Leadership Development
CONFERENCE
A New World, A New Face, A Different Lens

VIRTUAL EVENT | November 19 – 20, 2020

www.conferenceboard.org/leadership-development
Day One
Thursday, November 19, 2020

11:00 – 11:05 am
Opening Remarks
Audrey McGuckin, Conference Program Director,
The Conference Board

11:05 – 11:45 am
Organizational Agility – It’s Not What You Think
Exponential, disruptive change and hyper-competition have left companies searching for a new holy grail – agility, which has ignited a huge uptick in efforts to develop agile leaders and teams. But new research by over 300 global companies show that the conditions which create organizational agility are not what we thought. They don’t focus on driving change, require multidisciplinary teams, or stem from personally agile people. Instead, the most agile companies effectively counterbalance the chaos and complexity that disruptive change brings with three key strategies that simplify work, clarify what matters, and focus people’s efforts.

We’ll discuss the vital role leaders play in achieving success.

Elizabeth Lentz, Managing Consultant, PDRI

11:45 – 12:10 pm
The New Game for Driving Value Through Leadership
Intel's Chief Learning Officer, Noah Rabinowitz is breaking barriers in how Intel thinks about people, leadership and learning. At a holistic level, the entire leadership ecosystem must be re-imagined allowing for greater connectivity and integration among siloed functions.

In this session you’ll learn how connecting these functions requires a common data thread that all systems can read, understand, and translate. To get this data thread, an organization must have certain foundations in place, such as an inference of skills, sentiment analysis and cognitive systems. Once the data thread is identified, artificial intelligence can be added to cognitively connect all functions and allow the systems to exponentially learn through the constant flow of data.

This new model provides enhanced value to an organization by proactively driving data and solutions for the business and adopting a professional “talent services” mindset – all while cognitive technology and A.I. drive value to your end-users and customers.

Noah Rabinowitz, Chief Learning Officer, Intel

12:10 – 12:25 pm
Panel Discussion; Ask the Experts
Moderator:
Audrey McGuckin, Program Director, Human Capital, The Conference Board
Panelists:
Elizabeth Lentz, Managing Consultant, PDRI
Noah Rabinowitz, Chief Learning Officer, Intel

Break: 12:25 – 12:45 pm

12:45 – 1:10 pm
Creating the Leaders Who Create the Networks to Move the World Forward
An ambitious business strategy spearheaded by a newly appointed CEO set the stage for Verizon's Executive Education Program. The objective was to strengthen Verizon’s leader’s ability and mindset to lead through transformational changes in the business and enable Verizon to maximize digital investments such as 5G to change the way the world communicates and does business.

The talent development team took the challenge as an opportunity to think differently, bring all of their creativity and innovate their way through this invitation. The team ultimately created an award-winning, three-day experience to help leaders imagine, innovate and inspire a new way forward.

Learn about the program Verizon developed the impact it had on the business and ideate with your peers on how you might implement some of these novel approaches to executive education.

Bradley Haime, Head, Executive Education, HiPo Development, Performance Management and Executive Coaching, Verizon

1:10 – 1:35 pm
Pushing the Limits: Leadership Development Priorities for Impact
We all know the limits we’re up against: Time. Budget. Competition for leaders’ attention. In today’s world, we’re lucky to have so many options for learning and development at our fingertips. But it’s also become much more important to define and curate leadership development practices to focus on the highest impact experiences.

Join us for an interactive session on making the tough choices about what to prioritize in a leadership development program.

We’ll discuss:
- What global research tells us is most in-demand by leaders
- Practical ways to prioritize and design engaging, immersive experiences
- Blending digital, virtual, and in-person development for maximum impact

Janice Burns, Principal Consultant, DDI

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Leadership, Learning, and How to Prepare Leaders for What Lies Ahead

Business environments are experiencing extreme change and pressure, and survival will depend on the ability of leaders to demonstrate different capabilities. What do leaders need to learn? How can organizations support leadership learning in digital and virtual settings? This session will explore the evolving role of leaders and practices that help develop leaders for future challenges.

