**Industry Trends
with i4cp's Latest Research**
*(8:45 a.m. in HU01)*

**Kevin Oakes**
CEO

An i4cp Report

**Automating Work:
The Human/AI
Intersection**

## Strategic Opportunity:

As advances in technology rapidly shift the tasks performed by people and those performed by automation and algorithms, both the nature of work and how it gets done are undergoing significant change.

i4cp, in coordination with USC business professor, author, and thought leader John Boudreau, recently released a major new study that explores how high-performance organizations are leveraging or preparing for automation, AI, and robotics in the workplace as well as in the HR function.

## We've Found:

While expectations around job losses are often overstated, in contrast, the rising skill shortages are quietly increasing in importance. A significant number of study participants said that advanced work automation would more often augment human capabilities or transform roles rather than act as a substitute for workers, including for entry-level positions. Despite this:

- Less than half of high-performance organizations reported taking actions beyond assessing capability gaps and identifying future skills.
- Among all organizations, less than one in three are identifying upskilling or reskilling pathways for talent whose work is being reinvented by automation.
- Only 22% of organizations have focused on upskilling/reskilling programs to close the capability gap, though high-performance organizations are 2x more likely to do so than lower performers.

Strategic
Partners

i4CP
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**Rob Lauber**
SVP,
Chief Learning Officer

**How McDonald's Is Thriving
in the Age of Automation**
*(9:15 a.m. in HU01)*



Rob Lauber is the chief learning officer at McDonald's Corp. In July 2014. Rob joined McDonald's and has responsibility for the overall learning and talent development strategy and execution across all 35,000 restaurants around the world.

Before his current role, Rob was the vice president of Yum University at Yum Brands Inc. 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.

Previous to his role at Yum Brands, Rob was the executive director of learning services at Cingular Wireless in Atlanta. While at Cingular, his team was recognized as a Top 100 Training Organization by Training Magazine over three consecutive years. He has also held learning leadership roles at Coopers & Lybrand (now PricewaterhouseCoopers) and Dun & Bradstreet.

Rob has been recognized multiple times by Chief Learning Officer magazine for his work on achieving business impact, leading business change, learning technologies, and global learning. Rob was CLO of the Year in 2013.
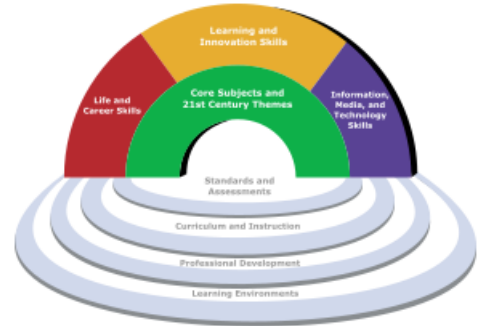
> **What will have the biggest impact on the most people in the shortest amount of time?**

**Karen Kocher**
General Manager,
Global Learning Experiences

## Essential Behaviors & Skills Driving
## Digital & Cultural Transformation at Microsoft
*(9:45 a.m. in HU01)*



### Strategic Opportunity:

Digital and cultural transformations are underway in many, many organizations, and where not, likely will be soon.  Microsoft's approach has been to focus first and foremost on inspiring the organization to be learn-it-alls.  This growth mindset anchor fuels behaviors and in turn an environment where people are energized to learn and help others develop the skills important for the future.
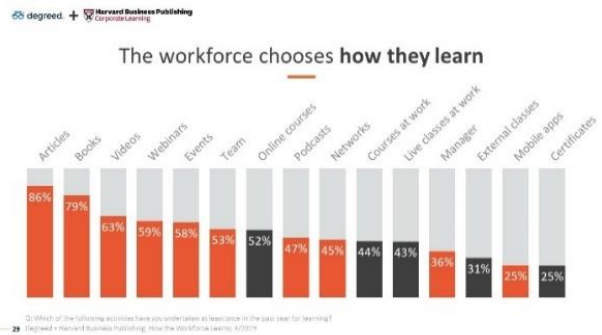
Insights into Microsoft's digital and cultural transformation as well as our view on the behaviors and skills most essential for individuals to help drive this change will be showcased.

Strategic
Partners

**Sarah Danzl**
Head of Communications

**The Skills Economy**
**How the Workforce Learns in 2019**
*(12:45 p.m. in HU01)*



## Strategic Opportunity:

The shift from relying on L&D to self-directed learning has left many organizations wondering about the role of talent and L&D leaders in a worker-driven world. Does L&D curate or design learning? Do we implement programs or facilitate? Should learners control it all?

