CHIEF LEARNING OFFICER® SYMPOSIUM PLUS
THE TALENT ECONOMY

Sept. 26-27, 2016 | JW Marriott Camelback Inn | Scottsdale, Arizona

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For companies everywhere, the stakes keep getting higher. To keep up, corporate learning also needs to change. **Learning needs to work the way people work.** It needs to be collaborative, immersive, personalized, portable and experiential. That’s why we’ve **reimagined workplace learning** for the digital age. Work with us to reimagine learning that delivers **better business outcomes**.

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LEARNING AT WORK. REIMAGINED.™
Out with the old, in with the know: 9 Essential Principles For Modernizing Your Learning Ecosystem

Join us for a panel session featuring industry experts and learning leaders. We’ll discuss the importance of modernizing corporate learning to build employee knowledge and the nine essential principles for an effective transition. You’ll also hear practical stories from companies that have effectively applied these modernized approaches and achieved considerable results.

**September 27th, 9:30am – 10:30am**
Arizona Ballroom Salon L

**Panelists:**
Rebecca Sinclair, Perspective Management Group
Valerie Davisson, At Home Stores
JD Dillon, Axonify

**Moderator:**
Carol Leaman, President & CEO, Axonify

Axonify.com
There’s a change happening in workforce learning and development. For learning leaders, it’s one of the biggest challenges of their careers as well as a source of the greatest opportunity.

Talent is at the top of the priority list for many corporate bosses. They recognize that success in the competitive modern economy depends on finding and hiring talented people, developing and mentoring them and keeping them engaged and productive. Business as usual is simply no longer good enough.

CLOs have a critical role to play in this movement. With ever greater focus on talent management, the work that you and your colleagues do lies at the very heart of future success. Your unique set of skills and experiences can propel your organization and people to ever-greater results.

That’s why we’ve built this week’s event around the theme “The Talent Economy.” Together we’ll explore the future of learning and development, but more importantly the pivotal role it plays in the future of business and talent. You’ll have the opportunity to hear from a carefully selected group of business leaders and subject matter experts who will deliver powerful insights and inspiring stories that will help you succeed in this new economy.

Over the next couple of days, you’ll also have the opportunity to interact with your fellow learning leaders and share practical ideas to solve talent challenges. Your participation and attendance here this week is what continues to make this event truly special.

Thank you for being part of this fantastic community. We look forward to spending the next two days with you.

John R. Taggart
President & CEO
7 a.m. – 5 p.m. | Registration | North Registration Desk

7 a.m. | Networking Breakfast | Hosted by SumTotal, a Skillsoft Company
Camelback Patio

8 a.m. | Welcome Address | Salons A-G
Mike Prokopec, vice president, editor-in-chief, Chief Learning Officer magazine

8:15 a.m. | Keynote Address | Salons A-G
How to Pick Projects and People Who Succeed
Troy Carter, entrepreneur, investor and music manager, Spotify

9:30 a.m. | Workshops

Onward and Upward: How to Design, Develop, Implement and Measure an Effective High Potential Program | Salon J
Alan Malinchak, CEO, Eclat Transitions LLC

Happiness@Work | Salon K
Kelly Palmer, chief learning officer, Degreed
Kerry Hearns-Smith, vice president of learning strategy and global solutions, Xerox

The Art of Communicating ROI: What Every Executive Should Know | Salon L
Ahmed Datoo, chief marketing officer, Inkling

Workforce Readiness: Make the Investment | Salon M
Bonnie Beresford, director of performance and learning analytics, GP Strategies
Chris Bower, senior manager, center of learning sales, service and marketing, General Motors

How to Love Your Millennials | Salon N
Jodi Glickman, CEO and founder, Great on the Job
Sean Stowers, director of learning services, Pearson

10:30 a.m. | Resource Café:
Networking & Refreshment Break | Salons H-I

11 a.m. | FASTalks | Salons A-G
Larry Hoffman, senior principal of executive development, Amazon.com
Rebecca Ray, executive vice president, knowledge organization, The Conference Board
Kathleen Navarro, vice president and chief diversity officer, New York Life

11:45 a.m. | Ask the Experts | Salons A-G
Larry Hoffman, senior principal of executive development, Amazon.com
Kathleen Navarro, vice president and chief diversity officer, New York Life
Rebecca Ray, executive vice president, knowledge organization, The Conference Board

Noon | Networking Lunch | Camelback Patio
Hosted by Axonify

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HOW TO PICK PROJECTS AND PEOPLE WHO SUCCEED

Salons A-G
Troy Carter began his career as a concert promoter in Philadelphia, rose to become a top talent manager and ascended to legendary status as a tech entrepreneur, venture capitalist and CEO of Atom Factory. Along the way, he launched the careers of Lady Gaga, John Legend and Meghan Trainor and was an early investor in Uber, Spotify and Dropbox. In this illuminating presentation, Carter shares the decisions that shaped his empire and the big ideas that propelled him to the top of multiple industries. Including invaluable insights into spotting trends, talent and technologies, Carter gives you an inside look at one of the most riveting success stories of our time.

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(FYI…many of them work for you now!)

If it’s time to super charge your organization with people who can lead, plug into Future Leader Fundamentals℠, a company-custom learning program designed to give talented frontline team members the knowledge and skills they need to become dynamic, effective corporate leaders.

Learn more at our table in the Resource Café, and get a FREE GIFT sure to energize!

Troy Carter
entrepreneur, investor
and music manager,
Spotify

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ONWARD AND UPWARD: HOW TO DESIGN, DEVELOP, IMPLEMENT AND MEASURE AN EFFECTIVE HIGH POTENTIAL PROGRAM

Salon J

A HiPo program should be designed, developed, implemented and measured to grow current and future employees who possess functional expertise that provides your company a competitive advantage as well as having a business impact on your corporate growth. A HiPo program should include an objective identification, assessment, evaluation and measurement of HiPo candidates prior to and at the completion of the HiPo program.

Join us for a fun and engaging, interactive workshop where you’ll gain practical insights and tangible tools to help you create an impactful HiPo development program at work.

During this session, attendees will learn about:

- Identification and Design: Learn the top five key elements of an effective HiPo development program.
- Objectively designing, developing and implementing HiPo programs.
- Impact and Measurement: Understand how to create clear metrics and reporting to showcase your ROI and program as a HiPo retention and engagement tool.

Alan Malinchak
CEO, Éclat Transitions LLC
HAPPINESS@WORK
Salon K

Kelly Palmer, chief learning officer at Degreed, talks about how learning can be your biggest competitive advantage in getting and keeping great talent in an ever-evolving workforce. People want to develop their skills for the future whether they are just graduating from college and are looking to land their first job, want to get better at the job they already have, or looking to gain new skills for their career of the future. Traditional classroom models are antiquated and outdated, but technology is making new things possible. Palmer will talk about how thinking about learning differently can empower employees to transform their careers and build lifelong learning into their lives. Degreed will also be joined by Xerox to discuss ways they are implementing these practices.

Attendees will learn:
- Ways in which traditional classroom models are antiquated and outdated, but technology is making new things possible.
- A set of concrete examples of how to think differently about learning and engagement at work.
- Some methods for retaining top talent by inspiring rather than controlling them.

Kelly Palmer
chief learning officer, Degreed

Kerry Hearns-Smith
vice president of learning strategy and global solutions, Xerox

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*Data graphs are simulated.
THE ART OF COMMUNICATING ROI: WHAT EVERY EXECUTIVE SHOULD KNOW

Salon L

Demonstrating the business value of key learning and development initiatives is critical to your long-term success. This session will explore justifying your projects around the value delivered to the business. In particular, we will explore how learning can be used to drive exceptional customer experiences and top-line revenue.

