



Rob Lauber
VP, Chief
Learning Officer



Building Talent Capabilities @ McDonald's
(8:30 a.m. in HU224 Main Auditorium)

Rob is the Chief Learning Officer at McDonald's Corporation. Rob joined McDonald's in July 2014 and has responsibility for the overall learning and talent development strategy and execution across all 35,000 restaurants around the world.

Prior to his current role, Rob was the Vice President, Yum! University at Yum! Brands. In this role, he was responsible for leading the direction and strategy for Yum! University and its programs as well as providing learning leadership and strategy globally across the Yum! system.

Rob has been recognized multiple times by CLO Magazine for his work on achieving business impact, leading business change, learning technologies and global learning. He was most recently recognized as the 2013 CLO of the Year. He is frequently a participant in panel discussions, webinars, and learning profession related articles across the globe.

Rob holds a B.A. in Communications from the University of Scranton as well as an M.S. in Human Resources Development from Rochester Institute of Technology.



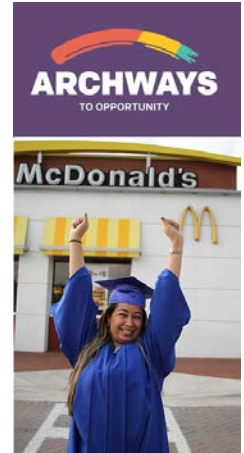
Lisa Schumacher

Director,
Education Strategies



McDonald's Archways to Opportunity

(8:55 a.m. in HU224 Main Auditorium)



At McDonald's we are committed to helping employees further their education and achieve their dreams.

To help anyone who works at a company-owned or independently franchised restaurant, we created Archways to Opportunity, a comprehensive education strategy with multiple programs that give people an opportunity to grow and learn – no matter where they are on their journey.

Whether that means helping them finish high school, earn an Associate's or Bachelor's degree or even learn English, our approach is to provide programs that meet people where they are today so they can achieve their goals tomorrow.

Programs are available to McDonald's employees and the employees of participating independent franchisees. Here are just a few ways Archways to Opportunity can help employees on the path to success:

- Improve English skills
- Earn a high school diploma
- Work toward a college degree
- Get help making an education plan for success

Since the launch in April 2015, we are proud to report that more than 5,000 restaurant employees in the U.S. have enrolled in the program. These numbers exceeded our expectations for the first year, and we're aggressively working to do even more in 2016. Learn more about our progress by reading our *Archways to Opportunity Progress Report* [here](#).



Mike Rognlien

Builder of Awesome Facebookers
(aka L&D Leader - Americas)



***Building a Crucial Conversations Culture
at Facebook***

(1:45 p.m. in HU224 Main Auditorium)

Managing Unconscious Bias

By Sheryl Sandberg, Chief Operating Officer at Facebook

 newsroom
July 28, 2015

Diversity is central to Facebook’s mission of creating a more open and connected world. To reflect the diversity of the 1.4 billion people using our products, we need to have people with different backgrounds, races, genders and points of view working at Facebook. Diverse teams have better results, so this is not only the right thing to do – it’s also good for our business.

One of the most important things we can do to promote diversity in the workplace is to correct for the unconscious bias that all of us have. Studies show that job applicants with “black sounding names” are less likely to get callbacks than those with “white sounding names” – and applicants called Jennifer are likely to be offered a lower salary than applicants called John. And organizations which consider themselves highly meritocratic can actually show more bias.

Managing bias can help us build stronger, more diverse and inclusive companies — and drive better business results. At Facebook, we’ve worked with leading researchers to develop a training course that helps people recognize how bias can affect them, and gives them tools to interrupt and correct for bias when they see it in the workplace. The course consists of case studies, workshop sessions and presentations.

Many people have asked if we’d be willing to share our training outside of Facebook, so today we’re making the presentation part of the course available to anyone. Whether you want to customize the training for your organization, or simply understand your own biases, you can now watch it [here: managingbias.fb.com](http://managingbias.fb.com).

Managing bias is an essential part of building diverse and high-performing organizations. We know we still have a long way to go, but by helping people recognize and correct for bias, we can take a step towards equality – at work, at home and in everyday life.



Kevin Martin

Head of Research



Industry Trends with i4cp's Latest Research

Developing America's Frontline Workers
(9:30 a.m. in HU224 Main Auditorium)



There is a mismatch between job openings and people looking for work:

It is estimated that five million jobs in the U.S. are unfilled. At the same time, there are roughly 8.7 million Americans looking for work and 24 million frontline workers who might be able to fill these jobs if they were given the opportunity to develop additional skills.

