22nd Annual Leadership Development Conference

The Future of Leadership Development in a Rapidly Changing World

Conference
May 5–6, 2016
New York Marriott Downtown
New York, NY

Pre-Conference Seminar
June 8, 2016

Conference
June 9–10, 2016
Renaissance Blackstone
Chicago, IL

www.conferenceboard.org/leadership
Pre-Conference Seminar - Chicago  
Wednesday, June 8, 2016

9 am – 4 pm  
**From Managing Performance to Driving a High-Performance Culture**

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

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

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

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

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

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Agenda

Day 1: Thursday, May 5, 2016 – New York

Thursday, June 9, 2016 – Chicago

Breakfast: 7:30 - 8:30 am
Opening: 8:30 - 8:45 am

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

**General Session:** A 8:45 – 9:45 am

**Develop Leaders With Purpose and Sustain Superior Results (New York)**

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

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

Join Korn Ferry and Tangerine Bank to learn:

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

**Rich Lash,** Senior Partner, Korn Ferry Hay Group  
**Cheryl Stargratt,** Vice President Human Resources, Tangerine Bank

**High Resolution Leadership Development: Big Data, Proof Points, and What Needs to Evolve (Chicago)**

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

How can we prepare leaders for this high-velocity, never-off world? It calls for nothing less than the reconceptualization of the Leadership Development function.

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

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

While definitions of potential vary by organization and even between C-suite leaders in the same company, new thinking on the meaning of potential is driving the field of talent management to a more integrated and holistic set of solutions. If an organization wants

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

Networking Break 9:45 – 10 am

**Concurrent Sessions B1, B2:** 10 – 11 am

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to raise the bar on their current and future leadership talent they need to abandon the question of “what is the definition of a high-potential” and instead focus on the key question of “potential for what?” Top development organizations know this to be true. Recent independent benchmark research with over 100 different companies has shown that people are turning to more sophisticated and integrated assessment and development programs to pinpoint the right people, with the right tools, for the right future roles. PepsiCo has been leading the way in this area by implementing a state-of-the-art multi-level integrated assessment and development program over the past several years.

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

Allan Church, VP Global Talent Assessment & Development, PepsiCo

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

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

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

Break: 11 – 11:10 am

Concurrent Sessions C1, C2:

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

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

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

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

- Innovative learning methods
- Award winning business impact study results

- Tools and social engagement of multi-generational workforce
- Building a differentiated Manager Experience
- Engagement through moments of impact

Wagner Denuzzo, VP, Leadership and Management Development, IBM

Sofia Lamuraglia, IBM Leadership Academy

Peter Mostachetti, IBM Leadership Academy

C2: Leveraging the Power of Technology to Support Leadership and Culture Change during Times of Turbulence

According to Harvard Business School professor and world-renowned business strategist Clay Christenson, between 70-90% of all business mergers fail. Please join the conversation between several Fortune 500 companies who recently experienced a merger or acquisition as they discuss how to ensure the successful execution of mergers and acquisitions from a human capital management perspective. The panel will share insights and ideas on the models, skills and leadership competencies needed to build a new culture and gain organizational alignment from top to bottom. The group will review the importance of change management and the inclusion of all employees at all levels from the start of the process in order to create a new value proposition, brand, and a shared vision to customers.

Moderator:

Robert Brodo, Founder and COO, Advantexe Learning Solutions

Panelists:

NEW YORK:

James Dass, VP, Human Resources, Ciner EnterpriseResources Inc.

Laurie Pankow, Corporate Leader, Learning & Leadership Development, DuPont

Danielle McMahan, VP Global Talent Development, Global Business Travel at American Express

Lunch: 12:10 – 1:15 pm

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

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

In November, Hewlett Packard Enterprises was born from a long tradition of leadership and business success. In launching HPE, the company set a comprehensive agenda that integrates values, culture, leadership and business goals through a renewed emphasis on the role of leaders in shaping a culture that reflects employee values and customer expectations. Succession planning, performance management, identifying high potentials and the “Talent calendar” align more explicitly with the new culture that emphasizes leadership across the organization. Learn how HPE defined, communicated and activated a vibrant culture focused on values, reinvention and simplification during times of significant change.

Mark Bocianski, Senior Vice President Global Talent & Organization Development, Hewlett Packard Enterprise (Chicago)

John Romero, VP of Talent and Learning, Hewlett Packard Enterprise (New York)

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D2: Embedding Mindfulness in Leadership Development: Is mindfulness a trend that will last and produce sustained business results?

