25 Best Practices in Learning & Talent Development
(9:15 a.m. in Fox River Ballrooms 4/5)
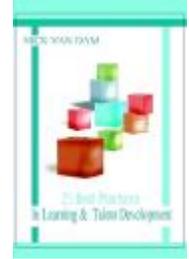
Nick van Dam

Global CLO
and founder for
e-LearningForKids

If ever there was a man to take to heart the phrase "you learn something new every day," it's Nick van Dam. As the global chief learning officer for Deloitte Touche Tohmatsu, and advisor to the Deloitte Consulting LLP Human Capital practice, Nick has a passion for learning and talent development. He is an idea generator, a visionary, a consultant and a thought leader.

As an internationally recognized consultant and thought leader in learning and human resources development, Nick has written articles and has been quoted by *Bizz* magazine, *BusinessWeek, The Financial Times*, FORTUNE, *The India Times, Learning & Training Innovations* magazine, *Management Consulting and T+D* magazine, among others. He is a columnist for *CLO* magazine (United States) and *Intellectueel Kapitaal* magazine (The Netherlands). He has authored and coauthored a number of books, including *Organisation & Management* (1991–2007); *Business Simulations-Topsim Series (1995); Change Compass* (2001); *The e-Learning Fieldbook*, (2004 and 2006), *The Business Impact of e-Learning (*2005); and *25 Best Practices in Learning & Talent Development* (2007).

He is founder and chairperson of e-Learning for Kids Foundation, which is a global non-profit foundation that provides schools and children around the world with free Internet-based courseware.

Nick is a graduate of the *Vrije Universiteit van Amsterdam*, with a bachelor's degree in economics and pedagogy. He holds a master's degree in organization and management from the *Universiteit van Amsterdam*. He earned his doctorate degree in business administration at *Nyenrode Business University, Breukelen*, The Netherlands.

One Global Network:
Building a Corporate Culture in a Diverse Multi-National
(8:30 a.m. in Fox River Ballrooms 4/5)

Don Vanthournout

Global CLO

We live in a mysterious world. Compared to years ago, when things were somewhat predictable, our world today is constantly shifting and changing. Markets are unstable, the workforce is evolving, and it doesn't look like things will ever again be the way they were.

In the midst of this turmoil, Accenture strives to build One Global Network, uniting our world-wide workforce under a common corporate culture. For years, our learning and development strategy has been an important component of building that culture. Now, more then ever, we need to support a diverse audience as they develop the specialized skills that will help them succeed in this constantly evolving world.

Don Vanthournout is Accenture's chief learning officer. In his current role, he is in charge of the capability development needs, including learning and knowledge management, of the company's more than 180,000 employees located in more than 48 countries. After graduating from Bradley University in 1981 with a B.S. in mathematics and secondary education, with a business minor, he joined Accenture and spent almost 15 years working with external clients, before moving into a series of director-level roles in the company's learning organization. In 2001, he became the head of Accenture's Capability Development organization, and was subsequently named chief learning officer. He is very active with the local schools and youth sports programs in his community and his church.

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Multi-cultural Perspectives in Global Learning
(1:10 p.m. in Riverwoods Amphitheater)

Bill Wiggenhorn
formally Motorola
Chief Learning Officer

MAIN CAPTIVA LLC

As our workforce talent changes, leaders today are challenged in many fronts; *Multi-cultural Perspectives in Global Learning* will focus on the following important topics:

- Key Areas/Professional Competencies of Talent Shortage

- Sources of Talent -- the Traditional and the New Sources

- Development Scenarios that Work in Developing Talent in a Compressed Time

- Benchmark Organizations in Developing Talent for These Emerging Markets

- Local Resources that Can Assist in Developing Talent

- References for Developing Your Own Plan for Developing the Talent Needed in These Markets

Bill Wiggenhorn is best known for establishing Motorola University (MU) as the benchmark corporate university; Bill expanded MU's international reach to encompass 101 education offices in 24 countries. Bill served as a senior learning and development executive at Xerox, as CLO (chief learning officer) at Motorola and Cigna, and on several for-profit and non-for-profit boards.