Exceptional customer experiences start from informed employees ready and able to deliver outstanding service. Well-designed learning programs can reduce onboarding time, increase employee retention and ultimately impact customer experiences.

**During this session, attendees will learn to:**

- Create compelling ROI justifications.
- Align learning metrics to business metrics.
- Talk the language of the business.

WORKFORCE READINESS: MAKE THE INVESTMENT

Salon M

Facing an impending tsunami of retirements among its field force, General Motors needed to hire and onboard hundreds of district managers (DMs). As the face of GM to its dealer body, these new recruits would need to be proficient and confident to gain credibility with their dealers. Traditional classroom training had yielded a mixed bag of readiness among DMs, often to the detriment of the dealer. GM’s Center of Learning recommended a more in-depth, immersive program that included home office and in-dealership experiences, requiring an investment of six months’ time versus the traditional three-month approach. Regional offices resisted, not wanting to wait six months to fill vacancies. But the need for proficiency won out over immediate placement, and GM’s District Manager Development program launched in mid-2015 with its inaugural class being placed in early 2016.

**During this session, attendees will learn how GM:**

- Received support for a six-month onboarding program for DMs.
- Expanded the program to upskill new hires trained in the prior program.
- Evaluated graduate proficiency across operational, strategic and behavioral dimensions.
- Measured program effectiveness against the prior approach.
- Identified developmental opportunities among the entire field organization.

Ahmed Datoo  
chief marketing officer, Inkling

Bonnie Beresford  
director of performance and learning analytics, GP Strategies

Chris Bower  
senior manager, center of learning sales, service and marketing, General Motors
HOW TO LOVE YOUR MILLENNIALS

Salon N

Studies show an alarming disconnect between the skills new employees enter the workforce with, and those needed to be successful in business. Millennials — the most connected, tech savvy and entrepreneurial generation — are notoriously poor communicators.

Learn how to harness the talent of an entire generation by teaching the core communication strategies to those who need them most — summer interns, new hires and aspiring managers. This session will share what it means to be great on the job and look at a case study for how this approach was used by a global pharma company to onboard more than 200 summer interns.

During this session, attendees will gain:
- A practical approach to bridge the communications skills gap for your next-generation employees.
- Demonstrating the power of face-to-face communications in the modern workplace of digital communications and dispersed geographies.
- Attract and retain next-generation employees by developing their self-identified desire for critical leadership skills.
LEADING AT SCALE AT AMAZON

Salons A-G

This year, Amazon.com passed the $100 billion revenue milestone faster than any company in history. As Amazon has grown, its leaders are increasingly required to lead beyond their line of sight. What skills would you teach senior leaders to help them guide and influence others across organizational layers, geographies or business groups? How would you help them filter signal from noise when making critical decisions? How can they cultivate and maintain an agile, peculiar culture at scale? Larry Hoffman, Amazon.com’s global leader for executive development, will describe how Amazon is trying to reinvent management science to tackle these challenges.

Session takeaways:

• What is the difference between leading within, and leading beyond your line of sight — and why does it matter?
• How can you help an organization get smarter and faster, not dumber and slower, as it grows?
• How can leaders teach critical mental models through the normal course of doing business?

Larry Hoffman
senior principal of executive development,
Amazon.com

Learning That Drives Results

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CrossKnowledge A Wiley Brand
Insight from the Conference Board’s Research Leader

11:15 a.m.

Details available in The CLO mobile App. clomedia.com/eventapp

Learning Bubbles Up: ERGs and Employee Development

11:30 a.m.

ERGs play an important role in connecting employees, carrying culture and engaging organizational talent. At New York Life, the Women’s Initiative — a grassroots ERG more than 15 years in the making — became not only one of the company’s most engaged peer groups, but a conduit for partners in developing critical career and learning paths for women leaders. In this FasTalk session, Kathleen Navarro, vice president and chief diversity officer, will share how New York Life’s employee resource groups and the Women’s Initiative are leveraging internal resources to create robust development programs that develop members professionally and personally.

In this talk, attendees will hear about:
• Establishing a clear mission statement.
• Building a flexible grassroots program.
• Executing the vision in partnership with subject-matter experts.

Ask the Experts

11:45 a.m.

In the Ask the Experts portion, speakers are invited back on stage to interact with the audience in an interactive question and answer session.

Wi-Fi Network: JWMarriott_Conference Password: Axonify
1:30 p.m.  
**Keynote Address** | Salons A-G  
“The Geography of Genius”  
Eric Weiner, author

2:45 p.m.  
**Workshops**

**Learning at the Speed of Business— Janssen’s Story** | Salon J  
Shabnam Irfani, director of learning strategy, Janssen Pharmaceutical Companies of Johnson & Johnson

**Culture and Beyond: Keys to a Modern Learning Organization** | Salon K  
Lisa Sands, senior learning professional, Vanguard  
AJ Smith, senior instructional designer, Vanguard

**Learning: Imagine Like a Child, and Think Like an Adult** | Salon L  
Matthew Hirst, senior director of organizational development, talent manager and learning, GameStop

**Crowdsourcing Leadership Development: The Story of OMEGA** | Salon M  
Stacey Porter, director of global talent development, Intuitive Surgical

**Gamification: An Approach for Driving Return on Talent** | Salon N  
Jerry Gschwind, learning strategy consultant, The Training Associates  
Mike Ramos, principal, Michael Ramos and Associates

3:45 p.m.  
**Resource Café: Networking and Refreshments Break** | Salons H-I

4:15 p.m.  
**The Practicum: Part I**  
Challenge #1: New Employee OnBoarding Program  
Justin Lombardo | Salon J

Challenge #2: Working With Corporate Universities  
Gerry Hudson-Martin | Salon K

Challenge #3: Expediting the Recruitment Process  
Lisa Doyle | Salon L

Challenge #4: Developing an External Brand Initiative  
Ed Cohen | Salon M

Challenge #5: Building the Business Case  
Diana Thomas | Salon N

5:30 p.m.  
**Resource Café: Networking Reception** | Salons H-I

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Eric Weiner can’t keep away from the big questions. His book, The Geography of “Bliss”, was about happiness (big topic); and, “Man Seeks God”, is about, well, God (even bigger topic). But as you know if you’ve read Bliss, Eric has the special ability to take these big questions and make them personal: he brings an everyman’s perspective, immediately sympathetic, full of humor, insight and even self-doubt, that makes everything he talks about funny and real. He calls it “funny/serious”: a unique balance of skepticism and sincerity.

Since Eric’s a former international correspondent for NPR and The New York Times, when he has questions, he travels. “The Geography of Bliss” took him from Bhutan, where the government measures the country’s well-being by its Gross Domestic Happiness, to Iceland, where strong communities and stiff drinks keep citizens cheery in the brutal cold. Now, in “Man Seeks God: My Flirtations With the Divine”, Eric is prompted by a health scare to explore the world’s religions and try them on for size. It’s an amazing story filled with such memorable characters as the UFO-worshipping Raëlians and the great Nepalese Buddhist sage Wayne-from-Staten-Island, but also a very real spiritual journey that teaches Eric deep truths. As for his personal decision? We’ll let him tell you that himself.
Build a brilliant workforce.

We’re looking forward to meeting you at 2016 CLO Symposium+PLUS

In today’s competitive marketplace, talent is so valuable that it’s been assigned its own economy. DeVryWORKS understands how strategic learning solutions can transform the workplace.

