

**Ken Martin**

Chief Research &
Marketing Officer



FOUR TRENDS THAT WILL CHANGE THE FOCUS OF LEARNING

8:30 a.m. Keynote

Strategic Opportunity:

In the modern business environment, those who are able to thrive among chaos while helping others to prosper as well will be your future leaders, suggests a major study by i4cp. Leadership competencies of the next 10 years clearly revolve around fast changing environments and uncertainty. Leadership agility, flexibility, innovation, communication and change management were the top five competencies identified as requirements for future leaders by i4cp survey respondents.

Discussion Points:

During this presentation we'll share strategic overview of key trends that have great implication on corporate learning for enabling high performance.

1. **The “Social” Side of Leading** – What new tools help develop more effective communicators, both one-on-one, in groups, as well as virtually via technology.
2. **Embedding L&D into D & I** – Why developing cross-cultural leadership skills is important?
3. **Experiential Learning** – How research shows that “experiential” learning is a “next practice”
4. **The Changing Definition of Work and the Workforce** – How i4cp’s Future of Work research is helping organizations tailor their talent roadmap?

Lessons Learned:

This session will focus on providing insight into while traditional ILT still ranks #1 in perceived effectiveness, but research indicates new approaches for HR to increase business impact.

**Aaron Olson**

Chief Talent Officer

**LEADING WITH STRATEGIC THINKING:***Four ways effective leaders gain insight, drive change, and get results*

9:15 a.m. Keynote

Strategic Opportunity:

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

Discussion Points:

This challenge requires a different type of leadership - one less focused on a university set of leadership qualities and more focused on the ability to adapt one's leadership to fit each unique situation. The best leaders are clear about both what they are trying to achieve and how to lead in a specific way tailored to what they are trying to accomplish.

Lessons Learned:

- What it means to "be strategic."
- The fundamental leadership choices that everyone faces when attempting to define and execute a strategy.
- How anyone can be a strategic leader, regardless of their role or level of responsibility.



Aaron 2015 book, [Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results](#) is published by Wiley.



Natalie King
Neuroscientist
Director of
Evidence-Based
Training & Research



Ken Martin
Chief Research &
Marketing Officer



Dirk Tussing
Executive
Director

The Neuroscience of Connection & Contribution

12:30 p.m.

Strategic Opportunity:

Organizations continue to rely on traditional learning programs for developing leaders. What can we learn from neuroscience to help improve developing talent in corporate learning?

Discussion Points:

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

- Using neuroscience to help structure learning experiences is an interesting twist. Can you explain if our brains were designed for learning in a classroom or using e-Learning?
- What does the research tell us about learner's ability to retain information?
- Does stress play a factor with learning engagement and how we learn?
- When we think about self-directed contributors (both learning and on-the-job experiences), what issues are useful to think about?
- What are other issues with neuroscience should L&D think about?
- In addition to Social/Connections & Reflection/Mindfulness, what's involve with "tame the tiger" as it relates to learning experiences?
- What are take-aways for learning & talent development leaders to be mindful of neuroscience?

Lessons Learned:

Attend this session if you want to:

- Discover how neuroscience is challenging what we think we know.
- Learn new techniques about the neuroscience & our brains for improving learning solutions within your organization.



Bob Cancialosi

Director



ATTRIBUTES OF WORLD CLASS LEADERS

1:00 p.m. Keynote

Strategic Opportunity:

The world is changing so rapidly and information is now doubling every 12 months. How can leaders develop and refine their leadership skills to keep up with these fast paced changes and lead their teams to positive outcomes?

Discussion Points:

This presentation will take a look at what the world's best companies are doing for leadership development with current industry rankings from Aon Hewitt/Fortune, CEO magazine and HayGroup/Bloomsburg Business Week.

