



Kevin Martin

Chief
Research Officer



TALENT RISK MANAGEMENT & THE IMPLICATIONS FOR L&D

8:30 a.m. Keynote

Strategic Opportunity:

Talent Risk is Business Risk: Managing talent risk is an integral part of managing business risk, building resiliency and agility, and positioning for growth. Yet many companies—including high-performance organizations—struggle to identify and deal with risk in their workforces.

In this unpredictable business environment, the ability to hire and retain skilled employees and manage the risks associated with developing critical and top talent plays a key role in overall and sustainable business success. Yet, only 45% of companies with more than 1,000 employees surveyed by the Institute for Corporate Productivity (i4cp) indicate they have a process in place to address organizational-level talent risk – and of those, nearly one-half don't know how to measure the real cost of their talent risk.

In this session you will learn:

- Key findings and next practices revealed in the latest research
- Practical examples of how high-performance organizations are managing talent risk
- Implications for L&D with recommendations on how to start mitigating talent risk today

About Kevin:

Kevin Martin leads the Institute for Corporate Productivity's (i4cp's) research operations, which includes planning and managing the execution of the company's research projects, as well as oversight of its research working groups.



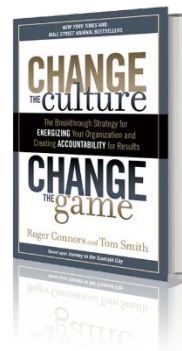


Michael Grubich

Sr. VP, Talent & OD



Aurora Health Care Talent Strategy:
Linking Talent Processes to Become the Employer of Choice
 1:15 p.m. Keynote



Strategic Opportunity:

Aurora aspires to be a destination employer in the markets we service. This will be accomplished through an integrated approach to managing talent and an evolution of our culture. Our focus is helping each other live well by activating our unique set of strengths. Our overall objective is to design and deliver solutions which enable the organization to achieve results through optimizing organization capability, maximizing talent, developing leaders and creating and sustaining an engaged workforce.

As part of our strategic plan, our goals is to be nationally known for leadership in many aspects of healthcare and to become a destination employer. How we get there is through one “Game Changing” priority ... having the Best People! .

Discussion Points:

- How do we shift the mindset from traditional technical expertise towards a focus on exceptional leaders?
- What steps can we take to evolve to a workforce of highly engaged caregivers?
- How do we anchor an integrated approach to talent management, which also addresses our goal of becoming a more inclusive and diverse environment?

About Mike:

Mike provides strategic leadership regarding all talent solutions and initiatives which enhance the performance of individuals, teams, leaders and overall business performance. Core areas of accountability include leadership development, talent & performance management, learning & development, engagement, organization development, nursing education, clinical simulation, succession planning and elements impacting the overall culture of the organization.



Kelly Palmer
Evangelizing the
Future of Learning



2020 CLO – THE FUTURE OF WORKPLACE LEARNING

12:30 p.m. Keynote



Strategic Opportunity:

Earlier this year, I talked to Josh Bersin, renowned learning industry analyst and Founder/Principal of Bersin by Deloitte, about a few of his predictions for learning in 2017.

In this session, we'll explore my thoughts around these predictions and include advice from Josh about what learning leaders should be thinking about for your role in the next three years:

- Prediction #1 - Culture and Engagement Will Remain Top Priorities**
Culture and engagement haven't always been associated with the learning field, but more and more, learning leaders are being asked to take on culture and engagement at their companies in addition to learning.
- Prediction #2 - Digital Learning Will Re-invent L&D**
Digital is everywhere and it is impacting every industry sector out there from technology to financial to health care to retail. Entire companies are trying to define their overall digital strategy, so learning is just one component of digital transformation. Bersin talks to people across industries about their learning and talent strategies, and he says that the number one complaint he hears is that "the technical learning environment sucks -- terrible interface, content that's too long, boring, can't find what I need. We need to re-think the problem."
- Prediction #3 - The L&D Function Will Continue to Struggle**
The corporate L&D market is undergoing one of its most disruptive times in the last 15 years, and L&D will continue to struggle to keep up. I believe that one of the reasons for this is that the old models just don't work anymore and the entire learning function needs an overhaul.

About Kelly:

Kelly is passionate about transforming talent and about making a difference in the world; she's an adventurer, risk taker, and thought leader on the future of learning.