BrilliantYOU – Extending the reach of leadership development at GE

Enabling world-class development opportunities and a daily learning habit for a massive global workforce presented challenges for GE, and valuable lessons for its leaders. Join us for this eye-opening presentation.

Tuesday, September 27, 9:30 a.m. in Arizona Ballroom Salon K

Mani Gopalakrishnan
Leads the Corporate University Edition of BrilliantYOU

Michael Reed
Director of Operations for GE Healthcare’s Global Service Training & Documentation

The Resource Café

Team members will be on hand throughout the Symposium. We want to hear about your talent management needs, your skills gap goals and how DeVry University resources can help.

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866.606.8349
LEARNING AT THE SPEED OF BUSINESS — JANSSEN’S STORY

Salon J

According to Jack Welch, “An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.” Given the rapid changes in the marketplace, technology and a learner’s expectations, how might a learning and development organization ensure that learning is a competitive advantage? In this workshop, Shabnam Irfani, director of learning strategy at Janssen Pharmaceutical Companies of Johnson & Johnson, will help attendees recognize the importance of developing exceptional content that can be accessed through technological advances and demonstrate how this approach has been integrated into their own LearningElite recognized learning strategy.

During this session, attendees will:

• Review what it means to learn at the speed of business.
• Discuss inflection points that are informing learning strategy within a business.
• Explore three Janssen Case Studies that demonstrate connections between content, learning design and technology as it relates to business outcomes.
• Identify steps that can be taken to develop a learning technology strategy.

Shabnam Irfani
director of learning strategy, Janssen Pharmaceutical Companies of Johnson & Johnson

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Booth #114
CULTURE AND BEYOND: KEYS TO A MODERN LEARNING ORGANIZATION

Salon K

As a learning organization, Vanguard University (VU) is a culture carrier for Vanguard. VU accelerates Vanguard’s business strategy by advancing the knowledge, skills and capabilities of our employees while giving them the same focus and opportunities for greatness we give our external clients. By aligning with our business strategy, VU is able to organically change with it — providing an ongoing cycle of innovative ways to invest, evolve and measure.

Join us for an interactive and audience-driven session where we will share Vanguard’s learning success stories. You will leave with tangible takeaways you can apply to your organization.

During this session, attendees will:

• Drive engagement by enabling learners to continuously improve through a learning culture that focuses on leadership and individual development.
• Analyze the business agenda to identify the key drivers to which learning resources can be directed.
• Seek operational efficiencies by prioritizing projects according to key business goals.
• Innovate and adapt to the evolving learning and development landscape to better serve clients.
LEARNING: IMAGINE LIKE A CHILD, AND THINK LIKE AN ADULT

Salon L

Authentic and lasting innovation lives in the elusive space between imagination and critical thinking. Every learning and development leader has at one time wondered why a well-planned learning and development program has failed. In this presentation, Matthew Hirst will argue that while such programs have been well-planned and delivered, they may not have not been well imagined. He will discuss the real and sustainable business value of creating a development team composed of “mad scientists” who understand the business and its people well, and who have developed the trusting relationships that allow them to imagine what their organization can do without constraints. Hirst will also show how GameStop’s innovative and proprietary learning platform, LevelUp Interactive, was created globally on the strength of a single imaginative idea, within a leadership culture focused on bringing creative ideas to life. This keynote provides insights that will help you create a learning culture focused on possibilities that generate profitable results.

During this session, attendees will:

• Create a learning culture focused on creative, productive possibilities.
• Understand how you’re uniquely qualified to become a highly valued “mad scientist” for your organization.
• Learn how ideation, business strategy and talent capability work together to create organizational success.

Matthew Hirst
senior director
of organizational
development, talent
manager and learning,
GameStop

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CROWDSOURCING LEADERSHIP DEVELOPMENT: THE STORY OF OMEGA

Salon M

Intuitive Surgical may have found its silver bullet to leadership development. The solution: OMEGA, a transformative crowd-sourced leadership development program empowering managers to become effective leaders for their teams. Representing the five core practices of leadership, this course equips managers with the core skills to build and hone their own personal leadership habits. In this session, Stacey Porter, director of global talent development, will share how her team leveraged findings from employee crowd sourcing, cluster analytics and employee insights to develop a program that’s transforming the organization, one leader at a time.

During this session, attendees will learn:

• Practical advice on how to engage employees in defining key behaviors for managers.
• Simple design strategies built around a core model of leadership practices.
• Reinforcement tactics for building a leadership community “after the program.”

Stacey Porter
director of global talent development,
Intuitive Surgical

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SPOTLIGHT WORKSHOPS | Mon. Sept. 26 2:45 - 3:45 p.m.

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GAMIFICATION: AN APPROACH FOR DRIVING RETURN ON TALENT

Salon N

As learning leaders, we are continuously challenged with driving increased returns on our investments in talent. Yet many of the initiatives we pursue result in returns that are either difficult to measure or fail to have any discernible business impact. Gamification is emerging as a practice that learning organizations can employ to ensure that new skills and concepts are adopted and applied by the business. In this session we will discuss how to design and deliver gamification solutions that drive a measurable return on talent. We will explore the results and lessons learned from a project management education program that employed a gamified follow-through approach, motivating learners to apply new skills on the job.

During this session, attendees will:
• What is gamification and how can it drive skills application and your return on talent?
• Optimal situations for considering gamification as an approach.
• The value of gamification as an approach for both gaining operational insights and harvesting organizational knowledge.

Jerry Gschwind
learning strategy consultant,
The Training Associates

Mike Ramos
principal, Michael Ramos and Associates

Times have changed and we’ve helped lead the way

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Amelia Baxter, the CLO for a large, multinational aerospace company, had just got back from lunch when the phone rang. “Good afternoon. This is Amelia,” she said. On the other end was Robert Cooper, a vice president in the company’s research and technology division.

“Hi Amelia, this is Robert Cooper calling from R&D. It was great to see you at the recent offsite. Hey, seeing you got me thinking. I’ve got a training problem and I’m hoping you can help,” he said.

“We’re not getting high-quality new hires,” he continued. “I need your team to develop training for our recruiters so they can identify and hire the kind of talented, highly skilled entry-level candidates at college career fairs. They’re just not cutting it right now.”

Amelia took a minute to process his request and construct her response. “I’m glad you called me, Robert. Can you share some of what you’re seeing that brought you to that conclusion?”

“Sure thing,” Robert said. “I’ll email the report I put together for my boss. Oh, and another thing, diversity is a real weak spot. We don’t have any – I mean zero - women and minorities in our division. I need those recruiters to fix that, too.”

They agreed to connect the following week once Amelia had a chance to look through his report.

“I’m looking forward to your help in getting our recruiters back on track,” Robert said. “We’ve got big quotas to meet this year and time is running out.”

Amelia hung up the phone and took a minute to process her call with Robert. How could he be so sure that recruiters are the problem?

During the designated times, attendees will meet with their assigned cohort, review the case study and work with their cohort members and the facilitator to identify the key influencers of their assigned challenge and develop potential strategies and solutions to this talent management challenge.

**IN DISCUSSING THIS CASE, LEARNING LEADERS WILL:**

- Practice and develop negotiation and consultative skills to do a needs analysis.
- Identify skills gaps with existing employees and potential new hires.
- Develop a range of traditional and nontraditional learning interventions and systems to influence key organizational outcomes.
- Work collaboratively across organizational silos to develop an integrated talent management approach to find and develop high potential talent.
THE PRACTICUM PART I | Mon. Sept. 26, 4:15 - 5:15 p.m.