Michael Molinaro, VP and Chief Learning Officer, NY Life Insurance Company
Amy Lui Abel, PhD, Vice President, Human Capital, The Conference Board

Break: 2:00 – 2:20 pm

Creativity – The New Leadership Commodity

The importance of innovation in today’s business setting cannot be overstated. Innovation is what keeps you ahead of the competition and attractive to the best prospects. Most businesses see innovation as the elusive “ah-ha” moment, when the stars align perfectly, and a great idea is birthed. Without intention, these flashes of ingenuity are far too infrequently than we like. Innovation’s fuel is creativity, and yet most companies neglect this valuable resource. In a study conducted by the World Economic Forum, creativity is predicted to be one of the top three most important and in-demand skills in 2020. This session will explore and discuss what creativity means to business, debunk the myths associated with creativity, and examine the necessary components of fostering a creative culture. Creativity is inherent in all of us and simply needs permission and an outlet to flourish. We will discuss how creativity has unintentionally been taught out of all of us, and how to recapture its power for dynamic leadership, business growth, and employee retention.

Scott Docherty, Creativity Lead, P&G

2:50 – 3:25 pm

Creatively Building the Bench

The Adobe team will share how they are redefining success in their culture. Building on their creative strengths by adding more focus on scale and emphasis on people, leadership is crucial as the company continues to grow and adapt to new markets. The team will share their new Adobe Capabilities framework and Talent Review process, and how they are being used throughout the talent lifecycle to identify, develop and accelerate people through the company.

Danielle Clark, Head of Talent Development, Adobe
Arden Madsen, Head of Talent Management, Adobe

3:25 – 3:30 pm

Closing Remarks

Audrey McGuckin, Conference Program Director, The Conference Board

Day Two
Friday, November 20, 2020

11:00 – 11:05 am

Opening Remarks

Audrey McGuckin, Conference Program Director, The Conference Board

11:05 – 11:35 am

Reimagining Leadership in the 21st Century

Tapping the latest scientific breakthroughs to develop a path to leadership mastery that is authentic, agile and attainable. The world as we know it is changing, rapidly and radically. Leaders are being pushed to drive change without knowing the rules of the new game. Along the way, as established giants fall and new giants arise, leaders are learning a humble truth: to transform their organization and their people particularly during times of change, they need to transform themselves. What are the 20th-century mindsets, values and behaviors that are holding us back today? How should leadership – and leadership development - be reimagined for the 21st century?

Prof. Hitendra draws from his research at Columbia Business School, his innovations in digital learning, and his consulting and training work with Fortune 500 corporations to layout the thesis that leadership in the fast-evolving 21st century will require a new approach that is:

1. Authentic - have our behavior arise from our inner core
2. Agile - allow us to engage in a wide array of behaviors, much beyond the competency models of the past
3. Attainable - radically simplify the different frameworks and tools we have trained leaders on in the past

The audience will walk away with four learnings:

1. What 21st-century science is revealing about our leadership abilities - and our capacity to change
2. The five core energies of a leader
3. A method for gaining mastery across a wide range of leadership behaviors - through a simple set of actions
4. The power of MicroPractice (TM) to close the learning-doing gap

Dr. Hitendra Wadhwa, Professor, Columbia Business School

11:35 – 12:05 pm

Reimagining The World of Work

At Prudential, the Future of Work (FOW) CoE thought leaders are reinventing workforce transformation and building a future-ready workforce. Wagner will share with participants how they are thinking about leaders for the future and how skills are viewed as the new currency and the integration of machine learning and artificial intelligence.

Wagner Denuzzo, Head of Capabilities for Future of Work, Prudential

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Panel Discussion; Ask the Experts

Moderator: Audrey McGuckin, Program Director, Human Capital, The Conference Board

Panelists:
- Dr. Hitendra Wadhwa, Professor, Columbia Business School
- Wagner Denuzzo, Head of Capabilities for Future of Work, Prudential
- Stephane Charbonnier, Chief Human Resources Officer, L’Oréal

Break: 12:25 – 12:45 pm

12:45 – 1:05 pm

Leadership as A Critical Capability

As one of the 2019 Workforce 100 list, which recognizes companies for its excellence in HR, from workplace culture, diversity and inclusion, to innovation in HR & talent acquisition, Clint Kofford shares J&J’s approach to developing leaders.

