



16th Annual **Executive Coaching**
CONFERENCE

Internalizing and Scaling a Coaching Mindset for Organizational Impact

Pre-Conference:
March 25, 2019

Conference:
March 26, 27, 2019
Westin New York at Times Square
New York, NY

www.conferenceboard.org/execcoaching

Associate Sponsors:



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Pre-Conference Agenda

Monday, March 25, 2019

8:00 – 9:00 am

Breakfast & Registration

9:00 – 9:10 am

Opening Remarks

Rene Carew, Conference Program Director, **The Conference Board**

Dr. Jonathan Kirschner Psy.D., Founder & CEO of **AIIR Consulting**

9:10 – 10:05 am

The Science of Teams: Evolution, Present, and Future

Keynote

This keynote will examine the historical evolution of teams, from the early foundations of collective human activity onto current teams, as well as glimpsing into the future.

While not often understood, there is a well-established science for boosting team effectiveness and state-of-the-art coaching techniques hold the key to unlocking superior team performance.

Dr. Tomas Chamaros Premuzic, Chief Talent Scientist at **ManpowerGroup**, Professor of Business Psychology at **Columbia University and University College London Schletter**

10:05 – 11:00 am

The Dynamics of Success and Failure

Interactive Presentation

Through this interactive presentation, participants will examine the factors and dynamics that go into making a team excel or fail.

Dr. Terrence Maltbia, Faculty Director, **The Columbia University Coaching Certification Program**

11:00 – 11:15 am

Break

11:15 am – 12:15 pm

Laying a Foundation for Team Effectiveness

Interactive Presentation

Participants will explore the foundational components of Team Effectiveness, how those components can be measured, and four types of teams. In small groups, participants will examine a team they are currently a member of and how that team can increase its effectiveness.

Megan Danowski, Vice President of Global Client Service at **AIIR Consulting**

Bernadette Cabrera, Senior Level AIIR TE Coach, **AIIR Consulting**

12:15 – 1:00 pm

Lunch

1:00 – 1:45 pm

Diagnosing Dysfunction

Interactive Presentation

In this interactive, roundtable discussion, participants will receive a data set (combination of TE survey, 1-page case

study context, and qualitative data). In table groups, participants will diagnose the team issues and then craft a strategy to address the team's needs.

Dr. Jonathan Kirschner, Psy.D., Founder & CEO of **AIIR Consulting**

1:45 – 2:45 pm

Panel Discussion- Executing Team Effectiveness

Panel

This panel discussion will feature Team Coaches who regularly deliver Team Effectiveness initiatives as either an external or internal coach. The panel will speak to their own key learns, best practices, tips, and tools. Anonymized outcome data will be referenced by panel members in order to demonstrate the impact of Team Effectiveness.

Dr. David Yudis, Senior Level, **AIIR TE Coach**

Bernadette Cabrera, Senior Level, **AIIR TE Coach**

Marina Cvetkovic, Vice President Strategy & Chief of Staff to the CEO, **Swiss RE**

Jane Sadowksy, Senior Advisory – Head of Diversity & Inclusion, **Moelis & Company**

Moderator:

Dr. Jonathan Kirschner, Psy.D., Founder & CEO of **AIIR Consulting**

2:45 – 3:00

Break

3:00 – 3:45 pm

Building Your Team Effectiveness Tool Kit

Interactive Presentation

Participants will learn the trajectory of a standard Team Effectiveness engagement along with the deliverables and tools required for success. Specifically, participants will learn how to:

- Partner with the team leader
- Construct a Team Charter
- Co-create Operating Norms
- Build trust and safety.

Dr. David Yudis, Senior Level, **AIIR TE Coach**

3:45 – 4:45 pm

A New Frontier of Team Effectiveness

Keynote

The day will conclude with a keynote from a renowned Wharton Neuroscience professor, Dr. Michael Platt. Dr. Platt will share his latest research on team effectiveness, oxytocin production, neurological mirroring, and cohesion building.

Dr. Michael Platt, Director, Wharton Neuroscience Initiative at the University of Pennsylvania

4:45 – 5:30

Wrap Up and Evaluation

Dr. Jonathan Kirschner, Psy.D., Founder & CEO of **AIIR Consulting**

Rene Carew, Conference Program Director, **The Conference Board**

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Agenda

Day One, Tuesday, March 26, 2019

9:00 – 9:30 am

Welcome and Introduction

Rene Carew, Conference Program Director

9:30 – 10:30 am

Key Note – General Session A

Emotional Intelligence and the Leader's Coaching Mindset

Emotional intelligence is at the heart of what leaders and organizations need to develop a core proficiency in coaching, both for the individual's skill set and for the collective. Daniel Goleman will cover latest developments in emotional intelligence as it applies to coaching.