**CHALLENGE #1: NEW EMPLOYEE ON-BOARDING PROGRAM**
Salon J

Facilitated by: Justin Lombardo
chief learning officer, Baptist Health

Details available in The CLO mobile App. clomedia.com/eventapp

**CHALLENGE #2: WORKING WITH CORPORATE UNIVERSITIES**
Salon K

Facilitated by: Gerry Hudson-Martin
former vice president of training and development, Marriott International

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CHALLENGE #3: EXPEDITING THE RECRUITMENT PROCESS
Salon L

Facilitated by: Lisa Doyle
vice president of learning and development, Lowe’s

Details available in The CLO mobile App. clomedia.com/eventapp

CHALLENGE #4: DEVELOPING AN EXTERNAL BRAND INITIATIVE
Salon M

Facilitated by: Ed Cohen
executive development principal, Amazon.com

Details available in The CLO mobile App. clomedia.com/eventapp
THE PRACTICUM PART I  Mon. Sept. 26 4:15 - 5:15 p.m.

CHALLENGE #5: BUILDING THE BUSINESS CASE
Salon N
Details available in The CLO mobile App. clomedia.com/eventapp

Facilitated by:
Diana Thomas
former vice president of U.S. training, learning and development, McDonalds Corp.

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7 a.m. – 5 p.m.  Registration | North Registration Desk

7 a.m.  Networking Breakfast | Hosted by DeVryWORKS | Camelback Patio

8:15 a.m.  Keynote Address | Salons A-G
Connecting in a Disconnected World
Ned Hallowell, author, "Driven to Distraction at Work"

9:30 a.m.  Workshops

Employee Development at Blue Buffalo | Salon J
Gina Whicker, program development and training manager, Blue Buffalo

BrilliantYOU: Extending the Reach of Leadership Development at GE | Salon K
Mani Gopalakrishnan, senior leader of digital learning and technology, GE
Michael Reed, director of business operations, GE Healthcare

Nine Essential Principles for Modernizing Your Learning Ecosystem — A Panel Discussion | Salon L
Carol Leaman, CEO, Axonify
Valerie Davisson, chief people officer, At Home Stores
JD Dillon, principal learning strategist, Axonify
Rebecca Sinclair, president, Perspective Management Group

Building an Integrated Talent Management Strategy to Drive Alignment and Performance | Salon M
Terry Barton, director of system wide staff development programs, University of California
Morne Swart, vice president, global product strategy and transformational leader, SumTotal Systems

Change Agents — How to Drive Systemic Change in Learning Organizations to Maximize Impact in a Modern World | Salon N
Sanjay Parker, vice president of thought leadership and innovation, Xerox Learning Services
Simon Berridge, global assurance learning strategy & design, EY

10:30 a.m.  Resource Café: Networking & Refreshment Break | Salons H-I

11 a.m.  FASTalks | Salons A-G
Manette Chadwick, vice president and COO, Learning Center of Excellence and Execution, SAP
Tamar Elkeles, chief talent officer, Atlantic Bridge Ventures
Frank Nguyen, vice president of integrated learning and performance, Sears Holdings Corp.

11:45 a.m.  Ask the Experts | Salons A-G
Manette Chadwick, vice president and COO, Learning Center of Excellence and Execution, SAP
Tamar Elkeles, chief talent officer, Atlantic Bridge Ventures
Frank Nguyen, vice president of integrated learning and performance, Sears Holdings Corp.

Noon  Networking Lunch | Hosted by Saba | Camelback Patio

Wi-Fi Network: JWMarriott_Conference Password: Axonify
We live in a world characterized by what Dr. Hallowell calls “the modern paradox”: miraculously connected electronically, we are growing disconnected interpersonally. This social isolation is as dangerous a risk factor for early death as cigarette smoking, high blood pressure and obesity. Touting the power of “the other Vitamin C Vitamin Connect,” Dr. Hallowell offers a detailed prescription for a richly connected life that anyone can follow. This Vitamin C is free, infinite in supply, and feels good to take. Sadly, most people don’t take advantage of its amazing power.

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MONDAY, SEPT 26  •  9:30-10:30 AM  •  SALON L
SALES TRAINING CONSISTENCY DOESN’T NEED TO BE FAR FETCHED

Salon J

With the challenge of complex businesses and a massive global workforce, General Electric must enable employees to learn, adapt and win by connecting them to world-class learning and development opportunities. This session chronicles the experiments and journey in creating the GE BrilliantYOU digital learning marketplace network and ecosystem.

During this session, attendees will learn:
• How to provide consistent training across multiple channels and groups.
• How BLUE is building a learning culture one step at a time.
• How Learning technology supports BLUE’s corporate culture.

BRILLIANTYOU: EXTENDING THE REACH OF LEADERSHIP DEVELOPMENT AT GE

Salon K

With the challenge of complex businesses and a massive global workforce, General Electric must enable employees to learn, adapt and win by connecting them to world-class learning and development opportunities. This session chronicles the experiments and journey in creating the GE BrilliantYOU digital learning marketplace network and ecosystem.

During this session, attendees will learn:
• How GE’s digital education journey has unfolded and the lessons learned.
• How GE’s integrated platform enhances discovery and personalization to expand the reach of GE’s Crotonville leadership development to all employees.
• The value of gamification as an approach for both gaining operational insights and harvesting organizational knowledge.

Mani Gopalakrishnan
Senior leader of digital learning and technology, GE

Gina Whicker
Program development and training manager, Blue Buffalo

Michael Reed
Director of business operations, GE Healthcare
NINE ESSENTIAL PRINCIPLES FOR MODERNIZING YOUR LEARNING ECOSYSTEM — A PANEL DISCUSSION

Salon L

Today’s learning leaders face a huge challenge: how to evolve their learning strategy. Resource constraints, deeply embedded traditional approaches and the latest hype all get in the way. But the business is tired of waiting. Employees aren’t engaged and they aren’t retaining essential training information, let alone applying it on the job. It’s time to shake things up. Learning needs to drive results. The good news is that many organizations have modernized their learning ecosystems and are eager to share their experiences. You’ll hear from a panel of industry experts and learning leaders as they discuss what it means to modernize corporate learning, nine essential principles for making an effective transition and practical stories from companies that have applied these ideas and achieved considerable results.

During this session, attendees will learn:

• Steps to driving knowledge and engagement in front-line employees that change behavior.
• An approach to creating a robust learning strategy that can drive a dramatic cultural shift.
• A business-first approach to learning that is agile and continuous.

Carol Leaman
CEO, Axonify

Valerie Davisson
chief people officer, At Home Stores

JD Dillon
principal learning strategist, Axonify

Rebecca Sinclair
president, Perspective Management Group

Tweet it! #CLOsym
BUILDING AN INTEGRATED TALENT MANAGEMENT STRATEGY TO DRIVE ALIGNMENT AND PERFORMANCE

Salon M

The University of California set out to define an approach to talent management built on a simple theory — align people with organizational objectives and priorities to drive performance. At the heart of this approach are initiatives aimed to develop people in such a way that they achieve their potential to profoundly impact the success of the organization, while striving to continuously grow and build their career at UC.

The university has seen its investment in talent development and career mobility create a culture where employees feel their contributions are clearly valued — driving overall employee engagement while building dedication.

Join us to learn how the University of California continues to build, deliver and refine programs that can help you:

- Play a strategic role in identifying and facilitating best practices and resources to drive results across your talent infrastructure — from talent acquisition to succession.
- Deploy and align talent initiatives across locations or business units (UC has 200,000-plus employees across 18 campuses!) through subject matter experts, while still allowing for localized flexibility.
- Prepare for opportunities to become a change agent at your own company.

