Andres Tapia is responsible for shaping and leading the company’s internal and external diversity vision. He works closely with Aon Hewitt’s CEO and SVPHR on business and people strategies to increase value to each of the firm’s stakeholders (associates, clients, investors, and communities. Intimate with current national and global demographic trends and with a focus on the implications of varying worldviews around health, wealth, and performance by the growing number of diverse groups in the workplace, Andres authored “The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity.”

Andres’ business achievements include a 50% increase in minority managers over a three-year period; doubling of minorities at the senior manager level over a two-year period; a measurable increase in organizational openness toward LGBT associates; creation of senior women, minority and LGBT networks; strengthening and growth of all affinity groups; design and implementation of innovative global cross-cultural diversity training attended to date by over 6000+ associates worldwide. According to clients, diversity is one of the firm’s differentiators in winning business.
At McDonald’s: None of Us is as Good as All of Us – TRAINING IS KEY
(9:15 a.m. in HU224)

Pat Harris
Chief Diversity Officer

Charlie Strong
Senior VP - President McOpCo

Diana Thomas
Chief Learning Officer

With more than 31,000 restaurants in 118 countries, McDonald’s has a passion for training and brings a commitment to inclusion and diversity to every community they serve. Around the world, inclusion and diversity at McDonald’s means providing equal opportunities for everyone to succeed, including high quality training programs to insure success. In this keynote, three senior executives Pat Harris, Diana Thomas, and Charlie Strong will share their unique insight on how their synergistic efforts in integrating diversity initiatives into McDonald’s daily business practices, delivering a strong diversity education curriculum, and driving employee business networks and external partnerships with minority organizations have contributed to McDonald’s success.

“creating Hamburger University … from the early days, McDonald’s was a company that understood the value of training and used training to accomplish our business goals … We discovered that bringing people in the front door was the easy part. But, without training to develop corporate survival skills, those same people would soon walk out the back door.”
(Pat Harris, p7 of NONE OF US IS AS GOOD AS ALL OF US)

Pat Harris, McDonald’s Global Chief Diversity Officer, recently published a book, NONE OF US IS AS GOOD AS ALL OF US that describes the evolution of diversity at McDonald’s in the words of the people that made it happen. Pat’s book is an inside look at McDonald’s philosophy of inclusion and diversity through interviews with more than 60 key employees, franchisees, and suppliers represents the first time a major corporation has revealed how diversity translates into long-term business success.

Charlie Strong is currently the President of McOpCo, responsible for all company-owned restaurants in the U.S. approximately 1600 in total. Starting his career at McDonald’s as a crew person in 1970 and working his way up to increasing levels of responsibility across multiple U.S. states, has provided Charlie a unique vantage point in understanding what it takes for McDonald’s to be operationally successful. In 2005, he received the company’s Diversity Award and in 2007 the People award for his commitment to the development of minorities in the company.

Diana Thomas, McDonald’s U.S. Vice President of Training, Learning and Development, leads all aspects of training and development for McDonald’s USA. Thomas and her team are directly responsible for developing and executing McDonald’s restaurant training curriculum at Hamburger University, McDonald’s global training center of excellence. Under Thomas’ leadership, McDonald’s continues to rank on the Top 125 list of the most elite Fortune 500 companies for training and learning development by Training Magazine.
Using Social Media for Communicating with Generation Y'ers
(12:45 p.m. in HU224)

Nancy Loo is an Emmy Award-winning journalist who joined WGN-TV as a Reporter and Fill-in Anchor on June 1, 2010. Nancy brings an extensive background of international reporting to WGN-TV, having worked as a reporter and anchor in Hong Kong, Tokyo, New York City, and Chicago. Nancy’s career took her on news assignments to England, China, Japan, Taiwan, North and South Korea, Thailand and the Philippines. In addition to her TV credits, Nancy is a social media expert, actively engaging viewers through her "Chicago Now" blog, Twitter, Facebook, www.nancyloo.net, and www.chicagomomsblog.com. She is Co-founder and Managing Editor of www.YoungChicagonista.com -- 2010 Bloggie Nominee for "Best Teen Weblog"!

