

The 2012

## Leadership Development Conference

### What's Next? Hardwiring Leadership Development to Future Business Needs

May 17-18, 2012 Waldorf=Astoria, New York

Pre-Conference Seminar, May 16 / Post-Conference Workshop, May 18

June 7-8, 2012 Coronado Island Marriott, San Diego

Pre-Conference Seminar, June 6 / Post-Conference Workshop, June 8



- Learn how social media, mobile devices and gamification are changing the way we develop leaders
- Develop a culture and leaders who can foster innovation, span boundaries and create inter-company collaboration
- Shape what global leaders need to know, do, believe to lead in an uncertain world
- Learn how scientific breakthroughs are providing new roadmaps for development

Presented with assistance from

 **Δ BTS**

 **DDI**  
Developmental Dimensions International

 **Kenexa**

## Pre-Conference Seminar: Succession Management

Wednesday, May 16, 2012 – New York

Wednesday, June 6, 2012 – San Diego

REGISTRATION AND CONTINENTAL BREAKFAST 7:45–8:45 AM

MORNING INTRODUCTIONS 8:45–9 AM

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

A 9–10 AM

### Key Trends Impacting Succession Management Today

Recent economic conditions notwithstanding, top companies have maintained their emphasis on succession planning at senior levels of management. This session highlights several trends surrounding succession management that will increasingly shape company practice, especially as the economy rebounds and underlying demographic factors come into play. Topics include:

- How Boards are re-defining their role in succession planning
- How companies are re-thinking executive leadership requirements
- How demographic forces are likely to impact succession management practice

#### Keynote Speaker

John Beeson, Principal, Beeson Consulting, Inc., Author, *The Unwritten Rules: The Six Skills You Need to Get Promoted to the Executive Level*

NETWORKING REFRESHMENT BREAK 10–10:15 AM

B 10:15–11:15 AM

### Aligning Your People Roadmap to the Future of Your Business

SESSION SPONSOR



The changing demographics in the workplace demand that we as leaders attract, retain, and develop our internal talent, before someone else does. The future is now and a robust succession planning process helps you build the people roadmap to the future for your company. See how RGIS, a global leader and trusted provider of retail and inventory services developed a succession planning mindset in the company with limited resources.

#### Introduction

Matthew Rice, Senior Director, Product Marketing, **Taleo Corporation**

#### Speaker

Mark J. Albrecht, Senior Vice President, Human Resources, **RGIS**

NETWORKING REFRESHMENT BREAK 11:15–11:30 AM

C 11:30 AM–12:30 PM

### Moving from Person-focused to Role-focused Succession

Historically, organizations viewed succession planning as a person-focused replacement activity. As leadership positions at this organization evolve in a rapidly changing business environment, they have moved to a role-focused

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succession approach to improve strategic talent planning at the senior-most levels. Learn how to:

- Re-orient senior leaders to this broader approach to developing future leaders
- Create role profiles that capture key elements of incumbent roles, as well as consider how roles will evolve
- Assess the depth of your talent pools related to critical business needs, and drive strategies to close the gaps

#### Speaker

Rob Schmieder, Senior Director Talent Management, **Microsoft Corporation**

NETWORKING LUNCHEON 12:30–1:30 PM

D 1:30–2:30 PM

### Succession Management Based on an Integrated Approach to Talent Management

Learn how this Fortune 40 company utilizes strategic succession management as a significant lever in driving business success. WellPoint evolved their talent management strategy from well performing individual units to an aligned team unified with purpose around their mission. Hear how to:

- Build an effective plan to source, recruit, engage, develop, retain top talent and improve diversity
- Construct an effective succession management process from data entry through talent calibration
- Tie talent management programs together with strong leadership development programs designed to bridge organization talent gaps

#### Speaker

Terry Holloway, Staff Vice President of Talent Management, **WellPoint**

NETWORKING REFRESHMENT BREAK 2:30–2:45 PM

E 2:45–3:45 PM

### Preparing, Executing and Debriefing the Talent Review

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
- Leave the session with a follow-up plan for accountability in terms of development and movement of talent

