

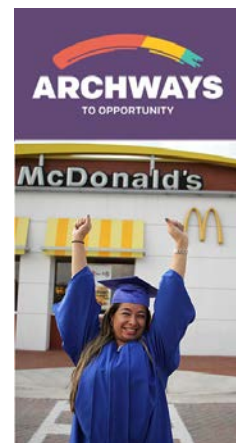


**Lisa Schumacher**

Director,  
Education Strategies



## Reimagine McDonald's Archways to Opportunity (8:30 a.m. in HU224 Main Auditorium)



At McDonald's we are committed to helping employees further their education and achieve their dreams.

To help anyone who works at a company-owned or independently franchised restaurant, we created Archways to Opportunity, a comprehensive education strategy with multiple programs that give people an opportunity to grow and learn – no matter where they are on their journey.

Whether that means helping them finish high school, earn an Associate's or Bachelor's degree or even learn English, our approach is to provide programs that meet people where they are today so they can achieve their goals tomorrow.

Programs are available to McDonald's employees and the employees of participating independent franchisees. Here are just a few ways Archways to Opportunity can help employees on the path to success:

- Improve English skills
- Earn a high school diploma
- Work toward a college degree
- Get help making an education plan for success

Since the launch in April 2015, we are proud to report that more than 5,000 restaurant employees in the U.S. have enrolled in the program. These numbers exceeded our expectations for the first year, and we're aggressively working to do even more in 2016. Learn more about our progress by reading our *Archways to Opportunity Progress Report* [here](#).

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*Note: To increase your network learning experience, we plan to share the presentation slide decks and audio recordings, along with links to related materials to the attendees of this Exchange within the next two weeks.*



**Jay Jamrog**

Futurist and Co-founder



## **Industry Trends for Managing Talent Risks & Talent Mobility**

*Reimagine Workplace Learning*  
(8:55 a.m. in HU224 Main Auditorium)



### **Strategic Opportunity:**

Talent risk is business risk, yet research by the Institute for Corporate Productivity (i4cp) reveals that less than half of companies have plans in place to address the risks posed by not having access to the talent they need to deliver on their goals.

Learning & development plays a critical role in managing and mitigating talent risk. And enabling talent mobility – the movement of talent within the organization, and not always upward – is an effective way to both develop and retain top talent.

### **What We've Found:**

- **Effective utilization of learning and development practices** (e.g., leaders as teachers, job rotations/talent movement, job shadowing, and individual development plans)
- **Core workforce planning practices** (e.g., identifying and segmenting critical/strategic job roles)

While retention and engagement are frequently used metrics to gauge success in managing talent risk, metrics related to productivity (especially helping people in new roles become productive faster) as well as knowledge transfer, are measures that link to more effective talent risk management and organizational market performance.

**Strategic Partners**

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## ***Rethinking Talent Mobility & Managing Talent Risks***

### **CLO/CTO/CHRO Roundtable**

*(9:30 a.m. in HU224 Main Auditorium)*



**Lisa Doyle**  
Head of  
Retail Training



**Jesse Pilachowski**  
Director of  
Global OD



**Annette Reid**  
VP Talent  
Management



**Sal Venegas**  
VP Learning,  
Talent Acquisition  
& Talent Mgmt



### **Strategic Opportunity:**

Effective utilization of L&D practices is one of the most effective ways to mitigate talent risk, and enabling talent mobility—and monitoring its success—is one of the best ways to create deep developmental experiences. That's why high-performance organizations are 2x more likely to prioritize talent mobility and clearly articulate the process.

### **Discussion Points:**

What we'll focus our discussion on in this session:

- i4cp's research shows that talent hoarding is the biggest obstacle to talent mobility programs. How do you ensure your managers aren't clinging to their best employees?
- Two-thirds of organizations have no formal mechanism to reward managers for developing talent. What could you do differently, starting tomorrow, to make improvements? And if you don't plan to do this, why not?
- Organizations that excel at talent risk management have formal talent reviews in place to clearly identify specific talent gaps in critical skills. How do you map your workforces' current capabilities to the skills needed now and in the future, and identify any potential gaps?



