



22<sup>nd</sup> Annual **Leadership  
Development  
CONFERENCE**

The Future of Leadership Development  
in a Rapidly Changing World

**Pre-Conference Seminar**  
June 8, 2016

**Conference**  
June 9-10, 2016  
Renaissance Blackstone  
Chicago, IL

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## Pre-Conference Seminar

Wednesday, June 8, 2016

9 am – 4 pm

### From Managing Performance to Driving a High-Performance Culture

As demands from a diverse workforce evolve, stakeholders' expectations accelerate, and more competitors disrupt business, organizations are struggling amid complex roles, unclear accountabilities, and poor leadership capability. The result? Strategies are not successfully executed; mediocre performance leads to poor results and disengages the workforce. Now what?

Many organizations are investing time and dollars to reinvent their approach to performance management. But executing strategy requires focusing on the leader's role in creating a high-performance culture. Are your leaders unable to translate high-level strategies into specific actions for themselves and their teams in a sustainable way? Do they struggle to focus their energy on the right activities and at the right time to drive team performance? Are they developing team performance through coaching, timely feedback, and meaningful discussions on growth for the future?

To translate strategy into reality, you need an integrated approach to drive and develop a culture of performance and accountability. In this half-day workshop, learn:

- The 4 critical elements to ensure strategy execution: focus, alignment, engagement, and metrics
- The leader's role in translating strategy into results—and the skills required to get there
- How leaders can engage in conversations with their teams to not just drive their performance, but develop performance and growth

**Jim Kauffman, Ph.D.**, Executive Consultant, DDI  
**Diane Bock**, Senior Consultant, DDI

## Agenda

### Day 1: Thursday, June 9, 2016

Breakfast: 7:30 – 8:30 am

Opening: 8:30 – 8:45 am

**Harris Ginsberg**, Program Director, **The Conference Board**

General Session: A 8:45 – 9:45 am

#### High Resolution Leadership Development: Big Data, Proof Points, and What Needs to Evolve

The velocity and amplitude of change is exciting—yet crippling. As demands from a diverse workforce evolve, stakeholders' expectations accelerate, and more competitors disrupt the pace of business, leaders today are often overwhelmed. More than half of leaders admit they don't feel very prepared for the challenges ahead and the trend lines are damning. There is no manual for the even more frenetic future.

How can we prepare leaders for this high-velocity, never-off world? It calls for nothing less than the reconceptualization of the Leadership Development function. Based on insights from a broad set of data curated from global research studies, leadership assessments, measurement studies, and DDI's

experience working with global organizations—perspectives from no less than 45,000 leaders worldwide—this keynote highlights what every L&D professional needs to address:

- The proof behind why development efforts fail or pay off
- Rethinking the problem of learning transfer for today's learner
- The trap (and potential) of personalizing leadership development
- How the promise of technology can focus your analytics efforts
- New mindset and skills demanded of tomorrow's L&D leader

**Barry Stern, Ph.D.**, SVP, DDI

Networking Break 9:45 – 10 am

Concurrent Sessions B1, B2: 10 – 11 am

#### B1: A Focus on the Future: A Holistic Approach to Identifying and Developing High-Potentials Across the Pipeline

The ability to identify, develop and pull high-potential talent through the leadership pipeline are critical success factors today for organizations. More than ever the VUCA environment and war for talent require that organizations focus on both current and future capabilities needed to drive the business forward. But what are the right characteristics and capabilities needed? What indicators should we seek in junior, mid- and senior level leaders?

While definitions of potential vary by organization and even between C-suite leaders in the same company, new thinking on the meaning of potential is driving the field of talent management to a more integrated and holistic set of solutions. If an organization wants to raise the bar on their current and future leadership talent they need to abandon the question of “what is the definition of a high-potential” and instead focus on the key question of “potential for what?” Top development organizations know this to be true. Recent independent benchmark research with over 100 different companies has shown that people are turning to more sophisticated and integrated assessment and development programs to pinpoint the right people, with the right tools, for the right future roles. PepsiCo has been leading the way in this area by implementing a state-of-the-art multi-level integrated assessment and development program over the past several years.