## We've Found:

The findings of Degreed on how the workforce learns – conducted in partnership with HBSP – are clear. The best place to start is by understanding how employees learn so you can better enable their skill development. Your host, Sarah Danzl, head of communications at Degreed, will provide exclusive research and easy-to-understand insights on:

- How people fuel their careers and build their skills
- How high-impact organizations are shifting their corporate learning teams and strategies
- How you can help your learners align learning to their goals to drive your organization's success.

Strategic
Partners

**Nick Allen**

Regional Talent Development Leader

**Steve Meier**

Principal

**Cindy Coleman**

Design Director

## Codifying Chance-based Learning
### *(1:15 p.m. in HU01)*



## Strategic Opportunity:

The world around us is quickly evolving, and is forcing all of us to re-think the role of the workspace and what even is the workspace around us today. And that of course influences how we learn. As an architecture and design firm that partners with companies in redesigning their workspaces, this has been of particular interest to us, and we launched a year-long intensive internal research study on this topic. Through our research, we have identified and codified natural modes of learning, and this dialogue will focus in particular on the mode of 'chance-based' (unstructured, unplanned) learning, how we help enable this as a centralized learning function, and the influence of physical space.

## We've Found:

Our initial research findings identified there are four natural modes of work, 'Focus', 'Collaborate', 'Socialize', and 'Learn.' Through continued research, we discovered that Learning is not a fourth work mode, but instead embeds into the work we do every day. And so if learning is embedded in all work modes, how might we make every moment learn-full?

Strategic Partners

**Angela Geffre**
Global Head of Talent

**In Pursuit of a Learning Culture:**
*How the Future of Work Skills Transform Learning*
*(1:35 p.m. in HU01)*

**TALENT MANAGEMENT & SKILLS**
*Have you got the right people in the right roles? Do the people in your Real Estate team have all the skills they need to be excellent professionals?*

Following the design of your target operating model, we will work with you to help identify gaps in terms of roles and ensure that your Real Estate team is designed to be high performing.

We can then help you to develop an environment of learning, problem solving, innovation and diversity of thought.

Find out more on www.jll.com/people-process

## Strategic Opportunity:

Organizations are changing rapidly as the world around us changes. As a result, we have to start to shift our thinking from traditional skill sets to future-focused skills – including ones we don't even know about. This creates the challenge of figuring out how to identify these skills and then embed them into our talent processes across the talent lifecycle from hiring to performance to development. When it comes to development, we continually ask ourselves how to create a learning culture that embraces these new skills.
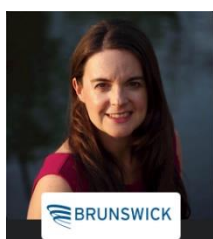
## We've Found:

Our internal best practices have shown us that having an agile leadership development framework has allowed us to develop our leaders at all levels in a variety of ways including mobile technologies. One of the most effective has been through "Leadership Moments" to begin creating a culture where learning is embedded in all we do – including something as simple as a meeting.

Strategic Partners

## Work Automation and AI: *Mind the Three Gaps*
### *Strategies to align People, Process and Technology*
### *Initiatives for Supporting Business Innovation (HU01 1:55 p.m.)*

| **Brain Kedzior** | **Alison Cowan** | **Emily Mason** | **Samir Desai** | **Angela Geffre** |
|---|---|---|---|---|
| Sr. Director, OD & Change Management | Director, Global Learning & Talent Management | Sr Director, Talent Management & Enterprise Learning | CLO | Global Head of Talent |
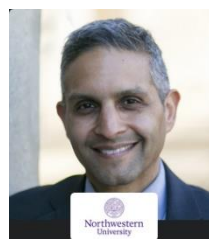
## Strategic Opportunity:

As advances in technology rapidly shift the tasks performed by people and those performed by automation and algorithms, both the nature of work and how it gets done are undergoing significant change.  I4cp Workforce Automation research uncovered three gaps: *Organizational Capability, Workforce Motivation,* and *HR Readiness.*

## Discussion Points:

We'll focus our roundtable discussion on the following:
1. Is your organization using and advanced automation or AI today?  If so, how?
2. Is it more often being used to augment or transform humans' work, or to substitute for it?
3. Where do you foresee the most growth in use in the future?
4. How ready is your HR function to help lead the organization in implementing AI and advanced automation? What roles should HR be playing in this transformation? Does it have the expertise to do so?
5. What actions are you taking regarding talent in light of automation?
6.  In particular, is your organization deconstructing work into tasks and considering automation/AI… and if so, are you doing that across the board, for critical roles only, or is it ad hoc?
7. What is the state of upskilling/reskilling programs at your organization? Are any such programs directly tied to the impact of automation / AI? If not, do you think it will increasingly be so soon?