*Note: To increase your network learning experience, we plan to share the presentation slide decks and audio recordings, along with links to related materials to the attendees of this Exchange within the next two weeks.*



**Dr. Beverly Kaye**  
Engagement Scientist  
 **CAREER SYSTEMS  
INTERNATIONAL**  
THE BEVERLY KAYE COMPANY

***Up is Not the Only Way:  
Rethinking Career Mobility***  
(1:20 p.m. in HU224 Main Auditorium)



In today's rapidly changing workplace that is more global, multi-generational, dispersed and mobile than ever before, how we once viewed and discussed Career Mobility is no longer 'good enough' to ensure long term success. What we are experiencing is more like Career Disruption; not just for the employee, but equally for the leader and the organization. What was once a ladder is now a lattice; and a healthy career is likened to a kaleidoscope - one subtle shift and the entire lens changes in ways we previously could not have scripted. Since its original publication in 1982, 'Up is Not the Only Way' has been a cornerstone for Career Development Practitioners, but even more importantly, it has become a mantra for all who coach, counsel, lead and execute career development strategies in this ever-evolving environment. This new edition highlights and emphasizes how and why multiple growth options and experiences are no longer a 'nicety', but rather a 'necessity' for those looking to successfully grow the individual as well as the organization. 'Up is Still Not the Only Way' promises to 'master the mindset' on those possibilities with provocative questions, unvarnished truths and break through thinking, to foster new conversations around mobility and development.



**Karen Kocher**

CLO

***Disrupting the HR Talent Agenda  
Using DESIGN THINKING***

*(12:55 p.m. in HU224 Main Auditorium)*



What is design thinking? In a nutshell it is the belief that by starting with a goal, understanding the customer's empathetic drivers and conducting rapid prototyping, problems can be solved and solutions enabled that deliver more value and are sustainable. Individuals and organizations that utilize design thinking put their energy into learning about the future, the customer and test and learn. Many companies have transformed key HR processes and built capabilities utilizing a design thinking framework.

During this presentation, Karen Kocher to share a roadmap, successes, and lessons learned for:

- The disruptions and signals that drive the need for design thinking;
- HR processes that are ripe for transformation given the expected future of work, the workplace, and workers;
- A business-oriented perspective on design thinking work and the value derived;
- Planning for the commitment and change leadership necessary to succeed with design thinking over the long-term.



**Jesse Pilachowski**

Director of Global OD



**The Evolving Learner**  
*Reimagine Workplace Learning*  
 (12:35 p.m. in HU224 Main Auditorium)



When you work in learning and development, it can be an uphill battle to fight for resources. Justifying “your spend”, prioritizing your projects, and getting executive support can be a challenge when resources are limited. That being said, there is one resource that continues to decline at steady pace; that of the human attention span. How do we develop employees in a world where a two-and-a-half-hour basketball game is too long to keep viewers’ attention and only 60% of YouTube user stay on a video after 4 minutes?

Jesse will share his insights on how you can reimagine workplace learning

- **There is no one-size-fits-all strategy**—how do you customize learning experiences to the learner and via multiple channels?
- **Development is not an event**—what are recent trends with developing impactful solutions as a combination of lessons, resources, people, and application?
- **Flip classroom is not the wave of the future**—are you finding it a basic expectation of learning experiences today?
- **Gamification isn’t a buzzword**, it is the basis for our modern society—ask your children how they learn at school today. If we are not keeping up with innovation in grade school classrooms, are we really relevant?
- **Create experiences that keep your learners’ attention during longer experiences**--what can we learn from Nickelodeon?
- **Development experiences should solve real business challenges**—what is the “right” length of a learning experience?





**Chris Tiglas**

Sr. Manager L&D



## Experience Design vs. Learning Design: Case Study



### Strategic Opportunity:

For Walgreens to effectively deliver on our strategy through our people, we need to significantly improve talent capabilities and the talent pipeline at all levels within our functional areas. To build an effective functional development experience, we couldn't focus exclusively on just learning assets. We are charged with delivering and enabling entire career development experiences to ensure we're building the right functional capabilities that will help drive the right mix of talent mobility, which will empower our people to deliver on our strategy—and ultimately to deliver what's best for our customers.

### Learning Solutions:

We are responding to this opportunity with building the Walgreens University Business Schools. Our Schools need to have a strong infrastructure in place as a starting point. This means job title harmonization occurs (if needed) followed by building out robust functional and/or role success profiles. Then, we use the differentiated functional skills that have been identified through the profiling to build robust learning solution suites, which are built using the 70-20-10 premise. The full experience also includes support for career conversations b/t employee and manager, IDP-building tools, illustrative career pathing tools, targeted skill assessments, complimentary support that depicts a “day-in-the-life” as well as employee incentives (such as direct articulation opportunities for college credit and other available credentialing options).

### Lessons Learned:

We're getting very positive feedback, and we're seeing the work pay off for our employees. We launched our first school in January 2017—our Retail School of Beauty. We're seeing increasing enrollment numbers into the school, and we have early evidence of employees moving into new roles and/or earning promotions that have been because of the kind of development they have experienced through the school. Although the early results have been positive, there have been many lessons learned. We're refining how we gather the right data to build our profiles, and we're broadening our capability to design the right set of curricula that will ultimately serve the mobility we're truly looking for as we build out additional schools.

