



**Case Study: Leveraging Action Learning
to Achieve Business Results**
(8:30 a.m. in North Plaza, C Auditorium)

Barbara Higgins

SVP, Customer Experience
and Retention



Barbara Higgins is Senior Vice President, Customer Experience at Allstate Insurance Company. She has more than 25 years experience in operations, market research, brand management and leadership, and has been active in her community through both non-profit board membership as well as guest lecturing at various universities.

Previously, she was Vice President, Customer Experience at United Airlines, where she drove significant operational improvements through engagement with pilots, flight attendants, reservations agents, and other front line employees worldwide, and led the customer experience work stream as part of the integration process for the merger with Continental Airlines, creating the world's largest carrier.

Before this, Ms Higgins served for almost 19 years in various executive positions at The Walt Disney Company, including international assignments as Vice President, Operations Integration and Planning at Disneyland Paris and Director, Operations Task Force for Hong Kong Disneyland. Her accomplishments include the launch of several major businesses, including the Disney Cruise Line, Disney's Wide World of Sports, and Disney's All-Star Resorts, as well as managing significant challenges such as the company's response to the events of September 11, 2001 and leadership of the operations command center during three hurricane strikes to Central Florida in the summer of 2004. Ms Higgins published an article about this experience in the Cornell Quarterly.

Ms Higgins serves on the board of the Lincoln Park Zoo, where she is a member of the Executive Committee, is a member of DeVry University's Board of Directors, and is a member of the board of the Lycée Français de Chicago. She was selected to the Chicago Council of Global Affairs Emerging Leader Program, 2009 – 2011. Ms Higgins has been a guest lecturer at Northwestern University's Kellogg School of Management and Cornell University's School of Hotel Administration.

Ms Higgins earned her bachelor of science from Cornell University's Hotel School, where she ran cross country and track competitively, earning All-East and All-Ivy honors in track & field. She earned her Master's of Business Administration from the University of Florida's Warrington College of Business.



Kevin Oakes

CEO



Industry Trends with i4cp's Latest Research

(9:00 a.m. in North Plaza, C Auditorium)

As CEO of i4cp, Kevin provides strategic direction and vision, and is responsible for the overall operations of the organization. Kevin has been a pioneer in the human capital field for the last 15 years, and is a frequent author and international keynote speaker on topics such as talent management, leadership, innovation, metrics and strategic learning in organizations.

Prior to founding i4cp, Kevin created SumTotal Systems, (NASDAQ: SUMT), the world's largest learning management system company and the industry's leading provider of talent development solutions, when he merged Click2learn (NASDAQ: CLKS) with Docent (NASDAQ: DCNT) in 2003. The merger won Frost & Sullivan's Competitive Strategy Award in 2004.



Tom Broslawsky

Energy For Life
Coach-Sr.
Consultant



Mary Katzner

HR Sr. Manager



Energize People – Fuel Possibilities

(1:15 p.m. in North Plaza, C Auditorium)

Allstate chief shows many facets of leadership

(Chicago Tribune, May 23, 2008)

In late 2006, the then-president of Allstate Corp. took a dozen managers from the Northbrook-based insurer to the Human Performance Institute in Florida for a three-day seminar.

Attendees learned how to boost their physical and emotional energy levels by eating better, exercising and finding their "purpose" in life, Tom Wilson explained. The goal was to improve performance.

Strategic Opportunity:

Energy for Life is a unique demonstration of Allstate's value proposition aimed at driving a culture of wellbeing and high performance. On the Energy for Life team, we believe that if you energize people, you fuel personal and professional possibilities within teams and across the organization. Our work is centered on building sustainable engagement and increasing individual and team abilities to change without sacrificing personal health and happiness.

Learning Solutions:

It begins with an introduction via a workshop, on-line course or team session, to science-based concepts and practical ideas to expand human energy. Based on personal readiness, participants commit to development plans and can access sustainability resources tools such as Wellbeing Champions, webinars, a follow-up workshop, individual wellbeing coaching, biometric screening and financial planning resources to name just a few examples.