Some have voiced concern that AI/Automation will end up "taking the human out of human resources." What is your view on this? Will that result, or could it be the opposite–a re-humanization of HR rather than a dehumanization?

Strategic Partners

## Our Role with Digital/Business Transformation
### *Strategies to align People, Process and Technology Initiatives*
### *for Supporting Business Innovation (10:45 a.m.)*

**Heidi Glickman**
Hacking HR

**Kevin Oakes**
CEO

**Karen Kocher**
Managing Director

**Maddie Strange**
Sr. Director, L&D

## Strategic Opportunity:

This month's *Training* magazine cover (Sep/Oct 2019) featured *AI or Just Sci-Fi? A look at artificial intelligence's potential impact on training and the workforce*.

Last year, Harvard Business Publishing released its 2018 State of Leadership Development research report on top issues around leadership development and explored necessary changes for programs to improve business impact. According to the study, **organizational transformations have become the new normal,** with 86 percent of organizations have had recent experience with transformation.

Let's explore together L&D/OD/Talent departments can be experimenting with today in light of i4cp's recent research uncovering,

- only 19% have confidence that HR departments are ready to lead in bringing digital/business transformation to the organization and
- only 22% of organizations have focused on upskilling/reskilling programs to close the capability gap, though high-performance organizations are 2x more likely to do so than lower performers.

## Discussion Points:
We'll focus our roundtable discussion on the following:

- What are examples of digital transformations organizations are going through, and our role in that transformation?
- How can L&D/OD/Talent make an impact during large-scale business transformation initiatives? What role do we typically play and where would we like to play (e.g., being brought in earlier)?
- How do you see using automation and AI within HR?
    - *TA is a leading area for most organizations, but others variously have implemented or are at least piloting uses in onboarding, L&D, PM, general HR self-service, surveys, and other areas.*
- How are companies navigating the transition to Future of Work skills, including the role and impact of automation/AI, impacting employees? How important is transparency on this issue?
- If you were your business clients, what would they say they like about working with you/want to be different about working with you?
- How do you partner with extended internal teams who are also trying to partner with the same internal clients? (e.g. HR Business Partner/Talent/IT/PMO) (How to communicate value and truly collaborate as an equal partner) (Sitting on same side table)
- What are your biggest lessons learned/mistakes?
8. How can our teams help drive organizational change and innovation?

Strategic Partners

**Scott Zoll**

Vice President
Second City

**Piero Procaccini**

Director, Improv
Second City

**Megan Farber**

Director

**Active Experimentation**
*Get Feedback.*
*Get Better.*
*Repeat.*
*(10:45 a.m.)*

## Strategic Opportunity:

Organizations are striving to develop a culture of continuous learning by building inclusive teams and fostering a collaborative working environment.  Whether you're aligning on the year's goals, generating new strategy or simply trying to generate momentum, maximizing the effectiveness of your meetings with engaging content that inspires and impresses is one of the biggest challenges companies face. Please join Second City and Instructure for an interactive session on transforming group meetings into memorable experiences that drives connection across teams through active listening, building conversations and developing concise effective messaging.

## Learning Solution:

Second City Works uses the tools of improvisation to help improve communication and collaboration in the workplace. The Professional Development programs combine interactive exercises, facilitated debriefs and practical application to create a learning experience that is both fun and memorable.  That firsthand experience helps participants internalize better ways to communicate, collaborate and innovate- all while building comfort with risk and change.

Practice, Instructure's video-based microlearning solution, provides continuous learning for the digital age. Through collaborative peer-to-peer and expert assessments, employees actively engage in the mastery of skill development. Practice helps organizations reinforce skills, facilitate feedback, increase collaboration and share expertise across teams.

By implementing specific rubric design, Practice enables management to measure and crowdsource learning. A video-centric framework allows organizations to scale via self-reflection, peer assessment and model response.  Leaders can track skill development, identify top performers for mentorship opportunities and create targeted learning paths for employees.

