Welcome to McDonald's Campus
(8:30 a.m. in HU224 Main Auditorium)

Rob Lauber
VP, Chief
Learning Officer

Rob is the Chief Learning Officer at McDonald's Corporation. Rob joined McDonald's in July 2014 and has responsibility for the overall learning and talent development strategy and execution across all 35,000 restaurants around the world.

Prior to his current role, Rob was the Vice President, Yum! University at Yum! Brands. In this role, he was responsible for leading the direction and strategy for Yum! University and its programs as well as providing learning leadership and strategy globally across the Yum! system.

Rob has been recognized multiple times by CLO Magazine for his work on achieving business impact, leading business change, learning technologies and global learning. He was most recently recognized as the 2013 CLO of the Year. He is frequently a participant in panel discussions, webinars, and learning profession related articles across the globe.

Rob holds a B.A. in Communications from the University of Scranton as well as an M.S. in Human Resources Development from Rochester Institute of Technology.

Kevin Oakes
CEO

Industry Trends with i4cp's Latest Research
(9:00 a.m. in HU224 Main 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.

LEADING WITH STRATEGIC THINKING: Roundtable
Four ways effective leaders gain insight, drive change, and get results
(9:30 a.m. in HU224 Main Auditorium)

Aaron 2015 book, *Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results* published by Wiley.

Aaron Olson
Chief Talent Officer

Jane Shlaes
Director, Learning & OD

Emilee DeMartino
AVP, Leadship Dev & Talent Management

Strategic Opportunity:

Disruptive forces are sweeping through nearly every industry, placing heightened importance on both strategy and leadership. Strategy is critical to ensure that businesses navigate a changing competitive landscape. Leadership is necessary to rally teams and seize these opportunities.

Discussion Points:

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

1. How have disruptive forces impacted your business?

2. How have the expectations of your own role changed as your business has evolved?

3. What opportunities do you see to think and lead more strategically?

Lessons Learned:

- We are each leaders in our organizations with insights on how to drive organizational performance.
- We can be more effective if we are self-aware of how we think and lead in a strategic way.
- You can be more effective leader if you are clear about your intent, the context and the best role you can play.

The Power of the Right Question:
Practical Neuroscience to Improving Individual and
Team Performance
(2:00 p.m. in HU224 Main Auditorium)

Michael Vaughan
CEO

THE REGIS COMPANY

Strategic Opportunity:

I am often asked if there is one single skill that makes an individual more effective than another. After 13 years of research, I believe there is.   And, when honed, it leads to better individual **and** team performance.   As the interdependencies underlying today's problems become more entangled, decision makers who are able to adapt quickly is essential.   The issue, however, is that we each has deeply rooted beliefs and behaviors that prevent or slow us from adapting to change quickly.   With the convergence of neuroscience and data gathered from new learning technologies, we are helping people learn how to learn, unlearn and relearn quickly to adapt to today's global business challenges.

Learning Solutions:

Our brain is an amazing searchable database linking emotions, memories, information and events together to form answers to a seemingly endless stream of questions.   The key to receiving a successful answer, one of significant value that holds the power to change behavior or to motivate another, however, lies in the words we choose to ask the question in the first place. New assessment instruments, technologies and understanding of the brain are helping individuals and teams increase problem-solving abilities, make complex decisions and collaborate more effectively.

Lessons Learned:

- Examine the underlying dynamics that improve individual and team performance

- Learn how to ask the right questions to trigger 'System 2' thinking

- Explore how to surface and change deeply rooted mental models

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CLO/CTO Roundtable:
Leadership Development for Mid-level Management Roles
(1:00 p.m. in HU224 Main Auditorium)

Mary Jo Burfeind

VP, Enterprise
Talent &
Development

Heidi Hattendorf

Director,
Employee Learning

Dave McCulloch

VP,
UL University

Anton Maletich

Senior Manager &
Learning Partner

Steve King

Executive Dir

UWBusiness

Join us for… a fast-paced, engaging Q&A session of Chief Learning Officers & Chief Talent Officers sharing insights on workforce strategies for leadership development for mid-level management roles.

