

THE CONFERENCE BOARD



The 2008

Leadership Development Conference

Building Leaders and Organizational Capability for Sustained Growth

New York, NY

May 1 - 2, 2008

Grand Hyatt New York

San Diego, CA

June 5 - 6, 2008

Hotel del Coronado

Pre-Conference Seminar on Succession Management

Wednesday, April 30, 2008; New York

Wednesday, June 4, 2008; San Diego

www.conference-board.org/leadership4

Presented with assistance from:



Dear Colleague:

CEOs are acutely aware that the leadership skills and competencies that delivered yesterday's success will not suffice for tomorrow's business challenges. The rules and context of business have changed, marked by an increase in volatility, complexity and risk. Companies that are striving to innovate and grow in this difficult environment, are discovering their biggest barrier is not opportunity but a lack of leadership talent – leaders “ready now” who can execute the company's business strategy today and into the future.

Organizations need not only more and better leaders faster but a different kind of leader. To incubate this new cadre of leaders, they are requiring you to rethink Leadership Development – ensuring that it targets the new skills and competencies required as well as being accelerated, systemic, integrated and scalable.

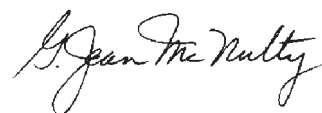
Please join us for lively discussions as experts, thought leaders and leading practitioners share their best practices and thoughtful insights on where Leadership Development is headed and what needs to change. Highlights include:

- The Changing Global Business Environment: CEOs Look at the Implications for Leadership Development
- Developing Leaders Who Can Think Integratively; Lead across Borders and Layers of Complexity
- Navigating the Lens of Success: How Best-in-Class Executives Transform Their Leadership and Thinking Styles
- Accelerating Leadership Transitions: The Key to a Transformational Talent Strategy
- Developing Leaders Who Can Drive Innovation and Growth
- Developing a Global Supply Chain of Leaders in Emerging Growth Countries
- Accelerating Development: Rotational Assignments versus Developing Talent in Place
- Going Deeper Earlier: Identifying, Assessing and Selecting Tomorrow's Top Talent
- Integrating Leadership Development and Measuring Return on Investment

And don't forget our ***Succession Management Pre-Conference Seminar*** April 30th in New York and June 4th in San Diego for a highly interactive, deep dive into this critical business process.

If you are accountable for attracting, engaging and retaining leaders; if you are charged with ensuring the depth and breadth of your leaders' competencies and ability to perform; if you are responsible for succession management and leadership development, this is one conference you can't afford to miss. Be sure to register now. This is one of The Conference Board's “Best Sellers” and we expect it to sell out again this year. We look forward to seeing you in New York or San Diego.

Sincerely,



Jean McNulty
Conference Program Director
The Conference Board

Advisory Board

Teresa Roche

Chief Learning Officer
Agilent Technologies

Mustafa El Rafey

Global Talent Pipeline Director
Mars, Incorporated

Brian Powers

Senior Director, EMC University
EMC Corporation

Michelle Blieberg

Managing Director, Global Learning Officer
UBS Investment Bank

Bob Sachs

Vice President, Learning and Organizational Development
Kaiser Permanente Health Plan, Inc.

Lou Sanchez

Vice President Learning and Organizational Effectiveness
eBay Inc.

Anand Prasad

Director, Global Training & Development
Procter & Gamble Company

Allan H. Church

Vice President Organization & Management Development
PepsiCo, Inc.

Carol Pledger

Managing Director, Goldman Sachs University
Goldman Sachs & Company

Linda Dunkel

President and Chief Executive Officer
Interaction Associates, Inc.

Leslie Joyce

Vice President and Chief Learning Officer
The Home Depot

Rich Wellins

Senior Vice President, Marketing
Development Dimensions International

Jeff Snipes

Founder and Chief Executive Officer
Ninth House

Tom Knighton

Partner
Oliver Wyman - Delta Executive Learning Center

Dee Gaeddert

Chief Operating Officer
Lominger International: A Korn/Ferry Company

Jonas Ackerman

Chief Executive Officer
BTS

Trina Soske

Partner, Global Practice Leader
Executive Development
Monitor Executive Development

Robert Kramer

Principal Researcher, Management Excellence
The Conference Board

Agenda-at-a-Glance

Pre-Conference Seminar: Succession Management

Wednesday, April 30, 2008, Grand Hyatt; New York, NY

Wednesday, June 4, 2008, Hotel del Coronado; San Diego, CA

9:00 Aligning Your Succession Management Strategy to Your Business Strategy

10:45 Managing Risk in the Selection and Succession Process

1:00 Critical Success Factors and Crucial Roles in Succession-ability

2:15 Breakouts

1. Succession Management: Lessons from Experience
2. Driving Results by Managing the Client Interface

4:00 Integrating Succession Management across the Enterprise

5:00 Seminar Adjourned

Leadership Development Conference

Thursday, May 1, 2008, Grand Hyatt, New York

Thursday, June 5, 2008; Hotel del Coronado, San Diego

9:00 Part I-The Changing Global Business Environment: Implications for Leadership Development

10:00 Part II-How Are Leading-edge Companies Responding to the Challenge?

