Leadership Development Conference

Leadership, Culture and Context Matter: Building Capability throughout the Pipeline

New York:
April 9–10, 2019
Westin New York at Times Square
New York, NY

San Diego:
June 6–7, 2019
Hilton San Diego Bayfront
San Diego, CA

www.conferenceboard.org/leadershipdevelopment
Agenda

Day One
Tuesday, April 9, 2019 (New York)
Thursday, June 6, 2019 (San Diego)

9:00 – 9:15 am
Opening Comments
Harris R. Ginsberg, Ph.D., Program Director, The Conference Board

9:15 – 10:15 am
Key Note
Organizational and Leader Characteristics that Drive Adaptability, Resilience, Agility (ARA) and Lead to 5X Higher Profitability
Disruptive change and competitive threats have given rise to the search for a new holy grail – organizational agility – the business buzz-word of the day – which organizations are urgently running to embrace as a core capability. But we’re putting the cart before horse – rushing to agility interventions without knowing what agility is, what creates it, and what outcomes it yields.

This keynote presents provocative new research – based on more than 350 companies globally – that not only defines ARA (adaptability, resilience, and agility) but shows that ARA and its precursors, remarkably, lead to up to 5x higher organizational profitability on multiple business outcome metrics. We’ll discuss organizational characteristics and multi-level leader behaviors that are essential for driving ARA and business outcomes, especially how to set up companies for effective interconnected performance across levels. We’ll focus on what leaders need to know to drive effective team and organizational functioning today, which is essential for ARA and long-term competitive success.

Elaine Pulakos, CEO, PDRI

10:15 – 10:30 am
Break

10:30 am – 11:15 am
Concurrent Sessions
Building Talent Capabilities to Power Digital Transformation at Duke Energy (New York)
At Duke Energy, our Road Ahead strategy guides our company. It shows us where we’re going as we deliver cleaner, smarter energy solutions that bring value to our customers. However, our customers are changing quickly and we must put more of an emphasis on speed and agility. That's why we are accelerating our work in business transformation - pushing us to see what's possible. To succeed, we must be open to bold, new ideas and processes that show us a better way to meet customer expectations while delivering better productivity and cost savings.

To make this a reality, an effort called Lighthouse launched, which is tasked with identifying the best way to use digital capabilities to fundamentally transform how we think about and operate our business. Lighthouse teams across the company are collaborating and looking for ways to use data and technology to operate more efficiently and to solve challenges in innovative ways. As a result of digital transformation, jobs may change. We need to internally develop digital transformation skills so that we have the talent capabilities for today and tomorrow. Stephanie Bush will share lessons learned from the L&D Lighthouse team to close the skills gap to meet the current and future learning needs for business transformation.

Stephanie Bush, Director, Learning & Development, Duke Energy

Diversity and Inclusion Matters in your Leadership Development Strategy
Organizations strive to create cultures of inclusion through talent selection, learning and development, succession planning and other talent management practices. Learn how Marsh has integrated their practices to enable all leaders to grow and excel.

Margaret Clarkson, Vice President, Talent, Learning & Inclusion, Marsh

11:15 am – 12:00 pm
Concurrent Sessions
The Effects of Power on a Leader’s Brain and the Implications to Culture (New York)
When employees move from front-line work to assuming leadership roles, they are forced to think in entirely new ways. From focusing on the work of the day or week as an individual contributor they now have to provide support for a team, envisioning multi-year plans, establishing what success looks like, and helping make it happen.

As veteran talent exits the workforce, the need to accelerate career progression for new leaders grows. If organizations are not careful, they may be vulnerable to pitfalls associated with newly gained or expanded power in novice leaders. The increase in goal focus, optimism, and visionary thinking can result in the neglect of people, risks, and important details. Regardless of managerial level, the human brain processes power in predictable ways that can have unintended and sometimes negative impacts, including culture.