This session will focus on their approach with an emphasis on the key learnings and insights obtained at each level of the program. In addition, it will cover how new thinking in the form of the Leadership Potential BluePrint can diagnose and shape an organization's end-to-end leadership development and high-potential agenda.

**Rebecca Levine**, PhD, Director, Global Talent Assessment & Development, **PepsiCo, Inc.**

#### B2: The Next Generation of Performance Management: Implementing a Total Solution to optimize engagement for a global workforce

The trend to eliminate performance ratings and overhaul performance management has significant implications for the broader talent ecosystem, specifically the employee development, compensation and rewards systems. Learn how P&G is rethinking performance management as a primary vehicle to strengthen a culture of feedback/ development and accountability and to further build employee engagement. Taking a systemic, total systems view has been important to designing and deploying such a large-scale change effort that meets the needs of business and delivers value to employees.

**Laura Mattimore**, VP Global Talent, **The Procter & Gamble Company**

Break: 11 – 11:10 am

Concurrent Sessions C1, C2:

Best Practice Fast Chats 11:10 am – 12:10 pm

### **C1: The New Role of Managers as Transformational Leaders**

Being a best company for leaders has become part of IBM's legacy, but the company continues to reinvent itself; its focus on transformational leadership continues to accelerate as a new generation of thought leaders are redefining the role of the manager and flipping leadership upside down to place the company at the leading edge of Management Development. The team that has re-invented the IBM Manager Experience will share how they fully leveraged research and analytics to elevate the role of the manager through innovative approaches to identification, induction, and development of new managers.

This session will focus on how IBM develops engaged and agile leaders who can be effective in times of major shifts in the business environment. Using technology, design thinking, and a continuous social learning approach to manager engagement, IBM's Management Development team will share their best practices in creating the business value often sought by key stakeholders. The discussion will explore

- Innovative learning methods
- Award winning business impact study results
- Tools and social engagement of multi-generational workforce
- Building a differentiated Manager Experience
- Engagement through moments of impact

**Sofia Lamuraglia**, Global Leader Management Development, **IBM Leadership Academy**

**Peter Mostachetti**, **IBM Leadership Academy**

### **C2: Equipping our Leaders to Champion Change**

Heraclitus, a Greek philosopher living in 500 B.C, wrote "The only constant is change." This becomes truer every year as our organizations struggle to keep pace in a rapidly evolving and demanding world. While our leaders rarely received education or skill development in Change Management, they are now expected to rally the troops, motivate their teams through turbulent times and be more productive than ever. This session will discuss the best ways to equip leaders to understand and lead change effectively.

**Rose Hollister**, Senior Director, Global Talent & Jim Skinner Institute of Leadership, **McDonalds**

Lunch: 12:10- 1:15 pm

Concurrent Sessions D1, D2: 1:15 – 2 pm

### **D1: Leaders Matter More than Ever Before: Integrating leadership development with employee engagement and culture change**

In November, Hewlett Packard Enterprises was born from a long tradition of leadership and business success. In launching HPE, the company set a comprehensive agenda that integrates values, culture, leadership and business goals through a renewed emphasis on the

role of leaders in shaping a culture that reflects employee values and customer expectations. Succession planning, performance management, identifying high potentials and the "Talent calendar" align more explicitly with the new culture that emphasizes leadership across the organization. Learn how HPE defined, communicated and activated a vibrant culture focused on values, reinvention and simplification during times of significant change.

**Mark Bocianski**, Senior Vice President Global Talent & Organization Development, **Hewlett Packard Enterprise**

### **D2: Embedding Mindfulness in Leadership Development: How Mindfulness can Produce Sustained Business Performance**

Mindfulness is the discipline of being focused, present and inspiring in an era of rapid change and overload. Join author Joshua Ehrlich for a discussion of a NY Life case study of Mindful Leadership. In 2013, NY Life identified a need for emerging leaders to be better able to work in an increasingly complex environment. Josh launched a mindfulness based Leadership Presence Program at NY Life with a unique 360 feedback tool. The program has impacted nearly 100 leaders across the organization.