Strategies to Build an Impactful & Collaborative Learning Culture

Keynote & CLO/CTO Roundtable Discussion

9:00 a.m.

**Jesse Pilachowski**Director of
Global OD**Michael Grubich**Sr. VP,
Talent & OD**Angie Zeigler**VP Talent
Management**Christopher Lind**Director,
Digital Learning &
Curriculum Design**Sheri Peitersen**Sr. Talent &
OD Manager

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?



Discussion Points:

After Jesse’s short presentation, to help guide this panel discussion, here are a few questions we will try to explore:

- **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?



Brian Watkins

National Director of L&D



Creating a New Manager Onboarding Experience

10:30 am

*** NEW SESSION to replace BCBS-IL Case Study ***



Strategic Opportunity:

Onboarding continues to be a critical milestone in a new manager's employee life cycle for setting a cultural tone and strategic alignment to jump start a path to performance excellence. It also has unique opportunity to reinforce the employee value proposition for which new managers accepted a leadership role within your organization.

With increasing pressures from business leaders for maximum speed to proficiency and the ever-shifting expectations of incoming workforce demographics, onboarding deserves a priority as a holistic collaborative solution, tightly woven with the company culture.

Learning Solutions:

During this interactive discussion, Brian will frame up the business challenge Midtown Athletic Clubs is facing with our new managers—a challenge that many companies face.

As a group, you will learn the highly collaborate solutions Midtown is implementing followed by discussion to provide Brian your thoughts on their approach as well as anything gain insight on strategies you are doing at your organization.

Doing Digital Right:
Maximizing Technology in Learning Transformation -- 10:30 a.m.



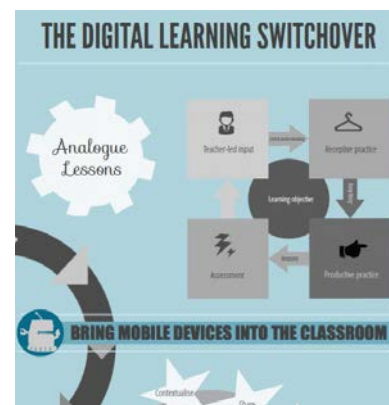
Christopher Lind

Director,
Digital Learning &
Curriculum Design



Ryan Blankenship

VP,
Content and
Learning



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?

Strategies for Engaging Manufacturing Employees: (interactive Roundtable Discussion) 10:30 a.m.

**Jon Kaupla**Executive
Director**Joel Trowbridge**Global Talent
Management**Tanzy Lawhorn**Director,
Corporate OD**Jamie Rankis**

HR Specialist

**Noreen Tunney**Sr. Director,
Org Culture

Strategic Opportunity:

Manufacturers are experiencing a skills shortage, and loss of knowledge, through experienced and skilled employees leaving. This is driving the need for the Manufacturing Industry to stem the steady flow of losing people and engage their internal ranks, quickly and effectively. Finding skilled employees is difficult enough so they must make certain they engage and keep the staff they have. In this interactive roundtable discussion we'll hear from a panel of manufacturing industry leaders who will share best practices in engaging their front-line employees.

Engagement (we'll use the following definition: "Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization." – DecisionWise)

Discussion Points:

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

- Tell us about your manufacturing environment – demographics, working environment and leadership structure.
- What is your company's greatest challenge in engaging front-line manufacturing employees?
- How do you measure engagement on the production floor? What method(s) are you using to collect feedback from production employees?
- One challenge that many of us struggle with is coming up with, and following through with, action plans to improve weaknesses in employee engagement. What's worked well for you? How do you hold leaders in your company accountable for owning/following-up with action plans?
- **Communication**
 - We know that poor, or little, communication can create unending production, quality, and human resource problems. What methods is your company successfully using to communicate with front-line production employees?
 - How are your leaders, especially line supervisors, held accountable for communicating with their teams?
- **Work Quality/Continuous Improvement**
 - How has your organization nurtured a culture of quality?
 - What methods have you utilized to engage your front-line employees in identifying

opportunities to improve production? Please share your success stories!