11:15 Breakouts

1. Helping Leaders to Think Integratively for Better Decision Making
2. The Neuroscience of Leadership: A New Science for Improving Human Performance
3. (NY) Leveraging Organizational Networks to Drive Performance and Innovation
3. (SD) Leading Teams Effectively across Boundaries

12:45 Navigating the Lens of Success: How Best-in-Class Executives Transform Their Leadership and Thinking Styles

2:15 Breakouts

1. Developing Leadership Capability across the Organization
2. Developing Leaders Who Can Drive Innovation and Growth
3. Taking a Whole Systems Approach to Achieving Integration, Growth and Business Impact

3:45 Breakouts

1. Developing Leaders Who Inspire and Engage Their Employees
2. Developing a Global Supply Chain of Leaders in Emerging Growth Countries
3. Going Deeper Earlier: Identifying, Assessing and Selecting Tomorrow's Top Talent

5:00 Networking Reception

Friday, May 2, 2008; Grand Hyatt, New York

Friday, June 6, 2008; Hotel del Coronado, San Diego

8:30 Accelerating Leadership Transitions: The Key to a Transformational Talent Strategy

10:00 Breakouts

1. Developing Leaders to Transform Culture and Sustain Excellence
2. Accelerating Development: Rotational Assignments Versus Developing Talent in Place
3. What Line Executives Expect from Leadership Development

11:30 Integrating Leadership Development and Measuring Return on Investment

Succession Management

Pre-Conference Seminar

Pre-Conference Seminar: Succession Management

Wednesday, April 30, 2008 – New York

Wednesday, June 4, 2008 – San Diego

Sponsored by: **DDI**
DEVELOPMENT DIMENSIONS INTERNATIONAL

Registration & Continental Breakfast: 8 - 8:45 am

Welcome and Introductory Remarks: 8:45 - 9 am

New York

Jean McNulty

Conference Program Director
The Conference Board

San Diego

Jean McNulty

Conference Program Director
The Conference Board

General Session A: 9 - 10:30 am

Aligning Your Succession Management Strategy to Your Business Strategy: Different Leaders for Different Business Strategies

What's on your agenda in 2008 and beyond? Whether you're focusing on a new business strategy, global growth, mergers and acquisitions, or a corporate culture paradigm shift, your leaders are critical to achieving your goals.

Many talent management strategies start with an enterprise wide set of leadership competencies. Competencies may tell us how strong leaders are in critical skill and knowledge areas, but fail to address the talent answer senior managers are really looking for: Can this person really drive our future success by executing our future strategies? During this interactive session, you will:

- Understand how to build tighter connections between your approach to talent management and your organizations' business strategies
- Learn how different business drivers require different leaders—and hence different competency models
- Participate in an experience where a business driver approach will be used to select, place and develop key leadership talent.

Speaker

New York

Matt Paese

Vice President
Executive Solutions
Development Dimensions
International (DDI)

Daniel A. Sonsino

Talent & Succession Management
Raytheon Company

San Diego

Matt Paese

Vice President
Executive Solutions
Development Dimensions
International (DDI)

Malia D. Lowe

Senior Organizational
Effectiveness Consultant
Raytheon Company

Refreshment Break: 10:30 - 10:45 am

To register today, call Customer Service at 212 339 0345

Succession Management

General Session B: 10:45 am - 12 noon

Managing Risk in the Selection and Succession Process

Companies have been paying closer attention to improving their Succession Management process but recently they have discovered that they were not paying close enough attention to those few individuals and pivotal processes that can really make the difference between a robust pipeline and one that leaves the company at risk. Learn how these practitioners:

- Identified Mission Critical roles early and keep close tabs to make sure they don't go vacant
- Created external talent pools to ensure zero time to fill once a vacancy does occur
- Assessed talent on personality, motivation and culture so selection becomes not just fit for job but fit for culture – predicting higher retention rates
- Identified talent deeper and earlier to ensure there are enough candidates in the pipeline to replace the CEO and other senior positions.

	<i>New York</i>	<i>San Diego</i>
<i>Moderator</i>	Jean McNulty Conference Program Director The Conference Board	Jean McNulty Conference Program Director The Conference Board
<i>Panelists</i>	Robert H. Sachs Vice President, Learning and Organizational Development Kaiser Permanente Health Plan, Inc.	Robert H. Sachs Vice President, Learning and Organizational Development Kaiser Permanente Health Plan, Inc.
	David Groff Assistant Vice President Talent & Chief Learning Officer Allstate Insurance Company	David Groff Assistant Vice President Talent & Chief Learning Officer Allstate Insurance Company
	Kristie Wright Director, Executive Assessment Cisco Systems Inc.	