As principal of the Main-Captiva consulting business, Bill partners with corporate clients to develop customized executive development, talent management / retention, and strategy programs. An acknowledged expert in the fields of training and development, leadership development, e-learning, marketing, and global business strategy, and has served as a board member for The Board of Governors of the Center for Creative Leadership.

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Simulations & Emerging Technologies:
Using Second Life for Training
(10:30 a.m. in Room EL203/05)

Judi Smith
Implementation
and Learning
Manager

Ed Prentice
President

Strategic Challenge:

Some of the most important training initiatives also present the most difficult challenges to practicing the new-found knowledge. Safety concerns, logistics problems, and other restrictions limit your options and decrease the effectiveness of your training. For Children's Memorial Hospital, this was especially true of training for their evacuation procedures. It is impossible to practice a full evacuation of the hospital, which limited the realism of training efforts.

Learning Solution(s):

Virtual worlds like Second Life offer a solution. Using virtual worlds, you can build immersive simulations that mimic real world events. Children's Memorial Hospital partnered with Centrax Corporation to build a portion of the hospital in Second Life. Employees of the hospital will use an avatar to virtually evacuate patients and stage them for transfer. This provides an unprecedented level of realism. It also facilitates learning experiences that are impossible to capture with traditional elearning or classroom training.

Lessons Learned:

- Make sure your initial plan provides room for expansion.

- It is possible to create psychological fidelity (the perception of a correlation to the real world) without photo-realism.

- And, naturally, keep it simple.

CLO Dashboard™: Giving Accenture Fast Access to Learning's Key Measures of Success
(10:30 a.m. in Room E204/06)

Bill Jindrich
Infrastructure Manager

Chris Moore
President

Strategic Challenge:

Accenture spends over $700 million annually on employee training, and employs a multi-faceted decision support system to monitor the efficiency and effectiveness with which that budget gets spent. CLO Scorecard is one component of Accenture's learning measurement activity, and is generated monthly by Excel spreadsheets that feed into Powerpoint files. While effective, the monthly updating of spreadsheets and slide decks is manual and intensive. In 2007-08 Accenture piloted Zeroed-In's CLO Dashboard™ measurement and reporting software tool to look into what improvements to its measurement efforts were possible.

Learning Solutions:

CLO Dashboard™ strategically maps and measures an organization's L&D strategy, linking goals, objectives and performance tasks to the key learning indicators and key measures that drive success. An interactive management tool, with intuitive visual displays and dynamic drill down to root cause measure data, CLO Dashboard™ aligns and measures the health and success of strategic initiatives & proves learning's value.

With CLO Dashboard™ organizations can
- align learning strategy with business goals
- visualize key learning indicators 24/7
- pro-actively monitor initiatives, take immediate corrective actions to keep on track
- centralize and manage all content, curricula and technology projects that drive L&D's initiatives
- grant access to stakeholders to co-monitor progress, deepen relationships

Lessons Learned:

- CLO Dashboard™ allows Accenture to use the learning data they collect more effectively, to more closely align with the business goals
- CLO Dashboard™ enhances Accenture's learning metrics reporting process
- CLO Dashboard™ allows Accenture to increase the speed with which decisions can be made by providing more visibility of the metrics to the right people, and providing drill down capabilities to quickly identify issues and hotspots.

**Aon's Mentoring
For Talent Development**
(10:30 a.m. in Room EL207/09)

Taletha Best
Director, Americas'
Talent Development

Randy Emelo
President/CEO

AON

Triple Creek Associates

Strategic Challenge:

As the world's leading global risk broker and largest reinsurer, Aon employs over 37,000 people in 120 different countries around the world. Aon's Leadership Model, one of its three core initiatives, strives to provide a consistent, calibrated leadership standard designed to guide talent development and evaluate performance.

