



Prashant Bhat

Director



ALIGNED, MOVING, & PERFORMING INTO THE FUTURE

8:30 a.m. Keynote

Strategic Opportunity:

An informal conversation followed by an opened Q&A session with Prashant Bhat who reports directly to Karen Kocher and he will share insight on her featured article, “Karen Kocher: KISS and Tell at Cigna” in January 2014 *CLO magazine*.

Discussion Points:

In your January 2014 *CLO magazine* featured article, Karen mentioned that Cigna built a future-facing capability maturity model focused on 10 critical capabilities. These included customer focus, leadership, innovation, coaching, and data-based decision-making.

1. Why did Cigna do this?
2. For those organizations here today who would like to develop their own Capability Maturity Model, can you provide some insight as to how this model was developed?
3. How does a large-scale development focus on this CMM work? How do employees know what learning is required and when?
4. Can you take us through an example of the learning program for one of your capabilities?
5. How do you measure your learning efforts?
 - Tell us a little more about Net Promoter. How is it different than the traditional Levels 1-4?
6. Operationally to support and execute to a maturity model strategy, what does your learning organization look like? How is it structured? Any nuances regarding tools or any other tips for supporting this type of maturity model?

You can read Karen Kocher’s article online at <http://clomedia.com/articles/view/karen-kocher-kiss-and-tell-at-cigna/1>.

**Ben Betts**

Learning Technology
Innovator
at **TEDxWarwick** 2013

PEER-to-PEER Learning

1:00 p.m. Keynote

Strategic Opportunity:

Ben Betts is passionate about innovations in learning technology. With a decade of designing, developing and managing online learning projects, Ben is fast becoming a household name in the eLearning industry.

As CEO with HT2 Ltd. (ProfitAbility integrated partner), Ben works with corporate clients to create web-based solutions to complex education requirements, specializing in game-based and collaborative eLearning. He has published a number of book chapters, research reports, essays and articles for popular industry magazines. In 2012, Ben was honored as a *Top 10 'movers and shakers' in eLearning's UK List* and last year was a TEDxWarwick presenter.

Discussion Points:

With your extensive research and practical knowledge from corporate environments on peer-to-peer learning, we have some questions to help our audience of learning professionals get to essentials they need to know...

1. Let's start with a visual. If we were watching a movie where peer-to-peer learning was operating in a business, what would it look like? Where is it happening, who's involved, what's transpiring, and when?
2. What problems does peer-to-peer learning solve for businesses?
3. What are the top three key success factors for peer-to-peer learning to work well in a business?
4. What role do learning professionals play and what pitfalls must they avoid?
5. How do we know if peer-to-peer learning is working well?

You can watch Ben's TEDxWarwick talk online at <http://youtu.be/wqLiLH6Sjnw>.

Leadership Development Strategies for Learning Beyond the Classroom

Panel Discussion

9:30 a.m.



Mike Milsted

Vice President,
Client Services



Angie Zeigler

Director,
Leadership
Development



Cheri Minor

Global Talent
Development
Manager



Don Sandel

Associate Director,
Talent Development



Curtis Edwards

HR Manager Leadership
Development



During this roundtable panel discussion, senior talent and leadership development executives will share stories, case studies, lessons learned and best practices regarding how some learning, talent and leadership development groups are implementing innovative leadership development with a focus on learning outside the traditional classroom.

Discussion Points:

To help guide this panel discussion, here are a few questions we will try to explore:

1. Action learning for developing new leaders tends to be involve a small cohort solving real problems. As we see an increased in action learning for leadership development, can you share an example on how action learning has benefited each group member, the group itself and the organization as a whole?
2. Can you share an example where shortening traditional, classroom centric programs by adding coach-facilitated, post-training activities served to both reinforce key concepts and allow deeper exposure to content areas?
3. In order for high-performing collaborative teams to succeed, they must operate in a culture of trust—in their abilities, in each other, and in leadership. Is "trust" something that is adequately covered in our leadership development programs? If so, give some concrete examples.
4. How is your organization leveraging social learning? Please share your organization's views on the unique value social learning can deliver, as well as how to measure and continuously improve these benefits.

Innovative Ways to Recruit Veterans & Help Them Reach Their Leadership Potential

10:30 a.m.