#### Speakers

Terri Pearce, Executive Vice President, Learning, Talent, Resourcing, Organization Development, **HSBC-North America**

Kathy Lents, Vice President, Senior Resourcing Specialist  
**HSBC-North America**

NETWORKING REFRESHMENT BREAK 3:45-4 PM

F 4-5 PM

### **Leveraging Talent Metrics for More Robust Talent Discussions and Accountability**

Many organizations are using workforce analytics as part of their overall strategic workforce planning process. Workforce analytics and talent metrics can also be used to gain leadership alignment for talent initiatives and strengthen talent reviews. During this session you will learn how to:

- Communicate talent metrics to create accountability for developing the leadership pipeline
- Integrate key workforce analytic findings into talent review discussions to promote richer dialogue and longer-term perspective on talent

#### **Speakers**

Denise Broz, Senior Director, Global Talent Management & Leadership Institute, **McDonald's Corporation**

SEMINAR ADJOURNED 5 PM

**Thursday, May 17, 2012 – New York**

**Thursday, June 7, 2012 – San Diego**

REGISTRATION AND CONTINENTAL BREAKFAST 7:45-8:30 AM

WELCOME AND INTRODUCTIONS 8:30-8:45 AM

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

A 8:45-9:45 AM

### **Keynote Presentation: Leaders Make the Future**

External forces will reshape the attributes and actions of leaders around the globe. Leaders face the challenge of responding to these forces while defining the future. A social scientist and ten-year forecaster, our keynote speaker will:

- Summarize the external future forces that will be most important
- Define the skills that leaders will need to thrive in the next decade i.e., dilemma flipping, smart mob organizing, common creating reciprocity-based innovation
- Discuss how the most important future leadership skills can be developed and applied

#### **Keynote**

Dr. Bob Johansen, Distinguished Fellow, **Institute of the Future**, Author, *Leaders Make the Future: Ten New Leadership Skills for an Uncertain World* Second Edition

*Conference attendees will receive a copy of the book compliments of Center for Creative Leadership.*

## **Conference KeyNotes**

Registration includes this summary of conference highlights  
and a post-conference interactive webcast

B 9:45–10:30 AM

## Follow-on Panel Discussion: What Organizations Are Doing to Develop Their Leaders for the Future

Leading-edge organizations constantly incorporate future trends into how they define and develop their leaders. Hear this panel discuss:

- What are the three greatest leadership challenges they see over the next five years and how are they planning to address them?
- What is different in the way their organization is approaching leadership development—what is changing and what remains?
- Where are there opportunities for cross-organization collaboration to develop globally adaptive leaders?

### Moderator

Steve Bartomioli, Vice President & Principal Consultant, Talent Management  
**Right Management**

### Panelists

Laura Mattimore, Director, Leadership Development, **Procter & Gamble Company**  
Diane Holman, Chief Talent Development Officer, **Wolters Kluwer**  
Lawrence Kaye, Managing Director, Global Head of Leadership and Executive Development, **BlackRock**  
Bob Johansen, Distinguished Fellow, **Institute of the Future**

NETWORKING REFRESHMENT BREAK 10:30–10:45 AM

C 10:45–11:45 AM

## Creating Inter-company Collaboration through Innovative Leadership Development

Collaborating outside the walls of the enterprise, these three organizations mixed cross-company executive teams together in a safe, yet highly realistic business simulation environment. The development experience created opportunities for simulated innovation and value creation in the “white space” between the three companies. Discover how the Learning & Development teams (with CEO sponsorship) at these three companies are throwing away the old executive development rule book and replacing it with a strategic, cross-company approach to developing talent.

