



Kevin Martin

Chief Research
Officer



CULTURE RENOVATION: A BLUEPRINT FOR ACTION
Next Practices for New-age HR to Drive Business Impact
8:30 a.m. Keynote

Strategic Opportunity:

Two-thirds of more than 7,600 business professionals surveyed by i4cp indicated their organization had recently under-taken a culture transformation. But only 15% rate their transformation as either highly or very highly successful.

What we will explore together:

What did those 15% do differently to enable culture transformation success? Turns out, there are 18 specific leader and HR actions that make the difference. Join us as i4cp chief research officer Kevin Martin shares key findings from his firm's brand new report *Culture Renovation: A Blueprint for Action*. If culture eats strategy for breakfast, you'll definitely want to chew on this!

About Kevin:

Kevin Martin is chief research officer at the Institute for Corporate Productivity (i4cp); the leading research firm focused on discovering the people practices that drive high-performance.

In addition to guiding i4cp's research agenda and deliverables, Kevin also advises the corporate and human resources leadership teams of many leading employers on best- and next-practices in HR and talent management strategy. He also serves as executive sponsor of i4cp's distinguished Chief HR Officer Board.

A highly sought-after international keynote speaker on all aspects of human resources and talent management, Kevin has led the production of more than 100 studies on best and next-practices in human capital management. Recognized as a Top 100 HR Influencer by HR Examiner, Kevin and his team's research have been cited in leading business media, including Forbes, The Wall Street Journal, Fast Company, Harvard Business Review, Inc. Magazine, Bloomberg, CFO Magazine, CIO Applications, and on CNBC.



Wilson Jones

President & CEO



People First Culture @ Oshkosh Corporation:
Engage Develop Connect
 12:30 p.m.

Oshkosh Corporation's Wilson Jones Named a Glassdoor Top CEO in 2018

Strategic Opportunity:

Business leaders often have a misconception that creating an environment where people feel cared for and valued will compete with business results. However, studies have shown that when people are happier at work, they are more productive.

What we will explore together:

Wilson will discuss Oshkosh's People First culture journey that began over three years ago. He will talk about the active role he and his leadership team have played in making this transformation a priority across their business. The outcome of their work has shown that a People First philosophy is an enabler to positive business results.

About Wilson:

Wilson Jones is the president and CEO of Oshkosh Corporation, a position to which he was appointed in January 2016. Oshkosh is a Fortune 500 company with more than 15,000 team members globally.

Throughout his career, Wilson has cultivated a servant-led leadership model with a focus on valuing diverse opinions, fostering a culture of trust, developing others and acting with humility. These efforts to build a culture around putting people first have contributed to the many recognitions Oshkosh Corporation has received. The company was named one of Barron's Top 100 Most Sustainable Companies, FORTUNE's World's Most Admired Companies, Glassdoor's Best Places to Work and Forbes' America's Best Large Employers. Oshkosh Corporation was also named one of the World's Most Ethical Companies by Ethisphere Institute for four consecutive years.

Learn.Develop.Perform: Linking Scalable Learning Experiences to Drive Performance
1:30 p.m.



Bonnie Hemingway

Director of Global Learning Innovations



Tim Gerrits

Sr. Director, Talent Development



Nick Allen

Director, Talent Management



Bethann Monzel

Director of Employee Learning



Jesse Pilachowski

Director of Org. Development



Strategic Opportunity:

To kick-off this year's CLO/CTO/CHRO roundtable, Tim Gerrits, will share how AbbVie created an employee development juggernaut that defied the odds where events regularly sell out, employees take to social media to tweet about their own development and employee engagement scores have jumped. Almost two-thirds of global employees participate, close to 65% of senior leaders are involved in teaching, and almost all of the C-suite have actively and publicly participated. Learning solutions includes webinars delivered by content experts, a 24-hour radio program, multiple in person events, functional viewing parties, a TED event and a go-to online portal with additional resources for development.

What we will explore together:

Imagine you have one shot, your learners have a limited amount of time and everyone has a shoestring budget. Talent development solutions need to scale across time zones, geographic locations, traditional training and development preferences, and reach employees at all levels of the organization.

To help guide this panel discussion, here are a few questions we will try to explore:

- What new approaches can we use to initiate **Scalable Learning Experiences** to increased employee engagement?
- Can you share a lesson learned about agility, focus and letting go of ownership?
- How else are your L&D teams evolving to support the evolving learner?
- At a time when employees can go anywhere for their learning (and they do), how do you get them to go to the right places?