The Leadership Model charges employees with five challenges: 1) Deliver Distinctive Client Value, 2) Develop Unmatched Teams, 3) Build Differentiated Capability Through Innovation, 4) Deliver Business Results with Excellence, 5) Live Our Values

To help ensure consistency within its development practices and ensure its staff is up to the challenges of its Leadership Model, Aon identified mentoring as a core development strategy.

Learning Solutions:

Aon partnered with Triple Creek Associates, creators of Open Mentoring® to implement Momentum through Mentoring (MTM), a web-based mentoring process. They began in 2006 with a pilot program of 179 mentees and 340 mentors across three domestic programs. After initial pilot success, Aon is currently working throughout 2008 to expand the program to all U.S. business units, as well as to programs in Canada, the United Kingdom, Australia, and Brazil. The 2009 rollout focuses on exposing web-based mentoring to all Aon business units worldwide. Currently, there are over 700 mentees and 1000 mentors in the program.

Initial survey results, along with anecdotal feedback, were overwhelmingly positive and helped provide the business case for expanding the program throughout Aon. Specific results will be shared during the presentation.

Lessons Learned:

By establishing clear ownership, Aon was able to ensure that the following five critical success factors were leveraged into strengths:

- Securing and sustaining senior stakeholder support
- Developing the right user mindset among mentees and mentors; that is, setting proper expectations for the process and expected results
- Integrating mentoring with other development initiatives
- Expanding mentoring momentum by leveraging early results into program promotion and expansion
- Measuring program success to demonstrate the positive impacts of the program and continue to support the business case for mentoring.

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Tips for Developing a Global Audience
(10:30 a.m. in Room EL208/10)

Jim Graham

VP Continuing
Education and
Training

Renie McClay

Founder &
Principal Consultant

More and more companies are faced with the need to develop employees around the world. As they attempt to do this, many expensive lessons are learned the hard way. Some of the many barriers to learning transfer can be language, culture, gender or management issues,

Strategic Challenge:

Companies faced with developing skills in various countries have many choices. Bringing them here, bringing trainers there, and offering blended or virtual learning solutions are some of the options. The right choice depends on a variety of selection criteria, including financial costs, human costs, whether the company wants to build culture in addition to training, and the skill building component.

Learning Solutions:

Learn how RR Donnelley used a combination of training and certification when bringing a new process to an Indian audience. It is a tiered approach that involves SME training in the US combined with on-the-job training in India. It ends with employees demonstrating skills with a limited amount of chances to demonstrate it successfully.

Lessons Learned:

This session will review how to create good learning environments that accomplish your learning objectives – even when you are doing it in a country for the first time.

**One Global Culture: Accenture's
On-boarding and Cultural Alignment**
(10:30 a.m. in Room EL212/14)

John Ceisel
Senior Manager

Beth M. Ruddock
Performance Strategist

accenture

Strategic Challenge:

Accenture has seen tremendous growth of new employees within the past several years.

1. How do you absorb 52,000 new employees last year (that's about 170 people hired per day) across 46 countries into a global organization AND preserve your global corporate culture?
2. How do you scale a critical geography location like India with high attrition, from a base of 22,000 to 41,000 new employees (that's over 85% increase) in 2 years?

Learning Solutions:

Accenture pursued a two part strategy simultaneously addressing new employees globally and the executive teams our high growth geographies, India.
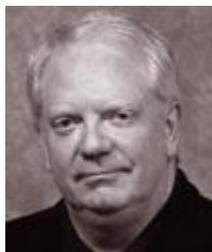
For new employees the goal was to get everyone walking in the door to live the core values of our corporate culture, through our New Joiner Orientation Program. The key was to bring the core values to life through the stories of local leaders.

In India the focus was to systemically reinforce the behaviors executives identified as critical to build into the corporate culture.

Lessons Learned:

- Ensure executive sponsorship at both the local and global level.
- Identify a passionate and influential/decision maker/business owner in each geography that is focused on solving a similar or the same critical business problem you see.
- Have an advocate "on the ground" in each geography for buy in and to deliver the program effectively at the local level.
Be flexible on multiple ways to solve the business problem.