### **New Hire On-boarding: *Interactive Roundtable Discussion***



**Sue Benbrook**

Manager



**Jon O'Brien**

Manager



**Sheri Peitersen**

Sr. Talent & OD  
Manager



**Brian Watkins**

National Director  
of L&D



### **Strategic Opportunity:**

This session will share real-world experiences from practitioners at Allstate, CVS & JJ Keller focusing on the business challenges, programs we've implemented, and lessons we've learned the hard way. Also discuss will be how Midtown is ***Reimagining the onboarding process*** for its full- and part-time associates.

### **Discussion Points:**

Opening the discussion with our respective new employee orientation context, our roundtable panelists plan to spend most of the session discussing with each other and the audience key new employee orientation challenges, including:

- Integrating business/functional on-boarding with enterprise on-boarding
- Duration of on-boarding experience both for new hires & transition between roles
- Shifting onboarding ownership to new employees using cohorts
- Strategies for reducing cost and improved business impacts
- Being high-touch without being high-cost
- Maintaining a human touch in self-directed on-boarding
- Sustaining a global corporate culture at scale
- Personalizing the on-boarding experience
- Enhancing executives' integration and networking
- Creating a seamless on-boarding experience
- Improving manager engagement and a providing support network in the on-boarding process
- Handling a mobile work force?



## Enhancing Programs with Leaders As Teachers: Faster, Cheaper High-Quality Content Curation



**Mike Pinkel**  
Enterprise AE



**Steve Baker**  
Sr. Learning Consultant



**Shweta Srivastava**  
Enterprise Talent Development Leader



**Jeff Flesher**  
Director



**Christopher Lind**  
Director



### Strategic Opportunity:

Even though **58% of Leaders As Teachers (LAT) are effective**, most companies that use this powerful model are not profiting as they should from the time and effort leaders invest in teaching, according to 2015 research from the Association for Talent Development (ATD) & i4cp. As learning professionals expand training and development opportunities and engage organizational leaders to share expertise, can we reimagine LAT programs by creating faster, cheaper high-quality curated solutions with online courses from top universities like Northwestern and Johns Hopkins?

### Key research findings include:

- Effectiveness in leveraging **LAT is tied to better market and learning performance**. However, only one in five respondents rated their LAT effectiveness highly.
- LAT efforts are twice as likely to happen on an informal basis and high-performance organizations strive to formalize them. 39% of survey respondents said leaders act as teachers informally, whereas 17% had formal, structured programs.
- About half of respondents (52%) said LAT programs reside with the talent development function, and nearly that many said that all employees are the primary audience for leaders who teach.
- Leader-teachers represent all organizational management levels, but are usually those on the front lines or at the senior manager rank.
- When leaders serve as teachers, perceived benefits are wide-ranging & support better performance.
- Leaders' teaching roles most often involve speaking about their personal experiences and are least likely to center on experiential learning.

### Discussion Points:

To help guide the roundtable discussion, our facilitator will focus this interactive discussion on some or all the following discussion points:

- What are some of the benefits of a LAT approach in your development programs? *(for example, for leaders - helps with their development and gain visibility to talented employees)*
- What are some best practices you have used at your organizations to develop an effective LAT?
- What are some key lessons learned you could share with the group about things you would do differently with LAT? **Why are 80% of LAT not effectiveness highly?**
- Identify some of the latest innovations you are using with LAT *(e.g., curating customized learning experiences with internal senior leadership & cost-effective online course from top universities)*.
- How do you describe the role of a Leader as teacher? How do you gain acceptance and buy-in from leaders?
- How do you best prepare Leaders to be most effective as teachers? As a part of the approach, how do stories fit in and how do you prepare leaders to be excellent story tellers?
- How have you leveraged the LAT model to support a 70/20/10 model & cohorts for development?

## Contemporary Experiential Learning Strategies: *How to change behavior... Fast!*



**Jesse Pilachowski**  
Director



**Alex Draper**  
Strategic Partner



### Strategic Opportunity

**STOP: THINK: ACT**—That's what great leaders do. It's what we teach them to do. It's what the research suggests we do. Think before you act. Be mindful of what you are doing to ensure the best results possible. So let's apply that thinking to our industry. We are here to serve. We are here to support our businesses and achieve results through people. The world and the people in it have changed dramatically in the last 20 years, yet we still use some the same learning theories, same models, same vendors, and we see the same results. For an hour let's take a step back and in a participative way, brainstorm a contemporary approach to developing people, with one result. Behavior change for the end user that impacts the business and the user in a positive way.