### Moderator

Dan Parisi, Executive Vice President, **BTS USA, Inc.**

### Panelists

Melanie Tinto, Senior Director, Global Talent Management, **Walmart**  
Libby Wanamaker, Global Director, Program Development  
**The Coca-Cola Company**

*(San Diego)*

Mike Drymalski, Vice President of Customer Development, **Kimberly-Clark**

LUNCHEON 11:45 AM–12:30 PM

## Presentations

Available online in advance of the conference

D 12:30–1:30 PM

## Growing Leaders at All Levels to Grow the Business

Many companies struggle to develop a robust pipeline of leaders prepared to manage expansion in uncertain global business environments. Learn how ADP successfully presented a business case for changing their model for leadership and developing leaders to drive an aggressive global growth strategy, resulting in 10% corporate sales growth last year. The presenters will discuss how to:

- Create a long-term plan to ensure that your leadership pipeline is primed with talent as your business changes
- Manage the critical transitions leaders face as they move up the ladder
- Execute development approaches that get your leaders ready to deliver faster

### Speakers

Jim Concelman, Vice President, Leadership Development

**Development Dimensions International (DDI)**

*(New York)*

Harris Ginsberg, Vice President, Learning, ADP

*(San Diego)*

Karen Ruef, Vice President, Learning and Talent Management, ADP

NETWORKING REFRESHMENT BREAK 1:30–1:45 AM

CONCURRENT SESSION E1 1:45–2:45 PM

## Leadership Transitions: A Lifeline for Your Leaders and Organization

SESSION SPONSOR **PDI Ninth House**  
GLOBAL LEADERSHIP SOLUTIONS

Research shows there are quantifiable differences by leadership level, and it's the transition between levels that's the most vulnerable point in a leader's career. It's imperative that individual motivators, experience, competencies, plus foundational predispositions and personality, are addressed at each career stage. You'll learn the:

- Factors influencing leadership level differences
- Seven dimensions of leadership and their role in shaping transitions
- Four types of leadership attributes that vary by level
- Indicators (differences, similarities, derailers) for transitioning leaders

### Speakers

Brent Mattson, Vice President, Learning and Leadership Development, **Invensys**

Keith Halperin, Ph.D., Senior Vice President, **PDI Ninth House**

CONCURRENT SESSION E2 1:45–2:45 PM

## Shaping What Global Leaders Know, Do and Believe

SESSION SPONSOR  **Duke** | CORPORATE  
EDUCATION

Going global means working and growing in new places at an accelerated pace, dealing with increased economic, social & political volatility as well as more complex global operations. To compete differently, organizations and their leaders need a new view. Structuring learning as a critical strategic lever prepares global leaders by:

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- Bringing disparate groups together across functions and regions
- Increasing capability and competency to lead in complexity
- Equipping leaders with a wider global lens

#### Speakers

*(New York)*

Jared Bleak, Executive Director and Global Head of Business Development and Marketing, **Duke Corporate Education**

Geraldine Harrison, Senior Executive Development Consultant, **Rolls-Royce**

*(San Diego)*

Mike Canning, Chief Executive Officer, **Duke Corporate Education**

Danielle Hudon, Global Advisor, Leadership and Management Development Strategy Learning and People Development, **Rio Tinto**

CONCURRENT SESSION E3 1:45–2:45 PM

### New Scientific Breakthroughs Provide the Roadmap for Improved Performance and Great Leadership

Is great leadership critical for extraordinary performance? Recent scientific breakthroughs, particularly in understanding brain function, have led to new models of leadership based on strong “purpose” and positive images, and related approaches to performance improvement that are faster, more reliable and more effective than traditional methods. These leadership models have been effective in many, diverse organizations. Learn how to create a leadership-rich environment where everyone—executives, middle managers, first line supervisors and individuals—makes significant leadership contributions.

#### Speakers

William Seidman, Ph.D., Chief Executive Officer, **Cerebye, Inc.**

and Author, *Strategy to Action in Ten Days*

Kathryn Tecosky, Former Vice President, Human Resources, **Local Insight Media**

NETWORKING REFRESHMENT BREAK 2:45–3 PM

CONCURRENT SESSION F1 3–3:45 PM

### Preparing Future Leaders: Leveraging Virtual Collaborative Technology and Mobile Devices

Learn how this organization recently developed a new focused executive development approach to:

- Establish a baseline of awareness and knowledge around emerging strategic plans
- Prepare the executive population to lead and support the changes ahead
- Promote an environment for executive knowledge sharing and idea exchange

The solution involved virtual collaborative cohorts, which utilized mobile technology and social media to create a flexible and engaging experience. Results will be shared on knowledge gain and most importantly post-application in business situations.