Before joining the WGN news team, Nancy Loo was an anchor/reporter at Fox Chicago News where she earned a 2004 Emmy nomination for her series "Chicago's Coolest Cribs" which featured unique homes in the Windy City. Before moving to Chicago in 2001, Nancy was an Anchor/Reporter for WABC-TV in New York, where she earned three Emmy Award nominations. Her team won the Emmy for Best Morning Newscast for a show in which she actually kept delivering the news through labor contractions.

In 1993, Nancy was among the team of journalists who launched New York 1 News. During her two years with the 24-hour cable news channel, she was named National Anchor of the Year by the New York Chapter of Women in Cable. From 1986 to 1989, Nancy worked as an anchor and reporter at English-language TV channels in Hong Kong and Japan. She also served as a correspondent in the Far East for ABC Radio.

Born in Hong Kong and raised in Northern California, Nancy earned a bachelor's degree in broadcast journalism at the University of Oregon. She speaks fluent Cantonese and has studied German, Japanese, and American Sign Language.

Nancy recently stepped down as Co-President of the Asian American Journalists Association Chicago Chapter but she remains active in AAJA, as well as the Chinese American Service League, the Organization of Chinese Americans and the Chicago Chinatown Chamber of Commerce.

You can follow Nancy on Twitter at http://twitter.com/nancyloo
How the Navy is Employing Technology to Train Generation Y Sailors
(1:15 p.m. in HU224)

John Drake
Learning Strategy
Director
U.S. Navy

John Drake is the Director of the Learning Strategies Department in Naval Service Training Command. Mr. Drake serves as the Command Learning Officer and as the behavioral education expert and advisor for Naval Service Training Command and the Naval Education Training Command. His work includes educational research by benchmarking new and innovative solutions to ensure sailors receive high quality training, which yields enhanced performance. Prior to his current position, Mr. Drake served as the Strategic Management Officer for Naval Service Training Command Training. In that position, he served as the principal expert on the development and execution of long-range corporate strategy for Navy accessions training.

Prior to joining the Navy, Mr. Drake was an Experienced Manager for Accenture Consulting in the Strategic Services Group. In that role, Mr. Drake collaborated with clients on creating and implementing innovative strategies that enable high performance.

You can watch a video produced for Navyformoms.com which provides a great look inside of Navy boot camp and was shot in 2 days at Recruit Training Command, Great Lakes on YouTube at http://www.youtube.com/watch?v=tMUHFQnj7ul
As a senior vice president of Supply Chain and Logistics for Walgreens in Deerfield, Illinois, Randy is responsible for the design and operation of Walgreens supply chain network including operations, engineering, IT systems, and inventory management; he also oversees Walgreens’ domestic network of fifteen automated distribution centers and one of the U.S.’s largest private fleets to supply its 7,000 stores throughout the U.S. and Puerto Rico.

Through Randy’s vision of how diversity and inclusion could transform the company’s distribution centers and employment opportunities, today, Walgreen’s two most recent distribution centers employ an inclusive and integrated workforce composed 40% of persons with disabilities (PWD) who are held to the same work standards and earn the same pay as “typically-abled” fellow workers. As a result of this success of serving both shareholders and the community, Walgreens has set a goal of employing 1,000 people with disabilities (approximately ten percent of the workforce) in its distribution centers by 2010.

You can watch NBC’s Mika Brzezinski July 2, 2010 interview with Randy Lewis about Walgreen’s newest and most efficient distribution center on YouTube at http://www.youtube.com/watch?v=vv79miEIEEI.

Lewis began his career at Accenture and finished his consulting career as a partner with Ernst & Young. Lewis joined Walgreens in 1992 as divisional vice president of logistics and planning. He was promoted to vice president in 1995 and to senior vice president in 1999. Lewis graduated from the University of Texas, where he earned a B.B.A. in accounting in 1971, a B.A. in economics in 1974 and an M.B.A. in 1975. He served in the Peace Corps in Peru from 1971 to 1973. He worked his way through graduate school as a dance instructor at Arthur Murray.

He has been chairman of the Distribution/Logistics Committee for the National Association of Chain Drug Stores, and has served on the board of directors for Tim Hortons International. He is currently on the board of directors of Wendy’s/Arby’s Group.
Making Leadership Development Stick

How do leading companies make their investment in leadership training and development pay off? How do organizations go beyond the formal training event to use informal learning, social learning, performance support and reinforcement methods to support leadership thinking and behaviors.