Luncheon Session C: 12 noon - 1 pm

General Session D: 1 - 2 pm

Critical Success Factors and Crucial Roles in Succession-ability

As you design and implement your Succession Management System there are certain key success factors that will help you align, implement and see results that actually get translated into development plans and movement of your top talent. This session is designed to focus on those factors which are necessary to making sure your process is:

- Aligned to the business strategy
- Robust, efficient and sustainable
- Provides role and process clarity to all (Talent, Talent Orchestrators, and Talent Accelerators)
- Communicated effectively
- Is “value-added” and achieves desired outcomes

Succession Management

During this session, the Center for Creative Leadership will review its research relative to “Talent Sustainability” as well as preview its most recent “Best Practice in Succession” research.

<i>Speakers</i>	<i>New York</i>	<i>San Diego</i>
	William Pasmore	Roland Smith
	Organizational Practice Leader Center for Creative Leadership	Senior Faculty Center for Creative Leadership
	Michael Campbell Researcher Center for Creative Leadership	Michael Campbell Researcher Center for Creative Leadership

Refreshment Break: 2 - 2:15 pm

Mini-Workshops: Concurrent Sessions E1 and E2: 2:15 - 3:45 pm (Choose One)

Concurrent Session E1: 2:15 - 3:45 pm

Succession Management: Lessons from Experience

Succession Management is the key business process to ensure that you have “the right people in the right jobs at the right time” to effectively execute your business strategy. For your leaders to embrace it and be held accountable for building the bench strength in their organizations, you need to ensure the process is connected to their business strategy, is part of their ‘way of working’ and most important of all – simple! Learn how Mars (NY) and eBay (SD) are meeting their business needs by examining:

- Their succession management framework
- How they conduct Talent Reviews
- The dual approach they use to manage the process
- Tips on how to keep it simple
- The lessons they have learned from experience

You will also have the opportunity to learn from the experience of other conference delegates, how they approach this process, as you work in small groups to reflect, share your insights, learnings and challenges with one another in a facilitated group discussion.

<i>Speakers</i>	<i>New York</i>	<i>San Diego</i>
	Mustafa El Rafey	Lou Sanchez
	Global Talent Pipeline Director Mars, Incorporated	Vice President Learning and Organization Development eBay Inc.

Concurrent Session E2: 2:15 - 3:45 pm

Driving Results by Managing the Client Interface

This session will explore the nature of the client interface and the three primary roles in the adoption of a succession planning process in a complex organization. Drawing heavily from the field of OD, the session will also focus on the methods that organizations can leverage in driving a more efficient adoption process that directly links succession planning to an overall Talent Management strategy – and how each contributes to organizational performance.

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Succession Management

Session highlights include:

- Leveraging a “segmentation model” for identifying the critical roles in a complex organization
- Reviewing the fundamental elements of succession planning as it relates to identifying critical gaps in an organization’s leadership “segments” and building sustainable plans for identifying, assessing, developing and deploying the talent to fill those gaps
- Outlining the dynamics of the client interface in the adoption process
- Applying OD methods to the adoption process; touching upon – Social Exchange, Path-Goal theory, Change management, Force Field Analysis, and the Diffusion of Innovation
- Defining HR core capabilities relative to managing the adoption process and producing results from succession planning
- Discussing practical tools and templates for building an actionable, real-time succession plan.

<i>Speakers</i>	<i>New York</i>	<i>San Diego</i>
	Brian Powers	Brian Powers
	Senior Director, EMC University EMC Corporation	Senior Director, EMC University EMC Corporation
	Amy Provost	Amy Provost
	Director Talent Management EMC Corporation	Director Talent Management EMC Corporation

Refreshment Break: 3:45 - 4 pm

General Session F: 4 - 5 pm

Integrating Succession Management across the Enterprise

We often think of integrating succession in two dimensions: 1) integrating the process deeply into the business strategy and 2) integrating succession with the rest of our Human Capital process, e.g., recruiting, development, performance management and compensation. The key on both dimensions is to ensure the free flow of accurate, relevant information. But making the transition from binders and Excel spreadsheets to a more sophisticated conversation with real-time information can be tricky. In this session we’ll learn how to overcome the stumbling blocks and to improve your process systemically.