Strategic Opportunity:

One of i4cp's top five strategy Key Performance Indicators (KPIs) is "Alignment of Middle Manager Behavior to Strategy". A key ingredient to execute business strategy is the middle manager, and high-performance organizations are **9x** more likely to address the issue of middle manager behavior to ensure it is consistent with the strategy. Middle managers play a critical role in successful strategy execution. They translate the strategy into specific actions, adjust the plan based in response to on-the-ground realities, leverage informal networks and knowledge about how to get things done, and engage and align employees with the strategy.

Discussion Points:

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

- Why are middle managers so important to business strategy?
- What challenges are middle managers facing today that they were not facing a decade ago?
- Describe what makes for a successful transition from front line managers or individual contributor to middle manager?
- How is succession planning for middle managers handled in your organization?
- What are recent trends with development solutions trends for middle managers?
- Which are specific leadership skills and competencies for middle managers?
- How do we help middle managers tune in to the needs of the business?
- How is program(s) designed to accelerate development?

UL's Leadership Development Journey
(10:30 a.m.)

David McCulloch
VP, UL University

UL UNIVERSITY
PROMOTE.FACILITATE.PARTNER.

Strategic Opportunity:

Hear from Dave McCulloch, Vice President of Training and Develop, the story of how a 121 year old organization used its Learning and Development department, UL University, to shift and shape the culture of the organization. Through leveraging Experiential and Project based learning, UL University has created a Management and Leadership portfolio that changed the blueprint of the company.

Learning Opportunity:

In 2006, UL's CEO noticed weakness in their leadership bench strength, lack of succession plans, and resistance to change. Overcoming this gap in leadership was a major battle and one that required out of the box thinking to move the cultural needle for the company. UL University created a leadership development strategy comprised of 5 key experience based programs. Dave will share UL's approach for these programs which other organizations can mirror. He will also share how experience based learning has benefited the company in multiple ways and how other organizations can take simple steps to accomplish greater results.

Lessons Learned:

1. Project and Experience based learning transfers knowledge faster and more retentive than any other type of method.

2. Stop measuring! Yes you read right, counter to what most of us have been taught, stop measuring to see the true nature of your leadership and who rises to the top.

3. Facilitated conversation works far better than traditional ILT and ELearning approaches.

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The perfect murder – why Cigna is killing traditional learning approaches and employee engagement models
(10:30 a.m.)

Bala Swaminathan

Manager,
Learning & OD

Shweta Srivasta

Global Lead,
Competency
Framework &
Career Dev.

Strategic Opportunity:

Cigna has ambitious goals for the future and has a stated goal of doubling its revenue over the next 7-8 years. To execute against this and meet the goals around customer-centricity, Cigna is blowing up traditional approaches towards learning and people engagement.

Learning Solutions:

To achieve these ambitious goals, employees must be provided with autonomy and empowerment, meaningful work, strong team-based environments with opportunities to collaborate & innovate, and strength-based coaching. Cigna is therefore reviewing and integrating Talent management processes in a way that creates and fosters a collaborative environment enabling deeper connections, agile and customer focused workforce and innovative mindset.

Some examples presented during this case study will include:

- **Killing forced rankings** – movement towards conversation and coaching, away from typical performance ratings and focused on development, stretch assignments, career interests and opportunities to collaborate
- **Killing traditional Learning approaches** – enabling social and collaborative learning at the speed of need
- **Killing traditional Surveys** – enabling targeted reach-outs on strategic and tactical needs that truly drive business results and is a predictive indicator of future trends

Lessons we are learning:

Lessons are being learned everyday around speed of execution, messaging that works (or doesn't), usage of social media tools, manager engagement etc.

From Start to Finish:
a Roadmap to Virtual Learning
(10:30 a.m.)

Nicole Hajdrowski
VP, Training &
Development

Emily Messer
Manager,
Instructional Design

Strategic Opportunity:

Training and Development organizations are consistently being asked to produce more with fewer resources, to find ways to have a higher impact without spending more money and to train larger, more geographically dispersed workforces without travel. As learning professionals, we are charged with finding these solutions without compromising the learning experience. Depending on the size and capability of the training and development team, the analysis, design, development and implementation of a virtual program can be daunting. In this session you will have the opportunity to see how two companies developed their virtual learning strategy.