Demand for middle skills is increasing:

By 2017, an estimated 2.5 million new, middle-skill jobs (those that require post-high school education but not a four-year college degree) are expected to be added to the U.S. workforce, accounting for nearly 40% of all job growth. The challenge is making those opportunities known to the right people and providing training/reskilling opportunities to help people qualify for them. Further, between 2012 and 2022, about 20% of projected job openings are expected to be in occupations with annual earnings of over \$30,000, but that require less than a bachelor's degree.

Most adults with low skill levels are working:

There are 36 million adults in the U.S. who score below level two on the *Organisation for Economic Co-operation and Development's (OECD)* international literacy assessment—meaning they cannot compare and contrast information or integrate multiple pieces of information. Though some of these adults may be unemployed because of their skill deficiencies, two of every three—about 24 million in total—are working.

Most low-wage workers have low skill levels, but many do not:

There are about 24 million low-wage workers in the U.S. whose earnings (less than about \$28,000 a year) place them in the lowest 30% of earnings for all full-time workers. According to the OECD literacy assessment, there are 14.5 million workers who have low basic skills and make less than \$30,000 a year, showing there is some overlap between the lower-skilled and low-wage groups.

Download the complimentary research report by i4cp and the Aspen Institute's *UpSkill America* at www.i4cp.com/upskill

Developing America's Frontline Workers

New report features the latest data on the practices of high-performance organizations.

[Get your free copy](#)



UpSkilling America through Developing Frontline Workers & Apprenticeships
Learning Leader Roundtable
 (12:50 p.m. in HU224 Main Auditorium)



**Mary Jo
Burfeind**

VP, Enterprise
Talent &
Development



**Lisa
Schumacher**

Director,
Education
Strategies



**Bala
Swaminathan**

International
Markets / Global
Health Business



**Jenny
Murnane**

Head of Human
Capital Lad



**Lynn
Schroeder**

ELE
Strategic Partner



Strategic Opportunity:

In this panel discussion we will explore two trends: Developing frontline workers & apprenticeships.

Research by i4cp and the Aspen Institute's UpSkill America found that while 89% of organizations currently offer development opportunities to frontline workers, the vast majority of organizations (73%) either don't track or report on the number of frontline workers who take advantage of these development opportunities. And yet, when frontline workers take advantage of development opportunities, it has a high correlation to the market performance of the organization.

As recently reported in *CLO* magazine, apprenticeships help people upgrade their skills and keep pace with the demands of the 21st century. Today, in part thanks to strong cooperation between labor and management, 87 percent of apprentices find employment after completing their programs, and their average starting wage is more than \$50,000. Over the course of their lifetimes, workers who complete an apprenticeship may earn hundreds of thousands of dollars more than their peers who do not.

According to the Department of Labor, apprenticeships produce highly skilled employees. Once established, apprenticeship programs also reduce turnover rates, increase productivity, and enhance safety in the workplace thanks to training curriculums that are specifically created to meet the organization's needs.

Discussion Points:

To help guide the roundtable discussion, our facilitator will focus the panelists on some or all of the following discussion points...

1. The major challenge to upskilling frontline workers is the large gap between strong employer intent and weaker follow-through (73% don't know how many frontline workers take advantage of development). This is significant because when these workers take advantage of development, it has a positive impact on market performance.
2. Frontline worker development has the strongest impact on market performance when it's tied to two distinct advancement initiatives. 1) advancing the corporate social responsibility aims of the company & 2) providing career advancement/upward mobility opportunities to frontline workers.
3. The importance of manager involvement

**Margaret Heneghan**

Global Head of Leadership Dev.

**The New Face of Apprenticeships @ Aon***(10:30 a.m. in HU247)***Strategic Opportunity:**

Aon, a global risk management, insurance and human resources solutions company, is building an apprenticeship model in the U.S. that mirrors the success of its longtime apprenticeship work in the UK.

According to Aaron Olson, Aon's chief talent officer, to launch its apprenticeship program, the company is partnering with City Colleges of Chicago's Harold Washington College to offer students the opportunity to earn their associates degree while getting on-the-job experience. Students in the apprenticeship program will spend 20 hours in the classroom and 20 working each week over a two-year period. They will be paid for their work, and their education will be subsidized. Aon will launch its U.S. apprenticeship program in January 2017.