The purpose of this learning leader roundtable is to share how various companies are implementing innovative methods for making leadership development stick.

Discussion Points:

To help guide the roundtable discussion, our facilitator will cover some or all of the following:

- Leadership-Community of Practice Strategies
- Internal Marketing Ideas
- Motivation and Incentives
- Change Management Considerations
- Accountability and Tracking
- Web-based Tools
- Variations by Leadership Group
- Implementation, Support, and Maintenance Staff Requirements
- Evaluation Plan
Offshoring: Teaming for Success

Over the last 5-10 years, organizations have begun looking to offshoring or outsourcing options in India, Ireland, The Philippines, etc. to obtain transactional services at lesser fees than those found in the US. This movement has resulted in mixed success rates and companies are still challenged to identify the best practices for ensuring a smooth and efficient transition. Recent publications and articles on this topic have focused on the need for the US to re-examine their current approach and begin to both embrace and leverage cultural differences in order to strengthen the success and outcomes of both their onshore and offshore teams.

Discussion Points:

This facilitated discussion will focus on some of the recent news and information surrounding offshoring and outsourcing. A panel of esteemed learning colleagues will be available to share their experiences, successes, challenges and best practices in working effectively with overseas companies.
Effectively Blending Formal and Informal Learning

Kent Barnett  
Founder & CEO

Dani Petrie  
Corp. Manager

Newton Moore  
Director

Billy Biggs  
Director

Linda Crisanti  
Manager, Informal Learning

How do leading companies create strategies for making their investment in effectively blending formal and informal learning pay off? How do organizations go beyond the formal training event to use informal learning to support leadership thinking and behaviors?

The purpose of this learning leader roundtable is to share how various companies are answering some of these questions:

1. Definition of informal learning vs. formal learning
2. Types of informal learning
3. How to blend informal and formal learning into programs
4. How to effectively measure and evaluate informal learning

Discussion Points:

To help guide the roundtable discussion, our facilitator will cover some or all of the following:

1. How do you define informal learning?
2. What specific types of informal learning do you use?
3. What examples do you have of programs where informal and formal are blended?
4. How have you measured the effectiveness of informal learning initiatives?

Lessons Learned:

This session is a panel discussion of industry experts, moderated by Kent Barnet, Founder and CEO of KnowledgeAdvisors. Hear what has worked in a variety of learning solutions, what hasn’t and why.
**Increasing Innovation and Productivity by Leading Across Multiple Generations**

**Strategic Challenge:**
They’re here. For the first time in history, you have four generations in your workplace and five generations as customers. Today you have to understand Traditionalists, Baby Boomers, Gen Xers, and Millennials just to write an email that won’t make someone angry. These generations think differently, vote differently, buy differently, and dress differently. Not understanding these differences creates conflicts and interferes with innovation, productivity, and learning.

**Learning Solutions:**
Haydn will help you understand:

- What are the differences among the generations?
- What issues do the differences create for organizations, teams, or even families?
- How organizations can turn those differences into innovations rather than issues?
- Why leadership is the only approach now that previously successful management approaches won’t work now that we have four generations of employees and five generations of customers?
- How will these differences complicate the mass exodus on the Boomers from the full time workforce over the next decade?

**Lessons Learned:**
This popular session is full of laughter and insight. Come and see yourself, your customers, your people, and your future and walk away with practical ideas and plans for increasing your ability to get things done across the generations.
Creating High Performance, Curriculum-Based Leadership Development Programs Using a Blended Model

Strategic Challenge:
You need to develop management capabilities within your organization to support your key corporate competencies. And, you must support your high-performing managers by developing specific leadership capabilities that are important for their success. How are you able to accomplish both objectives in a practical and impactful program?

Learning Solutions:
Mark Bocianski and Aaron Olson will discuss research findings and share how Aon Hewitt implemented a blended leadership development program to cohorts of emerging and high-potential leaders to develop key leadership capabilities while reinforcing critical thinking and general management skills.

Rob McKinney will discuss a virtual, cohort-based solution, Leadership Direct, which leverages world-class leadership and management development content in a framework designed for leadership populations.