#### Speakers

*(New York)*

Mary Jo Burfeind, Vice-President, Enterprise Talent & Development  
**Health Care Service Corporation (HCSC)**

[www.conferenceboard.org/leadership3](http://www.conferenceboard.org/leadership3)

(San Diego)

Joe Knytych, Director, Leadership & Professional Development  
Health Care Service Corporation (HCSC)

CONCURRENT SESSION F2 3-3:45 PM

### Corporate Social Responsibility: Preparing Leaders for a Global Economy

As the world becomes smaller and flatter and markets become more integrated, we need a new model for leadership development. Learn how IBM's Corporate Volunteerism provides:

- Business benefits from increased retention rates, new market insights and a growing leadership corps
- Local clients with high quality IT and business consulting and the local community with new economic development
- A "Triple Benefit", effective leadership development approaches and other best practices

#### Speaker

Gina L. Tesla, Senior Program Manager, Corporate Service Corps, IBM Corporate Citizenship, IBM Corporation

CONCURRENT SESSION F3 3-3:45 PM

### Accelerating Early-career Development

Accelerating leadership development at all levels is important but making sure you start early-in-career is critical if you intend to have a full pipeline and runway for further development. Learn from this successful case study how to:

- Communicate the business case for earlier high-potential development
- Engage senior leader sponsorship and participation
- Create a cutting-edge design that includes mentoring, social responsibility, action learning, critical skill development and social networking

By attending this session, you will hear this leader's lessons learned, successful outcomes and ROI.

#### Speaker

Edward Franzone, Global Leader, Emerging Talent, BD

NETWORKING REFRESHMENT BREAK 3:45-4 PM

G 4-5 PM

### Gallery Walk

Choose 2 out of 3 sessions that are of highest interest to you. These are short 20 minute interactive presentations with time for questions and answers.

### Hi-Potential Action Learning: Weaving Peer Coaching, Business Simulation and Leader-to-leader Dialogues into Culture Change

#### Speaker

W. Lee WanVeer, Vice President, Leadership Development and Executive Coaching  
Prudential Financial

### Growing New Leaders and Skills through Social Media and Gamification of Learning

#### Speaker

Lew Walker, Vice President of Learning Services, AT&T Inc.

## Conference KeyNotes

Registration includes [this summary of conference highlights](#)  
and a [post-conference interactive webcast](#)



## How an Innovative Approach to Assessing Executive Performance and Potential Accelerates Leadership Development

Speakers

*(New York)*

Linda Layton, Director, Executive Development, Capital One Financial Corporation

*(San Diego)*

Lane Hopkins, Managing Vice President, Recruiting and Talent Management

Capital One Financial Corporation

NETWORKING COCKTAIL RECEPTION 5-6:30 PM

SPECIAL BOOK SIGNING EVENT IN NEW YORK

### Measuring Leadership Development: Quantify your Program's Impact and ROI on Organizational Performance (McGraw Hill)

Patti Phillips, Ph.D., and Rebecca Ray, Ph.D.

HOSTED BY  **BTS**



**Kenexa**

**Friday, May 18, 2012 – New York**

**Friday, June 8, 2012 – San Diego**

REGISTRATION AND CONTINENTAL BREAKFAST 7:30-8:30 AM

7:30-8:30 AM

### Optional Breakfast Session:

#### Leadership Development Dialogue and Application

Learn how Leadership Development is changing to meet 21st Century business demands from the latest research conducted by The Conference Board. Members of Conference Board Councils on Leadership, Learning and Development will answer your questions on how to apply learnings from earlier conference sessions as well as how to organize, structure, prioritize and deploy these initiatives.

*(New York)*

Moderator

Amy Abel, Senior Researcher, Human Capital, The Conference Board

Panelists

Jayne Johnson, Chief Learning Officer, Leadership Development and Succession  
Deloitte Services LP

Mary Slaughter, Senior Vice President, Chief Learning Officer, Sun Trust University  
Sun Trust Banks, Inc.