Learning Solutions:

Aon's support for College to Careers (C2C) aims to equip college students with industry-recognized credentials and degrees that prepare them to secure jobs in high-growth sectors. As part of the C2C program, Aon talent development function is a business partner working directly with City Colleges faculty and staff to revamp the curriculum, provide internships and give students the opportunity to interview for jobs in high-demand fields.

Aon is so committed to the apprenticeship model it has been calling for other major employers to create apprenticeship programs as well. Senior executives from the company, Zurich North America and Deputy U.S. Secretary of Labor Chris Lu recently met with senior executives from a variety of Chicago-based insurance and financial services companies to discuss the benefits of developing an industry-wide apprenticeship program. At the meeting, Chicago-area leaders from 15 major firms including JPMorgan Chase, Blue Cross Blue Shield and Mesriow Financial, among others, discussed working together to establish an apprenticeship model for the financial services and insurance industries, starting in Chicago.

Lessons Learned:

The jobs created by apprenticeship programs like the one at Aon lead to long-term. Olson said some of the Chicago-meeting attendees said they started out in their careers as apprentices. "It is true that the apprenticeship model creates jobs. But over time what you're really looking at is a system that holds the promise of delivering long term, well-paying and highly satisfying careers."

NOTES: 1) most of the text for this session abstract was obtained from The New Face of Apprenticeships (CLO, Aug 2016). 2) There's good news for smaller organizations interested in pursuing an apprenticeship program but perhaps lacking the financial resources needed to create it. According to the Department of Labor, Federal workforce and education funds can help many businesses undertake new investments in apprenticeships, encourage more employers to provide high skilled training opportunities for apprentices, and assist educators and intermediaries in strengthening the tie between training and employment through apprenticeship.



Newton Moore

Manager

UL UNIVERSITY
PROMOTE.FACILITATE.PARTNER.



Jim Goldsmith

Learning Architect /
Business Advisor

accenture

Make It Stick: An Interactive Experience

(10:30 a.m. in HU248)

As a learning leader, you want the programs that you design, develop and deliver to have the greatest impact. You want them to be engaging and relevant but, above all, you want them to “stick.” This is also the goal of authors Peter Brown, Henry Roediger and Mark McDaniel who provide practical insights into creating more effective learning using the research-based ideas in their seminal book, “Make It Stick.” Come join Dr. Newton Moore, Jim Goldsmith and your colleagues as we review 6 key ideas from the book along with examples of how these ideas have been applied at Underwriters Laboratories, Accenture, and elsewhere. The session is discussion and activity-based and we will also be distributing prizes!

Leveraging Degree Programs to Attract and Retain Top Talent

(10:30 a.m. in HU263)



Dave Hinman

SVP, Senior
Commercial
Banker



Sal Venegas

VP, Learning,
Talent Acquisition
& Talent Mgmt



Dara Crawford

ELE
Strategic Partner



Strategic Opportunity:

As the Chicago job market improves, employees have more choices on where to work. In turn, companies often have to work harder to attract and retain top talent. Offering employees the opportunity to complete their bachelor's and master's degrees right onsite at the workplace can help companies differentiate themselves, and invest in their employees.

Discussion Points:

Walgreens and Fifth Third have partnered with DePaul University to offer their employees degree programs that can be completed onsite at their workplaces.

To help guide this discussion, we will encourage Walgreens and Fifth Third to share:

- What do you see as the benefits of offering onsite degree programs?
- How did you make the business case for offering degree programs onsite?
- How do degree programs fit into your overall talent development offerings/strategy?
- How did you get employees to participate in the program?
- Any early feedback from participants?

UpSkill America KPI Workshop:
Determining the Impact of Investments in People
 (10:30 a.m. in HU264)



Linh Lawler

Sr. Manager,
 Strategy and Change
 Management



Jenny Murnane

Director



Strategic Opportunity:

Measuring the impact of people investments such as learning and talent development initiatives is a widespread practice in leading organizations but there is still some uncertainty as to HOW to do this measurement. Bellevue University's innovative approach to partnering with corporations has not only created impactful learning opportunities across the country but has changed the way that organizations measure the impact of their talent pipeline. Dr. Murnane will involve you in the Human Capital Lab's process by walking you through the Lab's measurement methodology with a real organization and allow you to observe and participate in the process.

Learning Solutions:

Attendees will learn how human capital analytics are used to prove and improve the impact of investments, as well as how understanding impact can help them guide the operations part of the organization. Jenny will walk you through the measurement process and give you tools to take back to your organization to get you started in the process.