Terry Barton
executive director of system wide talent Management and staff development, University of California

Morne Swart
vice president, global product Strategy and transformational leader, SumTotal Systems
WORKSHOPS | Tuesday Sept. 27 9:30 - 10:30 a.m.

CHANGE AGENTS — HOW TO DRIVE SYSTEMIC CHANGE IN LEARNING ORGANIZATIONS TO MAXIMIZE IMPACT IN A MODERN WORLD

Salon N

Today, CLOs and learning leaders have more choice than ever in deploying innovation at their enterprise. The truth is, 10 years ago – there were only a few enterprise-ready technologies to leverage in learning. Now – there are hundreds of choices – and we face real resistance from IT when we don’t do our homework before requesting permission to use new technologies.

Don’t be a deer caught in the headlights – as learning leaders, there’s a great set of opportunities to increase and maximize our impact if we embrace and lead innovation in a way that engages, informs, and measures. This session will feature a case study of an innovation deployment at EY.

During this session, attendees will:

- **Identify** the trends shaping the modern world for learners and learning organizations.
- **Describe** the ways in which a large organization can effectively converge the needs of learners, the organization, and IT to operationalize innovative learning solutions.
- **Prepare** for opportunities to become a change agent at your own company as you learn how to define, design and deploy innovation.

Sanjay Parker
vice president of thought leadership and innovation, Xerox Learning Services

Simon Berridge
global assurance learning strategy & design, EY
BUILDING A QUALIFIED AND EXPERIENCED PIPELINE OF LEADERS | Salons A-G

Manette Chadwick, vice president and COO, Learning Center of Excellence and Execution, SAP

During this FASTalk session, you will discover better ways to equip your leadership team for their future responsibilities by:
- Defining what is required to develop your leaders so they can be ready for the next leadership level while maximizing their business impact.
- Identifying continuous learning elements that include face-to-face and virtual training, as well as assessments, coaching, networking, job rotations, shadowing, social learning and teaching.
- Disrupting standard L&D approaches through multi-dimensional learning roadmaps supported by technology that caters to the individual learner requirements.
- Preparing for the retirement cliff and other workforce planning constraints.

INSIGHTS FROM A LEARNING LEADER AT SEARS HOLDINGS CORP. | Salons A-G

Frank Nguyen, president of integrated learning and performance, Sears Holdings Corp.

THE CHIEF TALENT OFFICER: EVOLUTION OF THE CLO’s ROLE | Salons A-G

Tamar Elkeles, chief talent officer, Atlantic Bridge Ventures

During this session, attendees will:
- Gain insights about how to transform your learning role into a talent role.
- Learn key strategies for evolving your learning function into a talent function.
- Discover innovative approaches being used in the talent space.

11:45 a.m. ASK THE EXPERTS

Salons A-G

Manette Chadwick
vice president and COO, Learning Center of Excellence and Execution, SAP

Frank Nguyen
vice president of integrated learning and performance, Sears Holdings Corp.

Tamar Elkeles
chief talent officer, Atlantic Bridge Ventures
SYMPOSIUM 17
CHIEF LEARNING OFFICER®
Bonita Springs, Florida
April 24-26, 2017

Learning at the Speed of Business

Business can move lightning fast. A strong action-oriented, value-driven learning function is critical to keeping pace. When done right, employee learning is a catalyst for change and drives lasting results, no matter the speed of business.

Join us this spring at the 2017 CLO Symposium in Bonita Springs, Florida, as we explore the power and possibility of learning to fuel organizational performance.

CLO POWER HOUR | VOICE OF THE CLO | WORKSHOPS
PANEL DISCUSSIONS | NETWORKING RECEIPTIONS

KEYNOTE SPEAKERS

Susan Packard
co-founder of HGTV

Alec Ross
author of “The Industries of the Future”

Steve Pemberton
chief diversity officer for Walgreens

PLATINUM SPONSORS:

EXECUTIVE SPONSORS:
1:30 p.m.  
**Keynote Address** | Salons A-G  
*Disrupt Yourself: Putting the Power of Disruptive Innovation to Work*  

2:45 p.m.  
**Workshops**  

**Built Intern Tough** | Salon J  
Laura Kurtz, manager of recruiting, Ford Motor Co.

**When Your Chief Financial Officer Becomes Your Biggest Advocate for Learning & Development** | Salon K  
Terrence Donahue, corporate director of learning, Charles F. Knight Learning Center, Emerson

**The Complex Problem of Benchmarking Diversity** | Salon L  
Sara Kimmel, vice president of research and advisory services, *Chief Learning Officer* Magazine

**Modernizing the Employee Onboarding Experience at USA TODAY** | Salon M  
Craig Lutz, senior manager of instructional design and technology, USA TODAY  
Arun Prakash, chief learning architect, InfoPro Learning

**Learning Analytics: Measurement Innovations to Support Talent Development** | Salon N  
John Mattox, managing consultant, Corporate Executive Board

3:45 p.m.  
**Resource Café: Networking & Refreshment Break** | Salons H-I

4:15 p.m.  
**The Practicum: Part II**  
Solution #1: New Employee OnBoarding Program  
Justin Lombardo | Salon J

Solution #2: *Working With Corporate Universities*  
Gerry Hudson-Martin | Salon K

Solution #3: *Expediting the Recruitment Process*  
Lisa Doyle | Salon L

Solution #4: *Developing an External Brand Initiative*  
Ed Cohen | Salon M

Solution #5: *Building the Business Case*  
Diana Thomas | Salon N

5:30 p.m.  
**Networking Reception** | Camelback Patio  
Hosted by CrossKnowledge

7 p.m.  
**CLO Learning In Practice Awards Dinner** | Salons A-G  
* Separate ticket required.
DISRUPT YOURSELF: PUTTING THE POWER OF DISRUPTIVE INNOVATION TO WORK

Salons A-G

The idea is simple, but powerful: disruptive companies and ideas upend markets by doing something truly different – they see a need, an empty space waiting to be filled, and they dare to create something for which a market may not yet exist. An expert in driving innovation via personal disruption, Whitney Johnson will demonstrate how you can put the power of disruptive innovation to work. To help your company in unexpected ways, dare to innovate. Dream big dreams. Do something astonishing. Disrupt yourself. In this session, Whitney Johnson will share stories of disruption and will teach you how powerful disruption can be in your organization’s evolving reinvention. Johnson builds on her investment background as co-founder of two early stage venture firms, and an award–winning equity analyst to provide a fresh perspective on innovation and change.

Attendees will leave with practical tips and concrete action steps for how to:

• Drive innovation throughout their organization.
• Move into the sweet spot of their personal S-curve.
• Use the S-curve as a tool for understanding the psychology of disruption.
• Accelerate or decelerate innovation and change with a variety of variables.

Whitney Johnson
author, "Disrupt Yourself: Putting the Power of Disruptive Innovation to Work"

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GERRY HUDSON-MARTIN
former vice president of training & learning development | Marriott International Inc.

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April 22-23, 2017
Hyatt Regency Coconut Point Resort & Spa
Bonita Springs, FL

About the course:
Designed for learning professionals who aspire to become chief learning officer and business managers new to the role of learning leader, CLO Accelerator is a one-of-a-kind learning experience that will hone critical skills and attributes needed to flourish in the role. Go to CLOaccelerator.com for more information.
BUILT INTERN TOUGH

Salon J

Following the economic downturn in 2006-09, Ford recognized it needed to accelerate its talent acquisition process to attract top talent. One component of the talent acquisition program was Ford’s campus recruiting efforts, which included Ford’s summer intern program. This session will describe the success factors in Ford’s intern program, the results of the program and future program enhancements. The session will also cover how Ford markets its internship program on campus, including the engagement of former interns.