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**Shaping Corporate Culture through
Leadership Development**
(2:15 p.m. in Room EL203/05)

Michelle LaPlante

Head of
Human Resources

ENNISKNUPP

Rod Mebane

Partner

St. Charles
Consulting Group

Strategic Challenge:

EnnisKnupp is a Chicago-based consulting firm that provides results-oriented advice to institutional investors. Since its founding in 1981, the firm has experienced steady, organic growth and has established itself as one of the premier players in the investment advisory industry. Most recently, EnnisKnupp was engaged by the U.S. Treasury to provide advisory services related to the $700 billion Troubled Asset Relief Program. EnnisKnupp is wholly owned by 26 of its key professionals, including 19 individuals who serve as Principals of the firm.

Over the last few years, with a transition in firm leadership, EnnisKnupp's growth strategy has become more aggressive than in the past, with the addition of new practice areas and service offerings. This has necessitated not only the acquisition of new talent, more targeted marketing efforts, and a broader support infrastructure, but it has also necessitated a reshaping of the firm's culture – away from one characterized by change-resistance and professionals working largely in silos to a change-embracing culture that encourages innovation and collaboration.
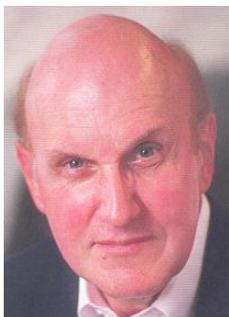
Learning Solutions:

This presentation will describe how new leadership development initiatives have been carefully and deliberately designed to shape EnnisKnupp's culture in support of the firm's strategic objectives (in addition to enhancing the leadership acumen of the firm's owners and creating stronger lines of succession). The leadership development strategy has featured:

- A comprehensive cultural assessment of the firm
- The creation of a high-level learning design blueprint
- A customized 270° leadership diagnostic process
- Facilitated strategy sessions involving the EnnisKnupp Principals
- Design, development, and delivery of multiple training & coaching interventions

Lessons Learned:

This is a case study that demonstrates how a long-term plan for knowledge and skill-building can be leveraged to allow individuals in leadership positions to think differently about the business, to commit to a new value proposition, and to work differently and more effectively together.

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Trends in Learning & Talent Management
(2:15 p.m. in Riverwoods Amphitheater)

John Furcon
Principal
Market Leader

buckconsultants®
an ACS company A c s·

*"Some skate to where the puck is,
I skate to where it's going to be"*
- Wayne Gretzky

Strategic Challenge:

Futurists use the "STEEP" framework to organize the forces that impact nations and the world. We can use this framework to highlight the major issues impacting learning and talent management in the U.S., to more effectively set the stage for addressing them:

- **Society** – aging workforce, four generations in workplace; immigration, work-life balance
- **Technology** – digital revolution impacting business processes and nature and location of work
- **Economy** – global competition, fluctuating oil prices, credit crisis, economy in recession, weak dollar, health care costs
- **Environment** – global warming, alternative energy sources
- **Politics –** new administration in Washington (impact on economic policies, tax and spending?), terrorism, Iraq War, questioning NAFTA

In this context, the outcome organizations seek is to:
>Have the right people in the right roles with the right skills operating in the right environment at the right time, place and cost in order to anticipate and meet the performance requirements of the organization

Learning Solutions:

Audience polling technology will be used to rapidly evaluate participant organizations' current state vs. a best-practices talent management framework and Chicago labor market standards. The desired future state to be discussed is a fully integrated technology-based solution which addresses workforce planning, the full "life cycle" of an employee's career, and critical knowledge retention.

Lessons Learned:

Despite growing awareness of the oncoming
wave of "baby boomer" retirement and its implications, most organizations evidence little concrete action in the areas of workforce planning and critical knowledge retention.