Lessons Learned:

- Develop a foundational plan for defining Key Performance Indicators
- Follow a process to identify leading indicators and business results for Human Capital investments
- Involve stakeholders in your learning outcome measurement
- Avoid the common mistakes or assumptions made in measuring human capital initiatives
- Believe that you can measure anything

**Bala Swaminathan**

Int'l Markets / Global
Health Business

**CIGNA Case Study:**

Employee Engagement for Increasing Business Impact
(10:30 a.m. in HU278)

Strategic Opportunity:

Cigna has ambitious goals for the future and has a stated goal of doubling its revenue over the next 7-8 years. As a global company operating in more than 30 countries and regions and with more than 43000 colleagues, this will require a workplace characterized by energy, personal growth and connections to global peers and partners.

Learning Solutions:

To achieve this, employees must be provided with autonomy and empowerment, meaningful work, strong team-based environments with opportunities to collaborate & innovate, and strength-based coaching. We have been implementing social, pervasive and collaborative learning that reflects how content is created and how knowledge is consumed these days. These cover areas like financial acumen, peer / SME connectivity and innovation outside the sectors we operate in.

One of the key focus areas has been the employee insights capability that has taken the place of the traditional employee engagement surveys. These provide not only data points but analysis and trending information to every manager around the world and encourages intrinsic motivation and faster actions. By connecting these learning solutions and insights data with other HR feeds, Cigna is looking at more predictive analysis that guides behaviors and decisions.

Some examples presented during this case study will include:

- **Connect for growth** – movement towards conversation and coaching, away from typical performance ratings and focused on development, stretch assignments, career interests and opportunities to collaborate
 - **Approach towards Business Acumen** – understanding the company, the healthcare landscape, organizational network analysis and financial savvy
 - **More useful employee insight surveys** – targeted reach-outs on strategic and tactical needs that truly drive business results and is a predictive indicator of future trends
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Performance Improvement Roundtable Discussion:
Tying Learning to Business Objectives
 (10:30 a.m. in HU136)



Art Paton
 Sr. Manager,
 Global Quality
 Learning



Judy Hale
 Former
 President, ISPI



Chicago ISPI helps people and organizations make a difference. To their co-workers and clients. Their communities. Their world. By providing tools and strategies for effective and universal improvement, we are helping members create bigger impact, make greater contributions, and, ultimately, make our world a better place to be.

Strategic Opportunity:

Learning, Six Sigma, and Performance Improvement share the same mandate to help organizations be competitive in the marketplace in socially responsible ways. The facilitators will share their examples of how they used the International Society’s for Performance Improvement (ISPI) five principles of performance improvement to produce sustainable worthy outcomes for their organizations. ISPI’s five principles of performance improvement are:

1. Focus on Results
2. Take a systemic view
3. Add Value
4. Collaborate with stakeholders
5. Follow a systematic process

Discussion Points:

To help guide the roundtable discussion, our facilitators will focus the panelists on some or all of the following discussion points...

The Principles of Performance Improvement:

- Their challenges, successes, and learning when advocating new practices
- Their experiences with applying the principles of performance improvement.
- How the principles of performance improvement integrate with workforce development, process redesign and organizational effectiveness strategies

A Business Case for Performance Improvement:

- Determine the client goal
- Defining the actual problem statement
- Determining if a human performance gap exists or not
- Creating the optimal solution
- Providing business improvement evidence to validate the solution

Next Practices for Developing Newly Promoted Leaders:
An Interactive Workshop to Reduce Failure Rates
 (10:30 a.m. in HU138)



Brian Steinberg

Manager, Talent &
Leadership Strategy



Alex Draper

ELE
Strategic Partner



Strategic Opportunity:

For many of us, getting that first promotion into their first manager role is what they had dreamed about at college. Fancy title, pay rise are the reason they worked so hard for so many years! This could be a tall order. Do you agree? Does it make sense to invest heavily to ensure this is a smooth transition?

The facts say otherwise. Large companies spend around \$10,000 more per person on leadership development for executive leaders vs first level leaders (Bersin by Deloitte Leadership development fact book 2014). No wonder according to a 2011, CareerBuilder survey, [More Than One-Quarter of Managers Said They Weren't Ready to Lead When They Began Managing Others](#), (26%) of managers said they weren't ready to become a leader when they started managing others. Even more disturbing, 58% said they didn't receive any management training. We have work to do.

