The 2011

Leadership Development Conference
Decoding the Leadership Essentials for the Next Decade

June 8–9, 2011 Coronado Island Marriott, San Diego
Pre-Conference Seminar, June 7 / Post-Conference Workshop, June 9

Learn from a recent The Conference Board Council Perspectives report, what the Leadership Essentials are for 2020 and Beyond

Discover how successful organizations differentiate talent critical for future growth; accelerate development through embedded learning, coaching and mentoring; and make development relevant and sticky

Learn how to develop a culture and leaders who can foster innovation, span boundaries and intentionally manage networks to maximize collaboration

Presented with assistance from

OLIVER WYMAN

BTS

KORN/FERRY INTERNATIONAL

Kenexa
Pre-Conference Seminar – Succession Management
June 7, 2011

REGISTRATION, CONTINENTAL BREAKFAST, AND WELCOME AND INTRODUCTIONS 8–9:15 AM

A 9:15–10:30 AM
The Three Secret Levers of Effective Succession Management
While nearly all companies engage in SM, barely half rate this critical process as being always or often effective. Lean staff counts and increasing external scrutiny, make SM work more important than ever. New research shows that three factors explain why some companies execute this process flawlessly while others fail. Learn: the three differentiating factors of successful succession management; how to translate great succession discussions into real development actions; the production model of succession management.


B 10:45–11:45 AM
Making Leadership Development and Succession Planning Holistic

SESSION SPONSOR Taleo

Organizations need to develop leaders and create robust succession plans. How can you do both with limited resources at the same time? Hear how RSC Equipment Rental created a holistic framework for leadership development and succession: layered leadership development and succession elements into a robust architecture; employed segment specific leadership development approaches; used technology to drive efficiency, effectiveness, and insight throughout the process.

Introductions
Linda Kvistad, Director Customer Success, Taleo Corporation
Linda Luman, Vice President, Human Resource Operations RSC Equipment Rental

NETWORKING LUNCHEON 11:45 AM–12:45 PM

C 12:45–2 PM
Stuck in the Past? Using Assessment Tools to Identify Future Potential

SESSION SPONSOR Hogan

When facing critical decisions about identifying the next great leaders, businesses tend to focus heavily on the past. Today, there are scientifically-designed, objective assessment tools that provide great insights into leaders’
potential—they not only help with talent identification but also provide feedback for development in leaders’ future roles. Explore: how and where to apply assessments during talent planning; navigating the politics of assessments; overcoming obstacles to successful implementation; moving from leader identification to development.

Greg Barnett, Director of Consulting, Hogan Assessment Systems
Kenneth Randall, Director, Executive Talent, Banner Health

D 2:30–3:45 PM
**Building Bench Strength for Critical Positions, Pools and Specific Career Destinations**
How you manage talent today will have a major impact on your ability to drive growth in the future. Learn how this organization advanced their Succession Management approach to improve: identification, assessment, calibration and deployment of diverse global talent. Highlights include: The benefits of defining potential by target jobs; Pipeline reviews that focus on building bench strength for critical positions and talent pools; Career succession planning conversations and leadership team talent talks are embedded into the annual cycle.

Carol Peccarelli, Vice President, Leadership Development and Learning Global Talent Management, Johnson & Johnson
Carolynn Cameron, Director, R&D Talent Management, Global Talent Management, Johnson & Johnson

E 4–5 PM
**The Key to Future Business Success: A Full Pipeline**
Retaining and developing your internal talent has never been more important. Discover the key success factors for keeping your pipeline full of the right talent while accelerating the learning that will develop the needed future capabilities. Examine the need for acceleration aligned to the business and succession management; discuss the innovative design, critical success factors and key learnings of the Accelerated Leadership Program; explore the multi-touch phases and learning links to assess the impact on the business.

Jon Shepherd, Former Chief Learning Officer, Mars Incorporated
Conference—Wednesday, June 8, 2011

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 8:45–9:30 AM

Mapping Our Way Forward: Decoding the Leadership Essentials for 2020
Organizations around the globe are rethinking business models, how they are organized, how they go to market and what will be required of their leaders to drive these changes and guide their organizations into the future. This interactive session will challenge our assumptions about how the next generation of leaders must be developed to ensure the success of the businesses they lead: what works, what doesn’t work, and what new approaches need to be explored.