<i>Speaker</i>	<i>New York</i>	<i>San Diego</i>
	Joanne Loce	Lorry A. Olson
	Vice President, Talent Management and Organizational Effectiveness Genworth Financial, Inc.	Senior Vice President, Executive and Leadership Pipeline Development Bank of America

Seminar Adjourned: 5 pm

Leadership Development

Conference Agenda

Thursday, May 1, 2008 – New York

Thursday, June 5, 2008 – San Diego

Registration and Continental Breakfast: 8 - 8:45 am

Welcome and Introductions: 8:45 - 9 am

New York

Jean McNulty

Conference Program Director

The Conference Board

San Diego

Jean McNulty

Conference Program Director

The Conference Board

General Session A: 9 - 10 am

Part I-The Changing Global Business Environment: CEOs Look at the Implications for Leadership Development

The global business environment is changing in ways that pose very tough challenges to traditional leadership models and approaches. The last decade has seen a systemic rise in the level of complexity, volatility and risk. Leaders of today and tomorrow need to be different than the leaders they replace. Conventional thinking, managing, and relationship building are all being challenged as appropriate for yesterday's business environment but totally insufficient as we look to a fast changing, global, and hyper-competitive marketplace. Learn how these CEOs are addressing the impact of these challenges by:

- Examining how the changing rules of business are impacting business, management and leadership models
- Reinventing and aligning their culture to support business strategy, learning and development systems, and leadership development to enable effective and timely execution
- Working with Leadership Development professionals to create competitive advantage for the organization – making culture change, learning and development happen faster and more effectively.

Keynote Speaker

New York

Timothy Flynn

Chairman

KPMG International

San Diego

Dean A. Scarborough

President and Chief Executive Officer

Avery Dennison Corporation

Anne Hill

Senior Vice President and

Chief Human Resource Officer

Avery Dennison Corporation

General Session B: 10 - 11 am

Part II-How Are Leading-edge Companies Responding to the Challenge?

Learn how these top-notch practitioners are rethinking their Leadership Development Architecture to prepare their leaders for the new rules of business. And what they are changing to align Leadership

C o n f e r e n c e

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Leadership Development

Development to business strategy, accelerate development and get results for sustainable growth. The questions posed to the panelists will build off our discussion with the CEOs in the first part of this session.

<i>Moderator</i>	<i>New York</i> Michelle Blieberg Managing Director Global Learning Officer UBS Investment Bank	<i>San Diego</i> Jean McNulty Conference Program Director The Conference Board
	<i>Panelists</i> Rebecca Ray Senior Vice President Group Head of Global Learning & Organizational Development MasterCard Worldwide Evelyn Rodstein Chief Talent and Development Officer KPMG LLP Richard Scott Director Global Leadership Development Eli Lilly and Company	Lou Sanchez Vice President Learning and Organization Development eBay Inc. Chris Arvin Dean, College of Leadership Caterpillar University Caterpillar Inc. Larry A. Olson Senior Vice President Executive and Leadership Pipeline Development Bank of America

Refreshment Break: 11 - 11:15 am

Complexity Demands New Approaches to Developing Leaders

Concurrent Sessions C1, C2 & C3: 11:15 am - 12 noon (Choose One)

Concurrent Session C1: 11:15 am - 12 noon

Helping Leaders to Think Integratively for Better Decision Making

Traditional education teaches us to problem solve, lay out our options, cull the salient information, see which option has the most merits and possibly the least risk and decide on our course of action. Faced with multiple layers of complexity and an endless stream of decisions to make, leaders need to be able to manage polarities and still be able to act. It sometimes means choosing both/and instead of either/or. Or it can mean choosing a “third way” altogether. Learn from this leading practitioner how interactive thinking is helping leaders to think and act differently.

<i>Speaker</i>	<i>New York</i> Anand Prasad Director Global Training and Development Procter & Gamble Company	<i>San Diego</i> Anand Prasad Director Global Training and Development Procter & Gamble Company

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Conference

Concurrent Session C2: 11:15 am - 12 noon

The Neuroscience of Leadership: A New Science for Improving Human Performance

Your leaders are trying to help someone on their team to solve a problem. They think they know what action this person needs to take. They estimate the conversation should only take a few minutes, yet somehow 45 minutes later they are still going around in circles. Sound familiar? Unfortunately, improving human performance involves one of the hardest challenges in the known universe: changing the way people think. David Rock, Author of *Quiet Leadership* will address the neuroscience of bringing out the best performance in others. He will explore what's involved in literally improving the way people's brains process information – without telling anyone what to do. Given how many people in today's companies are being paid to think and analyze, improving others' thinking is one of the fastest ways to improve performance. Dr. Rock offers a practical, six-step guide to making permanent workplace performance change, to unleashing higher productivity, new levels of morale, and greater job satisfaction.

	<i>New York</i>	<i>San Diego</i>
<i>Speaker</i>	David Rock Chief Executive Officer Results Coaching Systems Author, <i>Quiet Leadership</i>	David Rock Chief Executive Officer Results Coaching Systems Author, <i>Quiet Leadership</i>

Concurrent Session C3: 11:15 am - 12 noon (New York Only)

Leveraging Organizational Networks to Drive Performance and Innovation

As work becomes more team oriented, virtual and collaborative, leaders will need to know how to build and rely on relationships now more than even to accomplish their goals. More work now gets done through social networks than through organizational chart structures. Knowing how people collaborate within and across functional, physical, and hierarchical boundaries, is key to driving performance. Business leaders must begin to manage connectivity as a critical resource in their organizations. Learn from a practitioner how social networking analysis has helped them take relationship building to a whole new level and the results they are realizing.