Lessons Learned:

- A high percentage of participants experience a positive shift in mindset. Most need support from family, peers and leaders at work to enable long term success.
- Organizational adoption of new behavioral norms is dependent on company culture (e.g. pace of change & personal empowerment take signals from the broader culture).
- Consider learning more about how personal energy management strategies can help empower your employees achieve personal and professional goals.



John Welsh

Vice President



How Measuring Human Capital Investment can Affect the Leadership Pipeline?

(2:10 p.m. in North Plaza, C Auditorium)

Strategic Opportunity:

The global world of work has changed dramatically and become more diverse than ever before. Organizational structures are less hierarchical and more collaborative. Today's networked offices are full of technological distractions and heightened uncertainty. It has become impossible to predict. The only answer is to develop leaders, from bottom to top, who can assess, think critically about the evidence and be confident to deploy definitive actions in the face of this massive ambiguity. It takes an educated leadership pipeline. Development of those leaders requires a strategic relationship with a proven, innovative, high quality educational partner that can demonstrate results.

Learning Solutions:

In this session you will learn about:

- How innovative institutions of higher education can assist in building talent and filling the skills gaps that exist in the hiring process today.
- How a more targeted professional development design can have a laser-like impact on organizations KPIs.
- How measuring human capital investment can affect the leadership pipeline.

CLO/CTO Roundtable: *Learning Beyond the Classroom*
Producing COMPETITIVE Business Results
 (9:20 a.m. in North Plaza, C Auditorium)



Paulo Goelzer

President & CEO



Diana Thomas

Vice President,
US TL&D



Tom Griffin

Director, Learning,
Development &
Communication

SEARS HOLDINGS



Gail Leiber

Senior Director



Jeff Carpenter

Moderator



Join us for... a fast-paced, engaging Q&A session of Chief Learning Officers & Chief Talent Officers sharing insights on workforce strategies for delivering impactful learning solutions beyond of the classroom.

Strategic Opportunity:

Learning and Talent Development (L&TD) functions needs to think outside the classroom box when it comes to training programs; however, this does not mean ROI and metrics can be left behind. Learning leaders have to adopt strategies and technologies that connect social and virtual learning to the current L&TD programs – and not solely for the participants, but also for the trainers and mentors. There is a challenge here, for sure, but there is also an opportunity to add innovation and to produce real, measurable results.

Discussion Points:

To help guide the roundtable discussion, our facilitator, Jeff Carpenter, Principal of Caveo Learning, will focus the panelists on some or all of the following discussion points...

- Defining "learning beyond the classroom."
- Understanding the strategies and tactics for rolling out these integrated programs, as well as any intuitive or non-intuitive challenges.
- Aligning "learning beyond the classroom" efforts to greater L&D goals and overall business needs.
- Implementing the tools that power these initiatives, as well as adoption and technical issues.
- Measuring and reporting on the impact.
- Determining how "learning beyond the classroom" helps organizations better succeed in an increasingly competitive landscape.

Redefining What It Means to Be Developed:

The Learning Architecture and High-Impact Continuous Learning beyond the Classroom
(10:30 a.m. in CC2)



David Mallon

Head of Research



The Structural Challenge:

L&D leaders recognize that companies that rely mostly on training programs to develop staff fall woefully short in preparing employees for today's workplace challenges. The best organizations are therefore moving towards a continuous learning model. In so doing, these organizations are now realizing that development has become significantly more complicated. Where traditional training focuses almost solely on education, continuous learning also takes into account experiences, environmental support, and exposure to networks. Intentionally enabling this sort of learning is hard. Getting the organization to recognize (and give credit) continuous learning investment is even harder. So now what?

