structure & governance
- Agent / leader relationship & contracting
- Ongoing communication with the project team
- Leveraging capability across the organization & on other projects
- Supporting changes to the organization culture

Speakers:

Donna S. Pearce is the Director Organizational Development Merck & Company. In this role, she is the OD & Change Management Lead for Merck Research Labs, and its Program Realization Office (PRO), responsible for managing the portfolio of enterprise and divisional strategic change projects. Previously at Merck, Donna was the Change Lead for the Global Intelligent Industrialization (G2) project, focused on changing MRL's late stage clinical development process.

Prior to joining Merck, Donna was Director of OD at Wyeth Pharmaceuticals, where she led the OD team supporting Wyeth's manufacturing operations. Earlier, she was founding partner at Pearce-McCormick Consulting Group, a management consulting firm specializing in strategic planning and employee engagement. She has OD consulting experience in a variety of industries including telecommunications, health care & financial services. Prior to founding Pearce-McCormick Consulting Group, she held management positions in sales and marketing and has an MS in organizational development from the University of Pennsylvania. Her work was featured in *The Journal of Applied Behavioral Science* in 2005.

Awilda Borres is Director of Organizational Development with Merck & Company and has both worked on and served as Change Lead for G2 in MRL. She has over 15 years experience in Change Management and Organization Development and is currently leading global change projects for Merck, Inc.

Throughout her career, Awilda has helped non-profit, government agencies, and Fortune 100 companies to transform structures and systems to achieve strategic goals and objectives. She has also worked with unions to create innovative work partnerships & practices, such as self-directed work teams, redesign, & comprehensive training programs.

She holds a MS in Labor and Industrial Relations from the University of Rhode Island and is a board member of the Merck Hispanic Organization. Her work has been featured in Total Employee Involvement and At Work: Stories of Tomorrow's Workplace.

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