In this session the participants will learn:

• Components of a successful internship program.
• Metrics to measure a successful internship program.
• Marketing of an internship program.

WHEN YOUR CHIEF FINANCIAL OFFICER BECOMES YOUR BIGGEST ADVOCATE FOR LEARNING & DEVELOPMENT

Salon K

Emerson Electric, a Fortune 120 company of 115,000 employees operating in more than 140 countries, conceived, developed and executed a global leadership development initiative that is achieving sustained relevant, compelling and credible business outcomes using the framework of “The Six Disciplines of Breakthrough Learning.” In the process, they gained the full support of Emerson’s chief financial officer, who became a key advocate for the initiative and who delivers the call to action and accountability message in the training.

In this session the participants will learn how to:

• Gain commitment from senior executives for investing in leadership development by focusing on business outcomes.
• Increase the transfer of knowledge and skills gained in leadership training by emphasizing the post-workshop implementation phase.
• Approach leadership development training as an “operating system” versus a “course.”
THE COMPLEX PROBLEM OF BENCHMARKING DIVERSITY

Salon L

In the talent-fueled economy, people are your most valuable asset and diversity is a crucial competitive advantage. Forward-thinking companies set goals to increase workforce diversity in order to drive innovation, improve customer relationships and fill their talent pipeline. But there’s an important distinction to be made between having diversity within your organization and utilizing that diversity. There’s a process in the middle where they have to figure out how diversity adds value to their organization specifically. Credible research is rare and measurement models for diversity are all but nonexistent. In this session, the head of Chief Learning Officer’s research arm shares how they’re tackling this problem through data and the tool they’ve developed to dig into the U.S. talent market.

In this session the participants will learn:
• How forward-thinking companies are building a diverse workforce
• Understand the data available to make better decisions about recruitment and development of diverse talent
• Learn how publicly available data can be used to identify valuable potential talent pools

MODERNIZING THE EMPLOYEE ONBOARDING EXPERIENCE AT USA TODAY

Salon M

The USA TODAY faced a unique challenge, develop and implement a sales onboarding program that was scalable, engaging, and delivered a consistent experience for their geographically dispersed sales force. The answer, New Hire Foundations, a custom designed self-guided onboarding program. In this workshop, Craig Lutz, senior manager of instructional design and technology and Arun Prakash, chief learning architect at InfoPro Learning will share how they partnered to build and launch this organization-wide learning initiative that cut the onboarding time by 60 percent and resulted in an annual cost savings of $306,000.

During this session, attendees will hear:
• Lessons USA TODAY learned after implementing an open course navigation employee onboarding program.
• Tips on how to design and deploy engaging sales training content.
• How to overcome challenges that arise when deploying a geographically dispersed learning initiative.

Sarah Kimmel
vice president of research and advisory services, Chief Learning Officer Magazine
LEARNING ANALYTICS: MEASUREMENT INNOVATIONS TO SUPPORT TALENT DEVELOPMENT

Salon N

Learning analytics is changing learning and development departments dramatically, and the departments that effectively leverage analytic processes will create substantial competitive advantage for their organizations. This session focuses on defining new measurement needs and describing new analytic solutions that can dramatically boost the impact of talent development programs. John Mattox will share insights based on Corporate Executive Board research and best practices formulated while deploying CEB’s world-class learning analytics tool, Metrics That Matter. Critical areas of focus include gathering measures that serve as leading indicators of success, isolating the impact of programs, developing actionable results for C-suite decision-making, and using technology to provide instant insights. Learning analytics is an indispensable tool for generating tangible value for organizations. Analytics is the only way L&D can link learning to business impact. Analytics is the only way that L&D can answer questions when the C-suite calls. It is critical to the future of L&D. Attend this session to learn how.

In this session the participants will learn:

• The value of learning analytics and how it drives improvement in L&D.
• The critical role that technology plays in the analytics process.
• How to report results so business leaders understand the tangible value of L&D.

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SOLUTION #1: NEW EMPLOYEE ONBOARDING PROGRAM
Salon J

Facilitated By:
Justin Lombardo
chief learning officer, Baptist Health

Details available in The CLO mobile App. clomedia.com/eventapp

SOLUTION #2: WORKING WITH CORPORATE UNIVERSITIES
Salon K

Facilitated By:
Gerry Hudson-Martin
former vice president of training and learning development, Marriott International

Details available in The CLO mobile App. clomedia.com/eventapp

Wi-Fi Network: JWMarriott_Conference Password: Axonify
SOLUTION #3: EXPEDITING THE RECRUITMENT PROCESS
Salon L

Facilitated By: Lisa Doyle
vice president of learning and development, Lowe’s

Details available in
The CLO mobile App.
cلومedia.com/eventapp

SOLUTION #4: DEVELOPING AN EXTERNAL BRAND INITIATIVE
Salon M

Facilitated By: Ed Cohen
executive development principal, Amazon.com

Details available in
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**CLO | RESOURCE CAFÉ**

**PROVIDER PITCHES | MONDAY SEPT. 26 | Salons H-I**

10:30 a.m.  **Lead Culture™: The Power of Cultural Transformation**  
Ryan Millar, senior director, Partners In Leadership

3:45 p.m.  **Disruptive Learning Methods: Bringing Design Thinking to L&D**  
Joe Carella, assistant dean, Eller Executive Education

4:00 p.m.  **See Details in App!**

**PROVIDER PITCHES | TUESDAY SEPT. 27 | Salons H-I**

10:45 a.m.  **NHS Leadership Academy: How LEO Helped the World’s Sixth Largest Employer Design and Implement a Fully Blended Leadership Program**  
Bill Mastin, senior vice president, LEO Learning

3:45 p.m.  **See Details in App!**

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SurePeople's next-generation solutions are built on a foundation of emotional, relational and team intelligence (ERT-i®). Integrating qualitative and quantitative data in one seamless, scalable platform.
The CLO Resource Cafe is the conference hub where attendees congregate for meals, session breaks, networking events and product demonstrations. Take a stroll around the CLO Resource Cafe to learn about cutting-edge new services and technologies available to support your learning department. Provider Pitches will also be hosted here during scheduled breaks. It’s the perfect time to have in-depth conversation with other business leaders about how their organization can meet your crucial needs.

CLO Resource Cafe Hours:

Monday, September 26
7:00 a.m. to 8:00 a.m.
10:30 a.m. to 11:00 a.m.
12:00 p.m. to 1:30 p.m.
3:45 p.m. to 4:15 p.m.
5:30 p.m. to 7:00 p.m.

Tuesday, September 27
7:00 a.m. to 8:00 a.m.
10:30 a.m. to 11:00 a.m.
12:00 p.m. to 1:30 p.m.
3:45 p.m. to 4:15 p.m.
# CLO | RESOURCE CAFÉ

## PROVIDER PITCHES

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Beth Gantz  
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**AXONIFY | Booth #102**

Axonify is the world’s first Employee Knowledge Platform. Pushing beyond the boundaries of eLearning, Axonify combines an award-winning approach to microlearning with innovative knowledge-on-demand capabilities to ensure employees are well-equipped to do the right things right. The entire experience is gamified, driving high levels of engagement and participation in the knowledge-building process. The platform can also measure knowledge growth and tie it directly to learned behaviours that impact business outcomes. Finally, there is a way to ensure employees know and do the right things – and to connect their actions directly to organizational performance.