Michelle Burke

Sr. Director, Global
Org. Development



**Organizational Readiness:
*Building a Pipeline for the Future***
8:50 a.m.

Strategic Opportunity:

Our organization, like many organizations, is growing at a fast pace and looks to grow by over 20% in revenue and headcount in the coming years. As the organization expands, we must have a deep bench of Ready Now and Ready in 1-2 Years successors prepared to lead our business into unknown territory.

What we will explore together:

Our grad program has successfully produced leaders in every area of our business over the last 8+ years. The grad program allows us to be agile while preparing young and upcoming leaders for critical roles in our organization. WE will dive into how our program works and the impact of the program on our readiness as an organization to meet the future needs of our business model.



Steve King

Author

Alignment, Process, Relationships:
A Simple Guide to Team Management
9:10 a.m.



Strategic Opportunity:

We ask managers to address complexity every day. But we often fail to provide those managers with frameworks for both understanding that complexity and rendering it harmless. Steve has devoted his research and writing towards this value proposition, particularly for front line managers. His recent book *Alignment, Process, Relationship* Steve provides a framework for managing complexity facing teams at the front line. Steve will walk us through a few of the underpinnings to this framework and some successful riffs on that framework.



Jill Gawrych

Director,
Talent Development

KOHLER



Mike Grubich

Managing Partner

LaK
Group
Transforming Careers,
Cultures & Organizations

Key Steps in Shaping Culture

9:30 a.m.

Strategic Opportunity:

Culture is not like changing a lightbulb where you simply turn off the light, replace the bulb, and then turn the light back on. Transforming workplace culture is challenging and requires understanding the unspoken rules and unconscious behaviors, testing them, and then shaping them into the desired state. It is also critical that everyone in the organization not only understands the story (the desired culture), but that they are able to easily write themselves into that story.

Learning Solution:

Culture change requires a plan for shifting behaviors, active communication of progress, and time for each individual to transition through the change. In essence, establishing change resiliency within your organization. There are a set of core elements required for shaping culture in an organization. These elements include diagnose, unify, activate, integrate, and sustain.

Lessons Learned:

Through this process, every employee is involved in at least one experience that clarifies behavioral expectations, and which will shape the future state culture. Organizations who thrive at shaping culture are those best able to align their culture to their overall strategy and integrate internal processes. In this session we will highlight details around the five culture shaping elements guaranteed to help with culture evolution.

You can read more insights from Mike on [TransformingCareers.com/shaping-culture-steps-for-successful-culture-shaping](https://transformingcareers.com/shaping-culture-steps-for-successful-culture-shaping)



Emily Mason

Director, Talent
Optimization-Talent &
Organization
Effectiveness



Julie Ariens

Assistant Director,
Leadership
Development



Strategic Opportunity:

Northwestern Mutual is undergoing a transformation requiring changes in how we work and how we lead. To ensure people leaders would be successful in driving this change, NM needed to rethink their approach to developing them as well. With over 1000 corporate people leaders and an industry ripe for disruption, both scale and speed posed a challenge which NM rose to meet.

Learning Solution:

To equip all 1000 leaders with adaptive skills, NM developed an experiential program to align mindsets and build the capabilities needed to effectively lead others through complex transformation.

The series of 4 in-person experiences allowed for practical application in-session of key concepts coupled with deliberate practice between experiences. App-based nudges provided reminders, embedded the learning and allowed for insights to ensure application.

Post-program, working horizontally, and sharing knowledge and perspectives has emerged as one of the most powerful 'collateral' impacts of the program. To reinforce adaptive leader capabilities, key program concepts are embedded into all leader development, including leader playbooks and everyday communications.

Lessons Learned:

- NM's long-standing "leaders as teachers" philosophy multiplied exponentially; trust strengthened when senior leaders show they were testing-and- learning alongside everyone else
- Bring HR Business Partners along for the ride to extend and reinforce learnings along the way
- Leadership happens in moments; focusing on practical application builds habits over time

**Getting to Great:
NM's Leader Readiness Journey**
10:30 am

**Brian Watkins**National Director
of L&D**Alex Draper**

President

**Psychological Safety:***What is it, why it matters & what can we do make
better workplaces*

10:30 am

Strategic Opportunity:

What if everyone in your organization came to work with the belief and confidence they could be their true authentic self, and have the freedom to speak up about their work without fear of negative consequences? This is psychologically safety, and thanks to Amy Edmondson and Project Aristotle at Google, its now something we can't ignore.