- **Training**

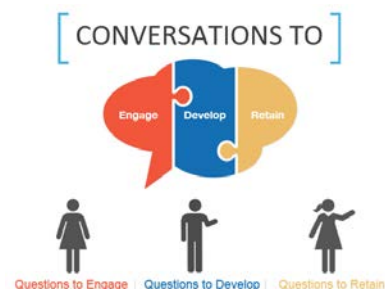
- Front-line turnover (both with employees and supervisors) is a significant challenge in many organizations. What has worked at your company to rapidly train new workers?
- Many smaller manufacturers have the same skilled-workforce needs as larger companies but not the same resources to train them. What advice do you have for these colleagues?

Lessons Learned:

- The results can be quite heartening after seeing significant improvement around internal operational scores around turnover, process efficiency, cost-reduction etc.
- Successes are being achieved using various continuous improvement strategies where you constantly adjust & tweak levers required to keep pace with the dynamics of your industry.

**Suzanne Sherry**VP of
Talent Management**Stacy Karbe**Director
Talent Management

Rexnord's Talent Management Journey: *It starts with the "Conversation"* 10:30 a.m.



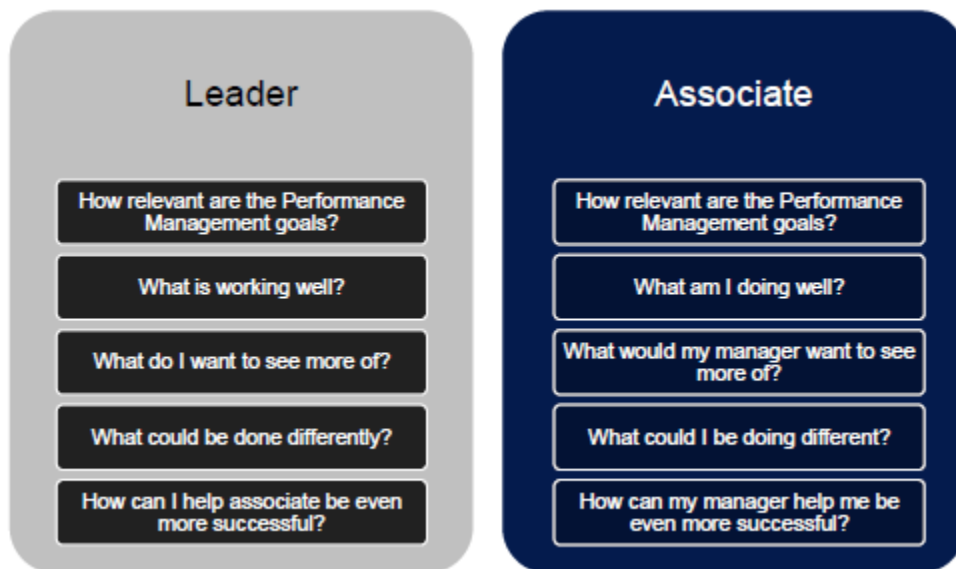
Strategic Opportunity:

"It Starts With the Conversation".....

"The two words information and communication are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through." - Sydney Harris

Learning Solution:

This session focuses on how Rexnord is beginning to use "5 questions" to drive regular conversations between managers and their direct reports. The "5 questions" can be used in formal (one on one) and informal settings and are framed to align with Rexnord's core values.



**Kyle Swanson**Learning Lead,
Global D & I**Experiential Learning:***How to Effectively Use to Improve Leader Development*

4:00 p.m.

**Strategic Opportunity:**

To effectively navigate an increasingly dynamic world, companies are striving to be more agile in how they work, structure work, and deliver results through greater collaboration and innovation. The dynamics within many workplaces today requires individuals to act quickly while juggling competing commitments and priorities. In this environment where we are bound to choose wrong, make mistakes, and then figure out how to best move forward. Learning from experience has never been more important.

Through this talk we will explore how we can begin to equip individuals to learn from every experience in very intentional ways – formally and informally. We will explore what gets in the way of learning from experience and how we – as learning professionals – can contribute towards eroding those barriers. Finally, we will explore some specific practices to design for experiential learning.

Learning Solution:

Learning from experience requires recognition and reflection. Recognizing who I am, what I have, and what I need to be successful. Recognizing the conditions in which I am at my best, or not. Through reflection in action, individuals can identify more clearly how to apply learning laterally, in new and different conditions, while adding skills and knowledge. By consistently and explicitly leveraging the processes of recognition and reflection in formal learning programs, we equip learners to apply them through informal learning experiences.