Thus far, many organizations are using technology-enabled "point solutions" to address specific components of the talent management process. Few organizations operate an "end-to-end" technology enabled process which would greatly accelerate and enhance staffing, performance management, development and achievement.

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**Creating a Coaching Culture at
Muscatine Foods**
(2:15 p.m. in Room EL207/09)

**Janet
Sichterman**
VP of HR and
Communications

**Merrill
Anderson**
Leadership
Coaching

**Dianna
Anderson**
Leadership
Coaching

Strategic Challenge

Janet Sichterman, VP of HR and Communications at Muscatine Foods -- a national leader in the
production of corn-based products -- was hired to create culture change in this very successful privately-
owned business.   In past years the company grew through a series of acquisitions. Future growth
depends upon integrating businesses, leveraging strengths and creating sustainable capabilities for
profitable growth.

Learning Solutions

Leaders becoming effective coaches is the heart of the culture change. Specifically, the new Muscatine
Foods leader is envisioned to be "one who constantly develops others; a true coach; one who asks
insightful questions rather than gives answers, values a diversity of thinking, is willing to challenge
assumptions, and who intuitively knows the right balance between being collaborative and being
decisive."

Janet, in partnership with Cylient, decided on a multi-faceted approach to leadership development and
culture change. It began with developing the capabilities of her HR organization. HR leaders of the
business units collectively trained in Cylient's Coaching in the Moment® workshop, in which they learned
to incorporate coaching approaches into day-to-day conversations – and visibly demonstrating the new
leadership style and culture.

The next step was seeding the organization with coaching capabilities to embed coaching-based
leadership in the fabric of the organization. Business leaders participated in Coaching in the Moment
workshops and follow-up activities reinforced application and impact. Formal evaluations documented
behavior change and organization impact on the road to culture change.

Lessons Learned

- Take a coaching approach to change management. Organizations change when leaders are
  integrally involved in creating the insights that guide the change process and then taking action
  on these insights. The notions of "managing change" and "overcoming resistance" are relics of a
  command-and-control mindset that derail true and meaningful culture change.

- Integrate evaluation into the change process. Taking a coaching approach to learning evaluation
  means positioning evaluation as a platform for people to tell their stories. Each story reveals
  what people learned, how they applied what they learned and the organizational impact that
  these actions created. Collecting and summarizing these stories provides feedback on progress
  and a powerful impetus to continue the change process.

Preserving Culture during Global On-boarding

(2:15 p.m. in Room EL208/10)

Christine Moffett   **Amy Miller**   **Laura Bunte**

Global Learning and Development

Northern Trust

Principal Consultant

CARA

In this presentation, we will use a facilitated question and answer format to reveal the tactical approaches to global onboarding as well as the overriding and strategic framework driving the implementation of Northern Trust's new Employee Orientation program.

Strategic Challenge:

Over the past several years, Northern Trust had grown to over 100 offices in 12 countries across the globe. This includes many different cultures in multiple time zones.
As a result of continuous expansion in EMEA, Northern Trust had new hires in existing offices, new offices in new countries, and new employees as a result of acquisitions.

In each case, but with the acquisitions especially, Northern Trust needed to orient these new employees to the company. This orientation had to include not only information about their job, systems, benefits, etc. but also had to instill a feeling for the company culture.

Northern Trust is an old company with a rich history and culture. The foundation of this culture is "The Principles that Endure," which drives not only how they conduct business and how they treat clients and employees.

Learning Solutions:

Although nothing was necessarily predetermined, they knew 2 things:
1. They would have to utilize the web because of the geographically dispersed audience; and
2. It had to have a personal touch/human side, which led the team to prefer an Instructor-led component.

As a result, the learning solution incorporated a mixed media approach and it was just a matter of determining which medium for what information.

