



The 2010

Leadership Development Conference

Developing Agile, Resilient Leaders for a VUCA* World



May 20–21, 2010 Marriott Marquis, New York
June 10–11, 2010 Coronado Island Marriott, San Diego
Pre-Conference Seminar on Succession Management
May 19, 2010 – *New York* / June 9, 2010 – *San Diego*

Presented with assistance from:

OLIVER WYMAN

Leadership Development

△ BTS

Catalysts for Profitability and Growth

In Collaboration with:



* VUCA—A Military Term that stands for Volatile, Uncertain, Complex, Ambiguous

Succession Management Pre-Conference Seminar

- Succession Management as a Pathway for Transforming an Organization's Leadership Culture
- An Innovative 5 Step Process to Comprehensive Succession Planning
- Preparing, Executing and Debriefing the Talent Review
- Early Assessment for Potential: Knowing Where to Place Your Bets
- Managing the Talent Pool from Your Young Superstars to Your CEO Successors



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The 2010 Leadership Development Conference

Developing Agile, Resilient Leaders for a VUCA World



Succession Management as a Pathway for Transforming an Organization's Leadership Culture

Vance Tang
President & Chief Executive Officer
KONE, Inc.

(Succession Management Pre-Conference Seminar, Session A)



Why We Need Agile Leaders Now More Than Ever

Dr. Ralph W. Shrader
Chairman & Chief Executive Officer
Booz Allen Hamilton

(Leadership Development Conference, Session B - New York)



Why We Need Agile Leaders Now More Than Ever

Greg Creed
President and Chief Concept Officer
Taco Bell Corp.

(Leadership Development Conference, Session B - San Diego)



Executing Strategy in the "New Normal"

Paul Kusserow
Senior Vice President and Chief Strategy Officer
Humana Inc.

(Leadership Development Conference, Session D)

You'll learn from leading professionals on the following topics:

- Leading Innovation to Reignite Growth
- Leaders Developing Leaders, "Peer to Peer" Collaborative Learning, Social Networks and Coaching
- Apprenticeships, Special Assignments and Movement for Development

Succession Management Pre-Conference Seminar

Wednesday, May 19, 2010 – *New York*

Wednesday, June 9, 2010 – *San Diego*

Registration and Continental Breakfast 8–9 am

Morning Introductions 9 am, Jean McNulty, Program Director, **The Conference Board**

Exploring Succession Management as a Pathway for Transforming an Organization's Leadership Culture

A 9:15–10:30 am

Using research-based tools and frameworks, seminar participants will learn practical steps for building enhanced leadership capacity and succession strategies in their own organizations. The workshop will focus on how to:

- Move from developing one leader at a time to organization-wide leadership development that prepares waves of leaders at all levels
- Create two integrated frameworks that advance traditional succession pipeline systems by focusing leadership culture and leadership strategy
- Use proven tools to practice applying the leadership culture and strategy framework to your own organization

New York and San Diego

Vance Tang, President & Chief Executive Officer, **KONE, Inc.**

John McGuire, Senior Program Associate, **Center for Creative Leadership**

An Innovative 5 Step Process to Comprehensive Succession Planning

B 10:45 am–12 noon

Session Sponsor: **Taleo** 
Talent Drives Performance

Many organizations are stumped when it comes to comprehensive succession planning. Despite being challenged more than ever by changing customer expectations, a worsening business climate and internal change, United Airlines decided to focus on succession planning as one of their keystone talent management initiatives. Hear how they:

- Created an innovative 5 step process that enabled them to segment talent to make more informed, targeted and strategic decisions about movement, development and retention
- Identified talent requirements using automated role profiles developed by division leaders
- Developed and agreed on talent action plans in order to address critical capability risks

New York and San Diego

Lisa Hartley, Senior Director, Customer Marketing, **Taleo Corporation**

Cynthia Starz, Managing Director, Leadership and Organizational Development, **United Airlines, Inc.**

Luncheon 12 noon–1 pm

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Preparing, Executing and Debriefing the Talent Review

C 1–2 pm

One of the most important parts of succession management is being able to prepare for, execute and debrief the talent review. It is a mix of art, science and great facilitation skills. Learn how to:

- Create a process that works from Mid-level Managers to the CEO
- Work with leaders to clarify definitions, goals and calibration tactics
- Know when to use various facilitation tactics to obtain the best outcomes
- Leave the session with a follow-up plan for accountability in terms of development and movement of talent

New York and San Diego

Laura Mattimore, Director, Leadership Development, **The Procter & Gamble Company**