Tom Knighton, Partner, Oliver Wyman Leadership Development
Tim Blakesly, Managing Director, Leadership & Management Development
BTS USA, Inc.

NETWORKING REFRESHMENT BREAK 9:30–9:45 AM

B 9:45–10:45 AM

Keynote Presentation: What It Means to Be a 21st Century Leader
One of the most pressing issues for CEOs is the complexity that they are facing from shifts in economic power, the rise of regulation, rapidly changing technology and more complicated processes. Discover from this expert in future business trends, global economic/political risk assessment and leadership development, just why organizations need to rethink their strategy, business models and processes. Most importantly, learn how they need to rethink the development of their leaders now and for the challenges that lie ahead.

Fariborz Ghadar, Ph.D., William A. Schreyer Professor of Global Management, Policies and Planning, Senior Advisor and Distinguished Senior Scholar Center for Strategic and International Affairs Founding Director Center for Global Business Studies, Smeal School of Business at Penn State Author, Global Tectonics: What Every Business Needs to Know

NETWORKING REFRESHMENT BREAK 10:45–11 AM

C 11 AM–NOON

Achieving Strategic Agility: Focus on Collective Leadership
Executive Development can be a critical lever of strategic agility and execution prowess, but only if the conception of the what, why and how of the practice is fundamentally altered. The two critical shifts that must be made in order to realize this promise are:

• A shift from a focus on individual leader development to collective leadership capability
• A shift from theories and ideas to enterprise issues

Trina L. Soske, Partner, Oliver Wyman, Leadership Development
Mike Markovits, Former Vice President, Business and Technical Leadership, IBM

LUNCHEON NOON–1 PM
D 1–2 PM

**Developing the Frontline to Accelerate Strategy Execution**

“Strategies fail less for the quality of their vision and more for the quality of their execution.” (Charam & Bossidy) Discover how this organization employs experiential methods—simulations and engagement maps to develop their frontline talent. When learners face the same scenarios they find on the job they can:

- Align, exhibit and articulate the core values of the enterprise
- Create and communicate “what this priority means for us”
- Champion change and tackle entrenched work processes

Tim Blakesly, Managing Director-Leadership & Management Development
BTS USA, Inc.
Alexandra Woolley, Director of Performance and Talent Systems, GlaxoSmithKline

**NETWORKING REFRESHMENT BREAK 2–2:15 PM**

E1 2:15–3:15 PM

**Equipping Our Leaders to Make Effective Talent Decisions**

**SESSION SPONSOR**

*PDI Ninth House*
GLOBAL LEADERSHIP SOLUTIONS

Faced with a global growth agenda and a need for increased innovation this organization needed to develop a system for selection, development and succession that could meet their rapidly evolving leadership talent needs. In this session, we will showcase how they:

- Overcame challenges to achieve total utilization of the system
- Achieved enhanced leader sophistication in identifying and developing talent
- Provided evidence of successful/ unsuccessful decisions and the results of the system implementation on leadership performance

Judy Solecki Ph.D., Director HR Process Effectiveness and Organization Development, *BD (Becton Dickinson and Company)*
James McLaren, Managing Director, Northeast Territory, PDI Ninth House

E2 2:15–3:15 PM

**2020 on 70/20/10: Clarifying the Focus on Informal Learning**

As the business environment drives an ever greater focus on agility, speed, innovation and results, it has been critical to shift leadership development resources from traditional training programs to more informal, on-the-job learning. So what does 70/20/10 really mean in practice—and for the bottom line? Learn how this organization is putting increased focus on:

- Managerial coaching and mentoring
- Leader-led development
- Action learning programs focused on business and CSR goals
- Informal network building

Daisy Wademan Dowling, Head of Leadership Development, Morgan Stanley
Experiences that Make Leadership Development Relevant and Sticky

How do we move leadership development from just affecting self awareness to creating experiences that change perspectives, behaviors and actions? By lever-aging experiences that integrate real world issues with immersive activities this organization was able to:

• Explore cultural deep dives that jump started global leadership development
• Examine a trial experience as a strategic imperative jumpstart, and using journalism skills as a metaphor for global leadership
• Share processes that enabled leaders to collaborate more effectively while supporting business growth

Dennis Baltzley, Ph.D., Executive Director, Duke Corporate Education
Julie Anding, Ph.D., Senior Director, Employee Learning
Harley-Davidson Motor Company

The Future of Leadership: Developing Leadership Behaviors in Gen Y Talent

Research has shown that it takes 10,000 hours to become expert in anything. So, why are we waiting until employees are executives to develop their leadership skills? This session will share the philosophy/practice of developing leadership behaviors in Gen Y Googlers in a cost-effective and scalable way. Highlights include:

• An understanding of what works and doesn’t in developing Millennials
• A creative hybrid model for development of leadership skills/ mindset for this population
• Learnings to date

Catherine Brown, Leadership Development Manager, Google, Inc.

