# CLW MAGAZINE

**L&D CORE CONCEPTS EXPOSED**

**2017 SPEAKER PERSEPCTIVES**

LEADERSHIP DEVELOPMENT, LEARNING ANALYTICS, EMPLOYEE EXPERIENCE
AND OTHER L&D FUNDAMENTALS

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# ARMANDO LOURENZO

**Armando Lourenzo**
Chief Learning Officer
Ernst & Young

**Armando Lourenzo currently holds the office of director of learning, Southern America at Ernst & Young Brazil, in one of the fastest growing regions for E&Y globally. In this role he oversaw the planning to establish Ernst & Young Corporate University, and oversees all operations for EYU currently, including his speciality in Training Design.**

**Armando also currently holds office as Technical Director of the Brazilian Association of Corporate Education. In this position, he focuses on training and empowering corporate education professionals.**

**Armando has authored several articles and books in the business area, focusing on corporate education. He holds a PhD in Administration and Master's Degree in Human Resources Management from FEA/USP.**

**You've recently launched a brand new Corporate University, which will you'll be focusing on in your upcoming presentation, "Redefine the 21st Century Corporate University for 21st Century Learning". Can you give us an overview of the learning objectives and how it's built for all learners?**

"Focus on innovation should be thought of by using new technologies and trends in methodologies that make mediation of actions on education easier for new generations. Not only in e-learning technologies, but also in technology-mediated education in classrooms. However, considering the different generations working in the companies and the rapid technological changes, EY University has been thinking and working on its projects in a manner as to give people the skills they will need in the future, and also to develop their learning agility.

Supporting this new technological environment, EY University has created within its structure an area called Digital EYU. This area has a specialized team capable of understanding and designing customized solutions, by using different methodologies in different formats. By investing in new technologies, the university has expanded its actions and activities in the digital universe, with investments in games, virtual reality simulation room, use of virtual reality in trainings, video lessons, micro learning, flipped classroom, learning through internal social network, learning ecosystem, distance learning courses, among others.

The self-development culture needs to be a reality and investments must go beyond the training format (in-class or web-based learning).

The adoption of informal learning programs also contribute to this self-learning and digital environment. For instance, today, EY University is the curator of free content that can be disseminated to EY professionals for being aligned with the company's strategy. For that end, we use tools such as: Mooc, Get Abstract, TED and video classes developed by the university. "

**How do you sell your organization's corporate university mission statement to employees? How do you sell it to the business?**

"Since its creation in 2007, EY University has been making efforts to establish alliances with the firm's leadership. One of the first steps of the new structure was the creation of an education committee in order to align the strategy guidelines with the main projects to be conducted by EY University. The education committee still meets periodically to evaluate and discuss the results, indicators, investment, strategies and projects of the Corporate University.
EY University found in showing the effectiveness and success of its programs a way to engage the firm's leadership and professionals in this project through internal communication tools and participation in relevant committees of the EY governance system.
In addition, the recognition given to EY University for its best practice, including through awards in Brazil and worldwide, strengthen its image internally and externally."

**You've been a past CUBIC honoree and presenter, so you're no stranger to Corporate Learning Week. Can you tell us some of your biggest gains as a result of attending?**

"This event is a great opportunity to learn corporate education strategies that are on the borderline of the 21st century. The presentation of cases of corporate universities that are state of the art in terms of people development allows me to guide the strategies of the corporate university of Ernst & Young (EY), as well as to establish relationships with market players, in order to build new strategic partnerships. Corporate Learning Week is an event that adds value to my strategy decisions and gives me knowledge to implement learning initiatives."

**What were some of the biggest challenges in building this corporate university? How did you overcome them?**

Before creating a Corporate University, EY had already made investments in training, but tried to concentrate in initiatives that reconciled theoretical learning with practical experience. EY had two objectives as a strategic goal for its business sustainability: 1. Accelerate the career of its professionals. 2. Reduce the knowledge and educational gaps in teams.
Our main challenge has always been to ensure the effectiveness of development actions and to be always updated in terms of education methodologies that are aligned with the generations that are part of our company. As for effectiveness, we developed a methodology to design the development solutions and to follow them up. Based on the results of these actions, we managed to improve our solutions even more by sharing them with internal areas in the planning phase. The continuous improvement is the result of collaborative actions. Another goal is the application of new education methodologies and, for that end, we implemented an innovation culture in our corporate university, in a way that all the people in our team takes part.