An Architecture that Works:

Many High-Impact Learning Organizations solve the challenges of learning beyond the classroom through a well-designed, commonly understood learning architecture. Such an architecture provides the structure necessary to define, develop, modify, and communicate learning elements for all stages of an employee's career. It standardizes the language and the vision for what development means across L&D AND the wider organization. It reinforces the organization's culture and values related to learning – and it limits scope for investments in learning in a good way.

Lessons Learned:

To create an effective continuous learning model, learning leaders need to understand the elements that comprise a learning architecture and how:

1. to use learning architectures to enhance the performance of the learning organization as business priorities evolve;
2. to guide optimal enterprise learning investments in support of continuous learning; and
3. organizations that are successfully implementing learning architectures.



Linh Lawler
Manager, Talent & Leadership Strategy



Alex Draper
VP Americas



Ready Soon: Accelerating the Development of Future Leaders
(10:30 a.m. in CC4)

Strategic Opportunity:

According to Bersin by Deloitte, 10,000 Baby Boomers reach retirement age every day. What's the status of your leadership pipeline? As a generation retires, it puts Millennials who often have little or no actual leadership experience, in charge before they are fully prepared. Can this critical group of future leaders succeed without some training, development and coaching?

- Baby Boomers are set to retire in mass. In next 5 years, large numbers of seasoned, experienced leaders will be leaving the workforce.
- Individuals will be placed in leadership roles earlier in their career.
- Speed to productivity and minimization of team disruption is critical to business results.
- Career Opportunities is one of the main reasons Millennials leave a company.

Learning Solutions:

Allstate Claims recently developed and deployed successfully an accelerated development program for future leaders. They used an effective approach of combining the 70:20:10 development model, with a safe learning environment to put theory to the test, and a way to ensure the sustainability. With immediate ROI, the program is already paying dividends.

Lessons Learned:

- How to create a “wow” experience that truly engages the way Millennials learn.
- A leadership development feedback model that works.
- A highly effective technique to incorporate “*learning by doing*” experiences into our learning programs.



Mary Jo Burfeind

VP HR Talent
Development



Mike Kasper

Executive Director, HR
Learning & Development



Education Fuels a Culture of Community-focused Wellness (10:30 a.m. in CC1)

Strategic Opportunity:

Our solution was to create an all-encompassing approach that considered the experience of every level of employee, from entry-level non-exempt through Senior Leadership, and focused on a unique “mantra” - *“Know Your Business, Know Your Numbers, Know Your Communities, and Make a Difference!”*

Learning Solutions:

Using varied design and delivery methods, we created and implemented multiple unique learning solutions to create awareness and stimulate a call to action around the key concepts of business strategy, personal wellness and community involvement.

Lessons Learned:

1. *Brief is better.* Feedback from our employees was that extremely important messages do not have to take a long time to deliver. The primary learning event related to this effort was designed to be completed in just 20 minutes.
2. *Communication is key.* Regular status meetings were held with key stakeholders, including Executive Sponsors, and regular communications regarding activities, completions and knowledge transfer went out to the business on a regular basis.
3. *Executive support is essential.* A learning solution on this scale required timely, enthusiastic support from leadership at all levels, starting with the CEO.



Joan Cooney
Director of Education



Transforming a Sales Training Team (10:30 a.m. in CC3)

Strategic Opportunity:

At Combined Insurance our Learning Center for Excellence was faced with the challenge to transform our facilitation team from a “traveling trainer” model to a “local trainer” model. This required us to release 13 highly skilled seasoned trainers and hire a replacement team in less than a year. We needed to hire, train, and meld a new team without cancelling or reducing our class schedule. Transformation took us through Bruce Tuckman’s four phases of team dynamics, Forming, Storming, Norming, and Performing.

