25th Annual Leadership Development Conference

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

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

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Day One  
Tuesday, April 9, 2019

8:45 – 9:00 am  
Opening Comments  
Harris R. Ginsberg, Ph.D., Program Director,  
The Conference Board

9:00 – 10:00 am  
Key Note  
Organizational and Leader Characteristics that Drive Adaptability, Resilience, Agility (ARA) and Lead to 5X Higher Profitability  
Disruptive change and competitive threats have given rise to the search for a new holy grail – organizational agility – the business buzz-word of the day – which organizations are urgently running to embrace as a core capability. But we’re putting the cart before horse – rushing to agility interventions without knowing what agility is, what creates it, and what outcomes it yields.

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

Elaine Pulakos, CEO, PDRI

10:00 – 10:45 am  
Leadership Edge – The Mindset of a Leader  
True leadership originates from the core beliefs of the leader and the behaviors follow. Western Union’s leadership development focuses on the mindsets required to inspire, innovate, deliver and build organization capability. Equipping current leaders and building a pipeline of future leaders enables organizations to deliver on current strategies and prepare for the future.

Mark Bocianski, Global Head of Talent and Learning,  
Western Union

10:45 – 11:00  
Break

11:00 am – 11:45 am  
Concurrent Sessions  
Building Talent Capabilities to Power Digital Transformation at Duke Energy  
At Duke Energy, our Road Ahead strategy guides our company. It shows us where we’re going as we deliver cleaner, smarter energy solutions that bring value to our customers.

However, our customers are changing quickly and we must put more of an emphasis on speed and agility. That’s why we are accelerating our work in business transformation - pushing us to see what’s possible. To succeed, we must be open to bold, new ideas and processes that show us a better way to meet customer expectations while delivering better productivity and cost savings.

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

Stephanie Bush, Director, Learning & Development, Duke Energy

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

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

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

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

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

11:45 - 12:45 pm  
Lunch

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

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

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

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

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


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

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

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

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

Strengthening Innovation as a Differentiator in Leadership Development

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

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

Panelists:
Matt Luke, Global Leadership Development Manager, 3M
Erika Yuag, Internal Consultant/Challenger, Microsoft

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

Sarah Devereaux, Head of Strategic Initiatives, The Google School for Leaders, Google
Ciela Hartanov, Psy.D., Head of Next Practice Innovation, The Google School for Leaders, Google

3:15 - 4:00 pm
Concurrent Sessions
A Case Study - Elevating Women in Leadership
Elevating women in leadership is not just a key leadership initiative, it is key to gender parity at Sanofi. Sanofi has committed to 50-50 gender parity in executive leadership roles by 2030. Join Christine Vaccola as she reviews a case study on Sanofi’s ELEVATE program and how this program is changing gender perspectives from the senior executives to frontline employees. Learn how Sanofi not only invests in participants but mentors and sponsors them over time to create real paradigm shifts.

Christine Vaccola, Global Leadership Development Curriculum, Sanofi

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

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

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

Angela Geffre, Head of Talent, Americas, JLL

4:00 – 4:45 pm
Concurrent Sessions
Diversity and Inclusion Matters in your Leadership Development Strategy
Organizations strive to create cultures of inclusion through talent selection, learning and development, succession planning and other talent management practices. Learn how Marsh has integrated their practices to enable all leaders to grow and excel.

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

Creating a Powerful and Scalable Manager Development Experience
Learning to lead as a first-time manager is a challenging experience – and one that should shift over time. With thousands of transitioning managers each year, the leadership development team at John Deere found an opportunity to create a scalable and impactful experience to support all first-time managers in the organization.

Session Outcomes:
- Share the journey of our leadership development pathway at Deere,
- Explore the challenges and solutions in supporting a scalable and consistent program,
- Overview of how coaching can be scaled to support learning stickiness
- Recap of future opportunities to leverage these practices in other organizations.

Linda Wilson, Leadership Development Program Manager, John Deere

4:45 – 5:30
Why Culture Will Drive More Value Than Sales for Businesses of the Future
In the past 15 years, 52% of Fortune 500 companies have disappeared. As executive teams have become aware that no business is insulated from increasingly competitive global markets, they’ve realized (or will soon realize) that their one lasting competitive advantage is their culture. Simultaneously, the best employees have noticed their companies need them more than they need their companies. So they have new demands. If their demands aren’t met, they will leave (or never come). If their demands are met, they will drive and inspire next-level performance.