Hear how Josh and the VP of Organizational Learning created the business case for mindfulness at NY Life—a conservative, 170 year old organization that is one of the largest insurers in the world. Josh will discuss their diagnosis of the core issue, development and execution of a plan, evaluation of outcome data, and approach to sustaining momentum. He will share tools and research showing how mindfulness can increase your impact and make your organization more effective. Practice new skills, share best practices and take away a pragmatic leadership plan.

**Moderator:**

**Josh Ehrlich**, Founder, **The Global Leadership Council**  
Author, *MindShifting: Focus for Performance*

**Presenter:**

**Virginia Martello**, VP, Organizational Learning, **New York Life**

Networking Break: 2 – 2:15 pm

General Session E: 2:15 – 3:00 pm

### **E2: Optimizing CEO Succession: Focusing on the Top Has Trickle-down Impact Throughout an Enterprise**

Preparing for CEO succession requires a strategic approach to developing talent. At Cisco, succession planning starts at the top and begins long before the change is on most people's minds. Cassandra Frangos, VP Global Executive Talent at Cisco, will reveal how and why the company's recent CEO succession was remarkably smooth and disruption free. She will describe the stages of succession planning she applies to Cisco's top team. In addition, she will present a best practices model for board involvement in CEO successions. For almost a decade, Cisco has led robust succession planning and leadership development for all of their critical top roles. See how rigorous assessments and a number of other smart tools help insure a robust leadership pipeline and make succession easier when the time comes to make a change.

**Cassandra Frangos**, VP, Global Executive Talent and OD, **Cisco Systems**

Session F: 3 – 4 pm

## Learning and Leading By Doing Real Work in the Field

Many companies have capitalized on existing yet untapped resources to build capability of their leaders at all levels in the organization. As companies expand their businesses around the world and 193 nations adopted the UN's 17 Sustainable Development Goals in 2015, more corporations are blending their leadership development and Corporate Citizenship functions.

The results are stunning: attrition decreases as engagement increases, new mindsets are formed, and the business model adapts to global and local challenges. Plus, today's workforce is seeking ways to contribute meaningfully to their immediate and global communities. These companies have redefined "learning by doing"; they implement leadership development practices through community service and offer proven methodologies to accelerate development, optimize application to their "day jobs" and future roles and experience both business

Moderator:

**Amanda McArthur**, Vice President of Global Pro Bono and Engagement, **Pyxera Global**

Panelists:

**Gina Tesla**, Director, Corporate Citizenship Initiative, **IBM**

**John Kolmer**, Global Manager, Leadership Development, **The Dow Chemical Company**

**Eric Schroeder**, VP & Employee Engagement Manager, Corporate Responsibility, **JPMorgan Chase**

Session G: 4 – 4:45 pm

## Develop Leaders with Purpose and Sustain Superior Results

Organizations confront complex public pressures every day to go beyond optimizing shareholder value. More than ever before, they are also asked to take responsibility for how they affect their employees, the environment, their communities and society.

Korn Ferry's recent global survey on leadership development explored issues surrounding corporate social responsibility, sustainability, and purpose-driven leadership. We are delighted to share this research with you, in addition to Baxalta's success in developing a purpose-driven leadership culture that elevates engagement, performance, and social impact.

Join Korn Ferry and Baxalta:

- How organizations can tap their social responsibility agenda to develop stronger leaders
- How purpose can drive better employee engagement and retention
- What purpose driven leadership looks like and the motives that drive it
- Best practices for linking leadership development and social responsibility efforts to drive superior and sustainable individual and organizational performance

**Jacopo Leonardi**, Executive Vice President & President, Immunology, **Baxalta**

**Arvinder Dhesi**, Senior Client Partner, **Korn Ferry**

Session H: 4:45 – 5:30 pm

## DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders

The Conference Board will share the results of our second annual study conducted by The Engagement Institute, the results of which will assist Human Capital Leaders in fostering a culture of engagement at their own organizations. This study examined the impact "highly engaging" leaders at all levels have in supporting not only a highly engaging culture but also organizational success. From this session, you will be able to learn the elements these "highly engaging" leaders have in common, the organizational processes that support them, the view from the employee on engaging leaders, and the behaviors practiced by the leaders at the various levels.