**What are your most successful metrics to date?**

EY University believes in a continuous evaluation system and not only in building isolated indicators. For this reason, the gathering of results and impacts of training programs generates an integrated evaluation model, which allows us to look at the result of the actions taken under different perspectives and to drive the improvement needs accordingly. This evaluation system includes:
- Corporate indicators
- Reaction indicators – Coaches, teaching methods and logistics
- Learning indicators
- Applicability indicators
- Impact indicators.

**Where do you see the state of the corporate university in 5 years?**

EY University follows a strategy plan that is redesigned annually in order to be in line with EY Brazil's and Global guidelines. In addition to working for the consolidation of existing and implemented programs, EY University has focused its efforts on proposing increasingly innovative development and learning methods, as well as on curating the respective subjects.

The EY University's drivers that will be worked on in the coming years are the following:
Hyper customization of knowledge
AI (Artificial Intelligence) connected to trainings
Increase in informal learning initiatives

**Any words of advice for learning teams who want to launch or advance their corporate university?**

Some of our constant concerns are to align the university with the company's strategies and to focus on excellence while executing development solutions, so as to reach the established goals.

**View Session: Redefine the 21st Century Corporate University for 21st Century Learning**
- **Establish your corporate university as a "corporate commons" for leaders and cross-functional teams to work together**
- **The Integration of Corporate university with the Knowledge Management and Development by Experience**
- **Cater to global teams through blended learning, incorporating elements of in-person, virtual instructor-led training [VILT], MOOCs, Ecosystem, Virtual Reality (3D), Intelligence Artificial and Micro learning**

VIEW THE AGENDA          REGISTER          VIEW SESSION

# ASAMA KHAN

**Born and raised a Brit, Asama moved to Dallas almost 20 years ago from London. She is lucky to call both places home. As an experienced Project Manager she has always had the knack to identify needs and strategic solutions, which is exactly what she needed to establish a successful Learning and Development program from scratch, but what she did not plan for was to do it in a small budget. She is a strong advocate of creating a culture of learning and believes that if you put your mind to something solutions can be generated.**

**Asama holds a Master's degree in English Linguistics, PMP (Project Management Professional) from the Project Management Institute and a CPLP (Certified Professional of Learning and Performance) from ATD.**

**Asama Khan**
*Head of Learning and Development*
Miraca Life Sciences

### Generally speaking, how has your organization's approach to leadership development evolved over the past 5 years?

"We are a fairly young company only 5 years old so we had to start our leadership development from scratch. We have evolved exponentially in the past five years, today we have a four day extensive, interactive and engaging Leadership Development Program."

### In your opinion, what does next-gen leadership look like? What skills/capabilities will future leaders need to possess and how is you organization going about cultivating them?

"I believe that leadership capabilities have changes with the advent of technology and globalization. Next Gen leaders need to be resilient, strategic, influential and be able to critically think. We have included tools, assessments and training for our emerging leaders in their developmental plans to be ready for the next level. "

### When it comes to effectively developing leaders capable of navigating a VUCA environment, what is the biggest roadblock you currently face and how are you working to overcome it?

"Our biggest road block is time and money, we have the vision and buy in we need the budget and the time to be able to implement initiatives that could spearhead our new leaders into the right directions of leadership."

### How do you go about ensuring that your organization's LDPs align with business objectives and support future growth?

"Since we are fairly new, we have had direct input, direction, consults with senior leaders within the organization. The learning framework was designed around our core values, and the company's vision. The leadership is involved with the program. There is no confusion on the desired outcome. "

### How is your organization leveraging metrics and/or analytics to enhance leadership development initiatives and succession planning?

"Metrics have helped us achieved so much, we started fairly small and how have a budget that supports all our major initiatives. We have been able to implement learning initiatives successfully across the entire organization. We started by collecting data. The initiatives we have in place now are used across the organization for employee development and succession planning's. "

### Why is it more important now than ever before for companies to invest in leadership development?

"It's not about now, it's always been important. Some companies have the budget and resources and some simply don't. "

VIEW THE AGENDA     REGISTER     VIEW SESSION

# Speaker Feature

Damian Hanft
Senior Director L&D
**Arby's**

**As the Senior Director of Learning at Arby's, you're spearheading the training and development for one of the largest quick service restaurant chains globally. What are your priorities for the coming year?**

We're going through a significant growth period with new restaurants opening, facilities being remodeled and an innovative and robust product pipeline. At the heart of that growth is our people and our culture. Our primary priority has been on keeping that culture centered on our values as we continue to grow and align as a domestic and global brand.