Learning Solutions:

Blue Cross & Blue Shield of Illinois (HCSC) and InterCall have both embarked on the journey of expanding and growing their virtual learning capabilities, each one sketching out their path along a virtual learning roadmap. In our presentation, we will share the stories and progression from each company and try to answer the question "can we apply a 'college like' virtual learning environment to high volume, extended role-based training (and do it right)?" We will explore the various questions and phases that each company went through along the way, as well as demonstrate InterCall's final product, InterCall University's Virtual Learning Environment.

Lessons Learned:

- Designing for virtual learning is significantly different than for the live facilitated classroom.
- Finding the solution that works best for your company takes time.
- Combining blended learning along with multiple delivery options makes for a well-rounded program.

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

Kery Mortenson
Sr. Manager Training
Effectiveness

Tim Gillum
Sr. Manager
Quality - Training

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

New Employee and Executive On-Boarding
(10:30 a.m.)

Izabela Rybalka
Learning & Talent
Consultant

Tonya Wallach
Talent &
Development

Strategic Opportunity:

Our goal was to increase employee retention by revamping and revitalizing the onboarding and assimilation process. We found an opportunity for improvement on how we engage new hires during the first few months. In order to prevent the negative impact that low employee engagement can have, e.g. high turnover, we decided to improve new hires' experience during their first few months, engage them early on, and shorten the time from hire to full productivity.

Learning Solutions:

Our focus was to change the design of our onboarding program from transactional, which consisted mostly of compliance-driven paperwork and a walk-through on benefits, to strategic, which is integrated with the business and serves as a "bridge" between the staffing processes and enabling new employees to become fully productive. We started our efforts with the new employee in mind i.e., shaping better new hires' experience by incorporating the following:

- Change the onboarding program from one-time compliance-oriented event to an ongoing process
- Differentiate the program based on new employee position and familiarity with the organization (individual contributor vs. new manager / executive, internal vs. external hire)
- Establish understanding of our Purpose, Values and Member Experience (who the customer of our services is regardless of who we serve internally on day-to-day basis).
- Immerse in organizational culture.

Lessons Learned:

- **Engage employees on the first day –** make the Day 1 experience memorable and move HR / compliance-driven paperwork to pre-Day 1.
- **Onboarding is a process not an event –** onboarding program should span a longer period of time to allow unfold organization's strategy in context and focus on employee professional growth. Giving all the information in the first week leaves new hires overwhelmed.
- **Get the right people involved –** get line mangers involved, their participation and support is crucial to the success of the onboarding program.

HOW NEUROSCIENCE CAN DRIVE IMPACTFUL TRAINING DESIGN
(10:30 a.m.)

Cynthia Kivland
CLO

Jane Shlaes
Director,
Learning & OD

DeBorah Lenchard
Director of Education
& Talent Development

Strategic Opportunity:

Learning and development professionals are challenged everyday with producing custom learning experiences that build organizational capability and drive business results. With constraints such as time, staff, budget and competition from other organizational priorities, it can feel like an uphill battle. Neuroscience research offers some tested practical means of increasing the likelihood of getting those results, despite the obstacles. Cynthia Kivland will share an executive summary of the Liautaud Institute's research "Six Reasons Why Leadership Training Fails" (Kivland/King) published in January 2015 for Hr.com's *Leadership Excellence Essentials Magazine!*. Cynthia's executive summary will be followed by real leadership development examples from our Chicagoland companies putting those recommendations into practice to help you design learning solutions optimized for developing talent.

Discussion Points:

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

- What has been the greatest challenge you and your team have faced when it comes to implementing impactful learning strategies?
- How has your organization addressed the 6 issues Cynthia researched as to why leadership program investments fail?
- What have been your results? How do you know they made a difference?
- What else have you done to influence success based upon understanding the neuroscience implications at work?