Learning Solutions:

To begin, we revisited our Learning Center vision. We defined where we needed to be in the short term and where we wanted to be in the future. We defined skill sets and competencies, and developed Behavioral Interviewing Guides to align with these skills and competencies. We interviewed over a hundred candidates. We created a “teachback” process that enabled us to evaluate trainers in a “real life” situation, and we collaboratively made a decision on each candidate. Once the candidate was hired, we put them through a 10 week onboarding process to ensure their readiness. As we transitioned trainers off and continued to hire, we focused on creating a collaborative team environment. Weekly team meetings, monthly communication meetings, and fun team-building activities helped to foster team spirit.

Lessons Learned:

- Prepare. Identify the skills and competencies to focus your hiring. Take time before your talent search to define or redefine your vision for organization. Align the skills and competencies needed to this vision, and then be diligent in your search.
- Don’t hurry the selection process. The pressure to “fill spots” will be on. We knew that we would only have this one unique opportunity to build a team from scratch that we felt would position us for the future. We took the time to review hundreds of resumes and interviewed over 100 candidates to finally hire the ones we thought were most qualified.
- Embrace the Storming Phase. The Storming Phase is where the team pushes against boundaries, are overwhelmed, and are vying for positions in the new organization. How you prepare during the Forming Phase will help your team “weather the storm.”

AFTER COLLECTING METRICS:
Best Practices Producing COMPETITIVE Business Results
 (10:30 a.m. in North Plaza, C Auditorium)



David Maciag
 Director
 Learning &
 Performance



Beth Gantz
 Sr. Director,
 Central Region



Bala Swaminathan
 Learning & OD
 Manager - Cigna
 Pharmacy Mgmt



John Welsh
 Vice President



Strategic Opportunity:

This interactive roundtable discussion will engage participants with a discussion on the following illustration. Let's suppose we have met with the business partner, assessed their need, developed and implemented the solution, and we have collected level 1, 2 and 3 metrics. What comes next? What are some of the best practices to use this data? 1) Analyze the data; 2) Make improvements in curriculum; 3) Share the data with team and with business partner; 4) Share the success or failure of the project.

Discussion Points:

To help guide this roundtable panel discussion, we'll encourage participants to share the following:

- What is your process for analyzing the metrics that have been collected?
- What is your strategy to share metrics with your learning team?
- How transparent are you with sharing results with your business partner?
- How important is it to have a dashboard and what should be on a dashboard for Learning?
- How do you use the data to compare yourself to other organizations?

Lessons Learned:

- Be sure to collect the right data—it must tell the business story/impacts;
- Use the data to improve your own learning team;
- Share data with your team first - get insight into what the data is telling you;
- Be prepared to respond to business partners concerns about the training effectiveness;
- How do you control for the outside factors that impact the effectiveness of the training?



Dr. Jack Zenger

CEO



How Work can Become Your Leadership Classroom:
8 New Ways to Build Leadership Development into Your Job
 (2:45 p.m. in North Plaza, C Auditorium)

Strategic Opportunity:

In today's work environment, leaders barely have enough time to meet or exceed the expectations in their job description. At the same time, they also realize that investing effort in their personal development is necessary to increase their effectiveness as leaders. As time is always at a premium, work always seems to trump personal development. Everyone runs fast and hard, and personal development is often put off as leaders wait and hope for a break in their schedules.

Learning Solutions:

This a false dichotomy. In this session, Dr. Jack Zenger reveals why work and development should not be seen as competing priorities. The reason to combine the two is simple. Doing one can accomplish the other and enable leaders to enhance their skills and further develop while getting the job done. This in turn benefits the individual leader, his or her direct reports, colleagues, and the organization as a whole.

Dr. Zenger will discuss 8 specific ways to bring personal development and job responsibilities closer together. Insight will be shared to help transform daily job activities into a practical leadership classroom and laboratory.

Lessons Learned:

- How to remove the conceptual barrier between development and productive work activity.
- The importance of being intentional about building development into your daily job activities.
- 8 specific and actionable ways to combine development and work.