Developing a Segmentation Model as a New Approach to Mobility

When your top talent is unwilling to move for their next developmental assignment, it should raise some questions:

• Are they still a high potential or do they drop off the list?
• Should they still be given new opportunities in their existing location?
• How transparent should the organization be regarding the situation?

Hear how this organization has segmented their talent pool classifications into Global, Regional or Local talent pools, to enable a more focused approach to talent ownership.

Allan H. Church, Ph.D, Vice President, Global Talent Development, PepsiCo, Inc.
F3 3:30–4:15 PM

**Developing Leaders Who Can Foster Innovation**

The way forward with growth depends on developing a culture of innovation where new ideas come from all employees thinking broadly about innovation—structure, processes, networks and leadership not just new products and services. Learn how this organization is developing leaders who foster innovation by:

- Determining which leadership attributes contribute/detract from building a culture of innovation
- Developing practices that build equality and trust while generating ideas
- Enhancing collaboration through social networking and the role of leaders

Lisa Cavallaro, Senior Manager, Center for Collaborative Leadership
Cisco Systems, Inc.

**NETWORKING REFRESHMENT BREAK 4:15–4:30 PM**

G 4:30–5:30 PM

**Learning Agility: The X-Factor in Leadership Development**

We can no longer look in the rear-view mirror for clues on how to prepare leaders for success in the future. Harnessing the power of learning agility will help you take a more proactive approach to identifying and developing potential in current and emerging leaders. Understanding the value of learning agility in leadership roles can also provide clarity when building an overall leadership development strategy. Join us and learn how two industry-leading, Fortune 100 companies:

- Use learning agility as an input for differentiated leadership development and succession planning
- Distinguish between high potentials and high functional/technical professionals
- Develop learning agility through formal development programs and “assignmentology”
- Embed learning agility into the language of their leaders

**Moderator**
Maryann Billington, Senior Partner, Korn Ferry Leadership and Talent Consulting

**Panelists**
Heather Barnfield, Vice President, Talent, Engagement & Mobility
AVIVA North America
Adam Ellis, Human Resources Director and Relationship Lead, American Express

**NETWORKING COCKTAIL RECEPTION 5–6 PM**

**HOSTED BY**

OLIVER WYMAN
Korn/Ferry International
Kenexa

Presentations
Available online in advance of the conference
Conference—Thursday, June 9, 2011

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

OPTIONAL BREAKFAST SESSION 7:30–8:30 AM

Council Perspectives 21st Century Leadership Behaviors
Seven The Conference Board Councils on Talent Management, Leadership Development and Learning and Development in the U.S., Asia and Europe contributed to the findings of this report. Members were tasked with providing insights into how their businesses are changing and what this means for Leadership Behaviors as we look to 2020.

Moderator
Jean McNulty, Conference Program Director, The Conference Board

Panelists
Allan H. Church, Ph.D, Vice President, Global Talent Development, PepsiCo, Inc.
Kristi Plinski, Director, Global Management and Leadership Development Intel Corporation
Eric Dingler, Director, Chief Learning Officer-Consulting, Deloitte Services LP

OPENING REMARKS 8:30–8:45 AM
Jean McNulty, Conference Program Director, The Conference Board

H 8:45–9:45 AM
From Hot Seat to C-Suite—An Integrated Approach for Identifying, Assessing, and Developing Future C-Suite Leaders
Discover how one world-class global manufacturing firm implemented a new Senior Leader Assessment process that combines multiple methods for assessment and development into a cohesive, integrated process for building their c-suite talent pipeline. Highlights include:

• Framing the process through the lens of forward-looking business challenges
• Tailoring a suite of assessment and development tools to the unique needs of future C-suite talent
• Balancing high validity with an engaging and developmental participant experience

Sean Mills, Consultant, Kenexa
Michelle Jones, Director, Talent and Organization Development, Ingersoll Rand Industrial Technologies

NETWORKING REFRESHMENT BREAK 8:45–10 AM
11:10–11 AM

**Boundary Spanning Leadership: Six Key Practices**
Boundaries exist. What really matters is how leaders collaborate to bridge these divides to deliver value. Findings from the book, *Boundary Spanning Leadership*, will provide the foundation for an interactive session designed to help participants develop new insights and achieve inspired results by thinking beyond current boundaries.