Lessons Learned:

1. Executive support; especially supervisors

2. Application, application, application

3. Metrics

THE MODERN LEARNER:
Social/Gamification Learning, Agile Design & More…
(10:30 a.m.)

Teri Hart	**Jennifer Olsen**	**Steve Baker**	**Kevin Clark**	**Zofia Salwa**
Chief Learning Strategist	Sr. Manager, L&D	Sr. Learning Consultant	Global Instructor Capability Manager	Group Manager, L&D COE
DISCOVER		Allstate. You're in good hands.	M	Walgreens

Strategic Opportunity:

More than simply generational differences, today's learners, regardless of their age or tenure, are simultaneously enabled and crippled by technology and systems designed to increase collaboration and efficiency. As learning professionals, how do we respect learner's realities while ensuring learning does more than exacerbate the problem?

Discussion Points:

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

1. Current state: Is learning part of the problem, or are there bright spots we can cling to?

2. Compliance learning: In many industries, growing compliance needs are creating opportunity costs in terms of other learning. How do we better balance these needs?

3. Enabling culture: What can we do to shape the organizational culture to embrace learning as part of work?

4. Blended learning: What is the magic mix of F2F, web-based, job aid, social…?

5. Today's learners want flexibility, to control the pace of their learning, taking a few modules at a time or completing the entire program within a compressed schedule. Content is often chunked into sprint-like short topics. What are you doing to address these needs?

6. How are you personalizing training so that learners can focus on their own needs? Can learners take the training just-in-time and focus on the content that is just-for-them?

7. Given all of these challenge, how do you ensure that your employees have the skills and knowledge to perform their jobs effectively and efficiently?

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Dana Koch
Global Director of
Learning Strategy
and Architecture

Jim Goldsmith
Learning Architect /
Business Advisor

Learning Week as a Learning Architecture:
Unleashing the Power of Talent
(2:45 p.m.)

Strategic Opportunity:

The primary challenge of a Learning Week is to give its participants ample opportunity to examine and discuss the current state of their industry, including its trends, innovations, advances in technology, etc. It can also be a forum for executive leadership to share their vision and strategy of how to address crucial business opportunities in the industry. A well-designed Learning Week provides opportunities for networking, access to thought leaders and, in general, increases communication and collaboration among the company's workforce.

Learning Solutions:

An **Industry Learning Week** is an intense, engaging period of learning and community building for a large number of participants. Its goal is to disseminate general knowledge about a specific industry as well as the company's internal initiatives for that industry. The format is typically a weeklong combination of virtual and local events that offer many opportunities for strengthening networking, collaboration and knowledge-sharing among the participants.

Lessons Learned:

At the conclusion of this session, participants will be able to:

1. Articulate the business value of an Industry Learning Week

2. Identify and apply the critical features of an Industry Learning Week learning architecture

3. Articulate success factors and best practices when executing an Industry Learning Week, based on representative case examples

Action Learning: Where Do I Start?
(2:45 p.m.)

Michelle Burke
Director, L & D

KeHE

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.

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"Tomorrowland" for Career Development:
A Deliberate Strategy
(2:45 p.m.)

Diana Halfer
Senior Director

Julia Hooper
Director of
Hospital Education
and Workforce
Development

Ann & Robert H. Lurie
Children's Hospital of Chicago

Strategic Opportunity:

Finding a way to link Lurie's Employee Engagement with productivity involves understanding:

- How to respond to current research resurrecting Employee Engagement in an ongoing environment of continuous and rapid change?

- How might Employee Engagement – Managing Change and Career Development influence work productivity and results?

- How are you preparing for "Tomorrowland in Career Development"?

Learning Solutions:

Best practices' research includes employee engagement data, characteristics of "Magnetic Cultures," "Mindset Shifts" and a description of those entering the workforce. Much wisdom exists from what we have and are doing…how might this inform our preparation for "Tomorrowland in Career Development" for engaged and productive employees?

Lessons Learned:

1. A synthesis of current research on employee engagement, magnetic cultures, career development and employees entering the workforce.

2. Current career development solutions from a leading pediatric hospital for engaged employees 2-5 years into their profession.