Lessons Learned:

We can either blame and shame or credit and edit. We will discuss how psychological safety impacts defensiveness or openness.

We always experience, we don't always learn. We will discuss how to leverage abstract experiences we create in a classroom AND external experiences learners bring into the classroom.

Whether it is an experience a learner had, or is about to have, recognition and reflection equip learners to move learning laterally and into the future.

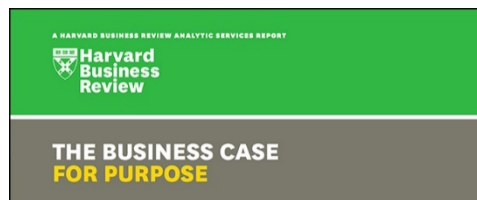


Kyle Gerjerts
Sr. Manager,
Talent Management



Chris Tiglas
Sr. Manager,
L & D

Building Purpose into Learning & Talent: *Walgreens Case Study* 2:15 p.m.



Strategic Opportunity:

In a 2015 Harvard/EY survey of 400+ global executives...

89% said a strong sense of collective purpose drives employee satisfaction. Eighty-four percent said it can affect an organization's ability to transform, and 80% said it helps increase customer loyalty.

...but only a minority said their company currently runs in a purpose-driven way. And 58% of those prioritizing purpose said they experienced growth of 10% or more over the previous three years.

Today's talent is driven by a higher calling. Achieving that calling also delivers a better customer experience, which leads to better business results. Team members seek work that elicits passion and helps them pursue professional, personal and social goals simultaneously. Providing experiences to team members that promote a strong sense of purpose is smart for our customers and smart business.

Learning Solution:

We are responding to this opportunity by driving team member experience, purpose driven leadership and an emotional connection with our brand to improve our customer experience. To build a customized and differentiated leadership model to support this response, we talked to customers, team members, cause partners and suppliers/health partners. When these groups think about our Purpose—To champion everyone's right to be happy and healthy—and the behaviors they would expect to see from an organization who lives this purpose, a few themes rang loud and clear—**Care, Win Together & Inspire**. Our new leadership model is built around these themes. Our case study provides insight into how we are driving our Purpose and these new leadership behaviors through core talent processes & infrastructure, as well as a learning approach to help ignite a paradigm shift that supports a customer-first, purpose-driven culture. We've built a learning experience that supports real-time qualitative diagnostics to promote the kind of jolting and disruptive dialogue that will help drive this kind of transformative change for our organization.

Lessons Learned:

We're getting very positive feedback about our new Leadership Model—it's simple, easy to understand and resonates with our team members. That said, there's opportunity in how our team members are able to internalize the behaviors. As it relates to our activation experience, we're learning a few things:

- 1) Leader-led is critical—not only for leaders to experience the workshop themselves first, but also how they lead and participate in the sessions for their teams (NOT HR-delivered).
- 2) Driving customer throughout the dialogue is also critical. Team members are able to connect the new leadership behaviors to each other and their teams, but connecting back to customer is ultimately the mindset that we are looking to ignite.
- 3) Small groups are also key to success. We've been conducting the workshop with a few pilot groups, and a smaller, more intimate setting helps induce some really great self-discovery moments.

**Tim Dorn**

Director, Business
Development



Do We have the Right Measurement? *Increasing your L&D Budget by Providing the Right Data* 2:15 p.m.



Strategic Opportunity:

96% of CEO's said they want to see the business impact from learning and development investments, but only 8% currently see this. Even with 8+ years of economic prosperity in the US and the World, Learning Leaders are consistency fighting for budget. Learn about the data which drives budget discussions in your favor.

Learning Solution:

This is an interactive session so be prepared to learn and provide some expertise where Tim plans to cover the following measurement best practices:

- Learn an easy way to look at a few KPI's that can drive budget conversations.
- Determine a process to get leadership on the same page—No more having “7” bosses.
- See what we have learned in 10 years of measurement—do NOT be left in the dark.

Lessons Learned:

- HAVE FUN



Justin Black

Sr. Director,
Organizational
Development Science



**Inspiring Leadership Accountability
Around Employee Engagement:**
An Interactive Guide to Aligning the C-Suite Around People Data
2:15 p.m.