Lessons Learned:
In this session you’ll learn how to connect business impact, the gaining of knowledge, and practical ways to provide management development resources to emerging leaders.
Leveraging Social Media in Contact Centers
To Engage and Empower Leaders and Agents

Social media is driving changes through all aspects of our society. Now, both positive and negative feedback is shared instantly. Because of the “Twitter revolution,” information is conveyed and consumed in smaller tidbits, quickly and frequently. And, people are more comfortable than ever connecting and sharing with both friends and total strangers. It has changed the way that everyone – including your agents and customers – communicates.

Discussion Points:
Learn to how harness the power of social media best practices and put them to work in your organization’s contact centers. Plus, you’ll hear how others have avoided the pitfalls and dealt with the complications that social media’s immediacy can bring. In this session, you’ll see how social media can help:

- Engage employees, which helps decrease turnover and increase loyalty
- Learners “learn by doing,” network with peers and transfer knowledge back to the job quicker
- Break down the communication barrier between leadership and the frontline

Lessons Learned:
This session is a panel discussion of industry experts, moderated by Dina Vance, Senior Vice President of Ulysses Learning. Hear what has worked in their contact centers, what hasn’t and why.

Dina Vance
Senior VP

Fran Horner
Sr. Director

Matt Donovan
Exec. Director

Carl Puccio
VP
Chicagoland Learning Leaders Conference  
Session Abstracts for Oct. 25, 2010

What do you do when the business is changing & your learning function is not aligned?  
Transform!

Carolyn Haug  
Director, Learning & Knowledge Management  
Dana Murphy  
Director, OTD Technology  

Equity Residential

**Strategic Challenge:**
What do you do when the business is changing & your learning function is not aligned?

**Learning Solutions:**
Representatives from Equity Residential’s Organization & Talent Development group will share the story of how they transformed themselves, and in turn, transformed their relationship to the business and impacted the sales culture. By involving the business partners in the assessment, definition and design of the new team, the team built credibility and alignment from the start.
The New Rules of Engagement: The Rise of Social Media’s Influence on the Expectations of Millennials

Nancy Ahlrichs  
VP-Workforce Development & Diversity

Matt Woolsey  
Director

Peggy Eyssallenne  
Learning Services Manager

Douglas Miller  
New Media and Communications

Lisa Callahan  
Senior Manager

There’s a lot of information out there about how to be successful engaging Millennials in the workforce, specifically regarding the use of social media. In what ways, however, has the increased use of social media platforms impacted the way we interact with, motivate, and manage the millennial generation? How have their expectations changed? What are some specific actionable facts that will lead to success? This session seeks to explore those expectations, the role of social media, and the new rules of engagement those relationships demand. Panelists will share their research and viewpoints, and then engage participants to share their experiences.

Discussion Points:
To help guide this roundtable discussion, we’ll encourage participants to share the following:

- What practices are you currently using to attract, manage, develop and retain millennial employees?
- What frightens you most about the rise of social media platforms? How has their rise impacted your daily routine?
- In what ways have your interactions with Millennials changed your expectations or daily routine?
- What are some specific challenges you have faced in communicating with and managing Millennials?
- What trends are you seeing in the use of social media and how may they impact future communication strategies?

Lessons Learned:
This session is a panel discussion of practitioners, moderated by Nancy Ahlrichs. Hear about learning strategies that have worked with Millennials, which ones have not, and why.
A session focused on what lessons Walgreens has learned while trying to become a good employer of people with disabilities.

**Session Objectives:**

This session will describe the best practices learned by the Walgreen Company, the nation’s largest drugstore chain. Walgreens has recently committed to having one third of the workforce in all new distribution centers consist of qualified individuals with disabilities and the efforts to apply lessons learned in the new centers to all distribution centers; the reasons behind Walgreens Distribution Division’s efforts to become an inclusive employer and a video of the impact of an inclusive work environment will then be shown to demonstrate why we continue down this path. The session will close with discussions of how Walgreens has spread the lessons learned to all parts of the company as well as other corporations.

**Handouts:** DVD
You wouldn’t want your pilot to fly without time in a simulator, why should your leaders and managers be any different? This collaborative panel and audience discussion will cover leadership and business simulation examples aligned with corporate strategy and designed to drive learning and business performance.