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**Michael
Pellecchia**

SVP, Director, L&D
Global Services

**Michael
Gold**

VP, Team Leader,
L&D, Global Services

**Design & Develop
More Inclusive Team Learning**
*(10:45 a.m.)*



Design & Develop
More Inclusive Team Learning

## Strategic Opportunity:

Diversity and inclusion initiatives across organizations find ways to combat unintentional barriers to learning.  Practicing inclusion in our L&D solution design gives us a leadership role to impact these outcomes directly.

## Learning Solution:

Explore two frameworks that help learning professionals practice better inclusion in learning solution design and development.  User Experience (UX) and User Interface (UI) design profoundly influence learning solution design.  Universal Design for Learning Guidelines focuses on ways to provide engagement, representation, action and expression that foster expert learners.

**Tinesha Woods-Wells**

Principal Learning Consultant, HR

**Deb Carr**

Senior Manager, Learning Strategy

## Modernizing New Employee Orientation
*5 Keys to Digitally Transforming the Way We Welcome New Employees*
*(10:45 a.m.)*



## Strategic Opportunity:

As technology rapidly evolves, educational capabilities grow and change daily. In keeping pace with these advances, self-directed learning opportunities become imperative to developing a competent, engaged workforce. When considering digital transformation in learning, the concept of static systems becomes invalid and more agile, modular systems that complement each other and enable iteration overtime rule. What better place to impress this upon employees than during their orientation to the organization.

## Learning Solution:

Bringing the new employee orientation experience into the digital era required thoughtful consideration and agility in 5 key areas: design & maintenance, technology capabilities, manager accountability, communication, and change management.

## Tips for Measuring Impact:

Participants will gain insight into how our organization digitally transformed our new employee orientation experience, and receive a tool to help them map the process for their next digital transformation.
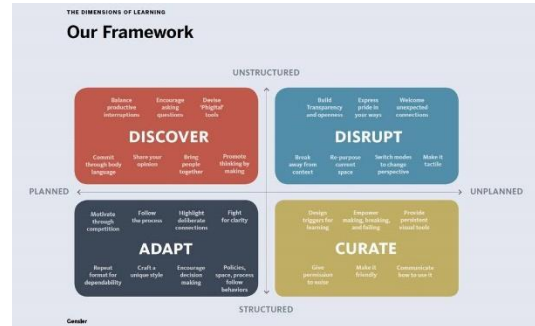
Strategic Partners

**Nick Allen**

Regional Talent Development Leader

**Steve Meier**

Principal

**Cindy Coleman**

Design Director

**Re-examining Learning in an Evolving Workplace**
*A Gensler Research Study*
*(10:45 a.m.)*



## Strategic Opportunity:

Gensler is an Architecture and Design firm with an underlying mission of 'Creating a better world through the power of design.' Part of our focus is in re-designing workspaces, and there is increasing interest from client companies on how we do this in a way that drives increased engagement, collaboration, and learning, especially through the lens of our rapidly evolving world. Going beyond the walls of traditional learning classrooms, how can the physical space influence and encourage learning? This initiative led to a year-long internal research study, examining how we learn in the workspace. It has been an interesting journey for our research team, and we are thrilled to share our findings to date, and to hear your reactions and insights.

## What we will explore together:

- How does learning occur across workplaces and educational environments
- How is learning embeds itself naturally into various work modes
- How might we codify processes/behaviors central to learning behaviors for better actionability through design
- The role of a centralized learning function in an organization in enabling and mobilizing these natural modes of learning

Strategic Partners
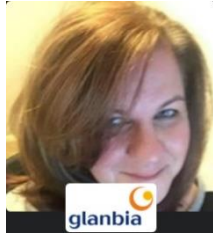
**Michelle Burke**

Head of Global OD &
Talent Acquisition

**Organizational Readiness**
*Building Future Pipelines*
*(10:45 a.m.)*



## Strategic Opportunity:

Our organization, like many organizations, is growing at a fast pace and looks to grow by over 20% in revenue and headcount in the coming years.  As the organization expands, we must have a deep bench of Ready Now and Ready in 1-2 Years successors prepared to lead our business into unknown territory.

## What we will explore together:

Our grad program has successfully produced leaders in every area of our business over the last 8+ years.  The grad program allows us to be agile while preparing young and upcoming leaders for critical roles in our organization.  We will dive into the mechanics of the program, the impact of the program on our readiness as an organization to meet the future needs of our business model, and the lessons we have learned in a tight labor market.