Join NeuroLeadership Institute’s Mary Slaughter for a discussion about how organizations can mitigate the pitfalls of power and apply insights grounded in neuroscience. Participants will explore how companies can teach both new and veteran leaders to apply their power more adaptively. Mary will share ways your company can support:

- Accelerating high potential leaders
- Refocusing the C-Suite on the productive use of power to mitigate risk
- Improving business outcomes by cultivating inclusive and diverse perspectives
- Creating more connected, less isolated leaders in an increasingly digital world

Mary Slaughter, Executive VP, Global Practices and Consulting, NeuroLeadership Institute

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Creating an Ecosystem for Innovation and Renewal: Insights from W. L. Gore & Associates (New York)

While the best managers excel at driving productivity and predictability, today’s organizations need leaders to create conditions for continuous innovation and renewal. Many organizations struggle to identify, develop, and support these capabilities, because they contradict traditional management priorities. However, one company has refined an approach to adapting to continuous change—whether that change is sparked by new external demands or its own internal discoveries.

W. L. Gore & Associates was designed to be an innovation company where organizational practices and a unique approach to leadership create an environment where:

• Organizational practices promote both discipline and freedom.
• Leaders excel at driving innovation and execution.
• A unique culture supports both personal fulfillment and community collaboration.

In this conversation, discover methods and mindsets to develop a context for continuous innovation and renewal; from explicit management of tensions and polarities to unique roles that create microenvironments for key talent and cultivates networks around innovators. For more than sixty years, Gore has operated as a lattice organization with no traditional managers and minimal hierarchy. The company has refined an approach to organize and lead that will help others move away from hierarchy to organic, networked structures to be adaptive and innovative.


Forecasting and Meeting the Leadership Needs in a Fast-Paced Retail Culture (San Diego)

Growth in a retail environment requires mastering a focus on customers, competing in a digital on-line environment and leveraging talent to lead a growing business. Knowing when and where your talent needs will arise is half the battle. Hear how Dick’s Sporting Goods reinvented the talent life cycle to ensure they are poised for growth.

J.P. Elliot, VP, Talent Management, Dick’s Sporting Goods

12:00 - 1:00 pm
Lunch

1:00 – 1:45 pm
Concurrent sessions

Turbocharge Your Leadership Talent for M&A Success (New York)

Those involved in M&A transactions understand the importance of leadership, though they often underestimate how critical the leadership aspect can be, and are unsure what can be done about it. A new research study examines leadership practices in M&A transactions that are drivers of deal success, including different aspects of leadership assessment, selection, and development initiatives related to M&A activities. The key leadership behavior and skills at each phase of the M&A transaction are also discussed.

Amy Lui Abel, PhD, Managing Director, Human Capital, The Conference Board

J. Keith Dunbar, EdD, Distinguished Principal Research Fellow, The Conference Board

Examining Myths and Best Practices for High Impact, Empirically Based Leadership Training

This session focuses on creating collaborative, diverse and inclusive communities through leadership development programs. Empirically-based, social science research can be a foundation for developing programs such as a women’s leadership program for high impact, high stressed leaders and delivering meaningful learning around implicit bias. Explore strategies for managing expectations to engage participants in creating and developing inclusion and equity to foster innovative, effective and supportive organizations.

We will examine these myths, associated implications, and what is needed for change to occur. Impactful programming requires understanding the myths and unfounded assumptions associated with increased bias awareness and internalized stereotypes; at Georgia Tech, we help leaders adopt new behavioral approaches to minimizing its adverse impact.

Julie R. Ancis, Ph.D., Associate Vice President Institute Diversity, Georgia Institute of Technology

Unicorns and Dinosaurs. Can Large Companies Really Innovate? (San Diego)

Scott Adams, the creator of Dilbert comics famously said that “Large corporations welcome innovation and individualism in the same way the dinosaurs welcomed large meteors.” Is that really true in the age where “culture eats strategy”? No matter if our organization is big or small, it’s up to leaders to ensure that our teams survive and thrive, and our companies succeed.

In this session, learn about Cisco’s balanced innovation approach: Build, Buy, Partner, Invest and Co-Develop. Together, we will explore implications that accelerated pace of innovation has on leaders and innovation practitioners. This session with provide you with practical leadership and development tools that you can leverage to connect your employees to strategy, minimize turf wars and maximize growth and sustainability for your organization.