Learning Solutions:

66% of leaders surveyed by Deloitte believe they are weak in their ability to develop Millennial leaders, while only 5% rate themselves as excellent (page 25 Deloitte University Press, Global Human Capital Trends 2014). Failure rates of new leaders range from 40 to 60%.

Learning leaders in high performance companies re-evaluate the way we better prepare leaders for that first transition. A next practice uses simulations and serious games for senior leaders, why not for first time leaders?

Explore how we can better serve our first time leaders with the use of applicable and powerful experiential learning tools.

Lessons Learned:

- Where the focus should be on preparing new leaders for success
 - How to incorporate Experiential Learning into your new leader development programs
 - What results to expect using this approach (Allstate ADP)
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Evidence-based Mentoring Practices:
An Interactive Experience
(2:30 p.m. in HU247)



Diana Halfer
Senior Director



Strategic Opportunity:

Creating a culture of mentoring can realize benefits for employees and the organization by supporting career optimism, engagement and retention of the newest entrants to the workforce. Using evidence based mentoring practices can increase rates of mentoring activities and yield quantifiable benefits for individuals and the organization.

Learning Solutions:

Six mentoring evidence based practices lead to quantifiable benefits that include feeling valued, career optimism, competence, professional growth, security, and leadership readiness. Findings from a pilot mentoring program with pediatric nurses have spurred further study on rates of mentoring, knowledge of mentoring, and leadership practices that support a culture of mentoring. Plans are underway to replicate the pediatric nurse mentoring program for administrative professionals.

Lessons Learned:

- Mentoring begets mentoring. Individuals who have been mentored are more likely to mentor others.
 - Formal structured programs and informal mentoring activities can lead to similar positive benefits.
 - Mentoring knowledge and experience is varied among employees and leaders. Mentoring definitions provide a foundation for employees and leaders to understand what mentoring is and the practices that support a culture of mentoring.
-

Conversations to Engage, Develop & Retain Your Employees

(2:30 p.m. in HU248)



Lynn Cowart

ELE
Strategic Partner



Strategic Opportunity:

A vast majority of Human Resource and Talent Management professionals said career development conversations are the types of conversations employees most want to have with their manager. On the flip side, these same professionals report they are not happening. What is? Conversations about daily operations and tasks...

And while every employee needs to know the “what and how of their job today,” they are really thinking about a whole lot more. Can I see my future in your future? Do I really like it here? What’s next for me?

Learning Solutions:

The simple truth? Talk is exactly what employees want ... we’re just not giving it or giving the kind they want. Conversations to engage, develop and retain employees are the bedrock of strong relationships between employees and managers. These conversations can and do create an environment where employees feel valued, respected and heard.

Hear more about the ‘How’ in this powerful hour and start by cultivating a sense of curiosity and ultimately conversation in your own organization.

Lessons Learned:

When we really listen, we are often really surprised. Let your employees surprise you and don’t be afraid to surprise others. After all, we all want conversations to engage, develop and retain. It’s up to you to make them happen.

Baxalta/Shire Case Study:
Post Acquisition Skill and Behavior Challenges
(2:30 p.m. in HU263)



Tim Kirkpatrick
Head, Professional &
Leadership
Development



John Contant
Manager, Talent
Management



Strategic Opportunity:

Shire acquired Baxalta one year after Baxalta spun-off from Baxter Healthcare. Shire is now the leading global biotechnology company focused on serving people affected by rare diseases and highly specialized conditions. These diseases are often misunderstood, under-diagnosed, and potentially life-threatening.

Our 22,000 employees come to work every day with a common purpose: to develop and deliver breakthrough therapies that enable people with life-altering conditions to live their lives to the fullest.

Learning Solutions:

Bringing together two companies and two cultures presents challenges and opportunities. We are employing a variety of approaches to build the foundation of an effective organization including understanding, relationships and trust.

Our approach also included a 'transition support network' to educate our leaders and teams about the important role of acknowledging and proactively facilitating the journey from endings, through the neutral zone, and to new beginnings.

Lessons Learned:

Managing the change event(s) is required, but managing the transition is equally essential. We needed to embrace the personal, emotional transition at scale before we could be One Shire.