Strategic
Partners

**Mike Grubich**
Managing Partner

## Key Steps in Shaping Culture
*(2:45 p.m.)*



### Strategic Opportunity:

Culture change is not like changing a lightbulb where you turn off the light, replace the bulb, and then turn the light back on.  Transforming workplace culture is challenging and requires understanding the unspoken rules and unconscious behaviors, testing them, and then shaping them into the desired state.  It is also critical that everyone in the organization not only understands the story (the desired culture) but that they can write themselves into that story easily.

### Learning Solution:

Culture change requires a plan for shifting behaviors, active communication of progress, and time for everyone to transition through the change.  Establishing change resiliency within your organization is not easy.  There are a set of core elements required for shaping culture in an organization.  After diagnosing, the other elements include unifying, activating, integrating, and sustaining.

### Lessons Learned:

Through this process, involve every employee in at least one experience that clarifies behavioral expectations, and which will shape the future state culture.  Organizations that thrive at shaping culture are those best able to align their culture to their overall strategy and integrate internal processes.  In this session, we will highlight details around the five culture-shaping elements guaranteed to help with cultural evolution.

*You can read more insights from Mike on TransformingCareers.com/shaping-culture-steps-for-successful-culture-shaping*

Strategic
Partners

**Wendy Mack**
Managing Director

**Your Learning Needs a Comprehensive Strategy**
*Triple Fit Framework: Strengths, Styles, and Skills*
*(2:45 p.m.)*

## Strategic Opportunity:

As an L&D professional, you probably support many different departments and provide learning solutions for a multitude of jobs. Building and executing an effective learning strategy in a way that addresses the unique nature of each role can feel complicated. The good news is that it doesn't have to be.

## Learning Solution:

In this session, Wendy will share details of the Triple Fit framework.

It has been developed to acknowledge the multi-faceted nature of performance while simplifying the complexity.

## Lessons Learned:

Tips on how to apply the Triple Fit framework to your work immediately include:

- How the interplay of strengths, styles, and skills impacts work performance;
- The different types of needs analyses and assessments available to talent professionals and the best use of each;
- How to determine when training may and may not be the right investment;
- How to help managers to use awareness of strengths, style, and skills when coaching & developing their teams.
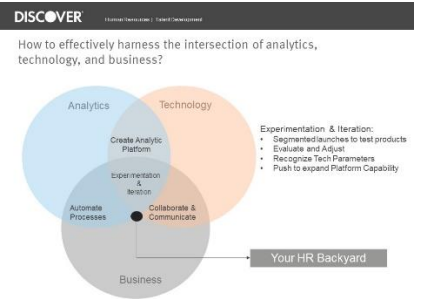
Strategic
Partners

**Deb Carr**
Senior Manager,
Learning Strategy

**Dustin Johnston**
Principal Learning
Consultant

**Driving Data Analytics**
*Starting in Your Own Backyard*
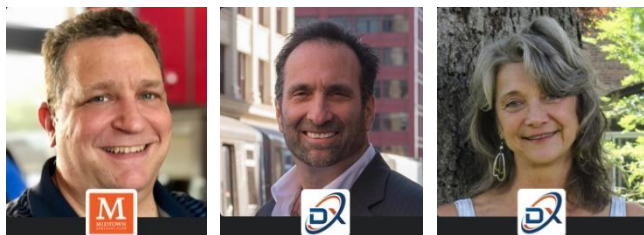*(2:45 p.m.)*



## Strategic Opportunity:

Often, when employees hear terms like "Data Analytics," "AI," or "Machine Learning" they either think of something from a sci-fi movie or a bunch of nerds magically spinning millions of data points into millions of dollars. What is often missing is the foundational mindset around experimentation and iteration that goes into making solid predictions. HR is usually part of the problem, assuming that analytics is a rest-of-the-business problem or something left for the HRIS. As learning practitioners, we have the opportunity to model the analytic mindset, but we might not know where to begin.

## Learning Solution:

This session will provide an overview of how Discover Financial Services is currently changing its company culture to include data literacy enterprise-wide and how L&D has started putting these practices into place, starting from scratch. These include quantifying brainstorming sessions, using thematic analysis in SME interviews, rating vendor catalogs, and using Behavior Anchored Rating Scales (BARS) in the RFP process.

## Lessons Learned:

The importance of using evidence-based techniques to measure impact using objective data to counteract biases.

Strategic
Partners

**Brian Watkins**

National Director of L&D

**Don Sandel**

xAssociate Director, Talent Development @ Astellas

**Anita Laurence**

VP Customer Strategy

## Creating Psychologically Safe Teams
*(2:45 p.m.)*



## Strategic Opportunity:

What if everyone in your organization came to work with the belief and confidence, they could be their true authentic selves and have the freedom to speak up about their work without fear of negative consequences? Psychologically Safety—thanks to Amy Edmundson and Project Aristotle at Google is now something we can't ignore.