### Learning Solutions:

We'll walk you through a magic formula for learning design and execution, based on 6 key steps:

- Encourage a **GROWTH MINDSET** through clear communication and expectations up front
- Utilize tools that support **SELF-AWARENESS** of a user's current reality
- Ensure there is **ACCEPTANCE** of the current reality
- Introduce **KEY CONCEPTS AND BEST PRACTICES** to identify the ideal future state
- Enable **APPLICATION OF CONCEPTS AND BEST PRACTICES** in and out of the learning experience
- **REINFORCE THE LEARNING** long after the session to ensure it sticks and new habits are formed

### Lessons Learned:

- Simple steps to create powerful learning that has significant impact on people and the business
- Where and how to use experiential learning to have the biggest impact
- Best practices to change leadership habits for the better quickly
- Who is using this and what impact have they had

## Creating a Talent Management Strategy



**Ann Manikas**

Director,  
OD & Learning



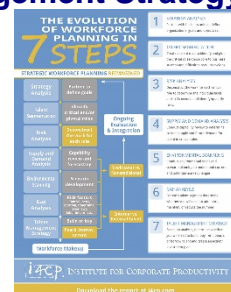
**Suzanne Sherry**

VP of Talent  
Management



**Jaison Williams**

Chief Talent  
Officer



### Strategic Opportunity:

There is wide agreement that a talent management strategy is essential for business success. A Google search on this topic will return an endless list of articles, blogs and consultants that suggest what a talent management strategy should look like, key components and best practices. Despite this positive press, research by John Boudreau, Mara Swan and Amy Doyle, suggests that most organizations either lack a clear talent management strategy or if they have one it's disconnected from the real business context.

As HR and Talent Leaders, we know that a talent management strategy is critical to ensuring alignment between business strategy and talent management activities. But often it's hard to determine what's best for your organization, and how should you go about creating one. In this roundtable, Suzanne Sherry, Stacy Karbe and Jaison Williams will discuss and share examples of how they have created talent management strategies that are truly connected to the business and deliver business outcomes.

### Discussion Points:

Suzanne plans to open this discussion with one or more of the following questions...

- What are some approaches you have used to link the talent strategy to the business strategy and long-range plans of the organization?
- How do you keep it relevant to the business needs?
- How do you involve senior leaders in driving a talent management strategy?
- How is success defined for a talent management strategy?
- What pitfalls or challenges should you be aware of?

Come prepared to actively contribute and participate in the discussion.



**Dave Vance**

CLO



**Prashant Bhat**

Director



## Creating Learning Partnerships Adding Real Business Value



### Strategic Opportunity:

In this interactive roundtable discussion, we will explore the importance of creating leading partnerships with the business.

As longstanding businesses are being disrupted and new businesses are being formed at record pace, it has never been more critical for companies and teams to update their skills and sharpen their capabilities. At the heart of this transformation is the critical need to develop Talent around the business, teams and individuals and be competitive. There are significant variances on how companies embrace Learning and Development including where it reports, priorities, how it is funded and relationship with the business. The opportunity we have as learning leaders is to be that Strategic Business Partner to further the skills, strategy and growth of the company through People.

### Discussion Points:

To help guide the roundtable discussion, our facilitator will focus on 4 key vantage points for being a strategic business partner:

- **Priorities and Alignment:** Gain a perspective on how other organizations [discover their CEO's priorities](#) and how they then [align their key learning initiatives](#) to those priorities. We will compare different models on where Learning reports to as another data point on business alignment.
- **Reaching Upfront Agreement with Goal Owners:** Once it is agreed that learning has a role to play, L&D and the goal owner need to [agree on measures of success](#). We will discuss potential outcome measures.
- **Roles and Responsibilities for L&D and Goal Owners:** One critical component of forming a strong partnership is clarity about the [roles and responsibilities of both parties](#). Neither L&D or the goal owner can guarantee an impactful program on their own.
- **Governing Bodies:** Last, we will discuss how high-level and program-level governing bodies can help [build partnership and have greater business impact](#).





