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MARCH 26-28, 2018 FT. LAUDERDALE, FL

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CONTENTS

Welcome to Fort Lauderdale ..................... 6
Monday Agenda ........................................... 7
Opening Keynote Address ....................... 8
Monday Workshops ................................. 9-11
Monday CLO Power Hour ........................ 12-13
Panel Discussion ....................................... 14
Tuesday Morning Agenda ......................... 16
Voice of CLO ............................................. 17
Keynote Address ....................................... 17
Panel Discussion ....................................... 19
Workshops ............................................. 22-24
Tuesday Afternoon Agenda ..................... 25
Voice of CLO ............................................. 26
Keynote Speaker ...................................... 26
Workshops ............................................ 27-31
CLO Power Hour ..................................... 32-33
Panel Discussion ...................................... 33
Wednesday Agenda ................................ 34
Panel Discussion ...................................... 36
Workshops ............................................. 38-41
Closing Keynote ...................................... 41
Earn Recertification Credits .................. 41
General Information & Disclaimer .......... 42
Agenda at a Glance ................................. 43
Map ......................................................... 44

ADVERTISERS’ INDEX

DeVryWORKS ............................................. 5
Experience Point ..................................... 8
General Assembly ................................... 9
GP Strategies ......................................... 11
Pearson .................................................. 12
Practice ............................................... 14
Pinsight .................................................. 15
Saba ..................................................... 18
Southern New Hampshire University .... 21
Study.com ............................................. 27
Training Orchestra ............................... 28

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--Donna Herbel, VP Training and Culture Development, Perkins and Marie Callender’s

PERSUASIVE COACHING: STIMULATE EMPLOYEE GROWTH AND CHANGE USING THE SCIENCE OF INFLUENCE

Tuesday Mar 27, 11:00am - 12:00pm Grand Ballroom Salon B-C

Brian Ahearn, CPCU, CTM, CMCT®, Director of Learning at State Auto Insurance Companies

Learn successful coaching skills to build better relationships and ethically trigger behavioral change.

THE CAREER NAVIGATOR AS A RETENTION TOOL

Tuesday Mar 27, 2:45pm - 3:45pm Grand Ballroom Salon B-C

Lynne Bamford, Chief Learning Officer at NorthShore University HealthSystem

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WELCOME TO THE SYMPOSIUM!

I hope you’re ready to get creative because for the next three days that will be our mantra. Being more original, visionary and forward-thinking will be the thread that runs through every Symposium session and, we hope, through every conversation while you’re here with us in Fort Lauderdale.

The reason is quite simple: It’s time to reimagine learning.

Technology-based innovations like virtual delivery, digital readers, mobile platforms and on-demand video have forever altered how people access learning, making it faster, more immediate and way more efficient. They’ve also made it more tempting for learning organizations — and their leaders — to rely on the latest bells and whistles to do the heavy lifting. But just when we think technology itself is the answer, it’s no longer enough.

Enter the age of UX — user experience. Creating a learning experience that not only delivers the requisite knowledge but also is responsive to how, when and where employees learn and collaborate isn’t just something members of the modern workforce want. It’s what they expect. It’s what they demand. And this shifting emphasis is challenging learning leaders like never before to transform into something more creative and strategic if they want to do more than just provide a service or deliver a product.

Smart CLOs already know this, which is why so many of you are gathered here at the Symposium to collectively explore more original ways to deliver learning that gets the results required while staying relevant, influential and essential in this rapidly evolving world.

We’ve put together a jam-packed agenda designed to challenge your thinking and stretch your imagination at every turn. I look forward to hearing your contributions to this inventive and inspiring conversation. So, without further ado, it’s time to get creative!

John R. Taggart
CEO
AGENDA | Monday, March 26, 2018

7:00 a.m.  Registration Grand Ballroom Foyer

1:15  p.m.  Welcome Address Grand Ballroom Salons E-F
Mike Prokopeak, Vice President, Editor in Chief, Chief Learning Officer magazine

1:30  p.m.  Opening Keynote Address: The Future of Learning In An Era of Artificial Intelligence Grand Ballroom Salons E-F

2:30  p.m.  Networking & Refreshment Break Grand Ballroom Foyer

3:00  p.m.  Workshops
Gary Whitney, Vice President, Global Learning, InterContinental Hotels Group

Shift from Order Taker to Learning Innovator & Design Thinker Grand Ballroom Salon D
Britney Cole, Director, Learning Experience & Innovation, GP Strategies Corporation

Keeping Up: The Crucial Formula of Education & Training for Sustaining Growth at Scale Grand Ballroom Salon G
Colin Van Ostern, Vice President of Workforce Solutions, Southern New Hampshire University
Peter Stewart, Senior Vice President School Development, K12 Inc.