**Discussion Points:**

To help guide this roundtable discussion, we’ll encourage participants to share the following:

- What is a simulation and what types of simulations are there?
- How are companies using simulations to drive behavior change and business results?
- Why do organizations choose a simulation over other learning approaches?
- How do simulations challenge participants to make critical decisions and evaluate their impacts?
- What role do emotion, teaming, and competition have in simulations?
- How have organizations overcome the four fears of simulation – cost, time, implementation and maintenance?

Panelists will discuss their initiatives from several angles. The session will then be open for audience participation. The audience is encouraged to bring their own definitions, anecdotes and examples of successes and challenges.

**Lessons Learned:**

- Elements of successful simulations
- The 4 fears of simulation – Cost, time, implementation and maintenance
- Systems thinking approach—decisions, impacts, and trade-offs
Creating 21st Century Leaders through Networked Mentoring

There are four major trends that are shaping the current business environment, which has been referred to as the Shift Age. We will explore these trends and the implications for developing leaders within this new business reality. The four major shifts are:

a. The move from tangible to intangible
b. The move from factory worker to artist
c. The move from content to context
d. The move from generalized to personalized

Discussion Points:
To help guide this roundtable discussion, we'll encourage participants to share the following:

1. Why is foresight (seeing the relevant opportunities that are emerging) becoming an increasingly important competency? How can developing a mentoring network help current and future leaders better develop and apply foresight?

2. Why should organizations broaden their view of mentoring beyond only integrating it into traditional point solutions (e.g., HIPO development, on-boarding, diversity development)? How can organizations meet the needs of their established point solutions while at the same time create enterprise-level networked mentoring and knowledge sharing practices?

3. How should generational preferences and expectations (especially those of Millennials/Gen Y) influence organizations to adopt wider networked mentoring and knowledge sharing practices?

4. How is enterprise, networked mentoring different from social networking?

Leaders from Aon Hewitt, Baxter, CDW, and MillerCoors, all Triple Creek’s practitioners, will discuss how broad-based, networked mentoring practices can positively impact and influence the development of future leaders and the entirety of the workforce.
Next Generation Virtual Classroom: Accenture Case Study

Strategic Challenge:
For the past 10 years, Accenture has successfully provided virtual classroom training to its diverse, global workforce of up to 180,000 employees. However, our business needs have changed dramatically over this period and the demand for the virtual classroom training has increased significantly.

Learning Solutions:
Working with the extensive data we have collected over the past 10 years and applying what we have learned, we are reevaluating our current virtual toolset, learner engagement strategies and faculty interaction models. Our goal is to provide a more robust and varied virtual classroom experience that addresses our business objectives and also meets the needs of our current global audience. At this session, we will share with you our new virtual classroom strategy and why we feel we are poised for another decade of success!
Preparing for Workforce 2020 …
How Should Learning & Talent Development Respond Today?

How the workforce of 2020 will differ from that of today? How should learning & talent development organizations evolve to address these needs? What mix of services should they provide compared to today? Should they relate to the business in different ways? Will learning & talent development organizations require different capabilities?

The authors of a recent book on *The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow’s Employees Today*, Meister and Willyerd explore how employees will expect five principles to resonate strongly in their future workplaces:

1. **Collaboration** – This calls for interwoven work, internally and externally.
2. **Authenticity** – Core values and transparency demonstrate genuineness.
3. **Personalization** – Employees want tailor-made career paths.
4. **Innovation** – In a changing world, new thinking enables sustainability.
5. **Social connection** – No one is an island. The future workplace will be based on

The purpose of this engaging roundtable is to share how various companies are planning innovative methods for learning & talent development groups to modify their services and offerings to meet the needs of the coming workforce in the upcoming decade.

**Discussion Points:**

To help guide the roundtable discussion, our facilitator will cover some or all of the following:

- How is the workforce shifting? (For example, Meister and Willyerd provide a “Top Five” list we will consider)
- Given these shifts, what roles will businesses look to Learning and Talent Development organizations to serve in the future?
- Given these shifts, what additional, perhaps unrecognized, opportunities which will Learning and Talent Development organizations have to serve their businesses?
- What changes are Learning and Talent Development organizations making to prepare? What changes should we be making?
The 2020 Next Generation LEARNING VENUE: New Ways Never Imagined

Cami Jacobson  
Executive Director

Matt Murdoch  
Global Director, Sales & Marketing

Emma King  
Vice President

Richard Rykhus  
Director, Strategic Learning

Roger Turnquist  
Principal

What will the classroom, as a learning venue we know today, evolve to or even radically migrate to by 2020? From a butts-in-seats classroom-centric learning to mobile devices with immediate access to a global pool of SMEs & Do-It-Yourself learning content? To complicate the mix even more: who are these new learners, really who are they; and how do they approach their own development? What do they expect from us, from their leaders and from each other? And, how do they expect technology to be integrated into all of their learning. And what about imposed barriers, like compliance, budgeting and other restrictions, how will these learners view these corporate realities?