**Kyle Swanson**  
Learning Curator



**Pam Prosser**  
Manager  
Employee L&D



**Cindy Miller**  
Sr. Manager



**Kate Pollasch**  
Art Curator



**Anna Kunz**  
Artist



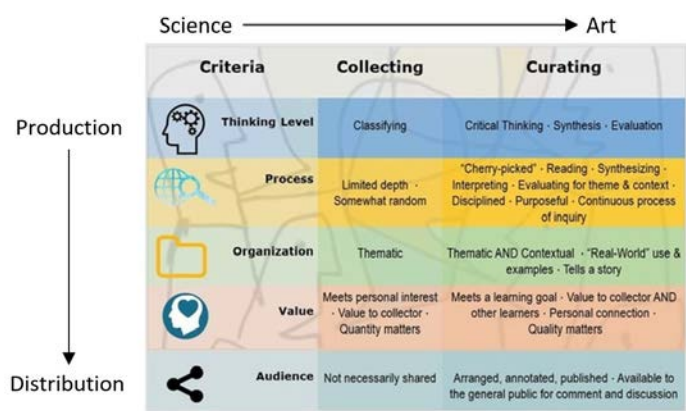
A few months ago, Kate and Anna shared their story about preparing for an art exhibit at the University Club of Chicago. While sharing their story, it was clear that a challenge with curation is not finding content, the challenge is connecting the right content in meaningful ways to the learner. Join this panel in discussing the art and science of content curation.

### Strategic Opportunity:

Sometimes the best place to learn is next to the industry, not within it. L&D can learn from social media and marketing experts who engage people in brand experiences every day. We can also look within to see what is working, how it works, and why it works to develop strategies to engage learners in more effective ways. Through this panel discussion we will explore findings to help take social learning to the next level

### What We've Found:

- Increasing content can decrease engagement. Learners face choice fatigue.
- Being selective and descriptive helps learners reduce the noise, spending time engaged in learning instead of filtering through choices.
- If content is king, context is the kingdom. Creating context is leveraging the medium, space, and content to create a more compelling and meaningful learning experience through a story that ties the content together.
- Production does not equal distribution. Inviting people in and engaging them to share the story deeper into the organization is a critical link to pivot from production to distribution.



### This session will explore:

- What should we consider when it comes to identifying and leveraging content to tell a story that will make a meaningful difference in the workplace?
- How do we make the content relevant and relatable to the learner?
- How do we bridge from production to distribution?





## Using Design Thinking in Action to Change Learning Workshop

**Trend 5: Design thinking**  
Triumph of experience over instruction

**Karen Kocher**

### Strategic Opportunity:

Last year, Josh Bersin's prediction #5 was HR teams will stop designing "programs" and instead design integrated, high-value "experiences" that excite, engage and inspire employees.

As we look for opportunities to shape the Employee Experience, Design Thinking—a creative process that combines thoughtful user research with rapid iteration, provides a framework to help HR simplify complex workplaces.

### Using Design Thinking:

During this working session, Karen will continue the conversation sharing the Design Thinking process to discover new ways to simplify work and improve productivity, performance, and engagement.

Activities in this hands-on session will use the design thinking process discussed at a high level in Karen's keynote to achieve the following objectives:

- Understand empathetically an HR process most appropriate for transforming using design thinking
- Generate ideas that will help with the transformation
- Test and learn to determine which of the ideas will result in the most value
- Iterate based on customer feedback to ensure the result delivers the best outcomes



**Viviane Lindgren**  
Talent Management  
Team Lead



**Liz Marchi**  
Senior  
Consultant

**Allstate Talent Share Case Study:**  
*Philosophy, Approach & Process for  
Short-Term Experience-based Development*



**Strategic Opportunity:**

Our Enterprise Talent Market (ETM) philosophy and Talent Share programs support the internal advancement of our employees. With approximately 41,100 employees at Allstate, there is no better place to begin our hiring process than with our own people. When a position opens in any department across the company, any Allstate employee can apply for the position. Not only does this program reduce the costs associated with hiring an external candidate, it also preserves the cumulative knowledge and maturity of Allstate's culture. In the first two years of ETM, internal placement rates doubled, and remain steady.

**Learning Solutions:**

In 2015, we began leveraging our Talent Share program for more labor-intensive projects, and we integrated Claims into the program. As a result, the number of participants increased to 620 participants in 2015.

To learn more, <http://corporateresponsibility.allstate.com/workforce/talent-management>

## Next Generation Career Development *What it takes to Be Successful*



**Diana Halfer**  
Senior Director



**Julia Hooper**  
Director



### Strategic Opportunity:

Lurie Children's has had longstanding career development programs for nurses and physicians. Hospital leadership knew they needed a career development strategy for **all employees** to be an employer of choice—particularly as younger workers joined the hospital. Learn about a piloted career development program for administrative professionals, which is the second largest employee group and has had no formalized orientation, training or career development path.