Build Habits and Reimagine Leadership Development Grand Ballroom Salons H-J
Martin Lanik, Author, “The Leader Habit”

CLO Power Hour Grand Ballroom Salons E-F

4:15  p.m.  First Kill All the Role Plays: Innovation Can Live in Classroom, Too Michael Kennedy, Associate Vice President, Talent & Learning National Basketball Association (NBA)

4:30  p.m.  Building Culture: We Are Suffolk David DeFilippo, Chief People & Learning Officer, Suffolk

4:45  p.m.  GE’s Journey From Crotonville to BrilliantYOU” Sara Ley, Digital Learning &Technology Leader, GE

5:00  p.m.  Ask the Experts Grand Ballroom Salons E-F

5:30  p.m.  Networking Reception Grand Ballroom Foyer

7-10  p.m.  CLO LearningElite Gala Grand Ballroom Salons E-F
*Tickets required

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OPENING KEYNOTE ADDRESS | 1:30 p.m.

The Future of Learning In An Era of Artificial Intelligence

Grand Ballroom Salons E-F

What are we teaching machines — and what will they start teaching us? In this mind-bending keynote session, futurist Amy Webb will offer a provocative series of snapshots from the near and far future of artificial intelligence. For as long as we’ve had computers, we humans have been trying to anthropomorphize them. Conversation between humans and machines, and ultimately machines with each other, is the foundation upon which modern AI is being built. Right now, we are on the brink of a great AI awakening, and that will dramatically impact employee training, performance and development. What happens when the machines really do learn not just to think — but are trained to out-think us humans?

In this compelling keynote talk audiences will learn:

• How emerging technologies impact learning
• A methodology for predicting future trends
• How AI can be integrated with learning productively

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InterContinental Hotels Group (IHG) has recently been on the journey of updating their learning strategy including updating their core learning technology. Learning technology, content and audience priorities, operating model, governance approach and stakeholder engagement are among the many topics any learning team must address as part of informing a good learning strategy. This will be a practical discussion to share lessons learned and debate the key questions that should be answered when updating a learning strategy.

Key learning takeaways:
• Questions to consider as you rethink your learning strategy.
• Role of technology to support your strategy.
• Importance of content, channel and audience priorities.
• Leveraging operating model, governance and stakeholder engagement to activate your strategy.

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**WORKSHOPS | 3 p.m.**

**Shifting from Order Taker to Learning Innovator & Design Thinker**
📍 Grand Ballroom Salon D

Learning and development professionals are struggling with competing demands. They are compelled to please their business partners, but often as a result, become order takers, designing and developing solutions that are irrelevant, lackluster and not impactful. What L&D really needs is to approach the business from a learner-centric and design-thinking “state of mind.” But how do organizations make that shift from order taker to innovator, especially when many professionals are juggling between performance consultant, project manager, designer, developer, facilitator and evaluator? It’s about changing the way we do business and investing energy that yields the most impact. It’s about clearly articulating what it means to be learner-centric and outcomes focused. The goal of this session is help attendees identify immediate and tactical ways to help their teams go from order takers to modern learning advisers.

In this session, you will:
- Discuss why “order taking” is a common conundrum for L&D.
- Evaluate your readiness for a learner-centric and design-thinking organization.
- Identify how to best engage with “the business,” looking at “training requests” with a results points of view and attempting to changing the conversation to efficacy vs. efficiency.
- Discuss how design learning interventions should be focused on outcomes - what top performers are doing to produce results.
- Consider learning personas and learner statements as part of the scoping process.
- Learn how to expose professionals to more emerging technologies (but with a consulting mindset vs. a technology-first mindset).

**Keeping Up: The Crucial Formula of Education & Training for Sustaining Growth at Scale**
📍 Grand Ballroom Salon G

How can a growing company use workforce education to avoid plateauing after growth? How do you boost performance in roles impacted by changing technology? Peter Stewart has navigated through fivefold growth in both revenues and headcount in the past decade at K12 Inc. - and as an education company themselves, they are at the forefront of learning how to use ongoing education of their own employees to positively impact their business outcomes (particularly important in a multisite, technology-driven and often remote workforce).

Stewart will discuss efforts to research and understand their workforce, strengthen employee competencies and improve outcomes for end consumers. Stewart, along with Colin Van Ostern from Southern New Hampshire University’s workforce partnerships division, will discuss how large companies are using educational benefits as a means of driving business growth and the process for discovering opportunities to strengthen a workforce from within any company.

In this session, you will:
- Education benefits are a crucial retention tool for multisite and remote employees.
- There are new ways higher education is partnering with businesses to drive measurable returns, especially at scale.
- The skills gap is directly impacting your customer satisfaction and business reputation.