Alex Goryachev, Sr., Director of Innovation Strategy, Cisco

1:45 – 2:30 pm
Concurrent sessions

Strengthening Innovation as a Differentiator in Leadership Development

Innovation is the lifeblood of global industry. This panel explores how organizations known for innovative and adaptive business practices invest in the development of a growth mindset and innovation in their leadership ranks and employee base as a whole. More than action learning and training in innovation, these companies have taken a novel approach to strengthening leadership and driving innovative products and services to their customers.

Moderator:
Joseph Fusco, Director, The Sustainable Innovation MBA, University of Vermont’s Grossman School of Business and Vice President, Casella Waste Systems

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Panelists:
Bradford Fisher, Learning, Leadership & Organizational Capability Transformation Leader, Boeing (San Diego)
Jennifer Herrod, Senior Director, Global Learning and Development, Johnson Controls (San Diego)
Matt Luke, Global Leadership Development Manager, 3M (New York and San Diego)
Cassie Mills, Manager, Retail Leadership Development, Amazon (San Diego)
Kara Smith, Director, Talent Management, ThermoFisher Scientific (San Diego)
Erika Yuag, Internal Consultant/Challenger, Microsoft (New York)

The Inclusion Imperative: How Kaiser Permanente Leverages Equity, Inclusion and Diversity in Leadership Development to Improve the Employee Experience
The global war for talent has increased exponentially with a thriving economy and new employee expectations facing employers across industries. Millennials and Gen Z have moved into organizations in full force, creating a new playing field while making it clear that they will choose organizations whose values align to their personal beliefs. Organizations have invested heavily on the engagement equation with mixed results, and motivated, satisfied employees are still fleeing for other organizations. Learn how Kaiser Permanente is leveraging partnerships between equity, inclusion, and diversity and leadership development to address inclusion and belonging and bolster the employee value proposition.
Laura Dannels, Director of Learning & Leadership Development, Kaiser Permanente (New York)
Jiquanda Nelson, Sr. Manager of Equity, Inclusion, Diversity and Workforce Development, Kaiser Permanente (New York)
Lacey Dang, Lead KP Leadership University Consultant, Kaiser Permanente (New York and San Diego)
Laura Long, Executive Director of Equity, Inclusion & Diversity, Kaiser Permanente (San Diego)
Angela Howard, Director of Talent Management & Culture, Kaiser Permanente (San Diego)

2:30 – 2:45 pm
Break

2:45 – 3:30 pm
Concurrent sessions
Creating a Powerful and Scalable Manager Development Experience (New York)
Learning to lead as a first-time manager is a challenging experience — and one that should shift over time. With thousands of transitioning managers each year, the leadership development team at John Deere found an opportunity to create a scalable and impactful experience to support all first-time managers in the organization.
Session Outcomes:
• Share the journey of our leadership development pathway at Deere,
• Explore the challenges and solutions in supporting a scalable and consistent program,
• Overview of how coaching can be scaled to support learning stickiness
• Recap of future opportunities to leverage these practices in other organizations
Linda Wilson, Leadership Development Program Manager, John Deere
Bri Witthuhn, Coaching and Mentoring Program Manager, John Deere

Seeing Around the Corner: Building Adaptable Leaders and Adaptable Leadership Development
We know it is time for a paradigm shift to modernize leadership development. At Google, we set out to understand the future of leadership development and along the way we built a foresight practice to continuously see around the corner. Our research tells us that to create lasting change and keep up with the times, leaders must become more self-aware and expand their range of behavior choices and this requires working on their thinking (not just acquiring a new skill or behavior). We would like to share what we are learning about what it takes to become an adaptable leader and lessons from our ongoing efforts to reinvent leadership development at Google.
Sarah Devereaux, Head of Strategic Initiatives, The Google School for Leaders, Google
Ciela Hartanov, Psy.D., Head of Next Practice Innovation, The Google School for Leaders, Google