In addition, the only thing constant is change. That presents a great opportunity for the L&D team as we seek to be innovative with our learning approaches while cascading new process, systems and products. With over 80K system team members in various geographical regions, we're learning how to challenge the status quo with how we learn and develop. We're consistently striving to be the leader in learning by delivering world class learning programs and technology.

**Through Arby's, you've recently won recognition for the for Top Employer of Choice for Millennials. Congratulations!! Can you please walk us through your approach to building a high-performance management pipeline, benchmarks and success metrics?**

Yes, we're very proud of the work we've done around our millennial strategy and being named one of the 100 Best Workplaces For Millennials.

I believe a key driver of this is our Brand Champ program, an offsite workshop that each of our team members attend on an annual basis. This holistic class allows for personal reflections on personal goals while providing an exploration for a sense of purpose. Team members are challenged to both personal goals and Make A Difference goals. This program transfers into our culture and how we operate through sustainable elements that are referenced on an ongoing basis. I've found that because of individuals having a better understanding of who they are and what they want to accomplish, this translates into their career development.

**You'll be speaking on driving a culture of conscious capitalism and productivity, through turning traditional L&D on its head. What are you most excited to uncover and share with this group?**

I'm passionate about the role conscious capitalism plays within organizations. I'm fortunate to be part of an organization that has gets it, by embedding purpose into our actions as a brand. I'm looking forward to discussing the direct connection that we, as L&D leaders, play in perpetuating the development of people not only for our organizations, but as contributors to society. We're already doing this, most of the time unintentionally. But, what if we were to apply effort and do this in an intentional way? Through this presentation, we'll be discussing how a systems thinking approach lead us on this journey and open the discussion to how all of us as L&D leaders can play an active role in doing good.

# Speaker Feature

**This will be your first Corporate Learning Week summit! What are you getting most pumped about?**

Hearing from innovative L & D leaders and connecting with emerging L&D practitioners. Through the sessions and conversations, I continually examine and massage our market learning strategy. Each conversation and thought, continues to shape how I think and impact my perspective on how we approach the transfer and sustainability of knowledge.

## ABOUT Damian

Damian serves as the Training & Development Director for a $1B public, non-profit Medicaid managed care health plan serving over 350,000 members in Santa Cruz, Monterey and Merced counties. He is responsible for providing the strategic and operational leadership vision in planning, implementing, evaluating and monitoring the organization-wide training and development function for 500+ employees

## SEE DAMIEN PRESENT!

Main Conference Day Two
2:05pm  Thursday, November 16th
Promoting a Culture of Conscious Capitalism and Productivity

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# Speaker Feature

Karen Schukle
Sr. Director Learning Analytics
**ADP**

**ABOUT KAREN**

As the Sr. Director of Enterprise Learning Analytics and Business Process Improvement for the Enterprise Learning organization of Automatic Data Processing, LLC (ADP), Karen has led project management, measurement & analytics, instructional design and development, and delivery functions resulting in the ability to positively impact the business through learning and development. She leverages her more than 20 years of front-line service and leadership experience in banking, government, and human capital management organizations to run learning like a business.

**As the newly-appointed Senior Director of Learning Analytics at ADP, what are your priorities for the coming year?**

I have 4 priorities this year:
1. Implement a scorecard that we can use to measure the effectiveness and impact of our newly formed Enterprise Learning team.
2. Implement an evaluation strategy and standardize our technology used to evaluate the impact of learning.
3. Leverage our available data to bring rich insights that drive decisions and action.
4. Raise the level of analytics capability within the Enterprise Learning organization.

**The maturity of learning organizations is often assessed by how they report learning to the businesses they serve. What are some communication methods you use to convey training results to business leaders?**

As we're a newly formed team that is bringing multiple learning teams together, there have been a wide range of approaches. Where we're most effective is when we have a cadence around this communication and where it's tailored to the unique needs of the audience.

One important method we're using is to communicate to a business council, which is a component of our governance for learning at ADP. We meet quarterly with a team of Senior Leaders representing each of the businesses we serve and a few critical business partners such as our product development team. We use this meeting to share updates and progress, solicit feedback and to enlist help and support for changes that need to be managed.