Lessons Learned:

Bob will share 7 Points of View on what he sees as the critical skills for World Class Leadership and will ask everyone “***what’s the One thing you are going to do differently on Monday.***”

You can read [Aon Hewitt’s 2014 Top Companies for Leaders study](http://www.Aon.com/human-capital-consulting/thought-leadership/leadership/Aon-Hewitt-Top-Companies-for-Leaders-Winners.jsp) online at www.Aon.com/human-capital-consulting/thought-leadership/leadership/Aon-Hewitt-Top-Companies-for-Leaders-Winners.jsp .

Deeper Dive into HIPO Development Roundtable Discussion

10:30 a.m.



**Margaret
Heneghan**

Global Head of
Leadership
Development



Jane Dowd

Director
Learning & OD



Jennifer Katz

Senior Consultant,
Leadership Development



Keri Kersten

Senior Global
Learning & OD
Specialist



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

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 deeper dive into High Potential Development.

Discussion Points:

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

- Why do we have HIPO Development programs?
- How does experience-based or on-the-job (OJT) learning take place your company today? Is it working? Is it scalable for all job functions?
- Does your learning & development team manage OJT or is it left to the frontline business leaders?
- Methods for Corporate Talent Management to build the next generation of leaders typically are:
 - External Hires and then build corp specific skills
 - Build internally – Typically with courses and programs
- Are new modes, technologies and learning practices helping or hindering the mission of developing HIPOs?

**Jeff Carpenter**

Principal

**ALIGNING YOUR LEARNING & DEVELOPMENT
DEPARTMENT TO DELIVER MAXIMUM IMPACT***10:30 a.m.***Strategic Opportunity:**

How can learning leaders become trusted partners for strategic planning initiatives?
How do they earn the elusive "seat at the table" to get ahead of core business initiatives
– to better align learning solutions for recognizable business impact?

Learning Solutions:

High-performing organizations rely heavily on their L&D department during the decision-making process when shaping new initiatives. Learn tested strategies for better aligning L&D with the overall organization and increasing your team's ability to proactively impact desired results.

- Demonstrate an ability to drive business results;
- Utilize business metrics and recognized KPIs (key performance indicators) to show measurable impact on the business goals;
- Deliver insights during the planning phase to secure budget and resources; and effectively communicate (in their terms) the department's value with key business partners.

Keys to Success:

To ultimately be seen as a strategic asset, L&D must focus on how their efforts produce and enable tangible business results for all of the initiatives they support.

**ENERGIZE PEOPLE – FUEL POSSIBILITIES***10:30 a.m.***David Baudendistel**

Lead Consultant,
Leadership Development

**Strategic Opportunity:**

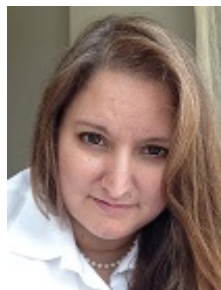
Energy for Life is a unique demonstration of Allstate's value proposition aimed at driving a culture of wellbeing and high performance. On the Energy for Life team, we believe that if you energize people, you fuel personal and professional possibilities within teams and across the organization. Our work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

Learning Solutions:

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

Lessons Learned:

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

**Keith Motycka**Enterprise Learning
Technologies**Mellissa Karaviotou**Leadership Development
& Learning**AN LMS JOURNEY &
LESSONS LEARNED CASE STUDIES***10:30 a.m.***Strategic Opportunity:**

Allstate's & Kraft University's strategic visions to integrate Learning with Talent Management was enhanced by the implementations of a new LMSs. These initiatives enabled continued support for compliance, regulatory, and certification training requirements, while introducing new functional and organizational capabilities. An improved user interface empowers managers to assign, monitor and report on their staff's learning activities.

Learning Solutions:

When Kraft University recently migrated to the Cornerstone LMS and in late 2013, Allstate migrated to the LMS module of its Talent Management Suite (SAP SuccessFactors). This presentation will highlight LMS program goals and lessons learned during and shortly after implementation, as well as a few years post implementation. Join in on this facilitated discussion about LMS business drivers, best practices, market trends and industry solutions, key features and functionality. Bring your LMS stories, ideas and discussion points!