Mike Echols

Author & Executive
Vice President



Herb Greenberg

CEO & Founder



Mike Ganiere

Manager,
Talent Sourcing &
Attraction, Americas



Brian Zavaglia

Manager, N.A.
Supply Chain &
Veterans
Engagement Team



Strategic Opportunity:

Many companies claim that they want to hire veterans, and yet few actually do. The facts show that U.S. service men and women have a harder time finding jobs than the civilian population. And the unemployment rate for veterans who served after 9/11 stands a full percentage point higher than for the population as a whole. Women vets fare even worse. Why?

The problem can start even before a veteran gets to the job interview. A vet's resume often times is full of military jargon and descriptions, which meaningless to most hiring managers, unless the veteran has taken the time to "civilianize" their credentials. In addition, there is often an education gap, as many vets do not hold a bachelor's degree, as well as skills gaps.

Even so, companies who do hire vets agree on the positive benefits workers with military backgrounds offer to the workforce. These companies state that veterans bring a sense of responsibility to the job, have the ability to work under pressure, know how to see a task through to completion, and offer strong leadership skills, among other positives. So what can you do bring more veterans onboard at your organization?

This panel will explore how to recruit veterans, the benefits of hiring vets, and how to bring them up to speed in a new position.

Post Action Review:

- How to recruit veterans uniquely suited to your business
- What to expect when hiring and working with veterans
- Know how military experience can translate into the civilian workforce
- Best practices in working with vets to fill skills and education gaps



How Leaders Who Coach Can Change the Game:
A Guide to Developing Your Coaching Skills.

10:30 a.m.

Judah Kurtz

Senior Manager,
Talent Solutions &
Executive Coach



Strategic Opportunity:

At the heart of every great leader is a great coach. Leaders who understand how to effectively coach their teams see greater employee engagement, retention, and business results - and employees reap the benefits too.

In today's complex and rapidly changing environment, employees need more than just performance-based feedback. By leading through coaching, managers can improve engagement and productivity, and change the game for the entire organization.

Learning Solutions:

Join us to develop your coaching capability, and learn an easy-to-use coaching framework to increase leader impact and effectiveness in your organization.

You'll learn:

- Why great leaders coach;
- How to adopt coaching skills;
- A framework for effective coaching;
- The organizational ROI of coaching.

Organizational Positioning of L&D Responsibilities: What Does It Mean?

10:30 a.m.



Mark Walker

Vice President
of Member
Services



Mike Kasper

Executive
Director



Rebekah Kowalski

Principal,
Strategic
Workforce
Consulting



Anton Maletich

Sr. Manager &
Learning
Partner



Strategic Opportunity:

What gaps/barriers currently exist that impede Learning Organizations from driving strategic impact? Reporting relationships, involvement in strategic discussions and communicating the business case are a few of the challenges. In this interactive session, we will discuss how Learning organizations are addressing these gaps/barriers through direct reporting relationships (i.e. to the CEO), integrating Learning into business strategy discussions, etc.

Discussion Points:

To help guide the roundtable panel discussion, our facilitator will cover some or all of the following:

- Current i4cp research on Learning's alignment with the business strategy: "The Learning Paradox"
- Current state approaches for aligning/integrating Learning: "A Cautionary Tale?"
 - Small group discussion and large group debrief
- Lessons Learned for driving greater effectiveness through questions, data and storytelling

Lessons Learned:

This session will focus on providing insight into:

- the pros and cons of various learning reporting relationships,
- the priority integration points for Learning within HR for business impact
- communication strategies like The Learning Annual Report and the Business Case for Learning



Brian Lambert

Sales Enablement
& Strategy Leader



Engineering New Hire Sales Success:
A Strategic View of New Hire Training

10:30 a.m.

Strategic Opportunity:

CEOs are continuing to look at bringing costs into alignment while at the same time looking for ways to grow their organization. As a result, a lot of activity continues within the sales team. One area under increased scrutiny is the onboarding process within client-facing teams. On one hand, the new hires need to perform quickly and hit proficiency targets as fast as possible. On the other hand, they need to understand what customer's need and how to communicate the value of evolving processes, products and services.

Learning Solutions:

While this is an age old problem, today's solution to this challenge is anything but routine — especially when learning and sales leaders are struggling with justifying the investments being made in new hire onboarding activities and explaining how those activities clearly link to improved competitiveness at the point of sale.