In this talk, we will cover:
- Why culture will drive more value than sales for businesses of the future.
- Why extraordinary culture is the only lasting competitive advantage.
- What employees really want from employers - and why they aren’t getting it.
- Why companies often aren’t seeing desired results from culture strategies.
- How to scale great culture that supports companies’ and employees’ desired results.

Mark Lloyd, Director of Client Strategy, Avanoo

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

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Day Two
Wednesday, April 10, 2019

8:45 – 9:00 am
Opening remarks
Harris R. Ginsberg, Ph.D., Program Director, The Conference Board

9:00 – 10:00 am
Keynote: “No Need for Sight, When You Have Vision”
Perfect sight doesn’t equal 20/20 vision. You cannot expect to craft a game plan for leading people or leading yourself if you lack an idea of what progress even looks like. That vision of success lies within all of us; it’s just a matter of us opening our minds to that ultimate vision.
Lex’s perspective on vision is driven by his personal experience – as a Paralympian, and as someone who has adapted and thrived in his sports and personal life. Losing his sight at the age of 8, his blindness gave him a new sense of vision, based on focus, drive and commitment. He helps people identify their vision for success, and their ability to develop greater resiliency, agility and adaptability.
Lex Gillette, Paralympic Gold Medalist and American Record Holder in Long Jump, Experience to Lead
Fred Bunsa, Leadership Facilitator, Experience to Lead

10:00 – 10:45 am
How Organizations Optimize Opportunities for Men and Women to Succeed
As organizations are taking action in increasing inclusion and diversity in their leadership roles, they are reframing leadership development initiatives in a way that focuses not only on helping women build new capabilities. They are formally engaging men in the process as sponsors or advocates and are addressing organizational practices in ways that benefit both women and men. Hear how these leaders in their business have taken a new look at efforts to strengthen leadership development to impact their culture.
Moderator:
Emma Flack, Leadership Solutions Partner, Center for Creative Leadership
Panelists:
Daniela Antovski, Global Powertrain Human Resources Business Partner, Fiat Chrysler Automobiles
Richard Brown, Vice President of Philanthropy, American Express Foundation

Lynne Born, CEO, Perelson Weiner
10:45 - 11:00 am
Break
11:00 – 11:45 am
Taking a Human-Centric Approach to Re-Imagining RBC’s Leadership Development Rotational Program
At RBC, we have multiple Leadership Development Rotational Programs designed to attract diverse talent with key capabilities to fill the talent pipeline, and to accelerate development through a series of targeted rotational assignments. Each program shares core design attributes and are adding value and breadth of leadership capability and experience across the organization.
The data tells us that the appetite to expand our programs is increasing based on the quality and high performance of the participants. Participants progress through their careers twice as fast as non-program participants. However, the data also shows that it takes longer than expected for participants to achieve senior roles including executive positions. In addition, insights from external candidates and program participants indicate that having multiple programs is confusing and creates inconsistencies in the overall experience.
Using a human-centric design methodology, RBC embarked on a journey to reimagine the Leadership Development Rotational Programs. We asked ourselves: Are we achieving our objectives? Do these programs deliver a strong ROI? What does the current participant experience look like?
Rehana Ciriani, Director, Development Programs, Royal Bank of Canada

11:45 am – 12:30 pm
Realize the Power of Our People through Inclusion
This session will explore the role of learning and leadership development in creating an inclusive organizational culture where employees can bring their whole selves to work. This session will highlight how Bank of America’s award-winning Diversity and Inclusion initiatives evolved from a compliance driven mandate to playing a key role in improving retention, engagement, performance and leadership impact. You will learn:
• Best practices demonstrating BoA’s inclusion programs – innovative, high quality, low cost initiatives which achieve measurable, impactful results
• How can you mobilize your employees, and your leadership, to participate in high-impact diversity & inclusion programs that truly boost business outcomes
• How to embed D&I in your culture to create a culture of transparency and authenticity
Namrata Yadav, SVP, Global Head of Inclusion Strategy, Bank of America

12:30 – 12:45 pm
Close
Harris R. Ginsberg, Ph.D., Program Director, The Conference Board

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REGISTRATION INFORMATION

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

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Fees do not include hotel accommodations.

Location and Hotel Accommodation
Westin New York at Times Square
270 W 43rd Street
New York, NY 10019
Tel: (212) 201-2700

Hotel cut-off date: March 25, 2019

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.