What we will explore together:

We're just human. Your organizations are just a bunch of humans who work together. All humans have basic needs, and its up to the organization and the leaders within to treat humans as they want to be treated. We now have more job openings than people to fill them, so the consequences of not moving to a people first culture will mean you miss out in the long run on the best talent. This goes beyond the values that we write on our websites and walls. This goes to the core belief system of those who lead people in your business and how they are wired. How many of your leaders create psychologically safe places for their teams to thrive?

In a short period of time you will:

- Understand why psychologically safety matters
- Learn the core components of psychologically safety, simply put, that you can take back to your organization
- See how psychologically safety gives a common purpose to your values that motivates leaders to model the right people first behaviors your employees expect
- Find out why we can't just train leaders to be more human, it goes way deeper than that. How do we get over our hard wiring?
- Leave with simply strategies on what you can do next



Bonnie Hemingway
Director of Global
Learning Innovations



Rick Ludwig
Manager of Global
Learning Innovations



Performance Support & OJM
(On the Job Measurements)
10:30 am

Strategic Opportunity:

Today's learners require learning and performance support 24/7, where and when they need it. This means moving from traditional, classroom-based, formal training to a "performance support first" learning model. We're working to provide our employees and our customers with content that can be consumed in "snack-sized" chunks and in multiple modes (formal learning, on-the-job support, refresher lessons, etc.). It's a mindset shift that affects design, development, and delivery to get to true learner performance support. How we are:

- Shifting to a "performance support first" mindset: challenges & lessons learned.
- Building a one-size-fits-many solution with continuous learning for our learners.
- Measuring and reviewing performance support on the job.

Learning Solution:

Design, Develop, Deliver and Continuously Evaluate to address Continuous Learning:

- Design for on-demand learning and reference.
 - Ensure content is searchable, practical, connected and relevant.
- Design:**
- Determine what can be Performance Support vs. a complete learning event.
 - Seek to curate and build less new content.
 - Design for every budget and option.
- Development:**
- Use the available toolset to prove out the concept for future tool investments
- Delivery:**
- Ensure multi-delivery options.
- Evaluations:**
- Conduct Learner Performance Reviews regularly.
 - Use a consistent scorecard to establish and monitor metrics and trending

Lessons Learned:

- Know your audience. Balance learning plans with reality.
- Refresh your strategy and manage the change impact.
- Performance Support and Training is NOT a "One or the other" proposition! They are complimentary.
- Be Agile - Work in steps - Build, try, iterate
- Start appropriately and build on successes.

**Kery Mortenson**

Sr. Manager
Training
Effectiveness

**Tim Gillum**

Director
Quality-Training

Optimizing The Process of L&D Operations

10:30 am



Strategic Opportunity:

Our strategic challenges include working in a rapidly changing landscape to get better and more sustainable results across a global landscape. The opportunity involves standardizing processes, tools and technology while enabling rapid performance results.

Learning Solution:

We established new ways of working with our internal business clients, implemented robust instructional, non-instructional and blended solutions that support a global audience in a rapidly changing landscape to get better results.

Here were some of the key solutions:

- Deployment of a new learning structure and LMS for the entire organization
- Optimize how learning is perceived, delivered and measured
- Establish global learning standards for assessments, instructors and translations.
- Develop robust, rapid and predictable tools and methods to analyze the business need and understand the systems context, design and develop robust content
- Offered additional services that include culture transformation, Developing organizational strategies for Quality and Operational business partnerships on a global scale

Lessons Learned:

- Lessons learned regarding global deployment of standards and tools
- The power of simple and rapid performance tools
- Treating cultural transformation as a bi-directional activity (giving and receiving)



Nancy Pagel

Sr. Director
Learning & OD



The Role of Learning and Organizational Development in Cultural Transformation

2:30 p.m.

Strategic Opportunity:

Wilson Jones was named CEO of Oshkosh Corporation in 2016 and immediately began the journey to a People First Culture, knowing that in order to win in today's economic climate, you must win with your people. Oshkosh has a rich history of leading-edge product development but had never really invested in people development. Leadership expectations are shifting from managing things to embracing the awesome responsibility of leading people.

What we will explore together:

The Oshkosh organizational “habits” were steeped in tactics, tasks and scorecards so the shift to truly unleashing the power of the team member requires a paradigm shift for leaders. We will talk about how Learning and Organizational Development is called upon to support the changing expectations of leaders by building comprehensive development strategies bolstered by People First Leadership Competencies and redesigned people processes.