Lessons Learned:

The design team needed to stay conscious of wording and phrasing in job aids for several reasons:
▪   Regions use slightly different words or phases to mean the same thing. For example in the US they used the term new hire. However, in the UK and India they call them new joiners. So they wanted to make sure to use the same terms used in the regional offices.
▪   Due to region and country specific laws that drive local processes as well organizational structure and systems issues, the team needed to customize some things at the region level. For example, while all regions use a new hire checklist and other job aids posted on an intranet portal, they have slightly different content.

Sales 2.0*: Learning Solutions*
for an Emerging Marketplace
(2:15 p.m. in Room EL211/13)

Marty Murrillo

Director, Solutions
Development

Strategic Challenge:

Sales 2.0 is a seismic shift in sales today that is rapidly changing the role of the sales manager and the individual sales rep. The modern Internet's Web 2.0 technologies merge sales and marketing processes, enabling salespeople to target customers more effectively and close business faster. Sales 2.0 is rapidly transforming the landscape for sales professionals and managers.

If you are an enterprise learning leader, you need to know enough about Sales 2.0 selling techniques, enabling technologies, and relationship-differentiators to move yourself and your sales training organization toward success in an increasingly competitive marketplace.

Learning Solutions:

In this session, we will introduce you to Sales 2.0 fundamentals, requirements, and application examples, including how Sales 2.0 levels the playing field for large and small sales organizations. Whether you're already experimenting with such tools or just getting started, this session will help you develop a sound Sales 2.0 learning approach.

Lessons Learned:

Through best practices and real-world case examples, you'll identify the skills and competencies most predictive of success. You'll find out how to leverage the Learning 2.0 model for continuous learning, focused training, and innovative communication to survive and prosper in the Sales 2.0 world.

**One Global System: Accenture's
LMS & Learning Infrastructure**
(2:15 p.m. in Room EL212/14)

Monica LaRosa
Senior Manager Education
Infrastructure & Operations

Eliane Bombal
Manager
Education Infrastructure

Are you thinking about implementing a global Learning Management System – or are you struggling with operational issues with your current global Learning Management System? If so, then this session will share how Accenture has successfully implemented and operated a global LMS for over 7 years.

Strategic Challenge:

- How to provide the infrastructure to support the delivery of the right training to our diverse population of 185K people across 50 countries.

- How to provide the right information delivery architecture for the dissemination of learning data to effectively manage our business.

Learning Solutions:

At Accenture, we have a single, global Learning Management System and learning infrastructure that allows us to impact our capability, culture and employee engagement by providing a single entry point into a LMS that is personalized based on who you are.

- Our learning infrastructure impacts our capability by providing the infrastructure for viewing a global curriculum and recommended learning roadmaps personalized by organizational entities, business unit, geography, level and role.

- Our learning infrastructure impacts our culture by providing a single system supported by global processes/controls along with local levers for getting the right people to the right training to build what we refer to as the "Accenture professional".

- Our learning infrastructure impacts employee engagement by allowing our employees to find the right training to meet their needs, whether that be required, recommended or just-in-time training for a project or for career development.

To unlock the real value of a global Learning Management System – Accenture has built out a comprehensive Decision Support System, providing consistent training information across the various organizational entities – covering training operations, attendance management and asset management.

Lessons Learned:

The success of a global LMS and learning infrastructure is largely dependent on the strength of your governance model, the strength of your tie-in with the real users and in your ability to provide the right standard data to support the business.

A Global Company, A Global Language
(3:15 p.m. in Room EL203/05)

Kurt Olson

Director of Capability Solutions

Strategic Challenge:

Globalization has contributed significantly to the company's success; Accenture operates in 50 countries around the world, 58% of its revenues come from outside the United States, Accenture's strongest revenue growth is coming from the BRIC countries, and in the last three years, employee headcount has increased almost 40% in emerging markets.

Functioning at peak efficiency in a globally integrated enterprise requires employees to be proficient in the standard common language of business: English. In order to be successful, employees need to understand complex business situations, work together efficiently, and communicate confidently and accurately. With a workforce spanning the globe, business at Accenture is often conducted virtually; without a common language, it is impossible for employees and teams to collaborate, innovate, and serve customers effectively.