HR Analytics & Learning Drives Culture @ AbbVie*(2:30 p.m. in HU264)***Koren Ichihara**Manager, People
Analytics**Strategic Opportunity:**

On January 1, 2013, AbbVie, a global biopharmaceutical company, was founded with the purpose of making a remarkable impact on millions of patients around the world. We had a unique opportunity to leverage our rich history and expertise while building a new company. One of our key strategic imperatives was (and remains) creating our culture. This included development of our cultural attributes and talent philosophy, establishing our talent and development processes. In building our new culture, Human Resources saw an opportunity to leverage a foundation of a science and evidence-based insights to inform key decisions around our talent and culture.

Learning Solutions:

In this session, we will walk you through examples from our journey of leveraging people analytics to inform decisions to shape our culture and build our talent capabilities. We will share the insights we gained and actions we were able to take by answering questions such as:

- What are key drivers of employee engagement within AbbVie?
- How are we leveraging job changes to develop our talent?
- What is the impact of good managers on engaging, rewarding, and developing talent?
- How do we open up opportunities to develop more talent?

There will be opportunity throughout the presentation to discuss the key data elements that went into the decisions and how similar questions may be answered within your organizations. We will close with an update on some of our future questions, with opportunity for you to share your thoughts on how to pursue the use of analytics in answering some pressing questions related to talent.

Lessons Learned:

(My) Top 5 guidelines for getting the most impact out of people analytics:

1. Clearly articulate the business need
 2. Be focused with a few powerful metrics
 3. Be action-oriented
 4. Use judgment
 5. Understand our role in driving change
-

**Elise Kirtland**

Global Head of
Performance, Careers,
and Engagement

**Aon Case Study:**

*Enhancing Engagement by using an Engaging Leader Score
(2:30 p.m. in HU278)*

Strategic Opportunity:

Aon, a global risk management, insurance and human resources solutions company, has been measuring engagement across the organization for 5 years. While the firm has seen strong improvement in engagement scores across each business unit and geography, they wanted to understand how each leader can effectively increase and influence engagement personally.

Learning Solutions:

Aon's HR team partnered with Aon Hewitt Talent, Rewards and Performance consultant to create an "engaging leader score" which measures each leader's effectiveness in influencing engagement and the work experience for their direct team. Aon has been able to use this engaging leader philosophy not only to educate managers on their important role in engagement, but also will begin to use the scores to study data trends across the business in the future.

In 2016 Aon provided each manager with enough survey respondents (6,000 managers globally) with customized engagement reports for their teams which also included specific engaging leader feedback. Aon trained managers and HR on how to use the data in the reports to make a real difference for the colleague experience. In 2017 Aon will evolve their approach to also provide each leader with an actual engaging leader score.

Lessons Learned:

Providing managers and leaders with real time engagement feedback is a powerful tool that the organization can use. Ensuring that leadership and the organization truly understand the business benefits of engagement and how engaging leader behaviors fit are an important step to take in the engagement journey. Aon is continuing to evolve their engagement approach and believes that including engaging leader scores will make a difference in increasing the firm's overall engagement.

Performance Improvement Case Studies:
Tying Learning to Business Objectives
(2:30 p.m. in HU136)



Judy Hale

Former
President, ISPI



Strategic Opportunity:

Learning leaders get requests for training solutions to complex problems. During this interactive session you will hear how learning leaders from two different corporations responded by applying the principles of performance improvement. You and your team will be given a challenge after each case. Winning teams will be given peer recognition.

Interactive Activity & Discussion Points: The Challenge

You and your team will be given a job-aid to guide your analysis and findings for the following:

- Which of the requirements for performance were absent or violated?
- What were the underlying causes?
- How did the solutions exemplify the rule of 3 causes require 4 solutions?
- How did learning play a role?

Lessons Learned:

1. Requirements of Performance
 1. Determining the underlying causes of non-performance
 2. Determining the optimal solutions
-

YEP Project:
Engaging Youth in the Creative Arts Field
(2:30 p.m. in HU138)



Ed Prentice
Founder



Strategic Opportunity:

Negative media is impacting our society and youth in many ways from vulgar music to extremely violent video games. For example, have you ever pulled into a parking lot or gas station with young children in the car and up comes an SUV with a concrete shaking, “nuclear powered” sound system blasting curse words every second. **QUICK!! ROLL UP THE WINDOWS!!** Now the same SUV playing the song “*Happy*” at the same volume would result in you and the kids breaking out and **SINGING ALONG**.