3. Ideas for applying "Mindset Shifts" to best prepare for the workforce of "Tomorrowland"

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Learning Programs for Skills to Performance:
Human Capital Lab Industry Trends & Latest Research
(2:45 p.m.)

Mike Echols
Author & EVP

Strategic Opportunity:

Employers have stated that many college graduates have inadequate capability in basic "power skills" including communication, problem solving, critical thinking, collaboration. This is largely the result of the academic heritage of subject matter/discipline focus in college courses. The challenge for colleges and universities is to invest in a learning methodology where the power skills are both developed and assessed with rigorous rubrics. These skills learning objectives must be integrated with disciplined learning and assessment. It is being done. How it is being done is the focus of this session.

Learning Solutions:

This session will present the case study on how employer's power skills are being developed and deployed in the Department Supervisor LEAD program collaboratively designed with The Home Depot. This two course program covers the disciplines of management and leadership. It is being delivered online to the front line managers of The Home Depot - their department supervisors.

Lessons Learned:

1. Why skills to performance (Bellevue University methodology) & power skills learning is important to integrate into learning programs.

2. What the integration of these learning methodologies look like in an actual corporate collaborative program.

3. How the business impact of this program is being measured by Bellevue University's Human Capital Lab.

Transforming Virtual Engagement
(2:45 p.m.)

Christopher Lind
Head of Regulatory
Affairs Training

Joe Streeter
Regulatory Affairs
Training Manager

abbvie

Strategic Opportunity:

We can all list common pitfalls to virtual learning. It can be challenging to design and deliver quality solutions that are engaging for both the participant and the instructor. How can we make the case for virtual instructor led training over in person sessions and then deliver on our promise?

Learning Solutions:

In this interactive 60 minute presentation, we will help to build the case for virtual learning and explore some of the tools you can use to start engaging your audience in the virtual classroom.

Lessons Learned:

1. Making a Business Case for Virtual Instruction
2. Designing for a virtual classroom
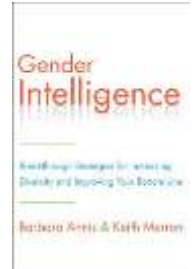3. Best Practices for Engaging Virtual Participants

Gender Intelligence:
A New Paradigm in Blended Leadership
(2:45 p.m.)

John Fayad
Author &
Senior Associate

Sean Stowers
Director

PEARSON

Strategic Opportunity:

In today's dynamic and disruptive business environment, companies that practice Gender Intelligence create cultures of inclusiveness and grow in their global competitiveness. They secure and retain the best talent, make better strategic decisions, produce more relevant products and services, and, as a result, achieve superior financial.

Learning Solutions:

The Gender Intelligence Group and Pearson Education together introduce Gender Intelligence, the next and most profound step in our evolution of understanding of the natural and unique cognitive strengths in men and women.

They share best practices in Gender Intelligence—from leadership development at the c-suite to engaging e-learning programs for deep and lasting cultural change throughout an organization.

Lessons Learned:

- A deeper understanding of the different yet complementary critical thinking talents and skills of men and women

- Recognizing the neuroscience of difference-thinking demonstrable in such areas as communication, problem solving, decision-making, and leadership

- How to create cultures that values those differences and effectively blends the traits, talents, and skills of women and men at all levels of leadership

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Aon's Metrics Strategy
(2:45 p.m.)

Margaret Heneghan

Global Head of
Leadership & Talent
Development

Curtis Edwards

HR Manager

Brian Wiemhoff

Global HR Metrics
& Analytics Lead

Strategic Opportunity:

Increasingly, we're well aware that a comprehensive HR analytics/measurement strategy is critical to helping organizations make sound, strategic human capital, technology and infrastructure investments.

Learning Solutions:

Traditional learning measurement methods no longer suffice, and Talent teams that utilize HR analytics can demonstrate meaningful results that tie directly to business objectives. During this session, participants will learn about Aon's strategic approach to measuring and evaluating learning, which goes beyond typical training evaluation methodologies. The Aon HR Analytics and the Aon Talent Development team partner to connect program participation and evaluation data directly to HR Operations data, and the results help inform strategic business decisions and investments.