Steve Bartomioli, Vice President & Principal Consultant, Talent Management  
Right Management

*(San Diego)*

Moderator

Jean McNulty, Conference Program Director, The Conference Board

Panelists

Karen Kocher, Chief Learning Office, CIGNA Corporation

## Presentations

Available online in advance of the conference

Bruce Arnold, People Leader for Core Technology, **WL Gore**  
Rebecca Crotts, Director, Enterprise Talent and Performance Management  
**eBay, Inc.**

OPENING REMARKS 8:30–8:45 AM

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

H 8:45–9:45 AM

### **Realizing the Business Impact of Inclusive Leadership**

This case study highlights the journey of a technical, project-based, highly specialized engineering consultancy in attaining inclusive leadership. With those at the top understanding the positive business impact of engagement, leadership effectiveness and customer focus, AMEC has realized the benefits of the behaviors which drive inclusion. Highlights include:

- Building a framework for inclusive leadership
- Understanding the correlation and impact on engagement in creating a framework that drives ‘inclusive’ leadership within an environment of high potential, technical people
- Learning from challenges, successes and results

#### **Speakers**

*(New York)*

Ian Hedges, President, AMEC, Academy, **AMEC**

Peta Steele, Senior Client Partner, **Kenexa**

*(San Diego)*

Tanya Hunte, Vice President, Learning & Development, **AMEC NRPP - America**

Deborah Hays-Norwak, Consultant, **Kenexa**

NETWORKING REFRESHMENT BREAK 9:45–10 AM

CONCURRENT SESSION II 10–11 AM

### **Leading Innovation: Getting Beyond the Ideas**

Innovation can drive results. This interactive session will help you develop new insights and skills as a leader implementing innovations in your organization. Drawing on CCL’s extensive research into organizational cultures that support innovation, participants will:

- Complete a self-assessment of how well their organizational culture fosters innovation
- Learn best practices for creating and leading a culture that supports innovation while delivering business results
- Interact with a panel of leaders from organizations renowned for their innovative cultures

#### **Moderator**

Dan Buchner, Director of Innovation, **Center for Creative Leadership**

#### **Panelists**

Bruce Arnold, People Leader for Core Technology, **WL Gore & Associates, Inc.**

*(New York)*

Ryan Armbruster, Vice President of Innovation, **UnitedHealth Group**

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*(San Diego)*

James Michalski, Innovation Manager, Eastman Chemical Company

CONCURRENT SESSION I2 10–11 AM

### Attract, Develop, Retain Emerging Leaders in Developing Markets

Organizations are learning that Western approaches to attracting, developing and retaining talent cannot be superimposed on developing markets. With nearly 20% growth in some of these markets and 15% turnover, the challenges are very real. Hear how this organization:

- Re-evaluated how to attract and develop emerging leaders in developing markets
- Gained understanding around how to build global leadership capability while leveraging local leadership talent
- Improved retention rates even as competition for talent is growing more intense

#### Speakers

Karen Kocher, Chief Learning Officer, CIGNA Corporation

*(San Diego)*

Michelle Leung, Vice President, HR, Global HL&A, CIGNA International

CONCURRENT SESSION I3 10–11 AM

### The Monetization of Leadership Strength: An Emerging Opportunity for CLOs

SESSION SPONSOR **OLIVER WYMAN**

Leadership Development

In a survey of 300 global equity analysts, we found that a high percentage of them make significant adjustments to their buy or sell stock recommendations based on their assessment of the company's leadership strength. Ironically, the analysts also indicated that their target companies' Investor Relations contacts rarely provide them with information about their organization's leadership. Despite the information void, critical decisions are made that have a significant impact on the stock price. The first essential step towards filling the void is to help CLOs understand how analysts actually assess leadership strength. In this session, a seasoned equity analyst describes their process and the information they value, while Susan Dunn makes connections between these insights and key CLO actions.