### Learning Solutions:

Career development initiatives are a leading indicator for lagging measures of success, such as engagement, productivity, retention and a robust talent pipeline. Learn tactics for empowering employees during the story of Lurie Children's pilot which has created a roadmap for a multi-year career development plan. Attendees receive a one-page planning template and keys to a successful career development event.

In this session, attendees will learn:

- How to get resource support through vision alignment with a career development strategy.
- Infrastructure tactics to support career development, including technology, people and processes.
- Change management tactics for successful career path implementation and how to obtain and sustain executive support and resources.

## Reimagine Return on Training Content: *Take Out Costs & Deliver New Kinds of Business Value*



**Cindy Miller**  
Senior Manager



**Joel Trowbridge**  
Global OD



### Strategic Opportunity:

Today's Subject Matter Experts are short on time and often have higher priorities than developing training content. Content that needs to be company-specific and therefore cannot be bought also generally gets prioritized to the top of the development list.

The content of purchased learning libraries can play an important role in filling content gaps for talent development. However, for training professionals, relying exclusively on purchased content can lead to expensive and restrictive learning opportunities. Additionally, it can be difficult to get learners to take the courses because they don't always see how generic, off-the-shelf content is relevant to their jobs.

So how can we increase the ROI for off-the-shelf learning content? Join us for a conversation around reducing the cost and increasing the learning transfer of vendor content.

### Discussion Points:

In this session, alternatives to commonly utilized content curation strategies are explored. The primary focus is a reduction in overall content spend while simultaneously providing more control over what learners consume and how training organizations can manage the content.



## Coffee Isn't Just for Closers: *Leveraging Talent Analytics to Accelerate and Target Learning & Development for Sales*



**Tracey Wik**  
Managing  
Director

**Amy Dordek**  
Managing  
Director



### Strategic Opportunity:

While we may think selling is only for those with the title, Learning and Development's ability to capture leadership's mindshare and resourcing is imperative to its impact on people and organizational goals.

Consider that everyone has natural selling skills that can be put to work in the service of not only one's objectives but to the overall objectives of the organization. This session will debunk selling myths, and explore how talent analytics can help unleash the sales capacity of your organization to achieve your business outcomes. While we don't expect anyone to change jobs in the middle of our presentation, we do hope a curiosity will arise about how to use your own powers of influence to advance your Learning and Development agenda.

## What We've Found:

Most sales leaders would say people are key to their success. Yet, most leaders who will tell you “people are my most important asset” often cannot tell you specifically why or how. This is because most organizations have created their sales function without a lot of thinking about their structure, their roles and even the people in those jobs.

## This session will explore:

- Talent is your only sustainable competitive advantage: By taking a step back to consider what outcomes you are committed to achieving, you can design a sales organization and staff a sales team that supports your go-to-market strategy and business objectives
- How you hire and who you hire is critical: To recruit these talented and rare salespeople, employers need to understand what activities differentiate success rather than relying on gut instinct.
- Your ability to manage, develop and train your talent determines your level of success: Reframing sales from transaction to value demands that organizations understand the buyer's perspective, and creates alignment of sales people to meet buyer's where they are not where you want them to be. Learning & Development then becomes targeted and can be seen as the enabler of change. This approach also makes sales leadership easier as leaders can coach to an employee's strengths. The ability to understand the strengths of the individual and the team contributes to greater employee engagement and increased business performance.



## Creating Your Own Measurement Strategy



**Dave Vance**

CLO



### Strategic Opportunity:

Many practitioners struggle to create a comprehensive, yet practical, measurement strategy, especially one that meets the needs of program managers, department leaders, and senior company leaders. Everyone knows measurement is important and that best-in-class organizations have well-defined measurement strategies, but there is much less agreement on what constitutes a world-class measurement strategy and how to create one.

We will explore the elements of a best-in-class measurement strategy and define what it should include. We will begin by examining the reasons for undertaking a measurement strategy since these reasons will provide guidance on which measures should be selected and how they should be reported and used. Then we will review the elements of a good measurement strategy. Next we will explore the three types or categories of measures from Talent Development Reporting principles (TDRp) that all strategies should include: effectiveness, efficiency and outcomes. Then we will review the most commonly used measures in each category. Last, we will explore how the measures can be used in reports.