## What we will explore together:

Neuroscience has made clear--we're just people. Your organizations are just a bunch of people who work together. All of us have basic needs, and it's up to the organization and the leaders within to treat people as they can be most engaged. Currently, the war on talent has created a workplace with more job openings than people to fill them, so the consequences of not moving to a people-first culture will mean you miss out in the long run on the best talent. A Psychologically Safety workplace goes beyond the values that we write on our websites and walls. It goes to the core belief system of those who lead people in your business and how we work effectively. How many of your leaders create psychologically safe places for their teams to thrive?

In a short time you will:

- Understand why psychologically safety matters
- Learn the core components of Psychologically Safety that you can take back to your organization
- See how psychologically safety gives a common purpose to your values that motivate leaders to model the right people first behaviors your employees expect
- Find out why we can't just train leaders to be more human; it goes way deeper than that. How do we get over our hard wiring?
- Leave with simply strategies on what you can do next

**Mitzi Vavrick**
AVP, L&D
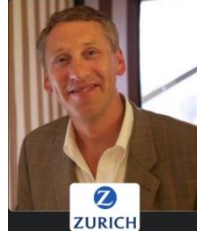
**Scott MacQuarrie**
Learning Leader

## Insights on Future Competencies & Skills
*(2:45 p.m.)*



## Strategic Opportunity:

Tomorrow's business challenges will require new employee competencies. Join Mitzi and Scott from Zurich North America as they share their team's research attempting to identify skills, mindsets, and attitudes crucial not only for future individual employee achievement, but also for company success.

## Discussion Points:

After a quick review of the research, we'll facilitate a discussion on the following:

- Does the list of workforce competencies of the future resonate? Are there others you believe should be on the list?
- Can these competencies be taught/developed? What structured frameworks, roadmaps or support models can be leveraged s important to support the development of these competencies?
- What is important regarding the role the individual plays in developing competencies needed for future success?  What's the organization's tolerance regarding an individual's learning curve?

We look forward to a fun discussion and learning from you!

Strategic
Partners

## Experimenting with Forward-thinking Technologies
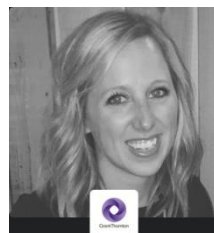*Elevate the Quality of our Learning Experiences (2:45 p.m.)*

| **Maureen McDermott** | **Newt Moore** | **Russell Hayes** | **Amy Finn** | **Drew Kenning** |
|---|---|---|---|---|
| Director, HR Business Partner | Director for Learning Innovation and Performance Improvement | Manager, Virtual Learning Ecosystems | Leadership Development Manager | Senior Project Manager |

### Strategic Opportunity:

Let's get real, our fast-paced world of new technologies has forever changed employee's behavior & expectations on learning experiences. The good news observed in i4cp research; most organizations are in their early days with a lot of ongoing experimentation and pilots.  A similar observation by Josh Bersin in his recent article, *HR in the Age of AI: Lots of Change Ahead*, the most transformative and disruptive trend affecting organizations across the globe is Augmented Intelligence (AI)  with additional observations on the changing role of the HR business partner:

> *"This critical role, HR business partner, is being radically impacted by AI-driven chatbots and intelligent platforms that make it easier and easier for employees and managers to get the information they need directly."*

The focus for this session is to ideate and learn such what ELE members such as GE Healthcare, Harley-Davidson, McDonald's, Microsoft, UL, and others are experimenting with leveraging technology to elevate the quality of our L&D initiatives.

### Discussion Points:

As we think about AI as Augmented Intelligence, we'll focus our discussion on:

- We are regularly having discussions about "reskilling" our workforce for the future. How can technology help with that?
  - technical skills (i.e., tasks) vs. cognitive development opportunities
  - What changes the user's experience vs. the latest technology fad?
- Are there technology solutions that allow us to remove ourselves as developers and keepers of content?
- How can technology help us identify next-practices in our organization that improve business outcomes?
- How are L&D new skills evolving to stay relevant?  Will we need to be programmers? What new team roles should we add?
- With forward-thinking technologies, what is most likely a must-have vs. unique and more likely to be a competitive advantage?