Learn:

- Why the emotional intelligence framework offers a foundation for a coaching mindset
- Practical methods to help leaders acquire coaching skills
- How you can use an evidence-based metric to demonstrate the value of coaching
- How to explain to senior executives why coaching will further organizational goals
- Ways to make a coaching mindset "stick"
- Taking emotional intelligence and coaching to scale.

Daniel Goleman, Ph. D., Heads the Daniel Goleman Emotional Intelligence Coaching Certification, Author: *Emotional Intelligence: Why it Can Matter More than IQ; and, Altered Traits: Science Reveals How Meditation Changes Your Mind, Brain, and Body.*

10:30 – 10:45 am

Networking Break

10:45 am – 12 pm

General Session B

Designing a World Class Executive Coaching Program

Over the past 20 years, David has helped a number of leading companies design their coaching programs. As head of executive coaching at Google, he designed and led an innovative, cost-effective approach to scaling internal and external coaching for maximum impact. In this session, he'll share his insights and experience on what works best, how organizations can get the greatest value, as well as point out where many organizations dilute or diminish the impact of coaching – often with the best of intentions. He'll explain the thinking and critical choices behind four key questions for organizations: Who gets coaching? Who provides the coaching? What kind of coaching programs/processes do you need? How do you measure, evaluate, and improve the impact and value of coaching?

David B. Peterson, Ph.D., Director, Center of Expertise, Executive Coaching & Leader Development, **Google, Inc.**

12:00 – 1:00 pm

Networking Lunch

1:00 – 2:00 pm

Concurrent Session C1

Mitigating Unconscious Bias

Barbara Steel, Practice Lead, Performance, **NeuroLeadership Institute**

1:00– 2:00 pm

Concurrent Session C2

Meeting the Needs of Leaders Today and Tomorrow: 2018 Executive Coaching Survey Trends

Building on over a decade of data, new research on coaching trends will be presented. How are external coaching trends evolving and what do leaders need more help with today? Are internal coaching practices still growing dramatically? What are organizations doing to build out a coaching culture in their organizations? Is the use of group and team coaching growing, and why? These trends and more will be discussed as we keep a pulse check on organization practices in coaching.

Amy Lui Abel, PhD, Managing Director, Human Capital, **The Conference Board**

Josh Rogers, Executive Coaching Practice Leader, **Walmart**
Krissy Eichmann, PhD, ACC, Manager, Talent Management, **United Technologies Corporation**

2:00 – 2:15 pm

Networking Break

2:15 - 3:15 pm

Concurrent Session D1

Team Coaching: The Next Evolution?

Team coaching is predicted to be one of the hot new trends in the field, according to research. Yet definitions vary greatly - are you developing a team, each individual on that team, or both? Join a panel discussion of 3 organizations that are implementing team coaching - What have they learned so far? Hear the latest research and definitions about the practice intended to help you make the most of team coaching.

Session objectives:

- Understand the varying definitions for team coaching, as well as the latest research
- Learn a framework for better identifying when to use team coaching, when not too
- Explore best practice case studies from organizations already using team coaching

Brian O. Underhill, Ph.D., Founder & CEO, **CoachSource, LLC**
Elizabeth Moran, Psy. D., Vice President, Leadership & Team Solutions, **ADP**

Soledad Undurraga, LA Learning & Coaching Development Manager, **3M**

Gina Chaney, USP Inclusion and Diversity Business Lead, **GSK**

2:15 – 3:15 pm

Concurrent Session D2

Embedding a Coaching Mindset - A Simple Mission: To Be the Best

Over a decade ago, Nationwide Financial set out with a simple goal: To be the best at developing people in the industry. Part of this mission was the creation of an embedded coaching program in the Distribution organization that trained people leaders to be the coaches, while aligning with internal training and consulting resources. The mission was challenged during the 2008 downturn, but the results of the program were so positive, investment was increased during the turbulence. At this point, the program has over 200 certified coaches, including 25 Masters in Coaching recipients, with a coaching team of 8 individuals responsible for continuing the drive forward.

Expect to hear:

- The importance of advocacy from senior leadership
- Pros/Cons of building an internal program from scratch
- Partnership opportunities and concerns with other areas in an organization
- Shifting from build to sustainment
- Leveraging coaches to coach to constant change
- Growing personally and professionally

Shawn Homan, AVP Practice Management, **Nationwide Financial Strategic Partnerships**

Gretchen Weller, Director Practice Management, **Nationwide Financial Strategic Partnerships**

3:15 – 3:30 pm

Networking Break

3:30 – 4:30 pm

Concurrent Session E1

Designing your Enterprise Coaching Strategy

For many leading organizations, coaching is the invisible, competitive advantage responsible for creating leadership excellence. It is also directly linked to business results. As the demand and scope for coaching intensifies, talent professionals have an opportunity to design a coaching strategy that enables coaching to scale and permeate the organizational system from the top all the way to the bottom. A panel of Talent leaders from some of the world's top companies discuss how they have designed and implemented their enterprise coaching strategies.