Lessons Learned:

- Understand the strategic linkage of Talent Development with HR Analytics Teams.

- Explore ways to best utilize HR metrics and data for learning initiatives in your organization.

- Learn from peers on their key measurement strategies and initiatives that contribute to the bottom line.

**Creating Impactful Leadership Development
Through Experiential Learning**
(4 p.m.)

Suzanne Hartung
Head of
Experiential Learning

KOHLER.

Strategic Opportunity:

Many companies are making great investment into leadership development programs with the intent of building emotionally intelligent and effective leaders in their organization. As neuroscience continues to inform us about the nuances of learning we know that the traditional classroom model is not having the impact that is needed. Creating learning experiences that incorporate the needed amounts of attention, generation, emotion, and spacing outlined in the AGES model by neuroscientist David Rock is a necessary skill for the current learning and talent development professional.

Learning Solutions:

Utilizing Experiential Learning creates a highly engaging and impactful format for turning great content into real life practice. In this session, participants will learn about how companies are utilizing experiential learning in their leadership development programs, and the impact that has on participants. While experiential learning often takes place in off-site environments, there are many ways to build it in to your classroom content in small but mighty increments. In this session, you will experience examples of how and when to get your participants interacting with your content and one another.

Lessons Learned:

- Learn the Experiential Learning Cycle and why it is effective

- Learn an Experiential Activity that promotes emotional intelligence in leaders

- Learn how to incorporate Experiential Learning into your leadership development programs

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Leading Into the Next Frontier
(4:00 p.m.)

Jessie Leisten
Global Project
Director

Strategic Opportunity:

Economic, technological, regulatory, and social challenges across global boundaries have come together to form a "perfect storm" of volatility, uncertainty, complexity, and ambiguity (VUCA). Despite a recent upturn in the economy, the environment in which organizations operate continuously presents new challenges—in uncharted territory— for organizations to navigate.

Learning Solutions:

In the face of this VUCA environment, an unrelenting focus on talent and leadership is how top companies stay on top. In fact, this focus is in their DNA. The outstanding companies identified in the latest iteration of the Aon Hewitt Top Companies for Leaders® study were found to have the edge that supports and enhances leadership—and leads to great organizational performance.

Lessons Learned:

1. Leaders at **top companies reflect and respond** to their new reality.

2. **Investments in talent pay off.** Many organizations struggle to justify their continued investment in leadership during times of change and/or financial challenge. Top companies understand that their continued efforts in these areas will pay off – their long term and unrelenting focus on talent permeates the organization regardless of circumstance.

3. **It's rooted in their DNA.** Top companies embrace what it takes to operate differently. Armed with full support of their executive ranks, top companies are pervasive, integrated and comprehensive when it comes to developing talent. They approach development using scalable and innovative tactics with a measurement and future-focused mindset.

**How to Build Client-facing Skills
for Sales and Non-Sales teams**
(4:00 p.m.)

Kim Nadr
Sr. Consultant
L&D

Heidi Hattendorf
Director,
Employee Learning

Strategic Opportunity:

The pace of change in the market has changed more rapidly than ever before, accelerated by the connected customer and influx of information. CNA and Motorola Solutions have large sales teams who are helping lead the change in the market with their customers. The challenge is how to best keep both the Sales teams and the functional development teams up to speed with the latest skills and development in a busy 7x24 world with changing needs from customers and increased competition.

Learning Solutions:

Explore examples on how CNA and Motorola Solutions are approaching this shift as a baseline for a wider discussion on where these trends will go in the future.   We'll look at the transition and culture shift from F2F/Instructor led towards new modalities and the steps to making the transition.   Learn practical tools and methodologies which will accelerate a dynamic learning environment to keep both your sales teams and development teams on the cutting edge to drive business results. During this session, participants will gain additional insights from participants for a true information exchange and dialogue on the future of sales and professional development learning for influence and impact.