Other solutions include the use of Tableau dashboards that enable self-serve access by our senior leaders.

Last, but not least, we have Enterprise Learning Leaders that support each line of business. They leverage their knowledge of the business and available data to provide more tailored updates at a cadence relevant to that business partner.

**You've recently won an award for a redesigned onboarding program. Congratulations!! Can you please walk us through the scope of your project, benchmarks and success metrics?**

Yes, we were awarded the Training 125 Best practices award for Fast Path earlier this year. To meet aggressive business growth targets our Major Account Services team (MAS) needed to quickly hire and onboard 380 new payroll client support associates over nine months. The existing payroll service new hire training program was 17 weeks long, which impeded the rapid onboarding of new associates within the required timeframe. Our MAS

# Speaker Feature

team was challenged to reduce the onboarding duration while maintaining new associate performance on key metrics.

To meet these objectives, L&D conducted a learning needs analysis to inform a complete redesign of the program. The analysis included interviewing high-performing service associates and leadership, observing hundreds of client calls, and analyzing call data from over 3.1 million client calls to identify the most common reasons for client calls, and typical resolution scenarios. With this data and analytics insight, L&D redesigned the program around the most common call drivers and scenarios to maximize the learning and business impact within a shortened, blended-learning program

The redesigned program included scenario based modules which included on the job observation, practice, job immersion and mentoring. There were also weekly gamification activities, utilizing an online gaming platform in which associates are engaged with leaderboards, badges, real-time feedback, and social learning interaction. New performance-based assessments measure learning against top client call drivers and issue- resolution techniques to further align the learning to the job.

After a September 2015 pilot, the new 10-week program met the business need by supporting onboarding of
- 380 new associates through June 2016, with the following results compared to the previous 17-week program (measured within the first two months post-training)
- Decreased average client call duration of 24.04 vs. 25.79 minutes
- Improved quality survey scores of 8.76 vs. 8.36 out of 10

- Better client-issue resolution on the first call to the Service Center than tenured associates, 85.16% vs. 79.36%
- Reduction of 106,400 associate training hours and 8,416 trainer hours
- Savings of $2,430,696 in training costs over 9 months

**Many learning teams prioritize analytics and measurement, yet face critical talent, skills, and technology gaps. What is some practical advice you have for L&D groups seeking to advance their measurement and analytics function?**

First thing to be aware of is that this takes time.  Like any change, it starts by providing a clear vision and compelling reason to focus on this.  It's the leader's job to help associates understand how they and the company benefit from this focus and what the risks are if it's not a focus.  Leaders also need to demonstrate a commitment to being a results focused organization and help associates to see how this benefits them. Being results focused impacts many other operational processes, such as prioritizing projects, how goals are established and measured, and what performance is valued. Lastly, associates need the skills, processes and systems. If any one of these things is missing, then there is a risk that associates will feel that the change isn't permanent, or that it's not important, or that it's not even possible.

Given all of that…my advice…start small.  Start with one program, or one function, or one type of measure.  But start. Collect the data, establish a goal, manage the team to achieve it and build from there.

Center for Talent Reporting and Development also has a tremendous number of resources to help structure reporting to be more easily analyzed.

**You'll be a featured panelist on the *Driving L&D Leadership through Impact Measurement – Reframing the Business Impact* discussion. What are you most excited to uncover and share with this group?**

I'm very excited about participating in the panel.  I'm most excited to share our journey and how bringing data and more importantly insights to the table changes the discussion with Senior Leaders.

**This will be your first Corporate Learning Week program! What are you getting most excited about?**

I'm looking forward to the keynote by Russell Sarder.  I've seen clips in the past from Sarder TV and appreciate the insight I've gained from them.  I also really enjoy hearing about the successes that other leaders have had in advancing learning strategies within their organizations.  I learn so much from hearing about the journeys of other learning organizations.

## SEE KAREN PRESENT!

Main Conference Day Two
12:05pm  Thursday, November 16th
PANEL: Driving L&D Leadership through Impact Measurement – Reframing the Business Impact Discussion

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## Kelly Cornish Interview

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### Nov 13-16, 2017 | Dallas, Texas

**Kelley Cornish**
Head of Diversity & Inclusion
**TD Bank**

Kelley is a diversity and inclusion expert, talent leader, speaker and author of her first book, "It's Work! How Will You Show Up?", focusing on tips and principles to move you through your workforce seasons with a case study on mentoring the Millennial generation.