Strategic Partners
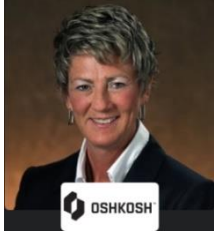
**Nancy Pagel**
Sr Director,
Learning & OD

**Sara Herrell**
Manager,
University
Programs

## The Role of Learning and Organizational Development in Cultural Transformation
*(4:00 p.m.)*

ACCORDING TO
THE MAYO CLINIC:

Your supervisor is more
important to your health than
your primary care physician!

### Strategic Opportunity:

Wilson Jones was named CEO of Oshkosh Corporation in 2016 and immediately began the journey to a People First Culture, knowing that to win in today's economic climate, you must win with your people. Oshkosh has a rich history of leading-edge product development but had never really invested in people's development. Leadership expectations are shifting from managing things to embracing the awesome responsibility of leading people.

### What we will explore together:

As a 100-year-old company, Oshkosh organizational "habits" historically are steep in tactics, tasks, and scorecards, so the shift to truly unleashing the power of the team member requires a paradigm shift for leaders. We will talk about how Learning and Organizational Development is called upon to support the changing expectations of leaders by building comprehensive development strategies bolstered by People First Leadership Competencies and redesigned people processes.

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**Building Managers with the
Foundational Skills today
to go Digital tomorrow**
*Ideation and a Case Study*
*(4:00 p.m.)*



**Samir Desai**
CLO

## Strategic Opportunity:

Managers are the foundation for evolving an organization ready to embrace and drive digital and AI transformation. To be effective managers will require not only skills in digital and AI, but also foundational skills in engagement, communication, delegation, employment law, and policy.

## Learning Solution:

In this session, we will explore together the types of skills needed by front-line managers today to navigate the ethical, motivational, and diversity issues of this transformation tomorrow.

To go digital, including using AI, managers are key. They are the foundation. Grounding in the following points by the i4cp study, what skills do our front-line managers need to have to embrace and drive this change.

> *"… there are also ethical issues that arise from the use of automation, and especially AI. These range from privacy and security of people-centric data to potential legal liabilities; algorithmic bias; and the need for diverse perspectives in the creation, testing, and implementation of the technologies."*

"A workforce motivation gap also exists, with high-performance organizations focusing more on practices that keep motivation high during this time of change: leadership communication, empowering employees to deconstruct their jobs, and education on the range of ethical issues and unintended consequences involved with implementing automation and especially AI."

## Ideation, Business Impact:

Together we will explore:

- Future skills needed by our front-line managers
- What's the same/different about these skills from the past?
- How might we build these skills in our managers?
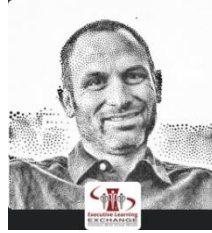
Strategic
Partners
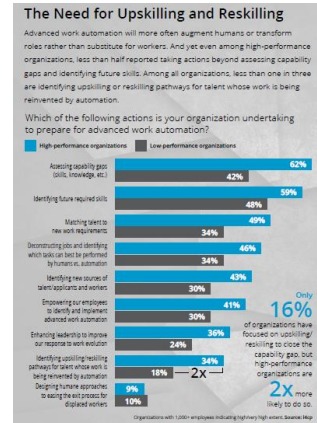
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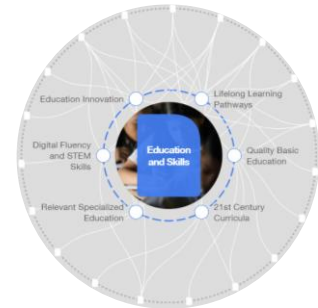Busby**

Director,
Project Mgmt
Office

**Daniel
Serota**

Chicago
Apprentice
Network Leader

**Jeff
Moss**

Parker Dewey

## Preparing Students for Future Work
*(4:00 p.m.)*



*Source: World Economic Forum: Education and Skills Report*

## Strategic Opportunity:

Many leaders are calling out future of work challenges. Corporations are facing scarcity of skills and qualified people now. Education systems are in place, yet 51% of executives do not believe education solution is enough (SHRM Research: "The Skills Gap 2019").

## Learning Solution:

Alongside recognized leaders in STEM education and corporate learning, we will build on previous discussions about the future of work by focusing on the systems and challenges of preparing youth to be successful in the future of work. We will move from conceptual research to pragmatic experience by sharing what has been shown to work. We will ask the next question: How do we scale up what works?  We will engage participants to explore new models to include out-of-school enrichment like corporate apprenticeships, hackathons, micro-internships and gig work. We will hear from experts on how these education-business partnerships enhance skill and employability for students on the one hand and offer sustainable talent pipeline to employers on the other. Join us to disrupt the mature education paradigm of yesteryear, to identify how to move forward together.