Lessons Learned:

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

**YOU'RE IN GOOD HANDS WITH CHANGE CHAMPIONS***2:15 p.m.***Steve King**VP, Talent & Leadership
Effectiveness**Strategic Opportunity:**

Allstate has been implementing organizational and leadership changes to align with its customer-focused strategy, improve operational effectiveness and leverage management talent.

Learning Solutions:

Allstate's journey to redefine leadership and introduce a new leadership model. An overview of this business-led and HR facilitated approach will be shared, including the key role that volunteer "change champions" and "advocates" are playing to foster organic change. The session also describes other key elements of this holistic change effort, including the use of social media, alignment of key talent processes, recognition and "surround sound" communication.

Lessons Learned:

- Leverage change champions to foster organic change.
- Recognize the importance of a holistic approach to change.

Accelerating Leadership Development:
It's All About Connection and Contribution Roundtable Discussion
Roundtable Discussion

2:15 p.m.



Cynthia Kivland

Chief Learning and
Consulting Officer



Natalie King

Neuroscientist

Director of Evidence-Based
Training & Research



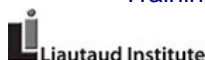
Kim Witt

Global
Head of Talent



Jane Dowd

Director
Learning & OD



Strategic Opportunity:

Organizations continue to rely on traditional learning programs for developing leaders. Kivland/King published "[Six Reasons Why Leadership Training Fails-A Research Review](#)" as the cover story in the January 2015 article for *Hr.com's Leadership Excellence Essentials Magazine!* Kivland & King suggest there is much we can learn from neuroscience to accelerate corporate leadership development. How can learning professionals learn from and apply this research inside their organizations?

Discussion Points:

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

- What does the research & neuroscience tell us about issues L&D should think about?
- What techniques can we incorporate into leadership development programs that will improve the quality of decision-making and collaboration within our organization?
- What are the biggest obstacles to application? How can we influence them?
- When it comes to building cohorts and connections, what's strategies can we use related to Social/Connections, Reflection/Mindfulness, and "tame the tiger" more effectively?
- What are the key neuroscience take-aways for learning & talent development leaders to be mindful of?

Lessons Learned:

Attend this session if you want to:

- Learn new techniques using insight from neuroscience for improving learning solutions for leadership development within your organization.



Jon O'Brien

Manager,
Curriculum Design,
T&D



David Maciag

Director
PBM Learning &
Performance



Being Famous for Service

2:15 p.m.

Strategic Opportunity:

Create an outstanding member experience – which will result in:

- Improved quality
- Higher customer satisfaction
- Member, client and physician loyalty

Learning Solutions:

First we identified how we want our customers to feel when they interact with us. Next we identified the behaviors we need to exhibit to generate those feelings. We choose the top 5 behaviors and developed an interactive classroom experience for each.

Keys to Success:

- Highly interactive classroom experience
- Training our supervisors on how to coach to each of the behaviors
- Creating recognition events around each behavior

**Bala Swaminathan**

Learning & OD
Manager

**Kym Anglin**

Manager, Learning &
Organizational
Development



Making It Visible – Metrics & Engagement at ALL Levels

2:15 p.m.

Strategic Opportunity:

Companies and non-profit organizations all over the world are constantly striving to keep their workforce skilled to meet the evolving needs of the marketplace. Juggling cost / investment pressures are becoming more important. This focus has been shifting away from a traditional corporate university and moving into the areas of variety of talent development and human capital management aspects encompassing broader functions including hiring, performance management and adding operational efficiencies.

Learning Solutions:

Cigna started adding to its learning metrics and started using metrics around operational performance and NPS. This included a fundamental grounding in behavior changes and simple messaging enhancements (simply put, using plain English rather than business buzzwords), interactive, fun games to reinforce the value of customer centricity and elevating NPS as an enterprise wide metric.