We all know of the youth initiative STEM (Science, Technology, Engineering, Math). Many youth are creative in nature and may not be inclined to be a “programmer or engineer”. We are adding the **A (Arts)** to STEM to generate **STEAM!** Our program directs youth to the Creative Arts field which is a fast growing “Big Money” field for sure. In the training space, they are learning what it takes to create engaging screen content for corporate on-line training programs. We take screens that are initially done in PowerPoint and enhance them using Graphics, 2D/3D Animation and Video to increase effectiveness. In some cases, the youth give the “professionals” great ideas for screen elements! At the same time, we are growing an **Army Of Good (AOG)** where the same youth will create “positive media” ranging from Music and Video, to 3D Animation and gaming.

Learning Solutions:

As we are engaging youth at new schools, we are seeing training concepts that can be applied to corporate training programs ranging from “Instant Gratification” to “Peer Connectivity” where youth in different cities can bond for a common good. The YEP Project Team develops training and communications programs for businesses—we are NOT a 501c3 organization and fund the organization developing projects for companies. The youth learn how to use the same applications that are used to create the Video, Graphics and 2D/3D elements needed for engaging screen content. They then create their own various positive media programs. As they become proficient in the applications, they may participate directly in corporate project development. At an early age they learn the principals of Project Management, Content Development, and how to treat a Customer. In the Creative Media space many go on to become entrepreneurs and have clients of their own!



Kyle Swanson
Learning Lead,
Global Diversity &
Inclusion



Managing Unconscious Bias:
An interactive experience
(3:50 p.m. in HU247)

Strategic Opportunity:

Extensive research shows that diverse and inclusive teams produce better results. They are more innovative, agile, and productive. Unconscious biases impact diversity and inclusion in ways that inhibits our ability to increase diversity and inclusion. In very real ways, unconscious bias is limiting our capacity to increase innovation, agility, and productivity. Through this course we will explore how we are each wired for unconscious bias and how it shows up in the workplace. You will learn how to identify your biases and skills to begin eliminating their negative impact.

Learning Solutions:

Through this facilitated session, you will explore:

- Why an inclusive culture is a business imperative
 - The way we are each wired for unconscious bias
 - The impact unconscious bias has in the workplace
 - Strategies to overcome unconscious bias
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**Don Sandel**

Associate Director,
Talent Development

**How Positive Paradigms Create Positive Performance**

(3:50 p.m. in HU248)

Strategic Opportunity:

The data tells us that we learn better, retain more, and cognate at a higher level when we are positive and happy than when in a neutral or negative state. By adding this approach as a strategy, we can improve learning and performance.

Learning Solutions:

With the recent advances in neuroscience, we have seen compelling research around the old paradigm that its success first and then happiness later and how this has been turned on its head. By retraining the brain and developing new positive mental paradigms, we can improve our outlook, how we respond to negative (even ambiguous) challenges, and our performance. Psychologists have completed a meta-analysis and determined that a positive mental model leads to success in every relevant domain, including work, home, and relationships. In this session, we'll examine the research, take a fresh look at how the brain affects behavior and performance, and give you a few ideas to take action on.

Lessons Learned:

1. We need to new paradigm that begins with positivity and leads to success
 2. The brain flexible and malleable, so let's change it
 3. Talent is not enough: we have more control over our minds and our outcomes than we think
-

**Laura Jones**

Manager

**Lisa Sandora**Senior Human
Resource Manager**Keeping Employees Engaged during
Times of Change**
*(3:50 p.m. in HU263)***Strategic Opportunity:**

In February, 2015, Expedia announced the acquisition of Orbitz LLC. Orbitz was a public company of approximately 1500 employees with headquarters in Chicago and offices in London, UK and Sydney, Australia. The acquisition required anti-trust approval by the U.S. Department of Justice and other countries. During this time the companies were not allowed to communicate and there was little or no communication on how long the review would take or the status. During the review period, Orbitz needed to maintain business operations and plan for both decisions; if the deal went through, or if the deal did not receive approval. From an HR perspective, we were challenged to determine how we could best retain and engage employees and keep the lines of communication as transparent as possible.

Learning Solutions:

We created a 5-pillar model and plan to keep employees engaged. Each pillar had HR team member alignment and each pillar team was charged with executing activities/events. There was a learning and communication component aligned to each pillar and we had to ensure that the HR team knew what how to execute and how to accomplish our action items.