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Britney Cole
Director, Learning Experience & Innovation, GP Strategies Corporation

Colin Van Ostern
Vice President of Workforce Solutions, Southern New Hampshire University

Peter Stewart
Senior Vice President, School Development, K12 Inc

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What’s your leadership development strategy? Sporadic and disjointed workshops, classroom training and e-learning are simply not enough to prepare your leaders to drive strategic business plans. The secret to success is in building habits so that leadership becomes as natural as making your bed in the morning. But which habits to focus on and how to build them? My multiyear research study of 800 leaders from around the world revealed the leadership behaviors that result in stronger top- and bottom-line performance; my evidence-based formula turns these behaviors into habits through daily five-minute exercises. This is how you reimagine leadership development into a continuous process and build the “muscle memory” that turns leadership skills into lasting habits.

In this session, you will:

• Discover a new leadership strategy that develops and measures every leader every day.
• Learn how to prepare your leaders to drive strategic business plans through daily practice of core leadership skills.
• Find out how to accelerate leader readiness through simple five-minute exercises that result in lasting habits.

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First Kill All the Role Plays: Innovation Can Live in Classroom, Too

Because of its profound impact on the learning landscape, technology is often viewed by learning leaders as the answer to any question about innovation (or, at least, as the answer’s starting point). But in the rush to build better learning through technology, have we left behind opportunities to assess and improve our classroom practices?

Takeaways:

- The evolution of live, classroom-based learning practices has failed to keep pace with either the changing needs of modern learners or the advances in our understanding of how people learn.
- In this age of on-demand resources, the practice-to-perform model of classroom-based instruction is largely obsolete for knowledge workers.
- The work effort applied to creating blended solutions often seems weighted toward the technology-based elements. This may be appropriate — but it should not be assumed.
- It’s time for a paradigm shift that goes beyond “minimize lecture.”

Michael Kennedy
Associate Vice President, Talent & Learning, National Basketball Association (NBA)

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Suffolk’s vision is to “transform the construction experience by building smart.” The organization empowers its people to think differently, work collaboratively and execute flawlessly on the most complex and sophisticated building construction projects in the country. The firm’s “build smart” approach to planning and constructing projects is revolutionizing the construction industry and redefining what it means to be a builder. During a period of rapid growth and change, Suffolk established “We Are Suffolk” as its employee assimilation process to rapidly connect new hires to the organization.

Learn how Suffolk’s People & Culture team:

- Led an extensive change management effort to scale its culture.
- Increased new employee engagement during the critical first 180 days.
- Reduced new employee attrition.

GE has one of the world’s most renowned and recognized leadership institutes. Yet only 30 percent of the company’s professional employees were able to participate in a learning experience at Crotonville, as the company’s decades-old leadership institute is known. To remain at the forefront of our increasingly digital future, GE had to expand learning and provide development opportunities for the more than 300,000 employees in more than 180 countries around the world.

Join Sara Ley from GE as she walks through the company’s evolution from Crotonville to BrilliantYOU™, the company’s new, digital learning model and experience platform.

In this session attendees will learn:
- How GE’s building a continual learning mindset
- What GE’s learning about their learners
- How GE’s shaping the “Brilliant Way”: lessons learned and plans for the future
In Ask the Experts, speakers are invited back on stage to interact with the audience in a dynamic question and answer session. Attendees are encouraged to engage with the speakers on learning and development initiatives, generate questions and share ideas.

Michael Kennedy
Associate Vice President, Talent & Learning, National Basketball Association (NBA)

David DeFilippo
Chief People & Learning Officer, Suffolk

Sara Ley
Digital Learning & Technology Leader, GE

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AGENDA | Tuesday Morning, March 27, 2018

7:00 a.m.  Registration  Grand Ballroom Foyer

7:00 a.m.  Networking Breakfast  Ocean View Terrace
          Hosted by DeVryWORKS

8:00 a.m.  Voice of the CLO
          A Conversation with Learning Pioneer Jesse Jackson
          Grand Ballroom Salons E-F
          Jesse Jackson, Chief Learning Officer, Consumer & Community Banking, JPMorgan Chase

8:15 a.m.  Keynote Address: Creating Moments That Matter
          Grand Ballroom Salons E-F
          Dan Heath, Co-Author, “The Power of Moments”

9:15 a.m.  Networking & Refreshment Break  Grand Ballroom Foyer
          Hosted by Interactive Services

9:45 a.m.  Panel Discussion
          UX: Enhancing the Learning Journey
          Grand Ballroom Salons E-F

            Moderator:
            Mike Prokopeak, Vice President, Editor in Chief, Chief Learning Officer magazine

            Panelists:
            Samantha Zarrini, Senior Product Manager, Digital Learning & Technology, GE Corporate
            Rhoda Wang, Learning Experience Design Leader, Uber
            Andy Vitale, Director, User Experience, Polaris Industries
            Michael Poll, Director, Talent Development, AbbVie

11:00 a.m.  Workshops

          Better Customer Experience Through Employee Engagement
          Grand Ballroom Salon A
          Emily Foote, Vice President, Customer Engagement, Practice
          David Barone, Vice President, Business Services College, Learning & Development, Comcast

          Persuasive Coaching: Stimulate Employee Growth and Change Using the Science of Influence
          Grand Ballroom Salons B-C
          Brian Ahearn, Director, Learning, State Auto Insurance

