

# Leadership Development CONFERENCE

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

June 6–7, 2019  
Hilton San Diego Bayfront  
San Diego, CA

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# Agenda

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## Day One

Thursday, June 6, 2019

9:00 – 9:15 am

### Opening Comments

**Harris R. Ginsberg**, Ph.D., Program Director,  
**The Conference Board**

9:15 – 10:15 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

10:15 – 11:00 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.

**Laurie Shumake**, Director, Global Talent Development,  
**Western Union**

11:00 – 11:15 am

### Break

11:15 am – 12:00 pm

### Concurrent Sessions

#### Forecasting and Meeting the Leadership Needs in a Fast-Paced Retail Culture

Growth in a retail environment requires mastering a focus on customers, competing in a digital on-line environment and

leveraging talent to lead a growing business. Knowing when and where your talent needs will arise is half the battle. Hear how Dick's Sporting Goods reinvented the talent life cycle to ensure they are poised for growth.

**J.P. Elliot**, VP, Talent Management, **Dick's Sporting Goods**

#### Leadership 480: Develop Leaders for Today, Tomorrow, and the Future

"What will distinguish the most profitable companies from the rest in the coming year won't be whether they offer foosball or free food. It will be whether leaders foster a workplace culture where employees feel a sense of belonging, like their jobs and trust their managers to help them move on to a better one."

As one Wall Street Journal reporter wrote, the difference between success and failure for companies this year will be the quality of their leadership. The problem is busy leaders have little time for development. This session will introduce you to Leadership 480, a multi-level approach to leadership development focused on making every minute, every day, and every month count toward reaching meaningful leadership goals.

In this interactive session you will:

- Explore four ways to prepare leaders for today, tomorrow and the future
- Connect the Leadership 480 approach to your leadership development initiatives
- Map a purposeful journey that will engage your leaders head and heart

**Adam Taylor**, Director, Leadership Solutions, **DDI**

12:00 – 1:00 pm

### Lunch

1:00 – 1:45 pm

### Concurrent sessions

#### 5 Biggest Myths of Implicit Bias Training, Managing Expectations, and Best Practices for Impacting Leaders

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**

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## How to Use Stories to Ignite and Inspire a High-Performance Culture

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.

**Daniel Jacobs**, Co-Founder and CEO, **Avanoo**

1:45 – 2:30 pm

**Concurrent sessions**

## 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:

**Bradford Fisher**, Learning, Leadership & Organizational Capability Transformation Leader, **Boeing**

**Jennifer Herrod**, Senior Director, Global Learning and Development, **Johnson Controls**

**Matt Luke**, Global Leadership Development Manager, **3M**

**Cassie Mills**, Manager, Retail Leadership Development, **Amazon**

**Kara Smith**, Director, Talent Management, **ThermoFisher Scientific**

## Fueling Employee "True North" Outcomes to Optimize Performance at Intuit

To ensure that all 8,000 employees are equipped to lead at Intuit, the organization commits to develop every employee as leaders. Learn how Intuit creates a mindset of managing and leading through a "golden era" of Talent Development at Intuit. Design Thinking drives Intuit's approach to take an initial

concept to scale and enables leader to grow rapidly. The learning culture reflects a passion for the customer experience in all leadership behavior that stays ahead of the curve through a wide assortment of learning opportunities.

**Mohit Jiwnani**, Global Talent Development Leader, **Intuit**

2:30 – 2:45 pm

**Break**

2:45 – 3:30 pm

**Concurrent sessions**

## The Inclusion Imperative: How Kaiser Permanente Leverages Equity, Inclusion and Diversity in Leadership Development to Improve the Employee Experience

The global war for talent has increased exponentially with a thriving economy and new employee expectations facing employers across industries. Millennials and Gen Z have moved into organizations in full force, creating a new playing field while making it clear that they will choose organizations whose values align to their personal beliefs. Organizations have invested heavily on the engagement equation with mixed results, and motivated, satisfied employees are still fleeing for other organizations. Learn how Kaiser Permanente is leveraging partnerships between equity, inclusion, and diversity and leadership development to address inclusion and belonging and bolster the employee value proposition.