Laura Martin  
519.585.1200  
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EXHIBITOR PROFILES

CENTER FOR APPLIED LEARNING | Booth #104
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COACHING RIGHT NOW | Booth #117
At Coaching Right Now, we develop middle managers into leaders. Through real-time, one-on-one coaching, we transform these critical (yet often overlooked) employees into assets who drive your company forward. Our unique approach focuses exclusively on the middle—and on reinforcing key leadership skills through direct work application. Coaching is delivered virtually, so we can scale across any geography or industry to meet your company’s unique learning needs.

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EDUSON | Booth #115

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- The vision to provide education programs that help develop and retain the leaders of tomorrow.

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The University of Arizona is a member of the prestigious, invitation-only Association of American Universities. We focus on applied and interdisciplinary research and the National Science Foundation ranks us in the Top 20 for R&D.

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Heidi Milberg
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hmilberg@gpstrategies.com
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HCM RESEARCH & ADVISORY GROUP | Booth #110
The Human Capital Media (HCM) Research and Advisory Group is the research division of Human Capital Media, publisher of Chief Learning Officer, Talent Economy and Workforce magazines. The Research and Advisory Group specializes in partnered custom content solutions — customizable and proprietary deliverables that integrate seamlessly with existing marketing programs. Our proprietary Talent Tracker data tool gives practitioners point-of-need data analytics access to inform strategic HR decisions. By leveraging access to senior-level decision-makers and identifying industry trends, the HCM Research and Advisory Group can deliver keen insight into all areas of L&D, talent and HR.

Sarah Kimmel
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Custom Designed and Open Enrollment Programs
Robert David, Director of Corporate Education
robert.david@berkeley.edu (510) 664-4005
INFOPRO LEARNING | Booth #112

InfoPro Learning’s mission is to make organizational learning a competitive advantage for our customers by delivering modern learning experiences that strengthen employee performance. As a full-service L&D outsourcing company, we work with major corporations all over the world to solve their biggest learning, training, and performance improvement challenges.

Nolan Hout
801.899.5845
Nolan.Hout@infoprolearning.com
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@InfoProLearning

INKLING | Booth #107

Inkling is on a mission to transform the way people work. Inkling’s operations platform brings policies and procedures to life for the deskless worker. Employees today expect to go online to find accurate and compelling information on how to do their job, yet employers still ship paper binders or static PDF & Word files. Enterprises use Inkling to deliver policies and procedures in the form of dynamic documents. These documents behave more like consumer apps and engage the user with videos, interactive simulations, dynamic forms and checklists. Employees rely on Inkling to deliver exceptional customer experiences.

Rachel Flood
415.975.4429
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Bart Feys  
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bart.feys@mangolanguages.com  
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@MangoLanguages

**NOVOED | Booth #126**

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Greg Bybee  
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greg@novoed.com  
novoed.com  
@GoNovoEd

**PARTNERS IN LEADERSHIP | Booth #128**

Partners In Leadership is a leading global consulting firm, the pioneer of Accountability Training®, and innovator of cultural transformation. With their network of experts around the world and #1 award-winning content, the firm helps clients achieve their mission by dramatically boosting employee engagement, inspiring innovation, improving cross-collaboration, developing accountable leaders, blending strategy with culture, and more. The firm has enabled thousands of companies and millions of people achieve breakthrough results, reporting billions of dollars in improved shareholding wealth, saving hundreds of thousands of jobs, and shaping some of the best places to work in the world.

Adrienne Sigman  
800.504.6070  
contact@partnersinleadership.com  
@TheOzPrinciple

**LEO | Booth #118**

In a faster, more complex world than ever before, LEO sits alongside organisations to help them move learning to the heart of their business strategy. With an unrivalled combination of experience, expertise and capability, we design and deliver a strategic mix of world-class multi-device learning content, media, tools, and platforms. This enables us to deliver end-to-end learning architectures that fit seamlessly into global businesses and transform performance.

LEO is part of Learning Technologies Group plc (LTG).

Bill Mastin  
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bill.mastin@leolearning.com  
leolearning.com  
@LeoLearning
PEARSON | Booth #109

Developing a culture of learning spurs growth, shapes results, and strengthens organizations. You help teams improve their performance every day, and your work gives us purpose. At Pearson, we are devoted to creating customized, effective professional development and training solutions for every step of the learning journey. For more information, visit www.pearsoned.com.

Lauren Lopez
201.587.6149
lauren.lopez@pearsoned.com

PINPOINT GLOBAL COMMUNICATIONS | Booth #127

Pinpoint Global provides cloud-based software solutions from enterprise-class compliance and learning management systems (LMS) to marketing websites.

Pinpoint differentiates itself on several fronts including:

• Senior management’s track record in delivering enterprise class solutions
• Pinpoint’s 15+ years’ experience delivering solutions to the financial series industry
• Pinpoint develops and deploys its solutions 50% faster than competitors
• Pinpoint’s Microsoft-based software platform and state-of-the-art hardware and networking technology from HP and EMC
• The depth and breadth of Pinpoint’s compliance and LMS solutions

SABA | Booth #100

Saba is a global leader in next-generation cloud solutions for talent management. The company helps organizations transform the way they work by enabling the continuous learning, engagement and development of their people network. Supporting the new world of work, Saba delivers learning, performance, succession, career development, workforce planning and compensation solutions that incorporate modern technologies such as social, collaboration, mobile and gamification. Saba solutions are based on the Saba Cloud platform, a highly scalable architecture that exceeds industry scalability, performance, and security standards. Saba currently supports over 31 million users from 2,200 customers across 195 countries and in 37 languages.

Stephanie Goebel
781.994.1187
sgoebel@saba.com
saba.com/@SabaSoftware

SMARTLY | Booth #125

Are your employee learning solutions as fun as engaging as you’d like them to be? Smartly is the answer to helping your team: reach compliance standards, drive more sales, master MBA-level skills, and more. We offer customized lessons to help you unlock your team’s potential – fast.

Our edtech platform uses active learning and microlearning to deliver fast and effective courses. Active learning focuses on interactive content where students apply their knowledge and receive feedback as they go through courses as opposed to passive methods. Lessons are in a snackable format to emphasize the most important principles and optimize retention.
SUREPEOPLE | Booth #113

SurePeople is a cloud-based provider of intelligent learning, performance and hiring solutions.

Our innovative offering applies qualitative and quantitative data to people development, with a foundation in emotional, relational and team intelligence (ERT-i). Delivering an engaging experience in one integrated platform that’s scalable, measurable and actionable.

Together, we can achieve extraordinary outcomes.

THE TRAINING ASSOCIATES | Booth #111

The Training Associates (TTA) is an award-winning provider of contract and direct-hire learning and development talent and training-related solutions. TTA’s talent offerings feature over 25,000 L&D resources specializing in adult learning for all information technologies, business (soft) skills, and learning modalities. Our vast experience enables us to quickly assess your learning needs and expertly undertake and manage projects of any size or scope related to the design, development, and delivery of training.

THUNDERBIRD EXECUTIVE EDUCATION | Booth #129

As a global professional, you encounter nuanced management and leadership issues at every turn. Thunderbird Executive Education’s extensive experience in global management is the partner you need for your career journey.

Headquartered in Glendale, Arizona, with offices in Geneva, Switzerland, Moscow, Russia, and Dubai, UAE, Thunderbird’s Executive Education brings customized courses to executive participants all over the world.