Fueling Employee “True North” Outcomes to Optimize Performance at Intuit (San Diego)
To ensure that all 8,000 employees are equipped to lead at Intuit, the organization commits to develop every employee as leaders. Learn how Intuit creates a mindset of managing and leading through a “golden era” of Talent Development at Intuit. Design Thinking drives Intuit’s approach to take an initial concept to scale and enables leader to grow rapidly. The learning culture reflects a passion for the customer experience in all leadership behavior that stays ahead of the curve through a wide assortment of learning opportunities.
Mohit Jiwnani, Global Talent Development Leader, Intuit

3:30 - 4:15 pm
Concurrent Sessions
A Case Study - Elevating Women in Leadership (New York)
Elevating women in leadership is a not just a key leadership initiative, it is key to gender parity at Sanofi. Sanofi has committed to 50-50 gender parity in executive leadership roles by 2030. Join Christine Vacciola as she reviews a case study on Sanofi’s ELEVATE program and how this program is changing gender perspectives from the senior executives to frontline employees. Learn how Sanofi not only invests in participants but mentors and sponsors them over time to create real paradigm shifts.
Christine Vacciola, Global Leadership Development Curriculum, Sanofi

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Unpacking Organizational Context in Leadership Design and Development (San Diego)

In the ever-evolving digital world, organizational context is king for client satisfaction and employee engagement. Similarly, savvy organizations focus on contextualized Leadership development. With ambitious growth plans and inflections in external digital technology, creating a mix of existing and new leaders enables organizations to be prepared for uncertainty and change. So, context redefines the lens through which leadership development is conceived and implemented.

In this session, we will explore how contextual leadership development redefines our leadership pipeline for tomorrow. Use of reflective mindset, neuro-leadership and a mix of learning approaches for Leaders of global, virtual teams is certainly the way forward for vertical leadership development. From nurturing a continuous learning mindset, we shifted from a training-centric organization to a learning-centric one, creating a culture of insightful leadership learning, and ubiquitous peer learning; we focus on designs that rely on both traditional and new age leadership competencies.

Meenalochani, Kumar, Senior Principal, Talent Management & Leadership Development, Sutherland

Contemporizing Leadership Development

In 2018 JLL revamped their people strategy and entire approach to leadership development. Starting with a global business strategy, leaders defined future capabilities needed in our workforce. One outcome was a best-in-class program to develop people at all levels in the organization (leading self, leading others, leading leaders, and leading organizations). Since launch, over 5,000 people participated in the program and consistently rated the program at 4.8 out of 5.0. They report the following results:

- 87% retention of direct reports for participating managers
- 10% of participants were promoted (compared to 6% of non-participants)

Real Leadership has been a critical success driver at JLL in 2018 with a dramatic reduction in external costs associated to leadership development and the demise of thousands of learning assets now that we have this robust programming in place.

Angela Geffre, Head of Talent, Americas, JLL

Diversify Your Leadership Bench Strength with a Focus on High Potentials (New York)

Capital Group modernized their leadership framework and designed customized leadership programs to develop a fresh leadership mindset and hone the skills to thrive in today’s complex business environment. Their next challenge was to deepen and diversify their leadership pipeline and they’re doing it with a focus on high potentials. Join Cherie as she shares:

- Business case for highly differentiated leadership development
- Gaining leadership support and engagement
- Evolving from core leadership programs to high potential programs with a diversity focus
- Ensuring white glove treatment with a lean team
- Measuring program impact

Cherie Matthews, VP, Talent and Leadership Development, Capital Group

5:15 - 6:15 pm
Reception

Day Two

Wednesday, April 10, 2019 (New York)
Friday, June 7, 2019 (San Diego)

8:45 – 9:00 am
Opening remarks

Harris R. Ginsberg, Ph.D., Program Director, The Conference Board

9:00 – 10:00 am
Keynote: “No Need for Sight, When You Have Vision”

Perfect sight doesn’t equal 20/20 vision. You cannot expect to craft a game plan for leading people or leading yourself if you lack an idea of what progress even looks like. That vision of success lies within all of us; it’s just a matter of us opening our minds to that ultimate vision.

Lex’s perspective on vision is driven by his personal experience – as a Paralympian, and as someone who has adapted and thrived in his sports and personal life. Losing his sight at the age of 8, his blindness gave him a new sense of vision, based on focus, drive and commitment. He helps people identify their vision for success, and their ability to develop greater resiliency, agility and adaptability.