- Diagnose the five types of boundaries that limit personal/organizational effectiveness
- Apply a model of the six key boundary spanning practices
- Use a tool to transfer the learnings back to your organization

Chris Ernst, Ph.D., Senior Faculty, **Center for Creative Leadership**
and Author, *Boundary Spanning Leadership*

Greg Pryor, Vice President Leadership and Organization Effectiveness
**Juniper Networks**

12:00–12:15 PM

**“What’s Next?” The Convergence of Social Media, Cloud Computing and Millennials**

Our world is being redefined at blinding speed—simply keeping up demands rethinking our concepts of management in addition to leveraging every tool at our disposal. It’s beyond survival by evolution, it’s about a world-view flipping revolution in management.

- How speed is redefining need and how need gets met in the now
- How the need to manage in the now changes all the rules
- How the big drivers of our times both drive and enable speed

John Bernard, Author, *Managing in the Now, Business at the Speed of Need*

**NETWORKING REFRESHMENT BREAK 11:15–11:15 AM**

11:15 AM–12:15 PM

**Developing the Whole Leader: When Demand Outstrips Capacity**

Demand in our lives is increasing relentlessly but our capacity isn’t keeping pace. People don’t have any more time to invest, but they can systematically expand and regularly renew the quantity, quality and focus of energy they bring to work. Learn how organizations are driving higher engagement productivity by better meeting the core energy needs of their employees. The impact of this work on individuals, leaders and the organization as a whole will be discussed.

Tony Schwartz, Chief Executive Officer, **The Energy Project**

Catherine Brown, Leadership Development Manager, **Google, Inc.**

**CLOSING REMARKS 12:15 PM**

Jean McNulty, Program Director, **The Conference Board**
Post-Conference Workshop
June 9, 2011

Developing Agile Leaders for Long-term Organizational Success

REGISTRATION AND LUNCHEON FOR WORKSHOP ATTENDEES 12:30–1:15 PM

WORKSHOP 1:15–4:15 PM

Leaders of today and tomorrow need to be better than the leaders they replace because the challenges are greater, the speed faster, the competition tougher, and the marketplace increasingly global. In short, the leaders of today and tomorrow must be agile leaders, resourceful in the face of change, and above all, able to learn from experience. People with this ability perform well under first-time, challenging conditions. These people are learning agile. Through participation in this highly interactive session, you will:

• Discuss learning agility’s role in identifying high potentials
• Explore the latest research in learning agility
• Assess your own learning agility
• Uncover best practices in applying learning agility to leadership development and succession planning

This hands-on workshop will feature interactive discussion, thought-provoking group and individual exercises, and peer collaboration. Participants will gain insights into research based, experience-tested strategies for identifying and developing potential in current and future leaders.

Facilitator
Vicki Swisher, Senior Consultant, Intellectual Property Development
Korn/Ferry Leadership and Talent Consulting
Heather Barnfield, Vice President, Talent, Engagement & Mobility
AVIVA North America
Registration Information

Online  www.conferenceboard.org/leadership2
Email  customer.service@conferenceboard.org
Phone  212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

The 2011 Leadership Development Conference
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Conference (957011-2)
June 8–9, 2011
Coronado Island Marriott, San Diego
Associates $2,195
Non-Associates $2,495

Pre-Conference Seminar (B48011-2)
June 7, 2011
Coronado Island Marriott, San Diego
Associates $1,445
Non-Associates $1,645

Post-Conference Workshop (B50011-2)
June 9, 2011
Coronado Island Marriott, San Diego
Associates $595
Non-Associates $695

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 Leadership Development Conference.
Coronado Island Marriott
2000 Second Street
Coronado, CA 92118
Tel: 619 435 3000
Hotel Reservations Cut-off Date
Friday, May 13, 2011

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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