**Rebecca Ray**, Executive Vice President, Knowledge Organization and Human Capital Practice Lead, **The Conference Board**

Closing Remarks: 5:30 – 5:45 pm

**Harris Ginsberg**, Program Director, **The Conference Board**

Reception: 5:45 – 6:45 pm

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## Day 2: Friday, June 10, 2016

Breakfast: 7:30 – 8:30 am

Opening Remarks: 8:30 – 8:40 am

**Harris Ginsberg**, Program Director, **The Conference Board**

Session I: 8:40 – 9:50 am

## Research-based Future Trends in Leadership

Expanding on research into leadership development while on sabbatical at Harvard several years ago, a panel of practitioners will describe how their companies think about the future and take steps to address the challenges. Panelists will share tools and approaches needed for busy, overloaded managers. Specifically, they will explore the critical skills and mindsets needed for the future and how leaders can learn in a busy environment in everyday work. In addition, current research will define common paradoxes face by leaders in a world Volatility, Uncertainty, Complexity and Ambiguity where boundaries are increasingly blurred and companies risk burning-out their Talent. ""

Moderator:

**Nick Petrie**, Senior Faculty, **Center for Creative Leadership**

Panelists:

**Rich Taylor**, Director, Talent Development, **Palo Alto Networks**

**Iris Nafshi**, Leadership and Executive Development, **Microsoft**

**Ciela Hartanov**, Talent and Organization Development, **Google**

Break: 9:55 – 10:05 am

Session J: 10:05 – 11:05 am

## **Engaging and Efficient: Creating and Scaling Learning Opportunities Throughout Your Organization**

Companies are finding that leadership is not needed simply at its highest levels, but throughout an organization. As mid-level managers become frontline leaders, Millennials take on management roles, and emerging markets bring business to new global regions, more and more employees need to understand and implement a leadership mindset every day. At the same time, the options and opportunities for learning are multiplying – from virtual to self-directed to content-driven. How can L&D professionals both efficiently and effectively leverage learning opportunities to engage your entire organization?

In this panel discussion we will learn how some innovative companies are approaching leadership development at scale. We'll discuss program design, development, implementation, and the creative ways in which these companies are cascading learning from level to level to build an empowered learning organization.

Moderator:

**Josh Brand**, Senior Director, Global Delivery,  
Harvard Business Publishing

Panelists:

**Stacey Helstrom**, Organization Effectiveness Operations and  
Leadership Program Lead, Cargill

**Jorge Rosas Torres**, Corporate and Global Human Resources  
Director, Cinopolis

**Meredith Kraus**, Learning Director, Key Talent Programs, Merck

Session K: 11:05 am – 12 pm

## **Creating a Coaching Culture for Competitive Advantage**

Attracting, retaining and developing a cadre of high-performing millennial employees in a professional services business takes courage. At Grant Thornton it started with a deliberate “culture journey” intended to engage everyone in an effort to strengthen the nearly, 100-year old firm’s culture. It extended to revamping how employees are recognized, promoted, and on-boarded into new roles. And when standard leadership development practices did not accelerate leadership development sufficiently for Grant Thornton, it designed a new approach, developing key talent pools for managers, senior managers and partners. Using a coaching approach that relies on “leaders coaching leaders”, Grant Thornton has freshened their development efforts in three years to set a new standard of talent development.

**Julian Malnak**, VP, Talent Management, Grant Thornton

**Warren Stippich**, Partner Advisory Services, Grant Thornton

**Meghan Grady**, Sr. Manager, International Tax Svcs.,  
Grant Thornton

**Julia Wilson-Siegfriedt**, Manager, Audit, Grant Thornton

Close: 12 – 12:20 pm

**Harris Ginsberg**, Program Director, The Conference Board

# REGISTRATION INFORMATION

**Online** [www.conferenceboard.org/leadership](http://www.conferenceboard.org/leadership)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

**Phone** 212.339.0345

*8:30 AM - 5:30 PM ET, Monday - Friday*

Pricing:	Standard Rate
Members	\$2,295
Non-Members	\$2,895

Fees do not include hotel accommodations.

## Location

Renaissance Blackstone  
636 S Michigan Ave  
Chicago, IL 60605  
Tel: 312.447.0955

## Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

## Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.