Choose D1 or D2 2:15–3:30 pm

Early Assessment for Potential: Knowing Where to Place Your Bets

D1 2:15–3:30 pm

As organizations find themselves with significant gaps in their pipeline, early assessment becomes even more critical to help you know where to place your bets. Early assessment then allows for earlier and accelerated development. Learn how to:

- Use a variety of assessment tools to ensure that you are discovering “diamonds in the rough” and can validate your hunches on potential talent
- Craft Individual Development Plans (IDPs) for high potentials
- Ensure that high potentials are offered the right developmental experiences as well as tracked for progress and retention

New York

David Sylvester, Director, Leader Development, **Booz Allen Hamilton Inc.**

San Diego

Christiane Segall, Senior Manager, Succession Management, **Booz Allen Hamilton Inc.**

Helping Business Leaders Manage the Conversation

D2 2:15–3:30 pm

One of the most difficult elements of making the succession process work is the business leaders' ability to have the conversation with each person listed in the 9-box grid. Some leaders lack confidence in the assessment and calibration process which then inhibits their ability to provide honest feedback and IDPs specific to development needs. Highlights include:

- Providing the data and coaching that will give leaders confidence in the assessment and calibration process
- Developing common definitions for high-potential, high-performer and mission critical talent with talking points for the 9-box grid
- Coaching leaders on key behaviors and providing role models for giving feedback

New York

Bob Brotherton, Director, Talent Management, **Wells Fargo**

San Diego

Judy Edge, Corporate Vice President Human Resources, **FedEx Corporation**

www.conference-board.org/leadership3

Managing the Talent Pool from Your Young Superstars to Your CEO Successors

E 3:45–5 pm

Companies must have standard processes and governance for the identification and development of talent. The CEO, senior executives, directors and managers must all understand how to assess and identify potential of talent against the strategic direction of the company. International Paper has been recognized by its Board of Directors and other companies as having best-in-class, integrated people systems with strong bench strength for its key positions across the globe. Learn how to:

- Develop People Councils at all levels to govern the people development process including moves of the top 200
- Use a robust and consistent people review process and how the outputs roll up to the CEO, senior team and Board of Directors
- Create an Integrated Talent Management framework that drives the engine

New York

Diana R. Bell, Global Talent Director Development, **International Paper**

San Diego

Ed Garrison, Director, Leadership Development, **International Paper**

Seminar Adjourned 5 pm

The 2010 Leadership Development Conference Developing Agile, Resilient Leaders for a VUCA World Thursday, May 20, 2010 – *New York* Thursday, June 10, 2010 – *San Diego*

Registration and Continental Breakfast 7:45–8:45 am

Welcome and Introductions 8:45–9 am,

Jean McNulty, Program Director, **The Conference Board**

Leadership Agility in a VUCA World

A 9–9:45 am

The Military coined the phrase VUCA World: volatile, uncertain, complex and ambiguous. We have entered an era of continuous change and uncertainty—what we are calling the “New Normal”. What is the role of leaders in driving the agility and adaptability that organizations need to be successful? This interactive, opening session highlights research-based discoveries about what really matters. In this session you will:

- Explore a conceptual framework that defines the Agile Leader
- Reflect on potential agility gaps within your organization
- Facilitate the highlighting of a personal area of focus for the remaining sessions of the conference

New York and San Diego

Facilitator

Jim Bowles, Managing Director, **BTS USA, Inc.**, Former Chief Talent Officer, **AT&T Mobility**

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CEOs on Why We Need Agile Leaders Now More than Ever

B 10–11 am

The rules and context of business have changed. CEOs are acutely aware that the leadership skills and competencies that delivered yesterday's success will not suffice for tomorrow's business challenges. Organizations need a very different kind of leader, one who is able to see around corners, inspire innovation, adapt to constant change and be resilient regardless of economic conditions. As we look to a fast-changing global and hypercompetitive marketplace, we'll learn how this CEO is addressing these challenges by:

- Inspiring commitment among followers and growing fungible leaders through non-traditional hiring, development, and succession planning practices
- Developing leaders “sideways” with a slower track to senior institutional leadership roles
- Building the business (and second team), turning it over to a ready-now successor and then building a new business where the organization needs it most to sustain organic growth

New York

Dr. Ralph W. Shrader, Chairman & Chief Executive Officer, **Booz Allen Hamilton**

San Diego

Greg Creed, President and Chief Concept Officer, **Taco Bell Corp.**

Developing Leaders with Global Agility: Lessons for U.S. and Global Organizations

C 11:15 am–12:30 pm

For leaders, the world has become flatter, faster, increasingly interdependent and riskier. Most leaders have never had to operate in such a complex and diverse business environment where leading with global perspective is no longer a competency reserved for those living and working overseas. Preparing leaders to engage with the global challenges that confront them daily is at the top of a truly strategic leadership development agenda. Recent research has shown that to have the agility to operate on the global stage, leaders need to draw upon their head, hearts and guts to be effective. This session will bring these global leadership challenges to life and demonstrate how world-class companies are preparing their leaders to play on the global stage.