In this presentation, Sales Enablement Principal Consultant Brian Lambert will share real-world examples and provide insights on:

- Orchestrating a new hire onboarding process that decreases the ramp up time of new hires
- Understanding how learning and sales leaders are taking a tops-down and bottoms up approach to help new hires achieve more immediate sales results
- Defining the often overlooked critical links within the process, and how companies can manage friction points in the process
- Getting in front of the likely onboarding “mandates” from above, or from product groups, or business units

**Jeff Carpenter**

Principal

**Andy Buzinski**Talent Development
Manager**It's not the training; It's the business impact.***2:00 p.m.***Strategic Opportunity:**

The days of the L&D professional as “order-taker” are at an end. L&D professionals are expected to transition to being internal consultants, aligning our training to the business goals and delivering enterprise-wide ROI.

This session will deliver tactical strategies for the design, implementation, and measurement & reporting of learning solutions that are impact-focused – as well as focusing on the evolution of the L&D professional from training provider to business partner and change leader.

Learning Solutions:

Using real-world case examples, the presenters will outline a model for capturing and creating solutions that deliver on the business opportunity inherent in common learning initiatives, as well as how to better position your L&D department to focus on the three core elements: Communication, Change Management, and KPIs/Reporting.

Lessons Learned:

- Using the three core elements (Communication, Change Management, and KPIs) to deliver true and recognizable business impact.
- How to isolate the specific value learning can deliver to strategic, business initiatives.
- Business questions to ask prior to starting any new learning initiative; identifying the specific impact that L&D can create.
- Developing the KPIs and reporting process – in a way that the other business leaders will appreciate; i.e. the difference between “results” and “impact”.

**Tim Loatman**

Director of
Academic
Support

**Greta Ferkel**

Vice President,
Digital Content
Solutions



Gamification of the Workplace Game-Based Learning Beyond the Classroom

2:00 p.m.

Strategic Opportunity:

During this session we'll share the process we've gone through to implement tools to create a game based learning environment including use of Mozilla badges, leaderboards, and achievements. We applied these tools to develop a self-directed learning experience that allows the learner demonstrate competencies through gameplay. We'll facilitate a Round Table discussion on the use of gamification. We would like to have 2-3 participants on the round table to field questions or discuss ideas about how to use these and other tools to increase learning and performance on the job. If time permits, we will briefly demonstrate the tools in application.

Discussion Points:

To help guide this roundtable discussion, we'll encourage participants to share Gamification challenges, success stories and innovative experiments including:

1. *How do you:*
 - a. *Decide what type of game or gaming constructs to use in the learning experience?*
 - b. *Determine what type of incentives or motivational elements to include that promote engagement and completion?*
 - c. *Measure the change in behavior if you have implemented gamification elements into training and development?*

2. *What are:*
 - a. *Challenges you have had with getting support for investing in or using gamification in learning or performance improvement?*
 - b. *Employee perceptions of the use of gamification?*

Strategies for Small Learning & Development Teams

2:00 p.m.



**Tricia
Danielsen**

Principal



**Jane
Dowd**

Director,
Learning &
Organizational
Development



**Lori
Eshelman**

AE Manager



**Wendy
Fencel**

Global Director,
Talent
Development



**Keri
Kersten**

Sr. Global
Learning & OD
Specialist



Bersin
by **Deloitte.**

Stepan 

Strategic Opportunity:

During this roundtable panel discussion, get insights from other learning and development leaders with either small L&D teams or small L & D budgets on how they approach learning and organizational development including subjects such as leadership development, staff development, technology, etc.

Discussion Points:

To help guide the roundtable panel discussion, our facilitator will cover some or all of the following:

- How to manage expectations while wearing multiple hats
- Tapping into other organizational resources to supplement the team
- Prioritize, prioritize, prioritize – where to get the biggest bang for the buck with small available budgets

**Kari Wendorf**

AVP,
Sales Training

**Brian Lambert**

Sales Enablement
& Strategy Leader



When Service Organizations Grow Sales

2:00 p.m.

Strategic Opportunity:

Helping the sales team grow revenue is an important strategic focus for every services and consulting firm. As buyers continue to evolve and your company's offerings continue to evolve, salespeople often struggle to communicate the value of what is often considered an "intangible offering" by customers. To communicate that value effectively, salespeople need to sell complex solutions at higher altitude levels in their accounts. Having a strategy or a focus to "sell higher" or "sell faster" isn't adequate enough to drive sales in these highly consultative solution selling environments. The goal becomes bridging the gap between what your offerings do and what buyers are looking for -- but this is a real challenge for leaders, training, and enablement professionals who need to work together to ensure salespeople have what they need in front of their clients.