Strategic
Partners

**Kacie
Walters**

Infor

**Informal Learning**
*Communities, Mentoring, & Curation*
*(4:00 p.m.)*



## Strategic Opportunity:

Learning & Development strategies have evolved to include many ways to deliver and enable informal learning. This focus is driving the creation of newer roles within Learning & Development, such as Curator, Community Manager/Facilitator, Social Learning Strategist, and Collaboration Specialist. We, at Northern Trust, are finding ourselves focused more on the reinforcement of learning than the actual learning event to get it to stick, support continuous learning and scale globally.

## Learning Solution:

In this session, we will discuss the value and practical applicability of three main tactics we use in informal learning today.

1. Communities
2. Curation
3. Mentoring

We will review how to leverage Communities to share best practices across silos. You will learn how we are embracing and focusing more on the curation of external resources to help build awareness and develop the skills we need for the future. And, finally, we will review how we are enabling the business to share knowledge and coach career conversations through Mentoring.

**Kery
Mortenson**

Sr. Manager
Corporate Quality

## Optimize L&D with Performance Improvement
*Moving from "Order Taker" to "Difference Maker" with PI Tools*
*(4:00 p.m.)*
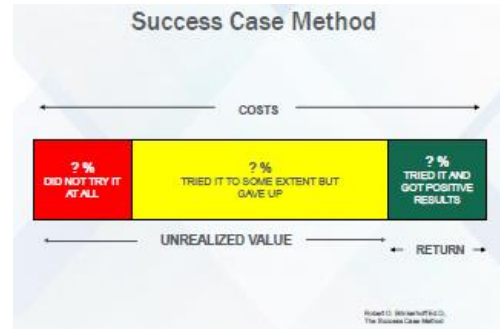


## Strategic Opportunity:

This engaging session will leverage a creative blend of performance technology tools to support the strategic needs of the organization.  The innovative nature of this approach breathes new life into the 'tried and true' standards often used.  We will also help you see opportunities to move from "Order Taker" to "Difference Maker."

## Learning Solution:

We will introduce and practice using the following PI tools and methods to:

- Interrogate reality by defining the official truth vs ground truth.
- Categorize causal factors using a Rapid Gap Analysis.
- Identify solutions that eliminate barriers.
- Isolate and measure key behaviors that fuel desired results.

## Session Outcomes:

Together we will explore:

- Identify factors that either support or derail effective transformation.
- Practice using innovative performance improvement tools.
- Apply a simple framework to develop an actionable strategy.

**Kyle
Swanson**

Global Diversity &
Inclusion Leader

**Co-Design an Escape Room
Experience for Remote Team Members**
*(4:00 p.m.)*

## Strategic Opportunity:

Earlier this year, Google published the results of a study on 5,000 employees around the world who regularly engage in distributed work. Nearly half of their meetings involve employees working in two or more buildings. 39% of meetings involve multiple cities and 30% involve multiple time zones. They found that distributed work can be as effective as working in the same office, but it isn't always as easy or enjoyable. Why? Employees struggle to create three types of high-quality connections:

- Getting Connected – Arranging logistics that fully enable collaboration
- Being Connected – Ensuring technology supports the work they are doing
- Feeling Connected – Getting to know each other and building trust
- Check out Google's Distributed Work Playbook online here
- Check out Google's article: Working together when we're not together online here

In this session, we will focus on how to help members of distributed teams Feel Connected. Traditional team builders are a common way teams to learn how they can best work together. When team members traverse time zones, and even continents, that might take traditional team building off the table. Not so fast…

## Learning Solution:

Great team-builders get everyone involved and working towards a common goal. They give team members opportunities to express their strengths in helping the team accomplish their mission. Team builders also help the team learn how they communicate and collaborate to solve problems in real-time. Virtual Escape rooms are one way for distributed teams to do all of those things from anywhere in the world. Through an escape room experience, the goals are clear. The variety of puzzles and challenges available provide something for everyone, no matter what their specific skills are. To successfully navigate the escape, team members must collaborate and communicate – in real-time – or they don't make it.

Through this session, we will explore how organizations could leverage virtual escape rooms as a way to facilitate virtual team builders. We may also veer into the broader spaces of getting connected, being connected and feeling connected. How might your organization build stronger collaborative skills within distributed teams?