



## Leadership Development Journey @ Harley-Davidson (8:30 a.m. in Rumble)

### Julie Anding

Sr. Director



### **Strategic Opportunity:**

With renewed commitment to leadership development and recognition as one of four strategic pillars, Harley-Davidson has embarked on the development of a cutting edge leadership development program.

### **Learning Opportunity:**

Julie will share insights on:

- The history of leadership development and current commitment
- Identification of a strategic learning partner
- Design, development and delivery of our current Executive Leadership Program
- Linkages to our talent management process
- Lessons learned—impact of the program deliver and continuous improvement efforts



## Preparing for Workforce 2020 ... How Should Learning & Talent Development Respond Today?



**Patricia Arredondo**

Dean & Assoc Vice  
Chancellor



**Julie Anding**

Sr. Director



**Kimberly Bors**

VP, Global HR



**Rebekah Kowalski**

Director



How will the workforce of 2020 differ from that of today? How should Learning & Talent Development organizations evolve to address these needs? What mix of services will they need to provide compared to today? 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 five principles that will resonate strongly in 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 sharing and forming a community.

The purpose of this engaging roundtable is to share how various companies are planning innovative methods for their Learning & Talent Development groups to modify their services and offerings in order to meet the needs of the workforce of 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 expect Learning and Talent Development organizations to serve in the future?
- Given these shifts, what additional, perhaps unrecognized, opportunities 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?



**Melanie Holmes**

Vice President,  
World of Work  
Solutions

***The Changing World of Work***

*(1:00 p.m. in Rumble)*

**Strategic Challenge:**

The world is experiencing a global readjustment in which powerful forces are converging to create a new reality where:

- business models will have to be redesigned,
- value propositions redefined and
- social systems reinvented.

In this new reality, human potential will become the major agent of economic growth. Talent will become the key competitive differentiator and companies that understand how to unleash the power of human passion and potential will get ahead. This new era is called the Human Age, and it will have profound consequences on the world of work as we adjust to the fact that there is no reset to “normal.” The ability to make sense of this change will define the winning companies and individuals.

**Learning Solutions:**

Melanie will highlight global forces that are fundamentally changing the world – and the world of work. She will also discuss how...

- Demographics
- Technology
- Individual choice
- Customer sophistication

... have created a new normal that organizations must understand to maintain their competitive advantage.

Human potential will be the major agent of economic growth, Unleashing, then leveraging that potential will be the key.

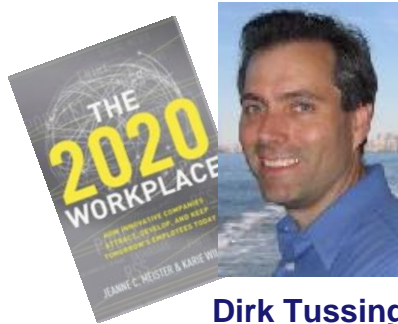
**Lessons Learned:**

This session will help you understand the macroeconomic trends driving change – and how to successfully navigate this uncharted territory. It will change the way you think about the world of work!



You can follow Melanie on *Twitter* at <http://twitter.com/manpowertalks>





**Dirk Tussing**

Executive Director



***How To Prepare Now For  
The2020 Workplace***  
(10:30 a.m. in Bolt)

Three major shifts will affect the workplace of the future: globalization, changing demographics, and social technologies.

The best companies are already preparing their strategies to win the quest for top talent. The 2020 workplace will be defined by acute vision—20/20 vision—with regard to how companies design innovative strategies for sourcing, developing and keeping tomorrow's employees today.

Dirk Tussing & Milwaukee Learning Leaders will share best practices and case studies surrounding the changing impacting the 2020 workplace, namely:

- **Globalization:** global access to markets and talent will reshape business. How are companies preparing employees to develop a global mindset and way of operating in a global marketplace?
- **Demographics:** five generations will be working side-by-side. How will companies adjust the way they source, orient and develop an age diverse workforce when Millennials are estimated to be 50% of the workforce by 2020?
- **Social Technologies:** social media will connect employees, customers, and partners for increased communication and collaboration. Why and how are companies developing internal corporate social networks to create a culture of innovation? How are they integrating tablets into the delivery mix of learning programs? What is the business impact?

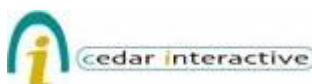
We plan to profile in detail how business simulations supports innovative leadership models and usage of social networking and immersive gaming as part of these emerging leadership development model that was recently presented by Jeanne Meister webinar sponsored by BlackBoard (you can listen to Jeanne's webinar by visiting <http://clomedia.com/events/view/leadership-development-in-the-2020-workplace>).