	<i>New York</i>
<i>Speaker</i>	Steve Hrop Vice President Executive & Organization Development ADP

Concurrent Session C3: 11:15 am - 12 noon (San Diego Only)

Leading Teams Effectively across Boundaries

Business leaders in today's borderless global marketplace face unprecedented challenges. The emergence of the knowledge economy has demanded that business leaders become global leaders. Successful global leaders are those with the strategies for guiding and empowering a diversified workforce operating in different countries, cultures and time zones so that they can maximize the return from trading in a worldwide market with distinct local needs. Based on results of the

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Leadership Development

ASTD/Satyam Global Leadership Study, Ed Cohen will outline the Six Transitions in Leadership that organizations need to consider to ensure the success of their global leaders.

Speaker

OLIVER WYMAN

Luncheon Session: 12 noon - 12:45 pm

San Diego

Ed Cohen

Senior Vice President

Satyam School of Leadership

Satyam Computer Services

Author, *Leadership without Borders*

Hosted by:

General Session D: 12:45 - 2 pm

Navigating the Lens of Success: How Best-in-Class Executives Transform Their Leadership and Thinking Styles

One of the main focal points of this conference is “what gets leaders where they are today will not necessarily get them where they need to go tomorrow.” But what exactly gets leaders to a certain level of career success and just what is it that takes them to the next level? Until recently, the answers have been murky and based mostly on anecdote and speculation. Now, decades of rigorous longitudinal research and millions of data points have led to a clearer set of answers. Following the path from first-time supervisory role all the way to senior executive, learn the specific blend of talents critical to success at each level. A crucial element is the “lens of success” where four separate streams of leadership converge before traveling forward on different paths with different consequences for leadership success. In addition to the research findings, implications for assessment, development and strategic talent management will be highlighted.

Speaker

New York

Dee Gaeddert

Chief Operating Officer

Lominger International:

A Korn/Ferry Company

Corey Seitz

Vice President

Global Talent Management

Johnson & Johnson

San Diego

Dee Gaeddert

Chief Operating Officer

Lominger International:

A Korn/Ferry Company

Corey Seitz

Vice President

Global Talent Management

Johnson & Johnson

Refreshment Break: 2 - 2:15 pm

Concurrent Sessions E1, E2 & E3: 2:15 - 3:30 pm (Choose One)

Concurrent Session E1: 2:15 - 3:30 pm

Developing Leadership Capability across the Organization

Learn how Amylin, a biopharmaceutical company, is setting a powerful learning agenda to establish leadership capability across their organization. By leveraging dialogue (having a common language),

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shared meaning (clear understanding of organization goals), and social connections (peer coaching and support), they are building their organizational leadership capability. The focus is on key areas of excellence – including decision making, coaching and strategic thinking. Learn how they are moving the organization as a collective body towards organization-wide leadership capability, emphasizing both individual and organizational competence, and ensuring accountability for results. In addition, discover what tools and solutions they are using to ensure sustainability.

In this session you will learn:

- How to set a powerful learning agenda for true leadership mastery by the whole organization
- What it takes to achieve higher ROI with organization-wide learning programs
- How to structure learning focused on real-time application
- How to overcome the typical barriers of learning transfer
- How innovative new technology solutions embed learning tools in jobs for real-time application.

<i>Speaker</i>	<i>New York</i>	<i>San Diego</i>
	Debbie Rocco	Debbie Rocco
	Chief Learning Officer	Chief Learning Officer
	Amylin Pharmaceuticals	Amylin Pharmaceuticals
	Michael Ansa	Michael Ansa
	Senior Consultant	Senior Consultant
	Interaction Associates	Interaction Associates

Concurrent Session E2: 2:15 - 3:30 pm

Developing Leaders Who Can Drive Innovation and Growth

In order to compete at the pace and intensity that today's business environment requires, innovative companies are moving beyond R&D to find new ideas and business insights. They are embracing a "whole organization" perspective on innovation driven by all leaders at all levels. Oliver Wyman-Delta Executive Learning Center has recently completed a global study of the best practices of innovation leaders. This compelling information, combined with a case study from a company well-known for its innovative practices, will provide you with the practical guidance for preparing your leaders to take up the innovation challenge. Session highlights include:

- Ensuring that a clear purpose is driving the innovation agenda
- Establishing a strategy and process for innovation
- Leading by example – being a champion for change
- Challenging boundaries and taking risks
- Developing strategic relationships
- Creating a climate that is open to ideas and exchange.