Learning Solutions:

Helping salespeople communicate the value and overcome the gap between "what you are selling" and "what buyers are buying" boils down to engineering more valuable sales conversations.

These conversations should focus on helping the buyer and their team drive the journey and engagement towards specific business results. While the idea of "Sales conversations" isn't new, the content of those conversations is more complex than ever before. Overcoming this complexity at the point of sale requires learning to happen with salespeople and those who support them on sales calls. That learning that needs to happen in order to drive a shift from a service culture ("what do you want customer?") to a sales culture ("here's what you should consider in order to be successful customer").

Dr. Brian Lambert, internationally acclaimed sales Enablement author and consultant, will share his invaluable insight into the most significant challenges faced by services companies as they look to evolve their sales conversations with their clients.



Jeff Berk

COO



Leveraging Net Promoter Score (NPS) to Evaluate Learning and Talent Functions

3:00 p.m.

Strategic Opportunity:

Net Promoter Score (NPS) is a simple yet powerful way to gauge customer satisfaction. It divides customers into passives (unenthusiastic customers that can be wooed away), detractors (unhappy customers trapped in the relationship) and promoters (loyal enthusiasts who encourage others to use the solution). In talent development the concept of NPS can be readily applied in areas like onboarding, learning, capabilities management, leadership development, employee engagement and performance management.

Learning Solutions:

This session will explain NPS and its logic and then provide creative insights into how L&D and Talent professionals can apply it to their functions.

Lessons Learned:

This session will focus on providing insight into:

- Provide an overview of Net Promoter Score (NPS)
- Discuss how it can be applied in learning and talent development
- Demonstrate practical methods to deploy collect and report NPS results



Sanjay Advani
Vice President,
Marketing & Alliances



Blended Learning 2.0: *A Vision for the Corporate MOOC*

3:00 p.m.

Strategic Opportunity:

Over the last few years, corporate learning has been impacted by an onslaught of powerful technology trends – social, mobile, cloud, big data, etc. As learning professionals, many of us have struggled to make sense of how to leverage these trends to create integrated, effective learning experiences – versus a dizzying array of disconnected technology point solutions. As learning professionals, we must shift our perspective to create learning experiences that seamlessly integrate the power of these technology trends. In effect, how can we create the next generation of blended learning solutions that deliver improved human performance and business results?

Learning Solutions:

Enter the MOOC, a disruptive new technology-enabled learning experience that focuses on “opening up” academic courses to a world of learners. As we consider bold new blended learning approaches, could the MOOC learning experience be re-imagined to serve the learning needs of corporations?

We’ve polled dozens of business and learning leaders in recent months about the potential for the corporate MOOC applications. Not only have we learned a tremendous amount from these conversations, we’re already working with clients to develop MOOCs to meet their business challenges. Through our conversations and client work, we’ve developed answers to pressing questions about how the MOOC phenomenon can be applied to specific corporate learning need, such as:

- What is a corporate MOOC, and how is it different from the highly hyped academic MOOCs as well as current technology-enabled learning options?
- Which business challenges might best be addressed through the use of a corporate MOOC? Are there any market examples?
- How can you apply key MOOC design and implementation best practices to solve your organization’s most pressing learning and development challenges?

**Marty Rosenheck**

Chief Learning
Strategist

**Micro-Coaching:**
Using Mobile Devices to Support On-the-Job Learning

3:00 p.m.

Strategic Opportunity:

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

Learning Solutions:

In this session, you'll see how an organization used mobile devices to enable short, frequent, asynchronous, targeted coaching interactions – "micro-coaching." They developed a structured on-the-job learning path that was deployed on their smartphones. Learners used their smartphones' sensors (camera, audio and video recorder, and GPS) to capture evidence of work at each step along their learning path and submit it to their designated coaches. When their coaches got an email notification that they received a submission, they reviewed it and provided written or recorded audio feedback that was sent back to the employees. The coaches were provided with performance support on their mobile devices in the form of coaching guides, checklists, and success criteria to ensure that the coaching and feedback was very targeted, focused, and accurate. You'll see the results of a pilot study of the effectiveness of the technology-supported micro-coaching process and hear lessons learned that you can apply in your organization.

Lessons Learned:

- You'll get ideas and design guidelines for building an effective micro-coaching process that provides managers the support and guidance they need to easily and effectively coach their employees.
- You see how mobile technology can be used to support and optimize the on-the-job learning process.