          From Red Tape to Growth Mindsets: Impact of Change within Complex Organizations
          Grand Ballroom Salon D
          John Anselmi, Senior Director, Education, VA, New England Healthcare System

          How to Break the Innovation Bottleneck in Learning
          Grand Ballroom Salon G
          Pam Boiros, Principal, Bridge Marketing Advisors

          The Power of Purpose - Connecting Company, Culture & Community
          Grand Ballroom Salons H-J
          Kimo Kippen, President, Aloha Learning Advisors, LLC

Noon  Networking Lunch  Ocean View Terrace
       Hosted by Saba

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Some experiences are vastly more memorable and meaningful than others: A moment of extraordinary service that a customer can’t stop talking about. A moment of insight that helps a group of employees embrace a new vision. A moment of compassion that makes a patient’s burden feel lighter. Everywhere you look, people are trying to craft memorable experiences—from customer experiences to patient experiences. Leaders are working hard to boost employee engagement, student engagement, and parishioner engagement. But these discussions have been dominated by a focus on fixing problems (what Dan Heath calls “filling pits”), rather than creating memorable experiences (“raising peaks”). Yet Heath’s research suggests that it’s far more valuable to build peaks.

How do you build peaks for the people you care about? In this talk, drawing from his forthcoming book The Power of Moments, Heath will reveal the four elements that create defining moments. Armed with an understanding of these elements, we can be the authors of moments that spark delight, connection, and insight.
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UX: Enhancing the Learning Journey

UX is no longer a term solely used by app developers and the tech industry. User experience governs our personal use of technology but also how we communicate at work and how we learn. As a result, learning organizations are under pressure to create and develop engaging learning experiences through technology. User experience design not only helps the learner understand subject material but it also engages them.

Join this panel of experts as they discuss how to design and apply UX in the learning environment.

In this session, you will learn:

- What is user experience (UX) and how does it apply to learners.
- How to personalize learning to suit the individual needs of learners.
- Why learning organizations need to focus on the learner experience.

Moderator:
Mike Prokopeak
Vice President, Editor in Chief, Chief Learning Officer magazine

Samantha Zarrini,
Senior Product Manager, Digital Learning & Technology, GE Corporate

Rhoda Wang
Learning Experience Design Leader, Uber

Andy Vitale
Director, User Experience, Polaris Industries

Michael Poll
Director, Talent Development, AbbVie

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Better Customer Experience Through Employee Engagement
Grand Ballroom Salon A

Critical to your company’s success is an ongoing stream of happy customers. The key to achieving customer happiness is employee engagement. How do you ensure engaged employees? You invest in employee development. Why? Employees want to gain new skills that will make them more successful in their current positions and lead to advancement. Knowing that on average the typical employee spends 24 minutes per week learning and the half-life of skills is five years, how do you effectively invest in employee development? Enter: Applied video microlearning, the modern way to scale skill development in a world of overwhelmed employees and constant change. Come to our session and learn how Comcast leverages Practice’s applied video microlearning solution to develop their employees and, ultimately, improve customer happiness.

Learning Objectives:
• Understand applied video micro-learning.
• How to develop skill-based assessment.
• How to scale deliberate feedback.

Persuasive Coaching: Stimulate Employee Growth and Change Using the Science of Influence
Grand Ballroom Salons B-C

Good coaching is a proven pathway to success. We see it in athletic events almost daily. However, coaching in business is different than coaching athletes and quite often the difference comes down to a willingness to change. That’s where understanding the psychology of persuasion will help! Did you know there are more than seven decades of research into the science behind influencing people’s behavior? When you ethically apply what the research has to say in a coaching relationship, great things will happen!

Attend this presentation and you’ll learn:
• How to build better relationships, overcome uncertainty and motivate behavior.
• Six psychological “principles of influence” you can ethically use to trigger behavioral changes.
• Application ideas you can immediately put into practice.

Emily Foote, Vice President, Customer Engagement, Practice
David Barone, Vice President, Business Services College, Learning & Development, Comcast
Brian Ahearn, Director, Learning, State Auto Insurance
From Red Tape to Growth Mindsets: Impact of Change within Complex Organizations  Grand Ballroom Salon D

John Anselmi is the education officer for the New England Healthcare System - a division of the Veterans Affairs Health Care System. From within the notoriously slow-moving and complex federal government, Anselmi was able to create a pilot program for a new type of education, one that fit within the organizational goals and created opportunity for employees at all levels. In this talk, Anselmi will discuss the tactics and strategies that can be used to take the first steps toward launching new programs from within incredibly complex organizational structures. He’ll focus on how to get programs off the ground, what it takes to get buy-in and how you can measure impact early.

Learning objectives:
• Starting with a pilot enables you to prove success and expand.
• You need a leap of courage to make progress in a large, complex organization.
• An educational partner that can also help you measure impact is essential.