Rob Kjar
Sr. Talent Management
Consultant



Lloyd Blumenstock
Global Product
Development Manager



Strategic Leadership Development:
Global Trends and Approaches
(2:45 p.m. in CC4)

Strategic Opportunity:

Leader development is continuing to change in response to business demands for speed, relevance, and agility. Development for the long-term requires business leaders who take a multi-faceted approach to facilitate learning on an enterprise level. Global trends reflect a shift in desired outcomes from individually-based development (Leadership Development 1.0) or team-based goals to maximize diversity (Leadership Development 2.0) to a hyper-collaborative, enterprise-wide approach that is multi-faceted and matrixed (Leadership Development 3.0). Combining instruction with a real business context will help organizations address both critical talent acceleration needs while providing top leader support for sustainable, long-term competitive advantage. While various regions of the world have specific needs for developing leaders, some leader behaviors are universally identified as being critical for success.

Learning Solutions:

Using global research gathered from business and human capital professionals across Asia, Europe, and North America and reported earlier this year, this session highlights the current challenges related to developing leaders and offers insights into approaches that the findings suggest will lead to more successful business outcomes. One approach taken on a global basis for one organization, CNH Industrial, shows how business leaders and learning professionals uniting on a new global product development strategy were able to promote not only a new process, but a new and more collaborative way of working amongst matrix teams.

Lessons Learned:

Successful leadership development requires multiple methods delivered by a variety of practitioners who know the importance of the four “Be”s:

1. BE THERE—go where the leaders are
2. BE SPECIFIC—get them what they need to succeed
3. BE RELEVANT—timing and proximity to the job at hand are critical
4. BE BACK—no more “one and done” —development is ongoing and multi-faceted



Tiffany Yates
Doctoral
Department Chair



Aziz Khetani
Faculty Development
Facilitator



HOW FAST CAN THEY LEARN?:
*RCI Operational Tactics for Learning
Beyond the Classroom (2:45 p.m. in CC2)*

Strategic Opportunity:

Training is only impactful when it is delivered by the time it is required. This session will highlight the value and justification for implementing Rapid Continuous Improvement (RCI) to successfully achieve defined learning outcomes within modern transitional organizations. Participants will discuss components of RCI merged within traditional learning models such as needs assessing, objective setting, training development, training deployment/delivery, and training evaluation. Ideas on how to exceed training demands within extremely dynamic organizations will be key takeaways of this session.

Learning Solutions:

Infinite learning outside the classroom is fueled by individual employee learning classification and motivation. Organizational behavior meanings at the micro level of the system can perpetuate personal sustainable skill advancement. Motivated participants are attracted to continuous improvement training because they value the learning outcomes as positive qualities towards their personal career ambitions.

Lessons Learned:

- Rapid Continuous Improvement model ensures a consistent focus on appropriately impactful training.
- Training can meet the test of being appropriate and meaningful by leveraging consistent on the job interval skill development empowered by participant self-service and personal motivation.
- When an organization values RCI in training operations, the senior leadership can delineate a clear return on investment for skill development through the interconnectors of future aspirations and talent succession planning.



Tomas Ramirez
Enterprise Learning
Leader



Allstate's LMS Journey & Lessons Learned *(2:45 p.m. in CC1)*

Strategic Opportunity:

Allstate's strategic vision to integrate Learning with Talent Management was enhanced by the implementation of a new LMS. The initiative ensured Allstate's continued support for compliance, regulatory, and certification training requirements, while introducing new functional and organizational capabilities. An improved user interface empowers managers to assign, monitor and report on their staff's learning activities. The new LMS provides a single platform for quick engagement and training for agency owners and their staff. Allstate was able to retain centralized control of the system while providing greater functionality, flexibility, and autonomy to our business unit learning organizations. A collaborative implementation effort across business units has carried forward to a united governance framework. LMS business processes, course content integration, course delivery, and measurement practices have been standardized and across business units.