Lex Gillette, Paralympic Gold Medalist and American Record Holder in Long Jump, Experience to Lead in Association with The Conference Board

Fred Bunsa, Leadership Facilitator, Experience to Lead

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10:00 – 10:45 am
**How Organizations Optimize Opportunities for Men and Women to Succeed**

As organizations are taking action in increasing inclusion and diversity in their leadership roles, they are reframing leadership development initiatives in a way that focuses not only on helping women build new capabilities. They are formally engaging men in the process as sponsors or advocates and are addressing organizational practices in ways that benefit both women and men. Hear how these leaders in their business have taken a new look at efforts to strengthen leadership development to impact their culture.

**Moderator:** Jennifer W. Martineau, SVP, Research, Evaluation, & Societal Advancement, Center for Creative Leadership

**Panelists:**
- Daniela Antovski, Global Powertrain Human Resources Business Partner, Fiat Chrysler Automobiles (New York)
- Richard Brown, Vice President of Philanthropy, American Express Foundation (New York)
- Cutler Dawson, President/CEO, Navy Federal Credit Union (San Diego)
- Holly Smithson, CEO, Athena SD (San Diego)
- Lynne Born, CEO, Perelson Weiner (New York)
- Teresa Thiele, Head of HR Business Optimization, Fiat Chrysler Automobiles (San Diego)

10:45 - 11:00 am
**Break**

11:00 – 11:45 am
**Taking a Human-Centric Approach to Re-Imagining RBC’s Leadership Development Rotational Program**

At RBC, we have multiple Leadership Development Rotational Programs designed to attract diverse talent with key capabilities to fill the talent pipeline, and to accelerate development through a series of targeted rotational assignments. Each program shares core design attributes and are adding value and breadth of leadership capability and experience across the organization.

The data tells us that the appetite to expand our programs is increasing based on the quality and high performance of the participants. Participants progress through their careers twice as fast as non-program participants. However, the data also shows that it takes longer than expected for participants to achieve senior roles including executive positions. In addition, insights from external candidates and program participants indicate that having multiple programs is confusing and creates inconsistencies in the overall experience.

Using a human-centric design methodology, RBC embarked on a journey to reimagine the Leadership Development Rotational Programs. We asked ourselves: Are we achieving our objectives? Do these programs deliver a strong ROI? What does the current participant experience look like?

**Rehana Ciriani**, Director, Development Programs, Royal Bank of Canada

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11:45 am – 12:30 pm
**Realize the Power of Our People through Inclusion**

This session will explore the role of learning and leadership development in creating an inclusive organizational culture where employees can bring their whole selves to work. This session will highlight how Bank of America’s award-winning Diversity and Inclusion initiatives evolved from a compliance driven mandate to playing a key role in improving retention, engagement, performance and leadership impact. You will learn:

- Best practices demonstrating BoA’s inclusion programs – innovative, high quality, low cost initiatives which achieve measurable, impactful results
- How can you mobilize your employees, and your leadership, to participate in high-impact diversity & inclusion programs that truly boost business outcomes
- How to embed D&I in your culture to create a culture of transparency and authenticity

**Namrata Yadav**, SVP, Global Head of Inclusion Strategy, Bank of America

12:30 – 12:45 pm
**Close**

**Harris R. Ginsberg**, Ph.D., Program Director, The Conference Board

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REGISTRATION INFORMATION

Online  www.conferenceboard.org/leadershipdevelopment
Email   customer.service@conferenceboard.org
Phone   212.339.0345
         8:30 am – 5:30 pm ET, Monday – Friday

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Fees do not include hotel accommodations.

Location and Hotel Accommodation

New York
Westin New York at Times Square
270 W 43rd Street
New York, NY 10019
Tel: (212) 201-2700
Hotel cut-off date: March 25, 2019

San Diego
Hilton San Diego Bayfront
One Park Blvd.
San Diego, CA 92101
Tel: (619) 564-3333
Hotel cut-off date: May 13, 2019

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.