### Discussion Points:

This session is designed to improve your understanding of measurement and TDRp as well as to increase your business acumen. You will learn:

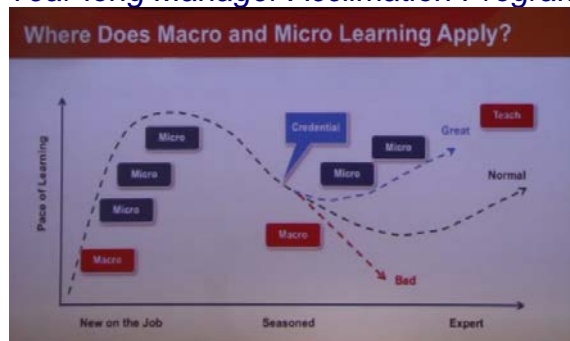
- The different reasons for measuring
- The elements of a measurement strategy
- The three types of measures
- The most commonly used measures and how to define and measure them
- How the measures can be used in reports
- Mistakes to avoid



Jesse  
Pilachowski  
Director



## The High-Performance Manager: *Brady Corporation's Year-long Manager Acclimation Program*



### Strategic Opportunity:

Before the High-Performance Manager Program, Brady Corporation's managers were provided little in the way of formal training and guidance after hire or promotion. As a result, new managers did not have the guidance and development support necessary to ensure the highest likelihood of success for themselves and their teams. More specifically there was a lack of clear and consistent understanding of expectations around things like: our Leadership Principles, business acumen, employee relations policies and responsibilities, performance management process, talent acquisition strategies, and empowering and engaging employees.

### Learning Solutions:

To address this challenge, a global cross-functional team was assembled to complete a full assessment of the problem and propose a solution. Based on the analysis completed by the team, the challenge was addressed through the creation of a multifaceted program that includes a mix of: On the job application, instructor-led training, web-based modules, resource guide, website, quick reference guides, and short videos. These solutions are spaced out over the first year of a manager's new role.

### Lessons Learned:

- Assembling a global and cross-functional team to address the challenge dramatically improved the final deliverable
- When completing a thorough needs assessment of this topic, opinions about what was needed in the program varied greatly by division and region
- A flexible delivery model would help deploy the content to a global audience
- Tying course concepts to existing organizational philosophies (Leadership Principles) around effective leadership and management would increase buy-in
- Educating new managers and their hiring managers was critical to sustainability and knowledge transfer
- Allowing participants to choose their own development path would maximize program impact
- Utilizing existing courses and resources to supplement the program increased development resources while limiting development time

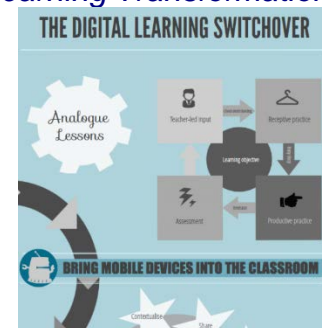


**Christopher Lind**

Director,  
Digital Learning &  
Curriculum Design



## Doing Digital Right: Manager: *Maximizing Technology in Learning Transformation*



### Strategic Opportunity:

There's tremendous pressure for learning professionals to go 'digital.' But what does that mean and how do you make sure 'doing digital' is actually adding value to your organization?

In this session we'll talk about how to define 'digital' for your organization and what things to consider, so you can do digital right.

### Discussion Points:

To help guide this presentation and roundtable discussion, our facilitators will focus the conversation on some or all of the following discussion points...

- How do you plan ahead when technology is changing so rapidly?
- What does digital mean to you and your organization?
- Are there times you don't think digital is the right choice?
- What type of team members do you need to build a digital learning organization?



**Mary Barranco**  
Former CLO



**Mark Walker**  
VP, Member Services



## Learning's Role in Culture Transformation



### Strategic Opportunity:

An organization's culture can be defined as the complex combination of beliefs, behaviors and actions within that organization. Almost half of organizations said identifying culture has become a key business imperative. The benefits are clear. When a company's culture aligns with strategy the outcomes are profound and measurable:

- 44% more employees are engaged
- 29% lower turnover
- 4 X higher sales returns

Yet, when an organization's culture and strategy do not match, it is almost certain the strategy will stall or fail. The most critical aspect of corporate strategy is its translation into reality by aligning with culture. In this session, we will examine the role of learning in supporting culture transformation.

### Discussion Points:

To help guide this presentation and roundtable discussion, our facilitators will focus discussion around latest research and examine the following questions...

1. What are the characteristics of a high performing culture?
2. How can learning leaders identify a culture/strategy mismatch?
3. What specific programs can be designed to engage leaders as teachers in the culture/strategy alignment process?
4. How does learning translate those programs from executive level to the supervisory levels? What are real examples of these cascaded programs?
5. How does learning measure the success of programs designed to transform culture?
6. Research consistently shows companies with shared purpose have greater employee satisfaction and success, yet less than half of those surveyed agreed their organization's strategy reflects the sense of purpose. What barriers exist in creating alignment between strategy and culture? What is learning's role in achieving this achieving this alignment?