Christopher Lind

Global Digital
Learning Leader



Micah White

Director, Research &
Development



GE Healthcare VR/AR Sales Enablement

Case Study

2:30 pm

Strategic Opportunity:

At GE we're always looking for ways to enhance the sales experience. We've identified an opportunity to provide Commercial Reps with the resources to deliver messaging that is distinct, consistent, high quality, and readily available to all representatives. We also want to highlight the many facets of GE's new APEX CT machine and PowerPoint just doesn't cut it.

What we will explore together:

We partnered with CGS to implement an augmented reality experience that can be showcased during sales presentations. We started with 360 pictures of the machine to develop a highly impactful AR model. This method is much easier than the traditional method of building 3D models using CAD files. From there, we enhanced the model with hotspots that incorporated videos, infographics, and interactive content. This capability will quickly and seamlessly enable us to implement AR.

Lessons Learned:

The ability to implement today's latest technology can be simple and highly effective. It also can leverage hardware used regularly by your audience. It's also important to have the right partner to ensure this type of implementation is done in the most effective and strategic manner.



Rip up the Smile Sheets and Stop Measuring Butts in Seats the Next Generation of Learning is Here!
2:30 p.m.

Tracey Wik

President, Sales
Talent Management
Research



Strategic Opportunity:

Rip up the Smile Sheets and Stop Measuring Butts in Seats the Next Generation of Learning is Here!

Lessons Learned:

The workplace is rapidly changing, and leaders are under pressure to retain and develop generations of workers in innovative ways. Companies who embrace these differences and adapt with new learning frameworks and platforms will attract the best most diverse talent. This session explores how to turn your organization into a learning environment well equipped for the workplace of tomorrow.



Rochelle House

Leadership
Development

DISCOVER



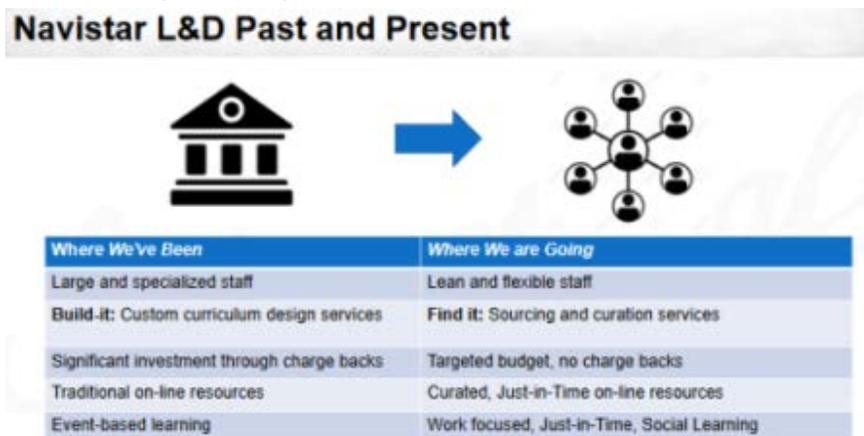
Ted Prohov

Director

Curating Tips to be a Better Project Manager:
*Cohort Experience Framework
integrating Just-In-Time & Peer Learning*
2:30 p.m.

Strategic Opportunity:

Last October at our Chicago ELE Exchange, Kirk Hallowell shared how Navistar L&D is transforming traditional L&D courses into a new Just-In-Time & Peer Learning experience for leadership development.



As more L&D groups are exploring curation, Ted & Rochelle will walk through Kirk's framework but for building better Project Management skills.

What we will explore together:

Departing from traditional classroom training, this framework involves an L&D team partnered with a curated learning resource to offer a unique, six-session program focused on behavior change as a clear outcome. Participants are engaged in learning assignments and activities prior to each session. The hour-long, biweekly sessions are structured to assure that each individual has accountability for implementing new behaviors. Specific leadership issues and opportunities are addressed in a facilitated, peer coaching format. Participant's take on accountability for their own improvement as well as encouraging and support the growth of others.

ELE Insights (previous case studies & a few curation resources uncovered):

- Kirk Hallowell Insights: [Developing Front-line Leaders @ Navistar: Integrating Just-In-Time & Social Learning \(Oct 2018 Slides & Audio\)](#)
- ELE Customizable Job-aid: [Practical Project Management](#)
- Mindtools App (*free download*): Project Management Tools

**Marge Feely**

Sr. Manager, Global Learning Solutions

**Newton Moore**

Digital Transformation Lead



Scalable Learning Conversations Ideation:
L&D Building Organizational Knowledge & Capability
 4:00 pm

Strategic Opportunity:

We have technology, but do we collaborate and do learn from each other? People learn from people. If you are curious on how conversational opportunities can spark learning and broaden the reach of your lessons, please join us for an intriguing look at how to use conversation to enrich learning.