In addition, you will be introduced to a new tool for assessing the climate for innovation in your organization and the leadership practices that shape it.

To register today, call Customer Service at 212 339 0345

Leadership Development

Presenters

New York

Carole France
Partner
Delta Executive Learning
Oliver Wyman

Anne Wuestoff
Senior Vice President
Talent and Organizational
Capability
Washington Mutual

Kathleen Duffus
First Vice President
Talent Management &
Executive Development
Washington Mutual

San Diego

Carole France
Partner
Delta Executive Learning
Oliver Wyman

Anne Wuestoff
Senior Vice President
Talent and Organizational
Capability
Washington Mutual

Kathleen Duffus
First Vice President
Talent Management &
Executive Development
Washington Mutual

Concurrent Session E3: 2:15 - 3:30 pm

Taking a Whole Systems Approach to Achieve Integration, Growth and Business Impact

There are many reasons why so many leadership initiatives fail. Employees might like attending the training, but all too often the real objective – creating change across an entire organization that drives performance to a common goal – is not achieved. An effective leadership program requires alignment and integration with all its organizational systems. It also demands a comprehensive people development strategy that is customized to all levels. In this Wells Fargo Case study session you will learn:

- Why and how Wells Fargo's "Invest in People" strategy was the key to achieving their organizational change and business growth goals
- How to examine all aspects of your organizational system to ensure integration and business impact
- How an on-going learning process of business alignment, application, reinforcement and reward is required to drive and maintain the performance improvement – and what it looks like
- The measures that were used to demonstrate the program's positive business impact.

Speakers

New York

Jeff Snipes
Founder and Chief Executive Officer
Ninth House

Kristen Norton
Senior Vice President
Human Resources
Wells Fargo

San Diego

Jeff Snipes
Founder and Chief Executive Officer
Ninth House

Kristen Norton
Senior Vice President
Human Resources
Wells Fargo

Leadership Development

Conference

Refreshment Break: 3:30 - 3:45 pm

Concurrent Sessions: F1, F2 & F3: 3:45 - 5 pm (Choose One)

Concurrent Session F1: 3:45 - 5 pm

Developing Leaders Who Inspire and Engage Their Employees

Employee engagement is vital to the success of any company – disengaged employees cost companies billions of dollars annually while engaged employees invest more of their discretionary time and effort to contribute to the success of the organization. We have often heard that employees don't leave the company, they leave their boss. With all the work we have done to engage employees, what are we doing specifically to develop leaders who can inspire, motivate and engage their employees?

Hear how these leading practitioners:

- Leverage the brand to engage and inspire their employees
- Hold leaders accountable for engagement levels in their organizations
- Give specific and targeted feedback as well as development opportunities to help leaders improve
- Measure engagement across the enterprise to make sure there is organizational progress as well as measurable improvements in business results
- Manage adjustments for differences in engagement on a global basis.

<i>Speakers</i>	<i>New York</i>	<i>San Diego</i>
	Brian Gareau	Chris Arvin
	Manager, Organizational Effectiveness & Engagement Caterpillar University Caterpillar Inc.	Dean, College of Leadership Caterpillar University Caterpillar Inc.
	Julie Staudenmier Vice President Talent Acquisition and Development American Express	Julie Staudenmier Vice President Talent Acquisition and Development American Express

Concurrent Session F2: 3:45 - 5 pm

Developing a Global Supply Chain of Leaders in Emerging Growth Countries

There is and will continue to be considerable leadership shortages in all market sectors but finding and developing leaders in Emerging Growth Countries is especially difficult. This session will utilize Dow Chemical case studies in developing both functional and general management leaders for roles in Brazil, India, China, Russia and the Middle East. Learn from this expert and practitioner how they are:

- Developing their ability to compress the time necessary to develop leaders for rapidly growing responsibilities
- Leveraging formal education, job rotations, special cross organization assignments, external coaching, internal mentoring, pre-and post-assessment
- Tracking the impact on the organization's ability to grow people as fast as the market.

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Leadership Development

Speakers

New York

Bill Wiggenhorn
Principal
Main-Captiva LTD

Gary O'Neill
Marketing Academy Project Leader
The Dow Chemical Company

San Diego

Bill Wiggenhorn
Principal
Main-Captiva LTD

Gary O'Neill
Marketing Academy Project Leader
The Dow Chemical Company

Concurrent Session F3: 3:45 - 5 pm

Going Deeper, Earlier:

Identifying, Assessing and Selecting Tomorrow's Top Talent

Research shows that it takes 15 years to develop a leader but we all know in today's marketplace, we are lucky to retain future leaders even 5 years let alone 15. With the war for top talent being so intense and organizations scrambling to replace retiring Baby Boomers, there is a real need to identify potential leaders earlier and develop them faster. Companies are beginning to use assessments that have a higher rate of predicting success in the company and specific jobs. Coupled with feedback, coaching and mentoring, organizations are realizing higher returns on these very costly investments. Learn from these leading practitioners how to:

- Assess for Learning Agility and Emotional Intelligence
- Assess for personality, motivation and cultural fit for higher success rates
- Develop current leaders on how to give appropriate and timely feedback on assessments, performance and behaviors
- Provide the support: feedback, coaching, mentoring that will enable high-potentials to succeed
- Drive focus and performance through shared accountability.