How to Break the Innovation Bottleneck in Learning  Grand Ballroom Salon G

Learning represents a large investment for most organizations in support of their overall business strategy. However, many struggle to develop clear strategies that make the most of the learning budget and still leave room for innovation. How do organizations break the innovation bottleneck? They optimize first. The “Optimize First” approach is founded on the idea that what you are doing today is fundamentally good, but can get better, more effective, faster and cheaper: allowing you to free resources and better understand your needs to innovate.

You will learn:
• The latest research on business alignment in HR and Learning, the need for optimization, and the areas where innovation can make a big impact. In addition, common pitfalls that stop innovation and how to avoid them.
• Optimization opportunities in training operations, with relevant examples.
• How to free the budget, time and minds of your organization to allow for future innovation.
• Ways to gain a deeper understanding of your business needs to direct innovation into the right areas.
• How your peers plan to innovate learning in the next 12 months with an in-session exercise.
The Power of Purpose - Connecting Company, Culture & Community
Grand Ballroom Salons H-J

Lifelong learning is the new reality in today’s workplace, but how does one motivate and engage employees to drive real impact? Creating a culture of learning must not stop at the company door, it needs to extend into the lives of employees and their community.

Purpose can be the key to engaging employees and providing the support system that will enable career development and life enrichment. Learn how innovative companies are harnessing the power of purpose to drive engagement, performance and impact within their organizations and communities.

This session will:
• Help illustrate how to use purpose to motivate and engage employees.
• Review the connection between learning and engagement that leads to lasting results.
• Provide a forum to discuss relevant examples and use cases.

Kimo Kippen
President, Aloha Learning Advisors, LLC
AGENDA | Tuesday Afternoon, March 27, 2018

1:15 p.m.    Voice of the CLO
              A Conversation with Learning Pioneer Gina Cronin
              Grand Ballroom Salons E-F
              Gina Cronin, Executive Director, Global Leadership & Learning Institute, Cleveland Clinic

1:30 p.m.    Keynote Address: Embracing the Keys to Influence & Persuasion
              Grand Ballroom Salons E-F
              Zoë Chance, Marketing Professor, Yale School of Management

2:45 p.m.    Workshops
              The Career Navigator as a Retention Tool
              Grand Ballroom Salons B-C
              Lynne Bamford, Chief Learning Officer, North Shore University Health Systems

              Developing a Business Case Framework for New High-Impact Learning Investments
              Grand Ballroom Salon D
              David Mennie, Vice President, Product Marketing & Strategy, Saba Software

              Changing the Talent Conversation from Good to Great: How Advanced Educational Strategies Are Helping Companies Reimagine Employee Development
              Grand Ballroom Salon G
              Steve Woodward, Learning & Development Leader, Red Roof Inn
              Jessica Bowles, Senior HR Leader, People Works, Brinker International

              Discover New Talent Pipelines by Radically Reskilling Your Teams: A Case Study With Booz Allen Hamilton
              Grand Ballroom Salons H-J
              Jay Nappy, Head, Engagement, Advanced Skills Training Academy, General Assembly
              Adi Hanash, Head, Product, Advanced Skills Training Academy, General Assembly
              Jim Hemgen, Senior Associate, Booz Allen Hamilton
              Candence Weber, Learning Architect, Booz Allen Hamilton

3:45 p.m.    Networking & Refreshment Break
              Grand Ballroom Foyer

              CLO Power Hour
              Grand Ballroom Salons E-F

4:15 p.m.    Reimagining Learning and Development for Changing Times
              Keba Gordon, Head, Organizational Design, Target Corporation

4:30 p.m.    The Role of the CLO as a Change Leader in Times of Disruption
              Deborah McCuiston, Managing Director, Learning & Culture, Virgin America

4:45 p.m.    How Walmart Is Building the Leader of the Future
              Geoff Webb, Senior Director, Global Leader Development, Walmart

5:00 p.m.    Ask the Experts
              Grand Ballroom Salons E-F

5:30 p.m.    Networking Reception
              Ocean View Terrace
              Hosted by Southern New Hampshire University

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KEYNOTE ADDRESS | 1:30 p.m.

Embracing the Keys to Influence & Persuasion

Grand Ballroom Salons E-F

Harry Truman once lamented, “I sit here all day trying to persuade people... that’s all the powers of the president amount to.” Regardless of your job title, or the number of people reporting to you, persuasion is all the power you have. The higher you rise in the ranks of leadership and the grander the vision you hold, the more important it becomes to be able to influence and persuade others to go along with you. You want them to say yes in the moment, to follow through and be open to saying yes again in the future. You want relational influence, not just transactional influence. You already have an implicit knowledge of influence, and making some of the tools and strategies explicit will help you become more purposefully influential, influencing more people, more often, to a greater extent.

In this keynote address, Dr. Zoë Chance will help you increase your influence so you can get more resources so you can do more great things in the world. She will share relationship-building influence techniques that can be comfortable for all parties involved.