**Chantel Carson**  
L&D Manager



**Scott Weersing**  
Learning Analytics



## Social Media Marketing Strategies for L&D Content



### Strategic Opportunity:

Sometimes the best place to learn is next to the industry, not within it. **L&D can learn from social media and marketing experts who engage people in brand experiences every day.** We can also look within to see what is working, how it works, and why it works to develop strategies to engage learners in more effective ways. Through this roundtable facilitated discussion we will explore together findings to help implement social media marketing strategies for L&D content and through this dialog hope to take social learning to the next level.

### Five-Step Social Media Marketing Strategy:



### What We've Found:

Not so long ago, social learning was all the rage. Organizations and LMS's were racing to bring social learning to life with the promise of increased engagement, learner generated content, and value through people learning more, faster, and from each other. The results are mixed.

- Social learning requires processes to consistently bring in new content that compels people to come back to the conversation.
- Moving people from consumers to contributors requires psychological safety for people to take risks when asking questions, expressing opinions by offering advice and even sharing best practices.
- Social learning requires attending to the space like a garden, planting seeds and pulling weeds to ensure that learners can connect to relevant, relatable and accurate content.
- At its best, social learning is transparent and reduces the distance between the learners' question and the answer they need to get their work done. They can tap into the collective wisdom of an organization to learn best and next practices.

### Discussion Points:

- What are the benefits when internal social media networks are used for reaching our learners?
- How might a social audit inform how to best engage different populations in social learning?
- What might a **Five-Step Social Media Marketing Strategy** mean for reaching learners in their own space? How might it contribute to higher levels of engagement & take to next level: social learning?
- What metrics should L&D consider measuring impact and value of social learning?





**Jane Shlaes**  
Director,  
Learning & OD



**Shweta Srivastava**  
Enterprise Talent  
Development Leader

## Future of Learning is Here!



### Strategic Opportunity:

Like every other talent management domain, learning and development is up for reinvention. We know that traditional learning models and methods are hitting their use-by-dates; technology is turning the best practices of the past on their head. It adds up to an accelerated, hyper personalized and transformed learning experience that puts the learner right in the driver's seat.

The workforce and our world need agile, innovative and business-aligned learning colleagues to face the changing workplace of the future. It is time for the learning field to have a deep and open conversation about how we re-engineer our craft, our skills and our careers. Are we ready to step up to the challenge?

### What we will cover:

- Disruptions and trends related to work, workforce and workplace; and its impact on the expectations from the learning function
- Trends related to learning models and methods
- Emerging skills for the success of the learning function / professionals

### We will together explore:

- Which trends are most relevant for my company, business strategy and workforce?
- In the face of exponential technological change and Human-AI collaboration, which human skills will be valued.
- How will we, as learning professionals prepare employees for future opportunities?

This session will be a combination of presentation, group activities and videos.

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**Newton Moore**

Manager



**Prashant Bhat**

Learning Director



## Creating Innovated Knowledge Transfer Capabilities



### Strategic Opportunity:

We now have an intergenerational workforce with new demands from Learning and Development (L&D) that is forcing changes on how L & D traditionally delivers learning. The advent of digital transformations, big data and artificial intelligence necessitates that L&D considers other alternatives to provide learning at the "speed of business".

Research and trends are showing that today's learners want more than classroom and e-learning experiences. They want to connect socially at work and "Google" for answers to their questions. How can Knowledge Transfer capabilities support these needs and the shift in these trends? What are the current challenges that face L&D organizations? Today we discuss these challenges and possible alternatives.

### Learning Solution:

Newton Moore, Knowledge Engineering Manager from UL, will share insights into building communities of practice and using social media tools. Prashant Bhat, Director of Learning at Cigna, will share strategies in knowledge transfer that work for customer transaction systems. A lively discussion follows to explore lessons learned and other approaches from the participants.

We recommend:

- Identifying the "knowledge" you want to transfer and why it matters.
- Not to let tool selection determine your strategy but to think through what it is you want to accomplish before selecting a technology.
- Think about how people learn on the job and how they find knowledge and expertise. What tools and people do they access? You might be surprised.

### Lessons Learned:

- If you build it, they may not come. Just because you provide tools doesn't mean they will be adopted.
- You need to market, evaluate and incentivize your rollout of these tools
- Align with critical needs of the business. Have a strategy for identifying the key knowledge and insights to transfer.
- Benchmark and maintain an awareness of the field. Things are changing every day and you will need to be knowledgeable of the current trends and solutions.