Finally, they will share several predictions for how the workplace in 2020 will evolve and what you can do to prepare for this.

This round table discussion is based upon the latest leadership development practices of learning & talent development case studies as well as research with over 250 companies as well as a global panel of 2,200 working professionals as profiled in, *The 2020 Workplace: How Innovative Companies Attract, Develop & Keep Tomorrow's Employees Today* (Harper Business)



You can follow [Dirk on Twitter](http://twitter.com/learningexecutive) at <http://twitter.com/learningexecutive>



## Fostering a Culture of Integrated Talent Management



**Lynn Miller**

Director



**Mary Sue Handel**

Director



**Scott Farley**

Global Leadership



**Johanna Dillon**

Executive Director



**Sandra Mitsch**

Senior Director



How do leading global companies leverage Senior Leaders to support a culture of development? How do you leverage learning to impact leadership thinking and behaviors? What processes have worked to facilitate leadership development experiences and strategies have been implemented to deliver sustainable results? How do metrics play into the selection and development of talent?

The purpose of this learning leader panel is to share stories about strategies and processes that focus on creating a leadership development culture and relevant experiences for current and emerging leaders. Included in these stories will be details on how their approach is designed to impact the leadership pipeline and deliver results.

### Discussion Points:

To help guide the roundtable discussion, our facilitator will cover some or all of the following: Strategies that support emerging leaders to executives

- Engaging Senior Leadership
- Motivation and Incentives
- Change Management Considerations
- Accountability and Tracking
- Web-based Tools
- Variations by business function
- Mentoring and Support
- Evaluation Plan

### Lessons Learned:

This session is a panel discussion of industry experts, moderated by Lynn Miller, Allen Communication Learning Solutions. Hear what has worked in a variety of learning solutions, what hasn't and why.



## Creating 2020 Leaders through Networked Mentoring



**Dina Vance**

Senior VP



**Sue Weller**

Sr. Manager



**Sonia Vora**

VP, Global Training



Northern Trust



**Martha Evans**

Sr. Manager

Anderson Packaging, Inc.  
An AmersourceBergem Company



**Julie Gabelmann**

Managing Director,  
Chair



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?

Learning Leaders will discuss how broad-based, networked mentoring practices can positively impact and influence the development of future leaders and the entirety of the workforce.





**Cheryl Schmelzer**

Director



## **Providing the Assistance Our Users Need: *Implementing Community-Based User Assistance Using a Wiki***

### **Strategic Challenge:**

Users of software products expect to easily find accurate, appropriate and complete documentation to solve problems they may encounter while interacting with the software. In these challenging economic times, and as product functionality continues to be developed at a faster pace, it is difficult to dedicate the number of conventional technical writing resources required to meet users' documentation demands.

### **Learning Solutions:**

Cheryl will show you how RedPrairie is proposing to meet the documentation/user assistance needs of their customers while maintaining their existing level of resources. Specifically, you will learn how RedPrairie plans to deliver community-based user assistance that

- engages their customers (internal and external) in the product documentation development process.
- turns their documentation into a living, interactive hub where customer can come to
  - find answers
  - suggest improvements
  - propose new content
  - exchange ideas, and
  - help others.

Learn from Cheryl's 20 plus years of experience in the fields of technical communication and information delivery systems. She began her career at RedPrairie as a technical writer. Currently, she is responsible for the development of all educational content at RedPrairie, including end-user documentation, e-Courses, and internal and external customer training materials.

### **Lessons Learned:**

If you are responsible for ensuring that information about a product, service or policy is delivered effectively, you may want to be part of this session that will explain the lessons that were learned, and continue to be learned, as the RedPrairie community-based user assistance portal continues to evolve.



## The “Marriage” of Formal and Informal Learning



### Marty Rosenheck

Chief Learning  
Strategist



The Milwaukee Learning Leaders has the honor of announcing the marriage of:

### **Mr. Formal Learning to Ms. Informal Learning**

With the variety of new social networking technologies, Informal Learning is the new darling of the training set. However, our old standby, Formal Learning, offers many benefits that cannot be found elsewhere.

Formal Learning, which includes classroom training, synchronous and asynchronous eLearning, and workbooks, has only been used in the workplace to any great degree since WW2. Of course, Formal Learning can be efficient and good for getting new people up to speed. But it is relatively expensive to develop, quickly gets outdated, and is sometimes only marginally successful in translating to performance on the job.