Zoë Chance
Marketing Professor,
Yale School of Management

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Many organizations struggle to retain entry-level talent, particularly in areas where no clear career path exists. Exit survey data and employee engagement results often reveal a need for greater visibility into career paths and development options for employees. Could investment in a "Career Navigator" website help your organization retain the talent it works so hard to recruit and train?

During this session, attendees will discuss:

- The challenge of developing career paths in organizations with limited upward mobility.
- Using data from your HR system to identify patterns of job movement.
- The power of individual career stories to inspire.
- Early reactions and impact.
- Other ideas from the audience to provide visibility into career paths and development options.

Lynne Bamford
Chief Learning Officer, North Shore University Health Systems

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Developing a Business Case Framework for New High-Impact Learning Investments

To implement high-impact development programs that set your organization apart and keep you competitive, the interest and support of your company’s business leaders is critical. In almost every case, your finance and IT leaders are making investment tradeoffs when determining what projects get funded. So if they don’t understand the importance of the new approaches to learning that you want to implement, and how they support the objectives of the business, then they won’t happen.

So what do learning leaders need to do to get the C-suite onboard? Built on a proven model with insights from CFOs and ROI experts, this interactive workshop will help you build a business case using the structure that delivers the most compelling quantification of both hard and soft benefits for investing in high-impact, modern learning programs.

Key learning takeaways:
• Applying the language and metrics that your CFO and CEO are looking for.
• How to align the program investment for new learning approaches directly to the objectives of the business.
• Assess your organization’s readiness for modern and informal learning approaches.
• Defining financial metrics and other key factors to use in your business case structure.
• What to ask your vendors to support you in when getting buy-in.

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WORKSHOPS | 2:45 p.m.

Changing the Talent Conversation from Good to Great: How Advanced Educational Strategies Are Helping Companies Reimagine Employee Development

Grand Ballroom Salon G

The need for corporations to strategically reimagine benefits programs to meaningfully support their modern workforces has never been more important. There are approximately 60 Million workers in the United States without college degrees, the majority falling within the underserved populations. A significant subset of those workers want to complete their education in order to advance. Most companies ignore the needs of their hourly workforce - needs that are very different from workforces consisting of degreed candidates. Hourly employees and managers are increasingly seeking new employment for better compensation but aren’t advancing their education to compete with omnichannel transformation or technology automation. Working adults shouldn’t be forced to make an economic decision between education or career advancement with debt. Ultimately, this is costing organizations millions per year in low engagement or NPS scores, poor guest experiences and inevitable turnover expense.

This session will feature panelists from diverse industries discussing emerging ideas and solutions related to retention and recruitment, building the case for other organizations to redefine how they meet the developmental needs of their employees.

Moderator
Rachael Bourque
Director, Business Development
Pearson

Steve Woodward
Learning & Development Leader, Red Roof Inn

Jessica Bowles,
Senior HR Leader, People Works, Brinker International

Jamie Fall,
Director, UpSkill America

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April 16th 2018 & Close May 25th 2018

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WORKSHOP | 2:45 p.m.

Discover New Talent Pipelines by Radically Reskilling Your Teams: A Case Study With Booz Allen Hamilton

Grand Ballroom Salons H-J

Learn how Booz Allen Hamilton partnered with General Assembly on an initiative to radically reskill 5,000 analysts into data scientists.

In this session you’ll learn:
• From assessment deployments to learning path creation, explore how BAH and GA tailored learning experiences.
• How the efficacy of training was successfully measured.
• Identify how radically reskilling your employees can unlock new pipelines of talent and make you less reliant on recruiting to fill your skills gaps.

Jay Nappy  
Engagement, Advanced Skills Training Academy, General Assembly

Adi Hanash  
Head, Product, Advanced Skills Training Academy, General Assembly

Jim Hemgen  
Senior Associate, Booz Allen Hamilton

Candence Weber  
Learning Architect, Booz Allen Hamilton

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Reimagining Learning and Development for Changing Times

It’s no secret we live in a time of disruption. New competitors arise seemingly overnight, new products and technologies completely reshape industries and markets and nearly every company finds itself looking over its shoulder for new challengers. But too often, the model for how we design organizations and the talent development strategies that support it fail to keep pace. Spurred by disruption competition for talent, organizations need to create new ways of working and be willing to reimagine how we learn and develop our people.

Keba Gordon, a veteran talent executive, has spent nearly two decades helping organizations re-think how they develop leaders and core capabilities, build winning cultures and design healthy organizations that deliver superior financial performance and growth. The companies that will succeed make continuous learning, development and growth of people core to business strategy.