New York

Eric Olson, Partner, **Oliver Wyman Leadership Development**

John Guarino, Regional Director, Europe, Middle East & Africa, Bottling Investments Group,
The Coca-Cola Company

Ashley Yount, Senior Consultant, Global Talent Management, **Dell Inc.**

San Diego

Stephen J. Rhinesmith, Senior Advisor, **Oliver Wyman**

Brandy Agnew, Senior Consultant, Global Talent Management, **Dell, Inc.**

Stephen Cerrone, Executive Vice President, Human Resources, **Sara Lee**

Luncheon 12:30–1:15 pm

Executing Strategy in the “New Normal”

D 1:15–2:15 pm

Humana is operating in a large, complex and dysfunctional healthcare non-system, characterized by volatility, uncertainty, complexity and ambiguity. The industry is transitioning from a knowledge-based economy to a collaboration-based economy where experience, social capital, innovations and employee engagement are the true differentiators. With this in mind, the leadership competencies required of tomorrow’s leaders will necessarily be different from those that are characteristic of today’s leaders. Learn how Humana is:

- Using the power of learning to develop these new leader competencies
- Emphasizing transformational insights and connections
- Developing leaders’ ability to collaborate with stakeholders internally and externally as well as cross-industry

New York and San Diego

Paul Kusserow, Senior Vice President and Chief Strategy Officer, **Humana Inc.**

Choose E1, E2 or E3 2:30–3:30 pm

Leading Innovation to Reignite Growth: What Will It Take?

E1 2:30–3:30 pm

For many organizations the road back to organic growth depends largely on how well they are able to innovate, both organically and inorganically. It takes unlearning/relearning, cross-boundary collaboration, and a systemic capacity for ambidexterity—the ability to simultaneously explore new ideas AND exploit current sources of success. Learn how Agilent Technologies has been working on:

- Changing the culture and prevailing mindset so innovation can thrive
- Developing leaders who can lead change AND encourage innovative thinking and initiative from their teams
- Putting in place the systems and processes to build adaptive organizational capability required to execute on innovative ideas

New York and San Diego

Kirk Froggatt, Director, Organization Effectiveness and Leadership Supply, **Agilent Technologies**

New York

Teresa Roche, Chief Learning Officer, **Agilent Technologies**

Developing Leaders with Emotional Resilience

E2 2:30–3:30 pm

With information overload, competing priorities, the need for speed to market, and a myriad of other demands all needing to be balanced, our leaders are finding themselves overwhelmed and emotionally drained. Learn how GE is helping their leaders:

- Face down reality, reflect and take action when missteps occur
- Find clarity, focus and meaning so they have an anchor for balancing competing priorities

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- Continually adapt, improvise and find work arounds to solve challenges so they can keep themselves and their teams engaged and inspired

New York and San Diego

Jayne Johnson, Director, Leadership Development, **GE**

New York

Sylva Juliano, Program Manager, Crotonville Leadership, **GE**

Leaders Developing Leaders, “Peer to Peer” Collaborative Learning, Social Networks and Coaching

E3 2:30–3:30 pm

IBM is developing leaders for new and emerging critical roles and enabling the development of leaders at all levels in growth markets. This effort is resulting in a growing focus on blended learning techniques including experiential learning, mentoring and coaching and formal development programs delivered as virtual and instructor led offerings. Underpinning this approach is a growing emphasis on enabling “leaders developing leaders” and on social media as a means of enabling “peer-to-peer” collaborative learning.

New York and San Diego

Steve Bartomioli, Director, Leadership Development, **IBM Corporation**

Choose F1, F2 or F3 3:45–5 pm

Apprenticeships, Special Assignments and Movement for Development

F1 3:45–5 pm

Job rotation involves moving a leader through a series of jobs designed to broaden knowledge of leadership and operations while preparing them for movement/advancement. Learn how positions are identified for a two-year rotation; high potentials are nominated and selected to participate and then given support through executive-level sponsorship, coaching and a mentor. Learn how to:

- Design rotations for development in fundamentals, execution, strategy and specialization
- Be proactive about movement of top talent, balancing the needs for development with the business needs
- Create assignments for development when opportunities for movement are restricted