Lessons Learned:

- Gain a better understanding of how other companies are equipping their **customer facing teams**

- Explore opportunities for **enhanced linkages to HR/ Talent** on partnering for bench strength

- **Learn and consider best ways to** apply within your own culture and company through examples seen in the session

- View on the **future of front line customer facing Learning**

Building an Even Better Walgreens: Bringing Authentic Leadership to Life through Crowdsourcing
(4:00 p.m.)

Kyle Gerjerts
Sr. Manager,
Talent Management

Walgreens

Strategic Opportunity:

With a new strategy in place to achieve its mission to become America's most loved pharmacy-led health, wellbeing and beauty retailer, Walgreens is evolving its approach to leadership. This approach, Authentic Leadership, encourages leaders to put their customers first, to empower and support their people, to focus on the things that matter and to connect and collaborate with others. Authentic leaders will be instrumental in helping their teams deliver extraordinary customer service and patient care, and ultimately enabling Walgreens to deliver its strategy.

Learning Solutions:

Work is underway to "crowdsource" ideas from across the organization. Focus groups, surveys and informal conversations are taking place to help define effective leadership needed to drive Walgreen's strategy forward, and to stay competitive in a rapidly changing environment. This session will provide best practices and lessons learned in approach for both defining and activating a new leadership model within an organization with rich tradition, history and culture.

Lessons Learned:

1. Provide background and context to help people understand the big picture when crowdsourcing feedback; align to organizational mission and strategy.

2. Leverage a variety of techniques for sourcing feedback; use both formal and informal channels.

3. Cast as wide of a net as possible; a diverse, representative sample is critical to gain buy-in and inform the finished product.

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Leadership Development: Measuring Impact
(4:00 p.m.)

John Mattox
Senior Consultant

Strategic Opportunity:

The work environment has changed dramatically over the past 3-5 years and perhaps no group has felt this more acutely than leaders. New leadership programs created to address these challenges must produce tangible value as anecdotal examples of effectiveness are not enough. L&D are experts in translating business needs into programs that will improve leadership effectiveness, but typically fall short in closing the loop with the business to share how, and how much, a program has contributed to solving a business problem. This session explores techniques to: assess the current leadership portfolio against the strategic pressures facing the leadership environment at your enterprise, expand the range and impact of metrics used to assess the effectiveness of leadership development programs, and present results to business stakeholders in a credible and meaningful way.

Learning Solutions:

This session will focus on measuring the effectiveness of the leadership development programs your organization delivers by leveraging tools that help you connect with business leaders to set expectations, plan to measure at the right breadth and depth, and communicate results back to the business at a level of detail that inspires confidence, trust, and partnership.

Lessons Learned:

1. How to organize and assess existing leadership programs based on their strategic impact to the business – and identify gaps

2. Develop a measurement plan that will provide actionable results – especially if initial results fall short of expectations

3. Distinguish between metrics to be used internal to L&D and those to be communicated to the business

Leverage Tuition Assistance for Employee Development
(4:00 p.m.)

Sue Benbrook
HR Associate
Manager

Mike Echols
Author & EVP

Josh Smith
Sr. Director, Talent
Mgmt & Dev.

Strategic Opportunity:

Mike Echols recently wrote in *CLO* magazine, "it's a well-known fact that effective leadership development is a necessity if organizations are to survive and thrive in today's global marketplace. Yet, learning is still struggling to get the investment resources needed to develop future leaders."

Many enterprises talent goals included: to attract motivated employees, keep them engaged and committed, give them opportunities to apply what they learn, and to develop a pipeline of new leaders. Tuition assistance is a common benefit to encourage employees to continue education and help increase retention to build their leadership pipeline.

When done correctly and measure the outcomes, a company can offset their investment (what they pay for employee's tuition assistance) with the savings from reduced turnover.

Discussion Points:

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

- How does the tuition assistance benefit relate to the critical talent issues of recruit, develop and retain?
- Why is $5,250 a common upper limit to the tuition assistance annual benefit?
- Why is the tuition assistance company more like a joint venture than an operational expense?
- What risk mitigation actions are available to reduce the risk in the myth: "if we educate them they will leave."
- What are the performance review implications if the tuition assistance expenditures were to double year over year?
- What are the pros and cons of outsourcing your tuition assistance program?