With 25 years of HR and Diversity & Inclusion experience, her successes in D & I and talent work have been embedded into various aspects of health care, the financial industry, government and non-profit arenas.

Kelley serves as 2017 Expertise Panelist Member for Diversity & Inclusion for the national Society of Human Resource Management (SHRM) organization. She also has a Master's in Human Resource Management, a Bachelor's of Science in Business Administration and is Certified as a Diversity Practitioner by Cornell University (CCDP). She is the proud mother of two sons and resides near Philadelphia, PA.

**You've recently started as the Head of US Diversity and Inclusion at TD. Congratulations! What are you hoping to accomplish in the coming year?**

"First, I am focused on building Learning and Development and Diversity and Inclusion into our 2018 business imperatives and objectives making it a strategic imperative across the organization. Not just Human Resources, not just executives, not just recruiters, but everyone.
Second, and related, I am focused on setting Diversity and Inclusion and Learning accountabilities for leaders on their teams. Pushing leaders to think about learning in its many forms and about diversity and inclusion in all they do – hiring, creating opportunities, placing employees, ensuring all voices are represented, etc.
Third, I am focused on ensuring the leadership itself –at all levels – prominently reflects our commitment to Diversity and Inclusion."

**How can learning and talent development get better at integrating diversity and inclusion initiatives in their programs?**

"All leaders are accountable – learning and diversity do not belong to Human Resources. They belong to the leaders at all levels across an organization. Learning must be mutually beneficial and delivered in many ways - learning must benefit both the employee and the organization (i.e., build the skills and capabilities that the employee wants to build and build the skills and capabilities that the employee needs to do their job well). Learning must take many forms and must be specific to each employee, their preferred style of learning, and build the skills they need for the job they have and will have."

**As the head of diversity and inclusion at TD Bank, what are you most excited about in your day-to-day role?**

"While TD has an excellent foundation in place, I'm most excited about working on how we can take our commitment to Diversity and Inclusion and make it a strategic imperative across the organization.
How I plan to do that is by focusing on the four areas of our current strategy: Workplace, Marketplace, Supplier Diversity and Workforce.
We certainly have momentum with our workplace – we see it in our passionate business resource groups. However, at present, I'm working on partnering across the organization to develop a model for measuring success of these programs and groups.

We have a lot of activity, but not a clearly defined way to determine if what we're doing is moving the needle.

So, that's step number one. Putting in place a model to increase underrepresented minorities and women in the workplace to which we are all held accountable.

Our next area of focus is the Marketplace. We currently have 76 Diversity and Inclusion subgroups out in our footprint. To put that in perspective, most large companies have between seven and 12. Therefore, in partnership with our Diversity Leadership Team, my goal is to align the work these groups are doing to our strategy and to account for their results. So that by this time next year, the organization will have full line of sight into the work these groups are doing aligned to our strategy and the numbers by which we hold ourselves accountable. I'm learning about our Supplier Diversity pillar. Supplier diversity is fundamental to how we do business, today and in the future. And, it's how we level the playing field for suppliers interested in offering goods and or services to the Bank.

I'm spending a lot of time I'm digging in to learn more about TD's strategy in this space. I'm working on better understanding our communities, how we attract small minority and women owned businesses, how we retain them and how we prosper with them.

My goal is that within the year we will have a defined strategy for how TD Bank engages and retains small minority and women owned businesses across our footprint.

The final area of focus is our Workforce. As we think about what our workforce will look like in the next year, three years, 5 years, we must be strategic in planning for a workforce that aligns to the accountabilities we have set for ourselves and our organization. And to attract that diverse talent, it will require that we have the jobs, infrastructure, rewards and development opportunities that they want. **"**

**What were some of my biggest stumbling blocks you've come across in your 25 years of diversity and inclusion work?  How did you solve them?**

"One stumbling block I've encountered is helping the business to understand the strategic work involved with diversity and inclusion. When D & I was introduced to Corporate America years ago, a lot of energy was focused around activities to increase networking and socializing with people from different backgrounds. The current work is getting mindsets to shift and think about D & I as a business function that contributes to the bottom line of the organization.  Consistently sharing the business case and linking it back to measurable metrics is a challenge – not because it can't be done, but depending on organizational readiness, some organizations struggle to see the work as a measurable business imperative.