The College of American Pathologists is using employee survey data to develop an “Employee Value Proposition” to engage our existing and future workforce in ways that promote the organization’s mission, vision and strategy; strengthen our employees’ emotional commitment to the organization and ultimately drives organizational results.

Lessons Learned:

The results have been quite heartening. Healthcare organizations such as Cigna are seeing significant improvement around not only customer metrics but also internal operational scores around turnover, process efficiency, cost-reduction etc.

Successes are being achieved using various continuous improvement strategies where we constantly adjust & tweak levers required to keep pace with the dynamics of the global healthcare industry.

**Tom Dybro**

Principal

**Kim Witt**Global
Head of Talent**Fostering a Culture for
Integrated Talent Management**

3:15 p.m.

Strategic Opportunity:

While Baird enjoys financial success, solid brand progression across our businesses and strong associate engagement, we have an opportunity to strive further. Being awarded Fortune Magazine's #5 position on the 100 Best Companies to Work For in 2015 is not an end in itself, only a milestone on a long, long journey.

Learning Solutions:

Behavioral and Technology Transformation for Talent Management – “Simplicity” Required but How to Get There?

- Review Business Case for Change in core Human Resources Technology and Behavior transformation.
- Explore future Human Capital Service Delivery Model of talent management solutions as linked to HC Centers of Expertise Model, Technology Roadmap
- What keeps us up at night – Change Management
- Conversations as a Trusted Advisor

Lessons Learned:

- Effective informal and formal Change Management practices rule the day...*especially when change involves*: technology, management behavior, governance, shifting talent management process and philosophy paradigms, organizational culture.
- Meeting business leaders where they are – not where you think they are or want them to be—is THE critical success driver.



Sean Stowers

Director,
Learning Solutions



Sean McConnell

Learning Solutions
Architect

PEARSON

Prepare to embrace "The Scroll."

3:15 p.m.

Strategic Opportunity:

The classic refrain of corporate online learning is that it is a bland, restrictive, and confining experience. You may have even heard it described as "boring and page turner" by people who've spent time with it. Given the types of devices we interact with on a daily basis, choosing to present content with yesterday's tools only illustrates how poorly it shines in the light of today's advances in web design.

Learning Solutions:

This session will focus on Pearson work on developing engaging eLearning programs using core web design principles and key considerations for designers when using this approach.

**Kari Wendorf**

Director of
Training

**Fawn Burnett**

Project Lead, Virtual
Product Training



Changing the Face of Virtual Education

3:15 p.m.

Strategic Opportunity:

In 2014, our Executive Leadership Team challenged us to redesign our New Agent Sales Training Program, in order to provide significant cost savings to the organization. We were tasked with modifying a 10-Day instructor led course into a 5-Day instructor-led course that would meet the same objectives.

Learning Solutions:

Designed a robust, Virtual Training platform to provide quality, activity-based education, delivered by our L&D Facilitation team to our New Agents across the country.

To do this, we needed to develop a blended approach to our education, which included:

- Pre-class Phase
- Sales School Phase
- Virtual Product Training Phase
- Post Sales School online Courses Phase

One of our biggest challenges was to develop a post sales school education strategy for 3000 agents annually, to provide quality, activity-based product training that included role-play and met the objective of getting them “field ready” for each product.

Lessons Learned:

- Obtaining support and adoption of our Virtual Training program requires pushing the limits on standard webcasting practices and a commitment to consistent improvement of the design and delivery of the program.
- A clear and effective change management strategy must be designed and executed in order to make Virtual Training a standard component of an Education model. This means everyone involved; Sr. Leadership, Field Partners, L&D, Administration, etc. Everyone needs to be on board!
- The cement can never dry – being on the “cutting edge” requires “staying on the cutting edge,” we cannot get comfortable or complacent with our current model.