J&J is a 133-year-old organization with a strong track record in developing leaders. In this session you’ll learn about how they work to advance the enterprise talent and leadership agenda by applying a specific strategy known to work best to develop leaders.

Clint Kofford, Head of Talent Development, Johnson and Johnson

1:05 – 1:35 pm

Case Studies; Developing 2000 First Time Leaders and Developing Women Leaders

Jennifer Herrod will share with our audience some surprising data that led Johnson Controls to swing into fast action to develop 2000 of their ‘First Time Leaders’. She will share practical insights on how they were able to design and deliver this solution in an agile yet highly impactful way. You will also have the opportunity to learn about the ‘Following the Sunrise’ Women Leadership Program that was developed completely with internal resources.

Jennifer Herrod, Sr. Director, Talent Global Learning & Development, Johnson Controls

Break: 1:35 – 1:55 pm

CONCURRENT SESSIONS

1:55 – 2:45 pm

Dynamic Leadership: Delivering on the Seemingly Impossible Demands of the New Next

For decades, leaders have had to contend with competition, complexity, and continual change. But 2020 has shown us that the future will be characterized by challenges that are exponentially more complicated than anything leaders have faced in the past.

Overcoming these challenges and thriving in the new next will require leaders to deliver on seemingly impossible demands. In this session, we reveal a new, dynamic leadership approach that will empower leaders to deliver on those demands. We will discuss:

- Creating clarity through chaos
- Establishing psychological safety in uncertainty
- Ensuring stability while driving innovation
- Bolstering engagement while driving hard for results
- Building leadership capacity to overcome the challenges of the day and achieve unparalleled results in the future

Dr. Jonathan Kirschner, Founder and CEO, AIIR Consulting
Merche del Valle, Managing Director and Chief Talent Officer, Grain Management

1:55 – 2:20 pm

The Necessary Capability of Leadership Empathy in Today’s World

In an ever-changing world of technology, rapid change and new consumer habits, empathy has emerged as one of the key leadership capabilities needed for leaders to excel. This session will focus on what we can learn from a children’s hospital environment to develop and nurture across multiple levels of leadership in organizations.

Stephanie Waite, Head of Organizational Development, Ann & Robert H Lurie, Children’s Hospital of Chicago

2:20 – 2:45 pm

Great Leaders are Great Learners: Identifying and Developing Learning Agility in Your Leaders

What do you do when you don’t know what to do? You adapt. In an era of increasing disruption, business leaders are frequently confronted with new problems that appear suddenly and require urgent and effective action. Learning agility is a powerful skill that can help you navigate new situations by pulling from your own experience, even when the task at hand is something you haven’t tackled before.

In this presentation, you’ll learn how to identify and develop leaders who possess the aptitude to learn “on-the-fly,” and how to create a learning environment that encourages this skill throughout your organization. This interactive workshop will help you understand how you can maximize the learning and growth you gain from your experiences and how you can recognize and develop this capability in others.

As a participant, you will learn how to:

- Maximize learning from on-the-job experiences
- Support the development of 4 skills essential to becoming a learning agile leader
- Create organizational environments that engage and leverage learning agile leaders

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George Hallenbeck, Director, Center for Creative Leadership

2:45 – 3:20 pm
**Build Your Next Generation of Leaders by Leveraging Leadership Development Programs**

Understand how your organization can attract, retain and develop talent by leveraging rotational Leadership Development Programs.

Learn how Cigna utilizes structured curriculums that are augmented by coaching, experiential learning and various role opportunities to prepare future leaders for a dynamic environment that requires the ability to lead with purpose and embrace innovation with a customer-centric mindset.

Nick Wagner, Organizational Development, Cigna
Maggie LaLima, Leadership Development Manager, Cigna

3:20 – 3:30 pm
**Closing Remarks**
Audrey McGuckin, Conference Program Director, The Conference Board

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REGISTRATION INFORMATION

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

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Location
Virtual Event

Cancellation Policy
Full refund until three weeks before the meeting. $75 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.