New York and San Diego

Larry Kaye, Senior Vice President, Talent Management, **Fidelity Investments**

LouAnn Muir, Vice President, Talent Management, **Fidelity Investments**

Developing Emerging Leaders: Strategies for Building a Robust Leadership Pipeline

F2 3:45–5 pm

Session Sponsor: **PDI Ninth House**
GLOBAL LEADERSHIP SOLUTIONS

We are often challenged with how to effectively focus our limited learning and development resources on the large, globally dispersed and vital group of emerging leaders that are today's individual contributors and tomorrow's future leaders. Learn how Qualcomm effectively leveraged technologies, current social learning tools and a new learning framework to engage next generation leaders in developing the skills they need to drive future business success. Hear insights on how this organization:

- Designed a cost efficient and globally scalable blended learning solution
- Built a program framework that equips emerging leaders with knowledge, skills and tools needed to lead and engage others in their current role while building their management skill base for the future
- Is growing and accelerating world class leaders at all levels through broader manager and leadership development programs

New York and San Diego

Jeff Snipes, Ninth House Founder, PDI Ninth House Board of Directors, **PDI Ninth House**

New York

Rita Buffington, Director of Learning, **Qualcomm, Inc.**

San Diego

Tamar Elkeles, Vice President, Learning and Organizational Development, **Qualcomm, Inc.**

Experience-based Development for Growing Your Leaders and Your Business

F3 3:45–5 pm

What are the challenges of the future and what experiences will prepare new leaders to meet them? Leadership Development professionals are increasingly turning to more non-traditional methods of experiential learning for faster development and stickiness of application. Learn how these companies are:

- Creating action learning experiences to accelerate development and grow the business
- Developing a catalogue of experiences applicable in many different environments and cultures
- Measuring the impact on business results

New York and San Diego

Kristina Plinski, Director, Management and Leadership Development, **Intel Corporation**
Mike Hamilton, Partner, Chief Learning & Development Officer, **Ernst & Young**

Networking Reception 5–6:30 pm

Hosted by: **OLIVER WYMAN**

Leadership Development

 **BTS**
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Friday, May 21, 2010 – *New York*
Friday, June 11, 2010 – *San Diego*

Continental Breakfast 7:30–8:15 am

Morning Announcements and Introductions 8:15–8:30 am

Jean McNulty, Conference Program Director, **The Conference Board**

Redefining and Measuring Potential in the New Normal

G 8:30–9:45 am

Many organizations are rethinking their definition of potential based on where their business is headed and external forces that are changing their business models. Learn how these top-notch practitioners:

- Changed their definitions of potential, looked earlier and deeper in the organization, and are surfacing candidates who weren't always the most obvious choices
- Used data and methods that more accurately predict, identify and measure potential
- Crafted IDPs (Individual Development Plans) that met the developmental needs of high potentials
- Measured results quantitatively and qualitatively

New York

Kristie Wright, Director, Executive Assessment, **Cisco Systems, Inc.**

Diane Holman, Vice President and Chief Learning Officer, **Raytheon Company**

Brian Fishel, Senior Vice President, Executive and Leadership Development,

Bank of America

San Diego

Bob Sachs, Vice President, Learning and Organizational Development,

Kaiser Permanente

Joan Sato-Hernandez, Corporate Director of Talent Management, **Boeing Company**

Lorrina Eastman, Senior Vice President, Leadership Development, **Bank of America**

Choose H1 or H2 10–11:15 am

Engagement and Retention: The Less Obvious Side of Leadership Derailment

H1 10–11:15 am



Session Sponsor:

Destructive leadership examples continue to land on the front page news and into the forefront of modern consciousness. With dramatic public destruction of politicians and executives serving as prototypes for derailment, it's not surprising that the estimated base rate of leadership failure is 50% to 65%. However, the long-term and less obvious outcomes of derailment involve the ongoing, subtle leadership behaviors that negatively affect the engagement and retention of an organization's top talent. Leaders, followers, and the environment in which they interact can form a toxic triangle of corporate culture that permeates an organization.