Through our partnership with Arizona State University, America’s most innovative higher education institution with more than 2,000 faculty in 15 colleges that offer almost 400 different degrees, we offer unique, specialized and customized executive education resources you will find only here.
**UC BERKELEY EXTENSION | Booth #116**

UC Berkeley Extension is a leader in professional development and workforce education, connecting the world-renowned faculty of the UC Berkeley with organizations looking to build competitive advantage. We design and deliver in-depth open enrollment workshops, custom programs or an entirely live-online streaming classroom experience that can be tailored to suit the needs of your employees and organization. We know that busy professionals benefit from education to hone current skills and become more fluent in emerging trends and technologies. We consult with you to better understand your talent development needs and develop customized courses for your people to improve productivity and retention. Your employees learn solutions and best practices that they can apply on the job right away, without a significant investment in time. No matter where your employees are located, we have the ability to deliver competitive advantage by bringing the faculty of the UC Berkeley to you.

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**UDEMY FOR BUSINESS | Booth #122**

Udemy for Business is a forward-thinking new learning solution that consumerizes the learning experience at work to address today’s biggest workforce challenges. Built for businesses striving to be at the forefront of innovation, Udemy for Business offers fresh, relevant learning anytime, anywhere. The 1800+ high-quality courses taught by the world's leading experts cover a wide range of topics from programming and design to leadership and stress management. In addition to its curated content collection, organizations can use Udemy to easily and securely host and distribute proprietary content.

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**XEROX LEARNING SERVICES | Booth #105**

The speed of change in today’s business world means that to stay relevant and competitive, companies and their employees must perform at the top of their game. Xerox Learning Services is an award-winning provider of global end-to-end corporate learning services, designed to accelerate productivity and growth for your business. Xerox Learning’s diverse expertise allows us to deliver impactful, performance-based learning solutions that align with strategic business goals, accessible to our customers at the point and time of need. Our brand recognition, global presence, and superior innovation give us a powerful competitive position and offers our customers a true trusted partner.
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EARN RECERTIFICATION CREDITS!

HR CERTIFICATION INSTITUTE (HRCI)
This program, 293569, has been approved for 12 HR (General) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute. Please be sure to note the program ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org.

SOCIETY FOR HUMAN RESOURCE MANAGEMENT (SHRM)
Human Capital Media is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-SCP. CLO Symposium will qualify for 12 PDCs. Activity: 16-QVLFJ

Xerox Learning Solutions make learning and work one.
Xerox Learning perfectly integrates learning and work through customized programs designed to meet specific business goals. Less time in the classroom means employees spend more time growing the business. Work can work better.
Registration and Information Desk Hours
Location: North Registration Desk
Monday, Sept. 26 | 7a.m. – 5 p.m.
Tuesday, Sept. 27 | 7a.m. – 5 p.m.

Name Badges
Please wear your name badge to all Symposium+PLUS events. Your badge is your ticket to everything: sessions, workshops, receptions and meals.

Attire
Dress is business casual. To accommodate temperature fluctuations, we recommend carrying a sweater or jacket.

Wireless Internet Access Network:
Network: CLO Symposium
Password: Axonify
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Water Stations
Complimentary water bottles and refill stations are located throughout the meeting space.
Brought to you by DeVryWORKS

Charging Station
A mobile charging station is located at the North Registration Desk.
Brought to you by SABA

Lost and Found
All found items should be taken to the Symposium+PLUS registration and information desk.

Smoking
The JW Marriott Camelback Inn is a nonsmoking hotel. Please smoke only in designated smoking areas.

Disclaimer
Should unforeseen circumstances prevent any of the named speakers from presenting at the 2016 CLO Symposium + PLUS, every attempt will be made to find a suitable replacement of equal quality and relevance. CLO will not be responsible for any consequential or other losses resulting from such changes. Should the Symposium + PLUS itself be canceled for any reason, liability shall be limited to the registration fee paid. Chief Learning Officer will not be responsible for any consequential or other losses resulting from the cancellation of the 2016 CLO Symposium + PLUS.
### AGENDA AT A GLANCE

**MONDAY, SEPTEMBER 26**

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<th>Event</th>
<th>Location</th>
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<tr>
<td>7 a.m. – 5 p.m.</td>
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<tr>
<td>8 a.m.</td>
<td>Welcome Address</td>
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<tr>
<td>8:15 a.m.</td>
<td>Opening Keynote Address: How to Pick Projects and People Who Succeed</td>
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<td>9:30 a.m.</td>
<td>Workshops</td>
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<td>Onward and Upward: How to Design, Develop, Implement and Measure an Effective High</td>
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<td>Potential Program</td>
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<td>Happiness@Work</td>
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<td>The Art of Communicating ROI: What Every Executive Should Know</td>
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<td>Workforce Readiness: Make the Investment</td>
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<td>How to Love Your Millennials</td>
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<tr>
<td>10:30 a.m.</td>
<td>Networking &amp; Refreshments Break</td>
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<td>Noon</td>
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<tr>
<td>1:30</td>
<td>Keynote Address: “The Geography of Genius”</td>
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<tr>
<td>2:45</td>
<td>Workshops</td>
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<td>Learning at the Speed of Business — Janssen’s Story</td>
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<td>Culture and Beyond: Keys to a Modern Learning Organization</td>
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<td>Learning: Imagine Like a Child, and Think Like an Adult</td>
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<td>Crowdsourcing Leadership Development: The Story of OMEGA</td>
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<td>Gamification: An Approach for Driving Return on Talent</td>
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<tr>
<td>3:45 p.m.</td>
<td>Networking and Refreshments Break</td>
<td>Salons H-I</td>
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<tr>
<td>4:45 p.m.</td>
<td>The Practicum: Part I</td>
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<td>Challenge #1: New Employee On-Boarding Program</td>
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<td>Challenge #2: Working With Corporate Universities</td>
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<td>Challenge #3: Expediting the Recruitment Process</td>
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<td>Challenge #4: Developing an External Brand Initiative</td>
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<td>Challenge #5: Building the Business Case</td>
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<td>5:30 p.m.</td>
<td>Networking Reception</td>
<td>Salon H-I</td>
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<td>8:15 a.m.</td>
<td>Keynote Address: Connecting in Disconnected World</td>
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<tr>
<td>9:30 a.m.</td>
<td>Workshops: Employee Development at Blue Buffalo</td>
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<td>BrilliantYOU: Extending Reach of Leadership Development at GE</td>
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<td>Nine Essential Principles for Modernizing your Learning Eco system — A Panel Discussion</td>
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<td>Building an Integrated Talent Management Strategy to Drive Alignment and Performance</td>
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<td>Change Agents — How to Drive Systemic Change in Learning Organizations to Maximize Impact in a Modern World</td>
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<tr>
<td>1:30 p.m.</td>
<td>Keynote Address: Disrupt Yourself: Putting the Power of the Disruptive Innovation to Work</td>
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<td>2:45 p.m.</td>
<td>Workshops: Built Intern Tough</td>
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<td>How to Take Leadership Development Global (with the help of your CFO)</td>
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<td>The Complex Problem of Benchmarking Diversity</td>
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<td>Modernizing the Employee Onboarding Experience at USA TODAY</td>
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<td>Learning Analytics: Measurements Innovations to Support Talent Development</td>
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<td>The Practicum: Part II: Solution #1: New Employee On-Boarding Program</td>
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<td>5:30 a.m.</td>
<td>Networking Reception</td>
<td>Camelback Patio</td>
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<tr>
<td>7 p.m.</td>
<td>CLO Learning In Practice Awards Dinner *</td>
<td>Salons A-G</td>
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*Separate ticket required.
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