Informal Learning has been around the workplace since there has been a workplace, and includes all the ways that people have learned on the job, including trial and error, conversations, observation, asking questions, and apprenticeship. ASTD defines Informal Learning in the negative as “a learning activity that is not easily recognizable as formal training and performance support.” Generally speaking, it takes place without a conventional instructor and is employee controlled in terms of breadth, depth, and timing. It tends to be individualized, limited in scope, and utilized in small chunks. Informal Learning can be quite job-relevant and occurs as needed, but is often inefficient, haphazard, and slow.

By understanding their strengths, weaknesses and differences, we can marry the two and take learning, engagement, productivity and innovation to unprecedented levels in our organizations.

Dr. Rosenheck will discuss various methods of integrating the two methods, to achieve a happy and long lasting marriage that breeds success for our organizations.



You can follow Marty on *Twitter* at <http://twitter.com/mbr1online>





## Developing the Leader of the Future



**Sharon Daniels**  
President & CEO



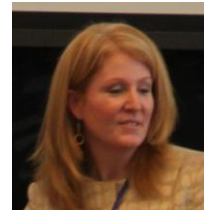
**Mike Grubich**  
Vice President



**Janie Jewett**  
Director



**Mary Sue Handel**  
Director



**Jenny Smith**  
Director



To succeed in the shifting business landscape of the 21st Century, leaders must rethink their historical views and cultivate a new configuration of attitudes and abilities. What competencies, skills, attitudes and characteristics are important for the leaders of tomorrow? What key practices are important for leaders to confront today's workplace challenges? Join this session to hear perspectives from several panel members about what's needed for the leader of the future.

### Discussion Points:

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

- The characteristics needed for leaders today and in the future
- Strategies for communicating with and developing leaders
- How to motivate leaders
- Accountability and Tracking – how to best measure leadership development
- Change management considerations – how to get leaders to embrace constant change



## The 2020 Next Generation LEARNING VENUE: New Ways Never Imagined



**Cami Jacobson**

Executive Director



**Ahmad Noordin**

Sr. Manager



**Tony Bong**

Director



**Greg Newman**

Regional Sales  
Manager



Blackboard  
ProEd



**Collette Keating-**

**Christensen**

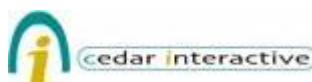
HDU Manager



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.



**Corinne Miller**

Principal



## **Managing Blind: Redefining Management in a Global Virtual World**

### **Strategic Challenge:**

Virtual workers may be on another floor, in a different city, in another country; working in a company facility, from home, or in the field. The demands on managers of a virtual workforce can quickly become overwhelming causing manager burnout, team issues, and poor business results.

### **Learning Solutions:**

Corinne will help you cut through the clutter and discover the tips that highly experienced managers have taken years to learn:

- Communicate in a way that gets the message across the first time – improving productivity.
- Keep the virtual workforce calibrated to expectations - reducing time spent on performance issues.
- Connect team members across the distance - improving collaboration and reducing conflict resolution efforts.

Learn from Corinne Miller's rich experiences and uncommon vantage point as a former business leader who managed global virtual workforces across multiple functions including engineering, program management, business management, communications, and organizational learning for more than 20 years; and is now a virtual workforce consultant, researcher, and award-winning trainer known for her engaging and interactive learning experiences.

### **Lessons Learned:**

Be part of a session where you'll quickly identify your real world challenges and walk away with practical tips you can use immediately. Also, Corinne will be offering two give-aways to help managers tackle their virtual workforce challenges.



You can follow Corinne on *Twitter* at <http://twitter.com/LearningTweet>



## The New Rules of Engagement: The Rise of Social Media's Influence on the Expectations of Millennials



**Amy Dordek  
Dolinsky**  
Managing Director



**Michel Koopman**  
COO



**Rich Lalley**  
VP Development



**Al Hazle**  
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 Amy Dordek Dolinsky. Hear about learning strategies that have worked with Millennials, which ones have not, and why.



## Making Leadership Development Stick for Healthcare Providers



**Linh Lawler**

Director



**Janie Jewett**

Director



**Johanna Dillon**

Executive Director



**John Pandl**

CLO



“Reform” according to the *World Heritage Dictionary* means “a measure aimed at achieving change.”

In other words, *Healthcare Reform* means great changes for the Healthcare industry and in particular for the healthcare providers. How are healthcare organizations developing their leaders to manage and navigate the speed of change already in our midst? Change, as we know, is not unique to healthcare and the lessons-learned in this industry are transferrable to any industry.

### Discussion Points:

The purpose of this learning leader roundtable is to share

- How organizations are preparing leaders for the speed of change
- The various methods and techniques to ensure the leadership development sticks, and
- Discuss the specific challenges of leadership development.