Strategic Opportunity:

Employee engagement has the biggest impact on an organization's performance goals when every strategic leader is aware of, and accountable for, engagement levels. Yet, most organizations miss this opportunity by skipping several critical steps as they work to measure and improve engagement. How can people pros inspire a sense of accountability across the organization?

In order to help your leaders take ownership of engagement, it's important to be able to frame engagement data within the executive team's worldviews: What does the business need to achieve? What kind of culture, climate, and employee experience will help us get there? What experience are we creating now, and what needs to change? How will we hold each other accountable for continuous improvement?

Learning Solution:

In this session, led by Industrial-Organizational Psychology expert Justin Black, you'll play the role of an Executive Team Member at PeopleCo, and you'll work with your team members to answer the questions above and build an improvement plan for PeopleCo. A group discussion will highlight the best ideas and known best practices to build a shared accountability framework for employee engagement across the organization--which you can begin to put to use immediately with your leadership and HR teams.

Lessons Learned:

In this session, you will learn to:

1. Understand and articulate the link between employee engagement and your leaders' ability to hit performance objectives;
2. Share data, actions, and results with peers for alignment, support, and collective growth;
3. Hold yourself and your teams accountable for ongoing focus and continuous improvement.



Cheri Wolf-Schulman
Director, OD



Maria Jostad
Manager, St. Joseph's Hospital Birth Center



Experience Froedtert Health's Coaching Collaborative Program

2:45 pm

Froedtert Health Leadership Development Model



Adapted from National Center for Healthcare Leadership, 2014



Strategic Opportunity:

In our business environment, many believe that characteristics labeled “coaching culture” are really “leadership culture”, meaning a culture that values development of leaders at all levels and in all parts of the organization. Research from the Center for Creative Leadership (CCL) suggests that attitudes and behaviors associated with a coaching approach represent an important enabling element in organizational cultures associated with innovation, collaboration, and learning agility.

Learning Solution:

The Froedtert Health **Coaching Collaborative** is a facilitated group coaching learning experience. Since its 2014 implementation, cohorts of diverse leaders (different locations, professional disciplines, and generations) come together for one full day each month for six months to discuss their work, best practices, share lessons learned, and create efficiencies through shared knowledge. Leaders learn how to manage change in a learning organization while they develop peer relationships across the organization. Broad goals of this learning experience include development of coaching, reflection, and action learning skills. More specific objectives include:

1. Spread core coaching skills: more people can get coached in a group; thereby, more quickly cultivating a coaching culture.
2. Transfer results of coaching more effectively into the workplace as the nature of group coaching is very similar to the nature of teams in the workplace.
3. Accomplish prompt actions and results in the workplace as group members and peers share support and accountabilities to take those actions.
4. Create a culture of learning and reflection.
5. Build a sense of community by decreasing the sense of silos and isolation that leaders can sometimes experience.
6. Cultivate a learning organization where leaders/staff are regularly engaged in deep reflection, learning, problem-solving and sharing.

The Froedtert Health **Coaching Collaborative** model and framework will be introduced with the opportunity to hear directly from a past leader participant.

Outcomes:

- Identify principles of a successful group coaching model.
- Describe how active listening, reflective questioning, challenging assumptions, and giving feedback are embedded in this active learning framework.



Tomas Ramirez
Enterprise
Learning Leader

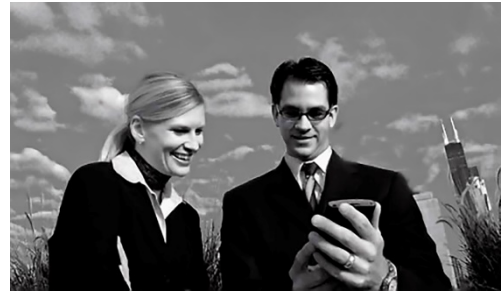


Newton Moore
Enterprise Learning
& Knowledge
Management



Organizational Readiness for Mobile Learning

3:30 pm



Strategic Opportunity:

As a learning leader, you may have the challenge of getting your digital learning strategy operational. A subset of that strategy may entail going mobile. Certainly, external and internal barriers exist to limit what you can do. Come join an interactive discussion on how to navigate these barriers and achieve movement toward your dream goal of going mobile. Dr. Newton Moore and Tomás Ramírez will share what they have done at their organizations to implement mobile learning, and encourage participants to share their experiences as well. As a group, we will review strategies for making the shift to mobile learning by leveraging best practices to gain support.