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Session highlights include:

- Real world examples of derailment in action
- Best practices for reducing derailment effects
- The impact of derailing tendencies at Dell

New York and San Diego

Greg Barnett, Director of Consulting, **Hogan Assessment Systems**

New York

Ashley Yount, Senior Consultant, Global Talent Management, **Dell, Inc.**

San Diego

Brandy Agnew, Senior Consultant, Global Talent Management, **Dell, Inc.**

Developing Executive Stamina: A Vital Key to Leadership Resiliency

H2 10– 11:15 am

With virtual teams, email, cell phones and PDA devices increasingly blurring the lines between work and personal life, and the companies requiring that all employees “do more with less”, maintaining stamina is no longer simply an asset for executives, it is an absolute necessity. Executive Stamina techniques can help you achieve the clarity, alertness and flexibility you need to develop resiliency:

- Learn why being too tired, busy or stressed is your greatest potential derailer
- Help your entire team acquire the skills of managing stress during the workday
- Develop systems for optimizing time and energy daily, while laying the foundation for sustainable career success

New York and San Diego

Alejandro Rodriguez Bas, Business Unit General Manager, Caribbean and Central America, PepsiCo Americas Foods, **PepsiCo, Inc.**

New York

Joshua Seldman, Author: *Executive Stamina*

San Diego

Marty Seldman, President, **Seldman Learning**, Author: *Executive Stamina*

Add to Your Toolkit from Leading LD Practitioners

I 11:30 am– 12:30 pm

In the context of our current economic environment, our three practitioners will share their tools and tips for making the most of your LD resources. The session will be interactive such that the three facilitators will help participants find one application per table that you would like to implement in your organization. This is a great way to show accountability for your attendance at the conference—taking back an application that you can share with your team. A prize will be awarded to the application that receives the most votes from fellow participants.

Closing Remarks 12:45 pm

Jean McNulty, Conference Program Director, **The Conference Board**

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**Partial Listing of Companies and Organizations Represented at
The 2009 Leadership Development Conference**

Allergan Inc.	Kuwait Petroleum Corporation
Alliant Credit Union	Lockheed Martin Corporation
Allstate Insurance Co.	McDonald's Corporation
American Family Insurance Group	Merck & Co., Inc.
American Red Cross	MetLife, Inc.
Boeing	Microsoft Corporation
Booz Allen Hamilton Inc.	Mizuho Corporate Bank
Central Intelligence Agency	Nestlé USA, Inc.
Chevron Corporation	PepsiCo, Inc.
CIGNA Corporation	PricewaterhouseCoopers LLP
Colgate-Palmolive Company	Procter & Gamble
CUNA Mutual Group	Staples, Inc.
E. & J. Gallo Winery	Synovate Customer Experience
Fannie Mae	The Gallup Organization
Fidelity Management & Research Co.	Treasury Board Canada
Guideposts	U.S. Department of Defense
Harvard Business School Publishing Corp.	U.S. Federal Reserve System
Health Net Inc.	Watson Wyatt Worldwide
Kaiser Permanente	Wegmans Food Markets, Inc.

Media assistance provided by:



Registration Information

The 2010 Leadership Development Conference

Online	www.conference-board.org/leadership3
Email	customer.service@conference-board.org
Fax	212 836 9740
Phone	212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

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.

Hotel Accommodations

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board Leadership Development Conference.

Marriott Marquis
1535 Broadway
New York, NY 10036
Tel 212 398 1900

Hotel Reservations Cut-off Date: Tuesday, April 27, 2010

Coronado Island Marriott
2000 Second Street
Coronado, CA 92118
Tel 619 435 3000

Hotel Reservations Cut-off Date: Tuesday, May 18, 2010



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Registration Form

The 2010 Leadership Development Conference

Pre-Conference Seminar on Succession Management (choose a city)

May 19, 2010

New York, NY (B07010-3)

June 9, 2010

San Diego, CA (B48010-3)

Conference (choose a city)

May 20-21, 2010

Marriott Marquis

New York, NY (905010-3)

June 10-11, 2010

Coronado Island Marriott

San Diego, CA (957010-3)

Please print or attach a business card; for additional registrants, duplicate this form.

Name _____

Title _____

Functional Area _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone () _____ Fax () _____

E-mail _____

Please select your preferred concurrent sessions

Succession Management Pre-Conference Seminar

May 19, 2010 – New York / June 9, 2010 – San Diego

D1 or D2 choose one

Leadership Development Conference

May 20, 2010 – New York / June 10, 2010 – San Diego

E1 or E2 or E3 choose one

F1 or F2 or F3 choose one

May 21, 2010 – New York / June 11, 2010 – San Diego

H1 or H2 choose one

Pre-Conference Seminar

Conference Board Associates\$1,445

Non-Associates\$1,645

Conference

Conference Board Associates\$2,195

Non-Associates\$2,495

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The 2010 Leadership Development Conference



May 20–21, 2010 Marriott Marquis, NY
June 10–11, 2010 Coronado Island Marriott, SD

Pre-Conference Seminar on Succession
Management

May 19, 2010 – *New York*/June 9, 2010 – *San Diego*

Promotion Code