Speakers

New York

Marilyn Figlar
Vice President
Leadership and Organizational
Development
Lockheed Martin Corporation

Kim Ferrarie
Vice President, Global Talent
Management and Learning
Dell Inc.

San Diego

Andria Corso
Director, Talent
Management & Development
Lockheed Martin Corporation

Lucy Dahl
Director, Talent Identification and
Assessment
Dell Inc.

Networking Reception: 5 - 6:30 pm



Leadership Development

Friday, May 2, 2008 – New York

Friday, June 6, 2008 – San Diego

Continental Breakfast: 7:30 - 8:30 am

Sponsored by:  **ninth house**

 **BTS**
Catalysts for Profitability and Growth

General Session G: 8:30 - 9:45 am

Accelerating Leadership Transitions: The Key to a Transformational Talent Strategy

In the last decade organizations have had no choice but to accelerate the speed at which high performers are promoted. Across the globe business is becoming increasingly complex and competitive, with higher employee expectations and scarce resources. We are facing an ever widening gap between the demand for leadership and the supply of leaders ready and able to execute business strategy.

New research shows that transitioning from one leadership level to the next is among the most stressful moments in life. Yet we find many organizations have inadequate processes for determining who is ready to take on more responsibility. Promoting the right leaders depends on identifying, assessing, and measuring “transitional skills”. These are skills that were not necessary for success at a prior leadership level, but essential for success at the next level. Managing and accelerating successful transitions are key to building a pool of ready-now leaders at all levels.

During this session we will:

- Identify key transitional challenges at each level of leadership
- Reveal new research on why failures are occurring, and what can be done to help leaders transition smoothly
- Share lessons learned from failed leadership transition plans
- Overview best practices gleaned from organizations who are successfully managing leadership transitions
- Contribute practical insights you can apply to develop your own organization’s bench strength.

Speakers

New York

Matt Paese

Vice President
Executive Solutions
Development Dimensions
International (DDI)

Rich Richardson

Manager, Organizational Development
Honda of America Manufacturing, Inc.

San Diego

Audrey B. Smith

Senior Vice President
Executive Solutions
Development Dimensions
International (DDI)

Ernest L. Jenkins

Vice President, People Strategy & HR
Pepco Holdings, Inc.

Refreshment Break: 9:45 - 10 am

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Concurrent Sessions H1, H2 & H3: 10 - 11:15 am (Choose One)

Concurrent Session H1: 10 - 11:15 am

Developing Leaders to Transform Culture and Sustain Excellence

STP Nuclear Operating Company needed to make a culture change quickly. By leveraging leadership development to change their culture from a “top down”, autocratic style to one of openness and collaborative problem-solving, STP turned their performance around in record time. Soon they were among the best in the industry in metrics – and they didn’t stop there. STP’s leaders have continued to build on this culture, and have sustained it over time, despite the ups and downs of a highly regulated and complex industry, transitions of leaders, and changes in their ownership. Learn how they have used their strong commitment to values and collaborative leadership as sustaining forces. In this interactive session, you will learn:

- How leadership development supports a changing culture
- Principles of leadership STPNOC uses to engage employees, share power and work collaboratively
- How they make their open culture work in their favor for outstanding success.

Speakers

New York

Mike Meier

Vice President, Shared Services
STP Nuclear Operating Company

Linda Dunkel

President & Chief Executive Officer
Interaction Associates

Ed Halpin

Site Vice President
STP Nuclear Operating Company

San Diego

Mike Meier

Vice President, Shared Services
STP Nuclear Operating Company

Linda Dunkel

President & Chief Executive Officer
Interaction Associates

Concurrent Session H2: 10 - 11:15 am

Accelerating Development: Rotational Assignments versus Developing Talent in Place

Research clearly shows that the best lessons of experience are developmental assignments. But making sure the match works for both the individual and the organization is a delicate mix of art and science. Large global companies typically have deep pockets and many opportunities for movement while smaller companies have fewer opportunities and resources. There is also tension between whether it is better to move talent through a number of key experiences or develop their expertise in certain fields by leaving them in place and giving them additional assignments outside their function. This session will bring you insights from two practitioners who are using assignments, whether rotational or in place, to strengthen their leadership bench. Learn how they:

- Determined when it was best to move talent or have them learn in place
- Found ways to develop individuals who were not mobile at present
- Ensured talent was placed in assignments to learn what they didn't know—not what they were already good at

Leadership Development

- Determined what role coaching and mentoring should play in the process
- Made sure outcomes from the assignment were clearly articulated so the individual knew the results expected and was measured against them.