Objectives:

- Learn how to advance your coaching strategy from reactive to proactive, guided by a coaching philosophy.
- Learn a portfolio approach for activating the four main coaching applications: Executive Coaching; Team Coaching; Internal Coaching; Leader-As-Coach
- Learn about key tools to drive your coaching strategy including measurement approaches and technology
- Learn a process for aligning coaching to the business strategy

Jonathan Kirschner, Psy.D., Founder & CEO, **AIRR Consulting**

Ashley Wollam, CPC, ACC, Director, Learning & Leadership Strategy, **Macy's**

Azuree Montoute-Lewis, Director of Global Talent Programs and Diversity & Inclusion, **Fitch Ratings**
Dana M. Smith, SPHR, SHRM-SCP, Chief Human Resources Officer, **Hannon Armstrong**

4:30 – 5:15 pm 3:30 – 4:30 pm

Concurrent Session E2

Scaling Coaching for an Agile Workforce

Hear the journey of how Fidelity is embedding their Leadership Principles throughout the firm. Topics include:

- Scaling leadership 360 assessments from hundreds to thousands
- Scaling the 360 debrief process
- Sustaining individual development through AI (chatbot's and texting)
- Coaching Leaders in an agile environment

Cindy Wolpert, Vice President, Coaching & Assessment, **Fidelity Investments**

Stacy Anderson, Vice President, Talent Management, **Fidelity Investments**

General Session F

Biggest Challenge Coaching and Networking Session

Facilitated Coaching Session to explore a current challenge or opportunity you want to explore!

Rene Carew, Conference Program Director, **The Conference Board**

5:15 – 6:30 pm

Networking Reception

Day Two, Wednesday, March 27, 2019

8:00 – 9:00 am

Hot Topic Round Table Discussions

9:00 – 9:15 am

Opening Remarks

Rene Carew, Conference Program Director, **The Conference Board**

9:15 – 10:15 am

General Session G

One Mind at a Time – Shifting to a True Coaching Mindset at IBM

IBM has a history of adapting to shifts in technology, but Harvard Business Review featured IBM in the May-June 2018 issue for the shift to Connector-Style coaching behaviors to drive the right culture and change.

In 1999, IBM started an internal Coaching Community of Practice with four coaches and it grew to 300 by 2016. In 2017, Jennifer Paylor stepped up to lead the IBM Coaching Practice and it has grown to over 2,000 people in less than two years.

Jennifer Paylor is a People Engineer in Human Resources who leads the IBM Coaching Practice for the IBM enterprise.

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She practices a little bit of art and a little bit of science to develop leaders using coaching and social learning experiences. Jennifer designed "PALs powered by Watson" which is patent pending and shaping a "people minded" culture at IBM.

In this session, Jennifer will share the "One Mind at a Time" story about inspiring hope to adopt the right coaching behaviors that accelerate the shift to a true coaching mindset.

Jennifer K. Paylor, Leadership and Management Development, People Engineer, **IBM Corporation**

10:15 – 10:30 am

Networking Break

10:30 – 11:30 am

General Session H

Holistic Coaching for Growth

One of the most used statements in coaching sessions when discussing potential barriers to action is "I don't have the time". Our leaders are working extended hours, are always "connected and congested" struggling to find "time" to produce, feel fulfilled, engage and recover. What if we are looking at the wrong measure?

Time is finite, energy is not. Maximizing capacity through looking at leadership reality and impact through a wider lens can increase productivity, employee engagement and satisfaction.

In this session Merche will share her insights on:

- Helping leaders to evaluate their realities, become more conscious and present in their decision making, maximize capacity for growth through a holistic growth mindset
- Using data analytics and coaching impact studies in communicating results to leadership to gain support and buy in

Merche del Valle, Global Head of Coaching and Advisory, Pine Street **Goldman Sachs**

11:30 – 12:30

General Session I

Reflections on Conference Insights and Where We Go from Here

This interactive session will engage delegates in reflecting on themes throughout the conference, sharing insights and actions and joining David Peterson as he reflects on the "The Future of Coaching" and where we go from here! Evaluations and Closing will follow.

Moderators:

Chuck Ainsworth, Director America's Coaching Practice, **Center for Creative Leadership**

Rene Carew, Conference Program Director, **The Conference Board**

Speaker:

David B. Peterson, PhD, Director, Center of Expertise, Executive Coaching & Leader Development, **Google, Inc.**

REGISTRATION INFORMATION

Online www.conferenceboard.org/execcoaching

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30am –5:30pm ET, Monday – Friday

Pre-Conference Workshop Pricing:	
Members	\$1,015
Non-Members	\$1,215

Conference Pricing:	
Members	\$2,295
Non-Members	\$2,895

Fees do not include hotel accommodations.

Location

Westin New York at Times Square

270 West 43rd Street

New York, NY 10036

Tel: (212) 201-2700

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.