**Lacey Dang**, Lead KP Leadership University Consultant, **Kaiser Permanente**

**Laura Long**, Executive Director of Equity, Inclusion & Diversity, **Kaiser Permanente**

**Angela Howard**, Director of Talent Management & Culture, **Kaiser Permanente**

## 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**

3:30 – 4:15 pm

**Concurrent Sessions**

## Unpacking Organizational Context in Leadership Design and Development

In the ever-evolving digital world, organizational context is king for client satisfaction and employee engagement. Similarly, savvy organizations focus on contextualized Leadership development. With ambitious growth plans and inflections in

external digital technology, creating a mix of existing and new leaders enables organizations to be prepared for uncertainty and change. So, context redefines the lens through which leadership development is conceived and implemented.

In this session, we will explore how contextual leadership development redefines our leadership pipeline for tomorrow. Use of reflective mindset, neuro-leadership and a mix of learning approaches for Leaders of global, virtual teams is certainly the way forward for vertical leadership development. From nurturing a continuous learning mindset, we shifted from a training-centric organization to a learning-centric one, creating a culture of insightful leadership learning, and ubiquitous peer learning; we focus on designs that rely on both traditional and new age leadership competencies.

**Meenalochani Kumar**, Executive Leadership Development, Sutherland

### 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 in place.

**Angela Geffre**, Head of Talent, Americas, JLL

4:15 – 5:00 pm

#### Concurrent Sessions

### Unicorns and Dinosaurs. Can Large Companies Really Innovate?

Scott Adams, the creator of Dilbert comics famously said that “Large corporations welcome innovation and individualism in the same way the dinosaurs welcomed large meteors.” Is that really true in the age where “culture eats strategy”? No matter if our organization is big or small, it’s up to leaders to ensure that our teams survive and thrive, and our companies succeed.

In this session, learn about Cisco’s balanced innovation approach: Build, Buy, Partner, Invest and Co-Develop. Together, we will explore implications that accelerated pace of innovation has on leaders and innovation practitioners. This session will provide you with practical leadership and development tools that you can leverage to connect your employees to strategy, minimize turf wars and maximize growth and sustainability for your organization.

**Alex Goryachev, Sr.**, Director of Innovation Strategy, Cisco

### 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

5:15 – 6:15 pm

#### Reception

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## Day Two

Friday, June 7, 2019

8:45 – 9:00 am

### Opening remarks

**Harris R. Ginsberg**, Ph.D., Program Director, The Conference Board

9:00 – 10:00 am

### Keynote: Hurdling Adversity – Creating the New Normal

What are the distinctions between motivation and inspiration? And how do those factors effect one’s resilience and achievement, in both work and in life? Audience members will be drawn in by the compelling story of John Register, track star turned para-athlete by a twist of life. They will learn from his journey of personal reorientation through adversity to the “new normal” and see the connections to their own personal and professional setbacks (large and small) as they journey on their own path of achievement. They walk away with a deeper commitment to “own” their adverse situation (control what they can control) and be motivated to adopt “deer-like” qualities to hurdle their adversity, empowering them to create a new normal in their lives.

**John Register**, Elite Para-Athlete Silver Medalist in Long Jump, **Experience to Lead**

**Fred Bunsu**, Leadership Facilitator, **Experience to Lead**

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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:

**Jennifer W. Martineau**, SVP, Research, Evaluation, & Societal Advancement, **Center for Creative Leadership**

Panelists:

**Cutler Dawson**, President/CEO, **Navy Federal Credit Union**

**Holly Smithson**, CEO, **Athena SD**

**Teresa Thiele**, Head of HR Business Optimization, **Fiat Chrysler Automobiles**

10:45 – 11:00 am

**Break**

11:00 – 11:45 am

## 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**

11:45 am – 12:00 pm

**Close**

**Harris R. Ginsberg**, Ph.D., Program Director, **The Conference Board**

# REGISTRATION INFORMATION

**Online** [www.conferenceboard.org/leadershipdevelopment](http://www.conferenceboard.org/leadershipdevelopment)

**Email** [customer.service@conferenceboard.org](mailto:customer.service@conferenceboard.org)

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*8:30 am – 5:30 pm ET, Monday – Friday*

<b>Conference Pricing:</b>	
<b>Members</b>	<b>\$2,395</b>
<b>Non–Members</b>	<b>\$2,895</b>

Fees do not include hotel accommodations.

## Location and Hotel Accommodation

### Hilton San Diego Bayfront

One Park Blvd.

San Diego, CA 92101

Tel: **(619) 564-3333**

**Hotel cut-off date: May 13, 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.