What we will explore together:

- How do you use discussion to promote learning after learners leave the classroom?
- What do you do to engage learners to have conversations?
- Does being intellectually engaged through conversation actual translate into learning benefits?
- Are there best practices in extending learning via conversations?

Building an Educational Home for Healthcare: *Ideating Perspectives with ACCME*
4:00 p.m.



Steve Singer

VP of Education & Outreach



Mike Grubich

Managing Partner



Charisse Kosova

Sr. Manager, Global Training & Dev.



Strategic Opportunity:

Content Outline—explore the framework that ACCME uses in its accreditation of 1,800 healthcare-focused organizations that support continuous professional development of physicians and other health professionals.

- **Trust, Verify, and Remediate**—Using a criterion-referenced framework to define *organizational* (vs. activity-based) standards for educational quality and impact
- **Harmonize**—Taking opportunities to align shared practice gaps, multiple improvement expectations, and performance management tools to simplify and improve educational engagement
- **Scale**—How to harness creativity and innovation by democratizing educational methods and production/delivery
- **Doing Well by Doing Good**—the evidence-based business case for connecting continuing education to improvement for the public good through interprofessional (multi-stakeholder) learning.

What we will explore together:

By participating actively in this session, you will be able to:

1. Articulate similarities and differences between ACCME approaches and your own organization's strategies to build a learning culture;
2. Identify (at least) one insight from ACCME's accreditation system that you could explore to advance your own leadership approaches to fostering a learning culture;
3. Plan to contact 2 novel stakeholders you could pursue as collaborators to evolve your educational strategies.



Frontline Managers Development Strategies to meet Organizational Goals Today

Roundtable Discussion

4:00 pm

Michelle Eppler

AVP

Human Capital Lab



Strategic Opportunity:

Frontline managers are the managerial glue of a business, responsible for many critical day-to-day operations. They're often an organization's largest population of leaders.

Research shows that the main reason people leave a company is because of their boss. It's also the main reason why they stay, learn, grow and make extra effort. To effectively manage and lead a team of productive employees, supervisors need to be confident in their management and leadership skills.

Last year we learned how Harley-Davidson frontline managers are given one of the greatest challenges in *Company Life: How to understand, organize and motivate people to work together to achieve more, better, faster*. Let's continue the conversation with a roundtable discussion facilitated by Michelle Eppler.

What we will explore together:

What will enable new frontline managers to meet organizational goals today? They must have effective leadership & communication skills.

By participating actively in this roundtable discussion, we will explore:

- How do we then help experienced managers grow?
- How can we scale the experience going forward?
- How can we engage remote new frontline managers?

Doing Digital Right:
Sales Onboarding and Coaching Tools Ideation

4:00 p.m.



Steve Buergey

Sales Enablement
Manager



Sean Casavechia

RVP, Midwest



Greg Newman

Director, Sales



Frances Crowley

Sales Enablement
Sr. Manager



Strategic Opportunity:

The following was recently submitted as an ELE Challenge:

- **Audience:**
 - WHO (is the target audience):
 - **Primary focus is Sales Teams**
 - There are two targeted audiences:
 1. **Sales Teams—external and inside sellers** (A & B bullet below).
 2. Customer Service/Customer Care (C bullet).
 - WHERE (are they in located):
 - A. **External Sellers** – N. America & rest of world (Canada, EMEA, Latin America, etc)
 - B. **Customer Service/Care (Internal)** –Several corporate sites in the S area. Milwaukee-area
 - C. Customer Care – most are in one building in Milwaukee.

Assessments & Practice Evidence-based Case Studies:

- Sales Assessment Research (*TED-like talk*)
- Sales Practice at Empire Today (*TED-like talk*)

What we will explore together as a group Ideation:

- **Knowledge gap assessments for sales teams**
 - What are the tools, guidelines or best practices for assessing knowledge gaps & then assessing their “before and after” learning
 - Do people still use the Kirk-Patrick model or are there better/more up to date models?
- **Virtual training in regards to demonstrating sales skills**
 - With advanced LMS capabilities and new technology what are some of the tools used to help train virtual teams to demonstrate & assess skills
- **Customer Care / Inside Sales evolution**
 - How do we get new hires up to speed quicker
 - How do we take customer care teams to new levels in which they are not just order takers but problem solvers, sellers on the phone