Lessons Learned:

1. Which tactical actions are most effective in affecting engagement during transition periods
 2. How to keep Leaders engaged
 3. How to support frontline managers in preparing them to support their teams
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Kelly McGregor

Capability
Development
Executive



Jim Goldsmith

Learning Architect /
Business Advisor

HR Analytics:
Getting the Right Data for Learning Analytics
(3:50 p.m. in HU264)



Strategic Opportunity:

One of the hardest things to do as a learning leader is answer the question, “how much impact does learning have on the business?” Many people are betting on sophisticated data analytics to solve the puzzle, but even the best analytics in the world cannot tell you what you need to know without the right input data.

Learning Solutions:

During the session, you will hear about Accenture’s experience and learn some practical techniques for getting the right data for learning analytics. By attending, you will be able to:

- Recognize the value of delayed (i.e., follow-up) surveys for gathering data about learning programs.
- Identify good delayed use questions that provide the best data for insights about program value.
- Use your data to develop quantitative evidence of the program's value.



Erin Dustan
Director, Talent
Management



Leadership Academy Consortium Roundtable Discussion *(3:50 p.m. in HU278)*

Strategic Opportunity:

Is developing a Leadership Development Program on your 'to do' list this year? Are you limited on time and dollars to make this happen yourself, in-house?

Attend this roundtable discussion to learn about the concept of a *Leadership Academy Consortium*, a group of Chicagoland Learning Leaders companies working together to create a program to develop leadership skills within their organizations.

Discussion Points:

To help guide the roundtable discussion, our facilitator will focus the discussion on some or all of the following discussion points...

- What is a Leadership Consortium and how does it work? Who is the target audience?
- What are some of the benefits of a Chicagoland Learning Leaders Leadership Consortium?
- What are some best practices you have used at your organizations to develop a successful Leadership Development Program?
- What are some lessons learned you could share with the group about things you would do differently with your Leadership Develop programs?

Lessons Learned:

1. Insights on how participating in a Chicagoland Learning Leaders Leadership Development Consortium could benefit your organization.
 2. Preview the draft a Leadership Development Consortium design concept created by Sysmex (*a small but mighty organization interested in developing its Mid-Senior level leaders*).
 3. Open discussion on best practices for creating a leadership development curriculum.
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Performance Improvement How-To:

Best Tools to Use

(3:50 p.m. in HU136)



Kery Mortenson

Sr. Manager
Training
Effectiveness @
Baxter



**Rebecca
Potter-Hill**

Manager, L&D
@ Baxter



Strategic Opportunity:

Learning leaders receive requests for solving complex issues. Performance Practitioners have the ability to quickly analyze the desired state, analyze the causal factors and provide solutions that can drive significant benefit with given resources. During this interactive session you will hear how utilize several simple tools that can make a profound difference while applying the standards of performance improvement.

Simple ABCs Tools - Significant Results (as simple as ABCs...)

- **Add** value with *Impact Maps*
- **Better** focus on results using a *magic wand*
- **Collaborate** with stakeholders to analyze the opportunity (*issue/description tool*)
- **Drive** a systematic process for solutions (*21 Activity*)
- **Employ** a systems view with *Rapid Performance Analysis*

Lessons Learned:

1. Principles + Simple Tools = Results
 2. Performance Improvement Tools are predictable, credible and rapid
 3. Performance Tools can used to create an overall strategy or can be dropped into your current process
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Case Study: High Potential Sales Reps Training
Leader Engagement and Development (LEAD) Program
(3:50 p.m. in HU138)



Nicole Hajdrowski

VP, Training &
Development



Strategic Opportunity:

West Unified Communications identified the need to prepare our high potential Sales Reps for the next level of their career. With that in mind, we created the LEAD (Leader Engagement and Development) Program. LEAD is a multi-faceted program that spans over a period of several months. The employees taking part in the program had to be nominated by sales leadership. This program is a blended approach cohort to learning utilizing eLearning content, the opportunity to mentor, interaction with peers and sharing their learning experience in facilitated roundtable discussions. The goal of this program is to arm our Sales Reps with the essential skills needed to drive their career to the next level and better prepare them when an opportunity for promotion becomes available.

Learning Solutions:

In this session we will take you through how the LEAD program was developed from conception to completion. We will highlight the eLearning and web conferencing solutions used as well as how we utilized our LMS, our internal executive sponsorship and involvement, scheduling for a geographically dispersed sales force, setting up a mentorship program, how we facilitated our roundtable discussions and our end results, including testing and repurposing for different departments.

Lessons Learned:

- Executive involvement is key
 - You have to be flexible in the approach – make changes as they are needed
 - Not every high potential performer wanted to take the next step into management
 - The use of technology was imperative for program success
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