Learning Solutions:

Early efforts to address this skills gap were local and fragmented, resulting in inconsistencies and cost inefficiencies. Accenture had multiple classroom providers for this critical skill area without any uniform measurement, cost analysis or benchmarking. Additionally, classroom training didn't deliver an ongoing, long-term benefit, with just-in-time performance support, and was not able to scale to the growing needs of the organization. Accenture needed a solution that was flexible to meet a broad spectrum of needs and could scale to address the tremendous growth projected in the very markets where English language skills are in short supply.

Accenture implemented the GlobalEnglish Corporate Learning Service (CLS), in order to address this global problem in a way that is standardized, cost effective, customizable, implementable on demand, and scalable to meet the needs of a growing global workforce. The GlobalEnglish CLS is a comprehensive online solution that provides complete support for learners at all levels—from assessment of current proficiency, to defining learning goals, to highly engaging instruction and skill development, to reliable, on-the-job performance support. English is taught in the context of relevant business situations, with significant focus on meaningful cultural contexts.

Lessons Learned:

Through a strong partnership between Accenture and GlobalEnglish at the strategic level and at the local level, the program has achieved great success. User survey results show that 82% of Accenture learners have used what they've learned from the service in their jobs. And participants like GlobalEnglish—91% of learners rate GlobalEnglish positively.

As a result of Accenture's investment in the GlobalEnglish service, Accenture learners report saving an average of 2 hours per week because of their improved English skills, translating to $34 MM**+** in annual productivity gains. Improved communication accuracy means less rework and waste; employees are also driving greater revenues through increased efficiency and an improved ability to meet customers' needs. Further, key employees can now be considered in the succession-planning process, as future leaders are developing the English proficiency required to accept new responsibilities.

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Mark Bocianski
Vice-President,
Talent Development

Aaron Olson
Global Leader for
Consulting Talent
Development

**Hewitt University:
Accelerating Talent Development**
(3:15 p.m. in Room EL204/06)

Strategic Challenge:

In late 2007, Hewitt's Board of Directors approved a proposal to build a corporate university. The initiative was part of a broad strategy to improve employee engagement and the initial expectation was that it would result in improved training courseware.

Learning Solutions:

Only nine months later, a small HR team ended up completely rethinking Hewitt's approach to careers, competencies and how people develop. Pilot programs within "Hewitt University" are under way now, with a global launch to associates scheduled for January 2009.

Lessons Learned:

From the project, the Talent Development leadership team gained insights regarding:

- How to improve alignment between the business and Talent Development within a complex and matrixed organization,

- How simple concepts can improve organizational decision making and drive healthy change, and

Practical ways to drive integration across a broad range of programs that impact talent development.

Developing Leaders from the
Front Line to the Executive Level
(3:15 p.m. in Room EL207/09)

Ken Driscoll   **Maggie Herrel**
Director, Talent   Manager, Learning &
Management Group   Employee Development

NAVISTAR.

Strategic Challenge:

The execution of an organization's Talent Management Strategy can make or break the Business Strategy. Getting and keeping the best talent at the best time at the best price is the overall goal. As the competition for talent continues to heat up, it becomes even more critical that companies learn how to invest in and develop talent at all levels within the company. This presentation will examine Navistar's innovative approach to developing leaders from the front line up to the executive level.

Learning Solutions:

The learning objectives for this session include:
- The importance of an integrated approach structured around a common leadership model
- How participants sustain their learning and stay connected after leaving the classroom
- How to engage the leadership of the participants in the process
- Leveraging a brand within the learning and development organization that creates excitement among participants

Participants will hear how Navistar developed a "holistic" approach to leadership development that begins with the first level leaders in the organization and concludes with the pinnacle, or most senior executives in the company. Navistar's approach includes traditional learning, self-directed learning, and web-based networking and reinforcement that help learners retain focus and implement what they have learned over a period of time. Implementing the concepts presented in this workshop will help participants create an exciting, branded approach to leadership development that cascades throughout the organization.