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

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

Moderator:
Josh Ehrlich, Founder, The Global Leadership Council
Presenter:
Virginia Martello, VP, Organizational Learning, New York Life

E1: Equipping our Leaders to Champion Change

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

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

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

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

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

Networking Break 2:45 – 3 pm

Session F: 3 – 4 pm

Learning and Leading By Doing Real Work in the Field

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

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

Moderator:
Amanda McArthur, Vice President of Global Pro Bono and Engagement, Pyxera Global
Panelists:
NEW YORK:
Gina Tesla, Director, Corporate Citizenship Initiatives, IBM
Manu Juneja, Global Volunteering Manager, Talent, Leadership & OD Centre of Excellence, GlaxoSmithKline
Tara Cardone, Head of Employee Engagement & Volunteerism, JPMorgan Chase

CHICAGO:
Gina Tesla, Director, Corporate Citizenship Initiative, IBM
John Kolmer, Global Manager, Leadership Development, The Dow Chemical Company
Eric Schroeder, VP & Employee Engagement Manager, Corporate Responsibility, JPMorgan Chase

Session G: 4 – 4:45 pm

Leadership Development is a Business Imperative for Success (New York)
The rate and pace of change that impacting the airline industry provides a stunning example of the importance of leadership agility in organizations to sustain profitability and meet the expectations of multiple stakeholders. This keynote will underscore the imperative for line leaders, HR and Talent professionals to collaborate effectively to develop leaders who are ready to face the volatility and complexity of the market.

Arielle Meloul-Wechsler, Vice President, Human Resources, Air Canada

Develop Leaders with Purpose and Sustain Superior Results (Chicago)
Organizations confront complex public pressures every day to go beyond optimizing shareholder value. More than ever before, they are also asked to take responsibility for how they affect their employees, the environment, their communities and society.
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Susan Snyder, Vice President and Regional Consulting Leader, North America, Korn Ferry Hay Group

Session H: 4:45 – 5:30 pm

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

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

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

Closing Remarks: 5:30 – 5:45 pm

Harris Ginsberg, Program Director, The Conference Board

Reception: 5:45 – 6:45 pm

Day 2: Friday, May 6, 2016 – New York

Friday, June 10, 2016 – Chicago

Breakfast: 7:30 – 8:30 am

Opening Remarks: 8:30 – 8:40 am

Harris Ginsberg, Program Director, The Conference Board

Session I: 8:40 – 9:45 am (New York)

8:40 – 9:50 am (Chicago)

Research-based Future Trends in Leadership

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

Moderator:

Nick Petrie, Senior Faculty, Center for Creative Leadership

Panelists:

NEW YORK:

Steven Kowalski, Executive and Organization Development, Genentech

Kari Crowley, Executive Development & Talent Management, Google

Stuart Grabb, Director of Learning, Facebook

CHICAGO:

Rich Taylor, Director, Talent Development, Palo Alto Networks

Iris Nafshi, Leadership and Executive Development, Microsoft

Ciela Hartanov, Talent and Organization Development, Google

Break: 9:55 – 10:05 am (Chicago)

Session J: 9:45 – 10:40 am (New York)

10:05 – 11:05 am (Chicago)

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

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

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

Moderator:

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

Panelists:

NEW YORK:

Jorge Rosas Torres, Corporate and Global Human Resources Director, Cinepolis

Larry Clark, Vice President, Talent Management & Development College, Comcast

Nancy Singer, Executive Director, Enterprise Learning & Development, Merck

CHICAGO:

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

Jorge Rosas Torres, Corporate and Global Human Resources Director, Cinepolis

Doug Shupinski, Director, Leadership Development, Merck

Break: 10:40 – 10:55 am (New York)

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Session K: 10:55 – 11:40 am

Coaching for Culture Change (New York)
As the business environment continues to evolve at a chaotic pace, organizations also need to respond and change their culture to meet customer demands. Organizations need leaders that can manage and lead change efforts, to bring results and value. Having leaders with the right mindset and capabilities to lead culture change remains a significant challenge for many organizations. Senior executives will discuss their organizations goals and how they are supporting their leaders to successfully deliver on results.

Moderator:
Amy Abel, Managing Director, The Conference Board
Kristi Stepp, Vice President, Organizational Effectiveness, Kelly Services, Inc.
Courtney Holladay, PhD, Director, Organization Development Human Resources, MD Anderson Cancer Center
Marci Heerman, Coaching Practic Lead, Talent COE, Cargill

Session L: 11:40 am – 12:35 pm (New York)
11:05 am – 12 pm (Chicago)

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

Julian Malnak, VP, Talent Management, Grant Thornton

Close: 12:35 – 12:45 pm (New York)
12 – 12:20 pm (Chicago)

Harris Ginsberg, Program Director, The Conference Board
REGISTRATION INFORMATION

Online www.conferenceboard.org/leadership
Email customer.service@conferenceboard.org
Phone 212.339.0345
8:30 AM – 5:30 PM ET, Monday – Friday

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Fees do not include hotel accommodations.

Location
New York:
New York Marriott Downtown
85 West Street at Albany Street
New York, NY 10006
Tel: 212.385.4900

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

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

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