In this session, attendees will learn:
• A fundamental truth that illustrates why we need a different kind of leader to win in the digital economy
• The core employee needs that “make or break” ability to attract and retain the best talent
• Five game-changing practices that will accelerate the growth of your people, leaders, and ultimately your business

The Role of the CLO as a Change Leader in Times of Disruption

Change and disruption happen every day in business. Whether a company is experiencing massive growth, changing or evolving a business strategy, downsizing, or going through a merger and acquisition, how you manage the people and culture equation can make or break the implementation of your business strategy. Virgin America recently went through a period of change and disruption when they were acquired by another airline. Although, culturally there were many similarities between the two companies, the way work getting done was different.

During this talk, we will cover:
• How the CLO can lead the change and culture strategy through the good and difficult times of disruption by leveraging leaders and communication at all levels.
• Lessons learned along the way with Virgin America’s acquisition and how those core learnings can translate to any key business disruption.
• What you can start doing today to prepare for disruption and change within your organization.
How Walmart Is Building the Leader of the Future

Walmart, the nation’s largest retailer and largest employer, grew into a global business by competing on price and assortment. But as technology rapidly transforms customer expectations and experiences, the company needs executives who can see, learn and adjust to the rapidly evolving retail landscape. To develop these leaders of the future, Walmart designed a scalable system of personalized development journeys called Ascent.

Join Geoff Webb, senior director of global leader development, as he shares Walmart’s approach to accelerating high potential talent and how they help their leaders develop themselves.

You’ll learn:
• How Walmart used design thinking to create a new approach to development.
• Practical tips for weaving experiments and learning into everyday work.
• How to get business leaders more involved in developing others.

ASK THE EXPERTS | 5 p.m.

In Ask the Experts, speakers are invited back on stage to interact with the audience in a dynamic question and answer session. Attendees are encouraged to engage with the speakers on learning and development initiatives, generate questions and share ideas.
AGENDA | Wednesday, March 28, 2018

7:00 a.m.  Registration  Grand Ballroom Foyer
7:30 a.m.  Breakfast  Ocean View Terrace
8:30 a.m.  Panel Discussion
The Future of the Corporate University
Grand Ballroom Salons E-F
Moderator: Ashley St. John, Managing Editor, Chief Learning Officer
Panelists:
Kathleen Gallo, Senior Vice President & Chief Learning Officer, Northwell Health
Daniel Gandarilla, Vice President & Chief Learning Officer, Texas Health Resources University
Dave Vance, Executive Director, Center for Talent Reporting
John Palmer, Senior Vice President, Human Resources & Chief Learning Officer, AT&T
9:30 a.m. Networking & Refreshment Break  Grand Ballroom Foyer
9:45 a.m. Workshop
Applying Design Thinking to Your Learning Challenges
Grand Ballroom Salons E-F
Andrew Webster, Vice President, Transformation, ExperiencePoint
11:30 a.m. Closing Keynote Address: Learning is an Improvised Art
Grand Ballroom Salons E-F
Kelly Leonard, Executive Director of Insights and Applied Improvisation, The Second City
12:30 p.m. CURTAIN CALL/TO-GO-BOX LUNCH  Grand Ballroom Foyer
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The first corporate universities are now more than 30 years old. They grew up in a business era that was more predictable, where companies could define the skills and abilities required of their employees. But how much have the fundamentals driving the need for a corporate learning organization really changed over the last 30 years? What is the impact of digital, on-demand learning, what roles does the traditional corporate university play and should they adapt?

Join this panel of experts as they discuss the future of the corporate university in the digital age and debate its role and whether or not it is time to retire the concept.
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WORKSHOP | 9:45 a.m.

Applying Design Thinking to Your Learning Challenges
Grand Ballroom Salons E-F

An introduction to essential design thinking techniques, mindsets and behaviors in a hands-on format. This 90-minute workshop highlights how to bring creative habits like deep user empathy, radical collaboration and rapid experimentation to one’s work every day.

It will enable you to develop an awareness of and support for design thinking as an approach to problem solving. Our workshop will also help you provoke fresh ideas to address a meaningful challenge or opportunity.

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• Understanding of how leaders can enhance and model innovative behavior
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WORKSHOPS
VOICE OF THE CLO SESSIONS

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Closing Keynote Address - Learning is an Improvised Art

In this interactive keynote, Kelly Leonard, longtime creative executive of The Second City, shares backstage stories and scientific insights that show how improvisational practice plays a vital role in unlocking innovation for both individuals and groups.

- Focus and listening cannot be assumed or taken for granted.
- “Yes, And” is a mindset orientation for creative growth.
- We have to learn how to make mistakes work for us.

Kelly Leonard
Executive Director of Insights and Applied Improvisation, The Second City
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HR CERTIFICATION INSTITUTE (HRCI)
This program 347131 has been approved for 10 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.

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Human Capital Media is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-SCP. CLO Symposium will qualify for 10 PDCs. Activity: 18-O9RMX
GENERAL INFORMATION & DISCLAIMER

Registration and Information Desk Hours
Location: Grand Ballroom Foyer
Monday, March 26 | 7 a.m. - 5:30 p.m.
Tuesday, March 27 | 7 a.m.- 5:30 p.m.
Wednesday, March 28 | 7 a.m.- 12:30 p.m.