Brent Brazell

VP-HR,
Chief Learning Officer



Case-Based Consultative Learning & Practice:
High Engagement, Relationship Building and Adaptive Learning
3:30 p.m.



Strategic Opportunity:

If You Build It, They May Not Come.

Learning leaders have long developed opportunities for development in silos and we have sometimes embraced our ivory towers, allowing consultation and strategic work to be completed by our HR Business Partner colleagues. This can cause a disconnect between what the organization and learners wants from the investments being made in learning. Our constituents begin to voice concerns about the number of courses, the time they are spending away from work and the results they are getting from learning opportunities. Learning professionals must find ways to unite their team and their customers in order to provide a significant impact.

Learning Solutions:

To be seen as effective in the eyes of our organizations, this session will explore how to maximize internal learning team structures as well as guidelines for managing external relationships in new ways that can help organizations see learning professionals and programs in entirely different, positive ways.

Lessons Learned:

- Explore ways to develop internal learning team structures in order to maximize effectiveness and learning outcomes in the organization
- Identify tactics to transform the external learning relationships, processes and tactics in order to develop meaningful relationships with internal customers and ensure meaningful outcomes
- Articulate adaptive learning mechanisms that help your organization see you and your learning colleagues in different ways and provide new paradigms for learning environments.



Kevin M Yates
Learning Analytics
Advisor



Madeline Borkin
VP and i4cp
Executive Team
Member



It Takes COURAGE to Transform Learning & Development: Using Data to Tell the L&D Story

3:30 pm

IT'S ALL ABOUT PERFORMANCE

Why human capital analytics?



Strategic Opportunity:

Business leaders in high-performance organizations are increasingly relying on people analytics to help drive better business results, according to research by the Institute for Corporate Productivity (i4cp) and ROI Institute, conducted in coordination with the Center for Talent Reporting. The study, *The Promising State of Human Capital Analytics*, found that executive teams at 67% of the organizations surveyed now use human capital analytics project results.

"Successful companies tend to be those that purposefully use data to anticipate and prepare rather than to react to daily problems," said Patti Phillips, president and CEO of ROI Institute. "The future focus of professionals in the human capital analytics field will increasingly be on using analytics to guide strategic decisions and affect organizational performance."

The use of data and analytics in learning and development creates challenges and opportunities. Senior leaders and executives are asking for evidence that shows learning's impact on business results and employee performance. Other functions in the business are already using data and analytics to answer questions, inform decisions and provide insight. The emergence of techniques, technology and talent focused on L&D analytics is transforming the way learning and development operates and shows value and impact.

Sharing L&D Data Stories:

- We have all experienced a time where training didn't work. How can data & analytics tell a story why? And one where data & analytics showed favorable results.
- If time, why when **business impact** is the number one measure desired by CEOs yet only 8% currently see the business impact of L&D. (Source: LinkedIn's 2017 Workplace Report)

Lessons Learned:

C HANGE CONVERSATION FOR L&D
O PERATE AS AN ADVISOR
U NITE BUSINESS GOALS THROUGH L&D
R EMEMBER CHANGE IS HARD
A LIGN LEARNING GOALS WITH PERFORMANCE OUTCOMES
G ET BUY-IN FROM STAKEHOLDERS
E VALUATE RESULTS WITH MEASUREMENT

**Christopher Lind**

Director,
Digital Learning &
Curriculum Design



Impacting Sales Performance through Peer-to-Peer Learning 2:15 p.m.



Strategic Opportunity:

With so much information and knowledge out there, it's impossible for learning organizations to be the developer of all content. Meeting an organization's needs requires learning professionals to rely on their audience to develop their own content.

Learning Solutions:

To address this problem, we developed a mobile video sharing app that allows our learners to create best practice videos that are then tagged and loaded into the mobile app, much like YouTube. These videos can then be shared, rated, and commented on by their peers. The app also allows people to send out requests for learning needs they may have, so a peer can record and share a video to meet that need.

Lessons Learned:

- User Experience design lessons when creating a mobile video sharing app
- Key wins and challenges of implementing this type of solution