Learning Solutions:

In late 2013, Allstate migrated to the LMS module of its Talent Management System (SuccessFactors). This presentation will highlight LMS program goals and lessons learned during and after implementation. Join in on this facilitated discussion about LMS business drivers, best practices, market trends and industry solutions, key features and functionality. Bring your LMS stories, ideas and discussion points!

Lessons Learned:

- When implementing an LMS, what are the organizational considerations do you need to address regarding people, process, content, technology, measurement/analytics, etc.?
- How does your LMS strategy fit into the broader picture of Talent Management?
- What are your business drivers for implementing an LMS?



Michael Vaughan
CEO



**Neuroscience: Insights to Better Thinking,
Decision-making, and Collaboration**
(2:45 p.m. in North Atrium)

Strategic Opportunity:

Decision-making is now on the list of the top 15 global challenges facing humanity. In today's complex business world, that notion rings true. Organizations are constantly challenged with new and emerging situations that require both immediate and effective solutions. The key to overcoming such a scenario boils down to decision-making, problem-solving, and collaboration. What can we learn from neuroscience to help improve these functions?

Learning Solutions:

Too often conventional learning solutions are created in a way that rarely, if ever, challenge the way participants think. Instead they typically rely on rote methodologies that fail to change the participant's thinking and behavior. Daniel Kahneman, recipient of the Nobel Prize in Economic Sciences for his work challenging the rational model of decision making, explains that our brains function using two distinct systems: System 1 is our "fast" brain. Think of this as our automatic pilot or subconscious brain. System 2 is our "slow" brain. It is responsible for analyzing information, assessing data, and considering solutions. In real-world settings, it's tough to trigger System 2 thinking, even though it's often more desirable. This activity-driven session will provide insights that challenge you to rethink your own thinking and approaches to learning.

Lessons Learned:

Attend this session if you want to:

- Discover how neuroscience is challenging what we think we know.
- Improve the quality of decision-making and collaboration within your organization.
- Learn new techniques for improving learning beyond the classroom.



Kery Mortenson
Sr. Manager Training
Effectiveness



Tim Gillum
Sr. Manager
Quality - Training

**Developing an Organizational Strategy
in 4 Hours? YES Really!**
(2:45 p.m. in CC3)



Strategic Opportunity:

The current business environment is full of new and exciting challenges for learning and performance leaders to navigate. We are in the midst of a generational changing of the guards with respect to workforce leadership, the evolution of technology at a more rapid rate along with increased regulatory scrutiny. As a result, organizations are required to ensure that their human capital is ready to meet the challenges of today while remaining competitive in the global economy.

It is within this opportunity that learning organizations cannot rely on existing processes to create strategies that hit the target with significant impact. Instead, we have learned how to get ahead of the curve and rapidly drive systematic alignment and improvement.

Learning Solutions:

This session applies proven methodologies for creating strategic direction and generating rapid results that align with the desired outcomes for your organization. The process uses a systematic, fast and engaging interaction with tools that predictably identify performance gaps, causal factors and solutions for successful change. The outcome yields high engagement with stakeholders, leading to immediate agreement and action, and ultimately leaves them spell bound and wanting more.

Lessons Learned:

- Apply a comprehensive strategy for an organization using rapid simple and predictive tools
- Identify targeted solutions using an effort/benefit matrix
- Conduct a rapid performance analysis using systematic cause analysis
- Provide stakeholders guidance on taking strategic action using a modified SWOT
- Create an executive summary that drives accountability



Michelle Burke
Director, L & D



Action Learning: Where Do I Start? *(3:45 p.m. in CC2)*

Strategic Opportunity:

Organizations continue to rely on traditional classroom learning for developing leaders. While studies show that on-the-job learning is more effective in building leadership competencies, many executive teams ask for classroom training. In addition, many learners prefer classroom training. As talent development professionals, we have to find a way to bridge the traditional classroom perceptions with experiences outside the classroom in order to develop strong bench strength for leadership in our organizations. So where do you begin?