Discussion Points:

This panel discussion will address how new learners will approach learning as they start to arrive in your organizations. The trickle of new generation employees will turn into a flood, and you better be ready. The way technology will need to support this generation of learners will be shared as will current learning initiatives that are just beginning to uncover successful approaches to meeting learning needs. We’ll discuss what’s working, what’s not and provide insights into getting started as you position your learning organization to meet the needs of this emerging workforce.
Product Sales Training Strategies for Multi-generational Workforce

Marty Rosenheck  Greg Newman  Patrick Culp
Chief Learning Strategist  Vice President  VP, Sales

Sales representatives need to sell effectively and consultatively in increasingly complex and competitive markets. To succeed, they often need to know a large amount of changing product information. And they need to use that knowledge flexibly to have meaningful and genuine customer conversations. How do leading sales organizations enable reps to meet these challenges?

Discussion Points:
The panel of sales training leaders will discuss:

- How do we avoid “Death by PowerPoint” while making sure reps learn and can apply necessary product knowledge?
- What are some of the strategies that ensure that sales representatives have up-to-date product knowledge at the point of need, during or before a sales interaction?
- How do we reduce the time it takes to get sales reps up to speed on new products?
- How can we leverage elearning, social media, and mobile technologies for sharing knowledge and best practices among sales reps.?

Lessons Learned:
Hear how expert in the field of sales training approach these challenges and engage in a lively discussion. Marty Rosenheck, Chief Learning Strategist at Cedar Interactive, will moderate discussion.
Jim Lundy
General Manager, Collaboration


Strategic Challenge:
Social media is changing the learning technology landscape dramatically. Companies are leveraging new tools to foster social learning environments and to increase collaboration and knowledge sharing across groups and organizations. What technology exists today, and how are leading edge companies utilizing this technology to increase the performance of their teams and develop competitive advantage?

The Intersection of LMS and Social Media Technology:
Jim Lundy, a recent Gartner senior analyst specializing in the learning and collaboration space, will share trends, insights, and examples of what is possible today and what will coming soon. Jim will review the evolution of collaboration and LMS technology and the market convergence that is occurring. During his presentation Jim will share case studies, provide concrete examples of how collaboration tools are being used by top performing organizations, and lead a discussion on the implications for corporate training.

Lessons Learned:
In this session you will gain practical insight into the latest trends and developments in LMS technology and gain a better understanding of how to utilize these technologies in your learning program.
The Inclusion Paradox Workshop: Four Pillars of Keeping Your Innovative Crosscultural Teams Together

Strategic Challenge:
Your organization has successfully recruited the key diverse talent needed to create innovative problem-solving teams to provide your company with a competitive edge in the marketplace. The only problem is that you can’t seem to keep that talent from leaving. What can learning organizations do to assist in keeping diverse talent at home?

Learning Solutions:
From Andres Tapia’s book, *The Inclusion Paradox*, participants will explore the Four Pillars of what makes diverse talent stay and thrive.

The Four Pillars we will examine from a learning perspective are:

- Community
- Recognition
- Mentoring
- Advancement

Lessons Learned:
Participants will discover the impact they can have in helping retain and reward the innovative teams needed to compete in a global economy.
CLO/CTO Roundtable: Leveraging a Diverse Workforce to Increase Innovation and High Performance

(4:30 p.m. in HU224)

Roy Pollock  
CLO  

Diana Thomas  
CLO  

John Lawson  
CLO  

Karen Kocher  
CLO  

Tim Aleck  
CTO  

An engaging forty-five minute Q&A session of senior Chief Learning Officers & Chief Talent Officers sharing insight on workforce strategies for creating high performance at the 9th Annual Chicagoland Learning Leaders conference.