#### Speakers

Susan Dunn, Partner, Oliver Wyman

*(New York)*

Yaron Kinar, Senior Analyst, Deutsche Bank Securities

*(San Diego)*

Paul Ginocchio, Senior Analyst, Deutsche Bank Securities

NETWORKING REFRESHMENT BREAK 11–11:15 AM

J 11:15 AM–12:15 PM

### Developing Your Leadership Brand: Secrets to Embracing and Maximizing Your Unique Value as a Leader

Steve Jobs did it at Apple. Indra Nooyi did it at Pepsi. Alan Mulally did it at Ford. In this thought-provoking session you will discover how leaders authentically define their values and communicate those to build platinum reputations that drive economic value. Through a proven strategy and the use of practical tools, you'll discover how to:

[www.conferenceboard.org/leadership3](http://www.conferenceboard.org/leadership3)

- Stand on a bigger stage, influence, motivate and inspire action
- Walk away knowing how to discover your own unique brand and leverage it to rise to the top of your company and industry

#### Speakers

Suzanne Bates, Chief Executive Officer, **Bates Communications** and Author *Discover Your CEO Brand*

Ellen Lord, Senior Vice President and General Manager Textron Defense Systems  
**Textron Systems**

CONFERENCE ADJOURNED 12:15 PM

Media sponsor



## Post-Conference Workshop

LUNCH AND REGISTRATION FOR WORKSHOP ATTENDEES 12:15–1 PM

WORKSHOP 1–4 PM

WORKSHOP SPONSOR



### Adopting a New Mindset: Mentoring for Today's Workforce

Texting, tweeting, emailing, liking. Technology has changed the way we communicate. Now imagine how it can change the way we work together, learn from each other, and develop leaders. A new way of mentoring has emerged over the last few years. This new mindset goes beyond traditional one-on-one relationships and opens up the world of competency-centered, networked learning engagements. Networked engagements allow companies to quickly develop leaders through the free flow of information across your enterprise.

During this highly interactive session, you will learn how this new view of mentoring can:

- Develop and engage Millennial's strengths and talents
- Prepare you for the brain drain of Boomers retiring
- Attract and retain top talent in a tight economy
- Improve productivity and diversity in a new global marketplace
- Close employee skill gaps to meet critical business needs

This hands-on workshop will feature interactive discussion, thought-provoking exercises, and peer collaboration. Participants will gain insight into how different generations view mentoring, how the new mentoring mindset can help you develop your next leaders, and how these changes impact your business.

#### Facilitator

Randy Emelo, President & Chief Executive Officer, **Triple Creek**

#### Speaker

Steve Sitek, Director, Talent Management and Organization Development, **Novartis**

## Registration Information

**Online** [www.conferenceboard.org/leadership3](http://www.conferenceboard.org/leadership3)

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

**Phone** 212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

## The 2012 Leadership Development Conference

What's Next? Hardwiring Leadership Development to Future Business Needs

### Conference

May 17-18, 2012 (905012-3)  
Waldorf=Astoria, New York, NY

Associates \$2,250

June 7-8, 2012 (957012-3)  
Coronado Island Marriott, San Diego, CA

Non-Associates \$2,550

### Pre-Conference Seminar

May 16, 2012 (B07012-3)  
Waldorf=Astoria, New York, NY

Associates and Non-Associates \$995

June 6, 2012 (B48012-3)  
Coronado Island Marriott, San Diego, CA

### Post-Conference Workshop

May 18, 2012 (B47012-3)  
Waldorf=Astoria, New York, NY

Associates \$595

June 8, 2012 (B50012-3)  
Coronado Island Marriott, San Diego, CA

Non-Associates \$695

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### 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**.

Waldorf=Astoria  
301 Park Avenue, New York, NY 10022  
Tel 212 355 3000

Hotel reservations cut-off date:  
Tuesday, April 27, 2012

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

Hotel reservations cut-off date:  
Monday, May 14, 2012

### 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.



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**THE CONFERENCE BOARD**  
Trusted Insights for Business Worldwide

The 2012

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What's Next? Hardwiring Leadership  
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