Navistar's goals for the development programs it has implemented are to enable leaders at all level to engage, grow and develop their teams so that valuable intellectual capital remains with the organization and potential contribution is optimized.

The presentation will begin with the methods Navistar used to identify needs and skill and knowledge gaps, the solutions implemented to address those gaps, and the metrics used to determine success., Navistar is using a variety of methods to determine success, including assessing perceptions of a person's performance before and after they participate in such a program and identifying specific business results on which they have seen a positive impact.

Lessons Learned:

- Gain an understanding of how an organization can take an integrated approach to leadership development across multiple layers of the organization
- Learn an alternative way of leveraging technology for networking and reinforcement purposes
- Discuss how branding can be used within a learning and development organization to create excitement among participants
- See an example of engaging more senior levels of leadership in the development process

Sales Learning Solutions @ CDW
(3:15 p.m. in Room EL211/13)

Alysa Parks
Director of
Learning & Development

Jenn Barr
Supervisor, Learning and
Development

Strategic Challenge:

CDW Corporation initiated an aggressive growth strategy to expand its inside sales force at existing and new locations across the US and Canada. At the same time, the sales organization required Account Managers to demonstrate more complex solution selling skills across an ever increasing product and services portfolio. The flagship Sales Onboarding Program faced an excellent opportunity – address exponential company growth and enhance new hire productivity to increase revenue.

Learning Solutions:

CDW Learning and Development partnered with sales stakeholders to transform the Sales Onboarding Program by redesigning the curriculum, delivery, and measurement strategies. The new program addresses scalability and productivity by leveraging blended learning and experiential tools such as eLearning, classroom role plays, distance learning, online help, immersive job labs, business assignments, blogs, and podcasts. A new performance-based flexible graduation process ensures Account Managers can demonstrate key skills while providing a customized development experience to optimize time-to-productivity.

Lessons Learned:

The new program has increased new Account Manager confidence and capability while addressing growth strategies. The key was partnering with sales stakeholders throughout every project stage. Together, we secured the organizational buy-in and execution to transform the Sales Onboarding experience.

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**One Global Experience: Accenture's
Classroom-Based Learning**
(3:15 p.m. in Room EL212/14)

Bob Gerard
Manager, Learning Innovation

accenture

Strategic Challenge:

By 2001, Accenture's classroom training approach, once a hallmark of the company, was in turmoil. So Accenture Education was asked to reinvent its approach to classroom training… and make it phenomenal. We knew what content people were going to learn, and what methods they were going to use to learn it. However. the question of how we could create a rich, engaging, exciting, and "phenomenal" classroom-based learning experience… without spending a forture… remained.

Learning Solutions:

To create a phenomenal classroom learning experience, Accenture developed a four-part total experience model, ensuring that we took "ownership" of four aspects of a learning experience:

- Learning Experience
- Networking Experience
- Enculturation Experience
- Guest Experience

We then implemented the total experience model in our classroom conducts, held at the Q Center in St. Charles and around the world.

In this session, you will get to see first-hand how we built a phenomenal classroom learning experience, with a few specific examples of how we do training at the Q Center.

Lessons Learned:

- Total experience is as much a mindset as a strategy
- Total experience matters, and has a business impact
- A phenomenal experience does not necessarily mean spending phenomenal amounts of money

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CLO Roundtable: Creating A Learning Partnership
7th Annual Chicagoland Learning Leaders Conference
(4:15 p.m. in Fox River Ballrooms 4/5)

Tim Aleck	**Jeff Flesher**	**Chris Glynn**	**Mary Jo Burfeind**	**Jane Dowd**
Baxter	BIOMET	CATERPILLAR	BlueCross BlueShield of Illinois	NorthShore University HealthSystem

An engaging forty-five minute Q&A session of senior Chief Learning Officers sharing insight on creating learning partnerships at the 7th Annual Chicagoland Learning Leaders conference.

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