Speakers

New York

Rebecca Ray

Senior Vice President
Group Head of Global Learning &
Organizational Development
MasterCard Worldwide

Meghan Henson

Vice President Talent
Management & Mobility
PepsiCo International

San Diego

Richard Scott

Director, Global
Leadership Development
Eli Lilly and Company

Meghan Henson

Vice President Talent
Management & Mobility
PepsiCo International

Concurrent Session H3: 10 - 11:15 am

What Line Executives Expect from Leadership Development

Mr. Jeff McCreary, former Senior Vice President & Chief Sales Officer at Texas Instruments and a consumer of training solutions for Texas Instrument's global workforce, provides coaching to Learning and Development professionals on how they can better influence senior line executives. He combines his own 20 years of selling experience of being "sold to" by internal Learning and Development professionals to provide original insights into how you can move from "program solutions" to "partner solutions" as you consult with line executives across your organization. In addition to providing a useful framework for building bridges with the line, this session will highlight an example of how Mr. McCreary worked with his Learning and Development team at Texas Instruments on aligning leadership behaviors with a customer-first mindset. The goal was to bring a visceral awareness and urgency for change to increase customer loyalty, via a dynamic, highly customized business simulation experience.

Speakers

New York

Jeff McCreary

Former Senior Vice President &
Chief Sales Officer
Texas Instruments, Inc.

Dan Parisi

Executive Vice President
BTS, USA

San Diego

Jeff McCreary

Former Senior Vice President &
Chief Sales Officer
Texas Instruments, Inc.

Dan Parisi

Executive Vice President
BTS, USA

Refreshment Break: 11:15 - 11:30 am

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Leadership Development

General Session I: 11:30 am - 12:45 pm

Integrating Leadership Development and Measuring Return on Investment

At Bank of America, leader development is a critical business imperative. Historically they have relied heavily on acquisitions as a primary source of leadership talent. But given the size, scale and complexity of Bank of America today, that approach by itself is neither sustainable nor sufficient. Consequently, there is a renewed emphasis on developing the Bank's top performers and high potentials to better position the organization to deliver on its commitments to customers and shareholders both today and into the future. Execution on these imperatives requires an approach to talent management that is integrated across multiple processes and systems, and governed rigorously to drive consistency and flexibility to meet the needs of a broad array of different business units. Central to this approach is a unifying analytics structure designed to track and monitor key talent pools, assess the health of the leadership bench, and gauge the impact of leadership development processes and programs.

Learn how to:

- Leverage insights and best practices from one part of the organization and quickly transfer them across the whole organization
- Drive congruence between espoused talent principles and real-time organizational decisions
- Employ metrics that both gauge progress and incite action
- Enable deployment of the best leaders against the opportunities that will drive the most growth for your business.

Speakers

New York

Andrew Odze
Senior Vice President,
Executive Talent Management
Bank of America

Brent Mattson
Senior Vice President
Leadership Development Executive
Bank of America

San Diego

Andrew Odze
Senior Vice President,
Executive Talent Management
Bank of America

Brent Mattson
Senior Vice President
Leadership Development Executive
Bank of America

Closing Remarks: 12:45 pm

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General Information

The 2008 Leadership Development Conference

HOTEL ACCOMMODATIONS

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

New York Location:

Grand Hyatt New York
Park Avenue at Grand Central
New York, NY 10017
Tel: 212 883 1234
Fax: 212 697 3772

California Location:

Hotel del Coronado
1500 Orange Avenue
Coronado, CA 92118
Tel: 800 468 3533
Fax: 619 522 8283

Hotel Reservations Cut-off Date: Tuesday, April 8, 2008

Hotel Reservations Cut-off Date: Tuesday, May 12, 2008

TEAM DISCOUNTS per person

For a team of three or more registering *from the same company at the same time*, take another \$200 off each person's registration.

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.**

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The 2008 Leadership Development Conference

☐ May 1 - 2, 2008
Grand Hyatt New York
New York, NY
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☐ June 5 - 6, 2008
Hotel del Coronado
San Diego, CA
Project #957008-4

Pre-Conference: Succession Management Seminar

☐ April 30, 2008
Grand Hyatt New York
New York, NY
Project #B07008-4

☐ June 4, 2008
Hotel del Coronado
San Diego, CA
Project #B48008-4

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Leadership Development Conference

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Conference: Leadership Development

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Building Leaders and Organizational Capability for Sustained Growth

New York, NY

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Pre-Conference Seminar on Succession Management

Wednesday, April 30, 2008; New York

Wednesday, June 4, 2008; San Diego

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