Learning Solutions:

Action Learning allows learners to engage in classroom activities solving real world business challenges for their organizations. This session will walk through three steps to creating action learning that has real impact on an organization and develops key leadership skills in the process. Throughout the session, participants will build an action plan that can be implemented post-conference. Participants should come prepared to plan for specific action learning opportunities in their workplace.

Lessons Learned:

- Action Learning must align to business strategies and goals.
- Executive alignment and engagement is critical to the successful implementation of action learning.
- Providing structured learning opportunities aligned with action learning can build deep competencies quickly.

**Marty Rosenheck**Chief Learning
Strategist**NANO-COACHING:***Using Mobile Devices to Support On-the-Job Learning*
(3:45 p.m. in CC4)**Strategic Opportunity:**

As learning professionals, we understand that the development of workplace skills happens primarily beyond the classroom or eLearning course. It happens through on-the-job experience and reflection on that experience. A key to the success of on-the-job learning is the quality of coaching by managers and others. The problem is that most managers do not provide effective coaching and feedback when it is needed—they don't have time, skills, or knowledge to coach effectively, or they consider it too cumbersome to do. How can we leverage mobile technology to support the coaching process?

Learning Solutions:

In this case study, you'll see how an organization used mobile devices to enable short, frequent, asynchronous, targeted coaching interactions—"nano-coaching." They took advantage of mobile technology—especially the "sensors" in a phone (e.g., camera, audio recorder, GPS), powered by the Experience API (also referred to as "Tin Can") to manage, capture, and track learning experiences on the job and to better connect managers with their direct reports. Marty will share lessons learned from a pilot study of the effectiveness of the technology-supported learning and nano-coaching process that you can apply in your organization.

Lessons Learned:

1. You'll get ideas and design guidelines for creating an integrated learning process that includes formal, informal, and on-the-job learning.
2. You'll see how to build an effective nano-coaching process that provides managers the support and guidance they need to easily and effectively coach their employees.
3. You'll learn how mobile technology and the Experience API (xAPI) can be used to support and optimize the on-the-job learning and coaching process.



Nichole Marshall

Global Head of
Diversity and
Inclusion



Ginny Clarke

Partner



Keep Your Mentor, Add a Sponsor

(3:45 p.m. in CC3)

Strategic Opportunity:

Ambitious professionals must cultivate a robust network made up of many types of people. Mentors and sponsors are essential to ensuring advancement and opportunity. Mentoring has been an effective workforce development tool that requires that the mentee be deemed worthy of investment, possess initiative and open to feedback, and the mentor knowledgeable, senior and generous with their time. While corporate programs and organic mentoring relationships have had some success they have not had uniform results. Some of what is lacking is advocacy – someone to go to the mat for you and open doors – a sponsor. Sponsorship has emerged as an effective complement to mentorship, especially for mid and senior-level executives with an eye on the C-Suite. The nature of the protégé/sponsor relationship is more complex, especially when considering elements of gender, ethnic, racial and other diversity.

Learning Solutions:

Organizations can support their employees by helping them build their professional networks and by developing institutionalized approaches to mentorship and sponsorship. Organizations benefit from enhanced skills, capabilities and readiness of the talent pipeline, as well as cross-cultural exposure.

Lessons Learned:

- How to build individual and organizational networks to support professional development
- How to drive accountability for both parties in mentorship and sponsorship relationships
- Suggested approaches to institutionalizing sponsorship programs (succession planning, ERGs, leader as teacher).