Name Badges
Please wear your name badge to all CLO Symposium 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:
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Water Stations
Complimentary water bottles and refill stations are located throughout the meeting space.

Charging Station
A mobile charging station is located in the Ballroom Foyer at the registration desk.

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

Smoking
Marriott Harbor Beach Resort & Spa is a nonsmoking hotel. Please smoke only in designated smoking areas.

Disclaimer
Should unforeseen circumstances prevent any of the named speakers from presenting at CLO Symposium18, 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 CLO Symposium 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 CLO Symposium18.
# AGENDA AT A GLANCE

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 a.m.</td>
<td>Registration</td>
<td>Grand Ballroom Foyer</td>
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<td>Networking Breakfast</td>
<td>Ocean View Terrace</td>
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<td>Voice of the CLO: A Conversation with Learning Pioneer Jesse Jackson</td>
<td>Grand Ballroom Salons E-F</td>
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<td>8:00 a.m.</td>
<td>Keynote Address: Dan Heath</td>
<td>Grand Ballroom Salons E-F</td>
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<td>Panel Discussion, UX: Enhancing the Learning Journey</td>
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<td>Workshops</td>
<td>Grand Ballroom Salon A</td>
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<tr>
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<td>Persuasive Coaching: Stimulate Employee Growth and Change Using the Science of Influence</td>
<td>Grand Ballroom Salons B-C</td>
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<td>Noon</td>
<td>Networking Lunch</td>
<td>Ocean View Terrace</td>
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<tr>
<td>12:00 p.m.</td>
<td>Lunch</td>
<td>Grand Ballroom Salons E-F</td>
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<tr>
<td>1:00 p.m.</td>
<td>Keynote Address: Amy Webb</td>
<td>Grand Ballroom Salons E-F</td>
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<tr>
<td>1:15 p.m.</td>
<td>Welcome Address</td>
<td>Grand Ballroom Salons E-F</td>
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<td>2:30 p.m.</td>
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<td>The Learning Strategy Journey: Questions to Ask, Choices to Make and Lessons Learned in the Process of Updating a Global Learning Strategy</td>
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<td>Shifting from Order Taker to Learning Innovator &amp; Design Thinker</td>
<td>Grand Ballroom Salon D</td>
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<td>3:00 p.m.</td>
<td>Keeping Up: The Crucial Formula of Education &amp; Training for Sustaining Growth at Scale</td>
<td>Grand Ballroom Salon G</td>
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<td>3:00 p.m.</td>
<td>Build Habits and Reimagine Leadership Development</td>
<td>Grand Ballroom Salons H-J</td>
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<tr>
<td>4:15 p.m.</td>
<td>CLO Power Hour</td>
<td>Grand Ballroom Salons E-F</td>
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<td>First Kill All the Role Plays: Innovation Can Live in Classroom, Too</td>
<td>Grand Ballroom Salon D</td>
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<td>Building Culture: We Are Suffolk</td>
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<td>GE's Journey From Crotonville to BrilliantYOU™</td>
<td>Grand Ballroom Salons E-F</td>
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<td>How to Break the Innovation Bottleneck in Learning</td>
<td>Grand Ballroom Salon G</td>
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1:15 p.m. Voice of the CLO: A Conversation with Learning Pioneer Gina Cronin
   Grand Ballroom Salons E-F

1:30 p.m. Keynote Address: Zoë Chance
   Grand Ballroom Salons E-F

2:45 p.m. Workshops

   - The Career Navigator as a Retention Tool
     Grand Ballroom Salons B-C

   - Developing a Business Case Framework for New High-Impact Learning Investments
     Grand Ballroom Salon D

   - Changing the Talent Conversation from Good to Great: How Advanced Educational Strategies Are Helping Companies Reimagine Employee Development
     Grand Ballroom Salon G

   - Discover New Talent Pipelines by Radically Reskilling Your Teams: A Case Study With Booz Allen Hamilton
     Grand Ballroom Salons H-J

4:15 p.m. CLO Power Hour

   - Reimagining Learning and Development for Changing Times
   - The Role of the CLO as a Change Leader in Times of Disruption
   - How Walmart Is Building the Leader of the Future

5:30 p.m. Networking Reception

7:00 a.m. Registration
   Grand Ballroom Foyer

7:30 a.m. Breakfast
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8:30 a.m. Panel Discussion
   The Future of the Corporate University
   Grand Ballroom Salons E-F

9:30 a.m. Networking & Refreshment Break
   Grand Ballroom Foyer

9:45 a.m. Workshop
   Applying Design Thinking to Your Learning Challenges
   Grand Ballroom Salons E-F

11:30 a.m. Closing Keynote Address: Kelly Leonard
   Grand Ballroom Salons E-F

12:30 p.m. CURTAIN CALL/TO-GO-BOX LUNCH
   Grand Ballroom Foyer
MAP
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