Experiential Learning—structuring the unstructured

(3:45 p.m. in North Plaza, C Auditorium)



Jim Hutcherson

VP of Enterprise
Solutions



Linh Lawler

Manager, Talent
& Leadership
Strategy



Chris Nieuwsma

Sr. HR Director,
Talent
Development



Jane Dowd

Director,
Learning & Org.
Development



John Scuras

Senior Client
Director



Strategic Opportunity:

Experiential learning has always been a critical part of corporate learning – it's the part of the learning process that we all know is valuable but can be difficult to control, measure, or manage effectively. Over the last decade, we as learning leaders have been inundated with different models and technology created to help us manage the learning process. This roundtable panel will open an idea sharing session around what is working in today's experiential learning environment inside Chicagoland businesses.

Discussion Points:

During the roundtable, the following topics will likely be surfaced for discussion:

- How does experience-based or on-the-job (OJT) learning take place your company today? Is it working? Is it scalable for all job functions?
- Does your learning & development team manage OJT or is it left to the frontline business leaders?
- If the learning & development organization does support experiential learning, how does it measure success? How do you know it is working? How do you connect the formal learning to practical experience
- Are new technologies and learning practices helping or hindering the mission of leading learning & development teams?

Lessons Learned:

- Approaches taken by different organizations around experiential learning;
- Key measurements and indicators for successful experiential learning practices;
- Gaining structure to ad-hoc and, often, unmanaged learning within the organization;
- How can learning & development lead the charge for organizational-wide learning?



Joseph Tota
Associate Principal



**Building Operational Excellence
in your Learning & Development Organization**
(3:45 p.m. in North Atrium)

Strategic Opportunity:

While many Learning & Development (L&D) organizations have the best strategies, people and technologies to deliver business value, often their initiatives fall short on execution. This is often due to limited resources and a lack of emphasis on operational excellence and continuous improvement in how they deliver solutions for the business. L&D organizations that adopt a mindset around operational excellence can deliver better solutions with improved quality and impact, as well as increase the satisfaction levels of their business stakeholders – at a lower total cost of ownership.

Learning Solutions:

During this interactive presentation, Joseph Tota, Associate Principal of Caveo Learning, will use real-world case studies to outline best-practices for building operational excellence in your L&D organization, including:

- Key processes and Standard Operating Procedures (SOPs) to optimize value and improve service reliability
- Ideas to help you re-evaluate your operating model to better align with the needs of your greater organization
- Tips to incorporate concepts such as process re-engineering, program management, quality assurance, project planning and methodology into your operations
- Real-world strategies for improving ROI without increasing costs or adding resources

2015 Crowdstorming: Innovation, Ideas & Program Solving
Generating Ideas for What Makes a Great Training Organization?
 (3:45 p.m. in CC1)



Judy Albers
 Learning Strategist



Sean Stowers
 Director



Strategic Opportunity:

In this highly interactive session, we will engage with participants to collaborate and generate ideas around the 'What Makes a Great Training Organization?' paradigm. Participants' creativity will be focused on answering compelling questions that explore eight key process capabilities including alignment, development, delivery, metrics, and many more.

Discussion Points:

To help guide the discussion, our facilitators will explore timely focus areas including the following eight key process capabilities presented in *What Makes a Great Training Organization?*, a Pearson Publication...

- **Strategic alignment**—Ability to design learning programs that align with business objectives.
- **Content development**—Assessment, design, management, and maintenance of content.
- **Delivery**—Ability to manage an instructor network and deliver training using multiple modalities.
- **Diagnostics**—Ability to identify causes of problems and make recommendations.
- **Reporting and analysis**—Ability to define business metrics and report data to make improvements.
- **Technology integration**—Ability to integrate learning technologies with other learning technologies or other corporate applications.
- **Administrative services**—Ability to manage scheduling, registration, technology, and other back office support functions.
- **Portfolio management**—Ability to manage, rationalize, and maintain large portfolios of learning solutions.

The ideas generated in the session will be organized and placed in the member's only section of the Executive Learning Exchange website for use by all members. In addition, the ideas will be used to direct the design of next year's Chicagoland Learning Leaders "What Makes a Great Training Organization?" 2015 conference.