Another challenge is creating a framework for diversity and inclusion that will can be driven top down or bottom up - one that sends a singular message to all areas of the organization.  This is really important in learning and development.  When courses and learning experiences are developed, ensuring that the framework will tell a single message and transfer of knowledge is occurring while driving the behaviors needed for the most senior executive to front line staff is not easy. "

**You've recently written a book, "It's Work!  How Will You Show Up? About today's workforce and mentoring the Millennial Generation.  What were some of the findings that surprise you the most?**

"Mentoring millennials is one of the most rewarding experiences I've ever had.  I learned that they are focused on the work that's placed in front of them and have a strong desire to complete assignments with the goal of exceeding your expectations.  Many of the millennials that are new to the workforce and fresh out of college, have a sense of working in teams via chat groups, online communities, etc., and bring a new energy to the work that possibly could be stagnant within your organization."

**Where do you see the state of diversity and inclusion in the coming years?**

"Diversity and inclusion is continuously evolving within corporate America.  With many external factors affecting the work, including legislation for families, healthcare, and communication, I see the work moving into larger conversations around equity.  Equity is the next big piece of work within the space.  How do we create organizations that focus on a culture of equity for the various populations?  What does that look like?  Where do we start?"

**What's the message you're hoping to get out with your presentation at Corporate Learning Week?**

The message is that diversity and inclusion should be the thread that runs through the work of learning and development. Every opportunity that presents itself to embed diversity and inclusion practices into employees is an opportunity to make a difference in the lives of everyone in the workplace. Commit to integrating diversity, inclusion, and equity into all platforms of the work.

**Kelley Cornish session:** Integrating Diversity and Inclusion in your Learning and Talent Development Programs to Reap Maximum Organizational Value

- **D&I's innovation and evolution in today's increasingly diversifying workforce and consumer base**
- **Establish a D&I CoE – collaborate with learning and talent and external functions to embed it to all parts of organization**
- **Build a diversity and inclusion program that accelerates business productivity and growth**


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# Michael Kennedy

**Michael Kennedy**
*Associate Vice President, Learning and Leadership Development*
**National Basketball Association**

Mike Kennedy is the NBA's global head of Learning and Leadership Development, responsible for the L&LD team's design and delivery of innovative, enduring learning solutions to the league's 1,400 employees worldwide. Kennedy was hired as the NBA's Director of L&D in 2012, and in 2015 launched its Leadership Development function, which has since established a new standard of practice within the sports industry and distinguished the NBA as a premier developer of top talent. Kennedy developed his expertise as a learning strategist, facilitator, and organizational analyst in previous roles with KPMG LLP and Tiffany & Co. Kennedy refers to himself as a recovering psychotherapist, having received his BA from Brown and his MA in Counseling Psychology from Assumption College. He resides in New Jersey with his wife, children, and dogs.

## Generally speaking, how has your organization's approach to leadership development evolved over the past 5 years?

Drastically. Adam Silver succeeded David Stern as the NBA's Commissioner in February 2014; prior to this, there was little interest or investment in formalized leadership development activity. Silver, however, immediately made clear that he would prioritize the development of an Employer-of-Choice culture built upon a foundation of collaborative, development-focused leadership. Our leadership "curriculum" as of January 2014 comprised one (1) management class delivered to newly-hired or newly-promoted people managers, regardless of career maturity. The 2017 leadership curriculum comprises four distinct leadership programs, each levelled by career maturity, and four additional strategic leadership development programs (i.e. high potential development programs). From 2011 to 2013, perhaps 20% of the NBA's people managers participated in some form of leadership development activity. Between 2014 and 2016, roughly 80% of them did (including a roughly fourfold increase at the VP/Senior VP levels).

## In your opinion, what does next-gen leadership look like? What skills/capabilities will future leaders need to possess and how is you organization going about cultivating them?

The shift from traditional top-down management to supportive leadership and coaching-oriented performance development may have been somewhat inevitable, as the conditions within the knowledge economy--specifically, the increasing demand upon managers to lead people with specialized expertise that they themselves (the managers) do not possess—forced some kind of evolution. This will continue. Similar to the way in which corporate professionals don't expect—and therefore, no longer value—job security in the way they once did, knowledge workers will expect less subject matter expertise from their managers, and instead look to them for coaching, mentoring, collaboration, and partnership—and, consequently, the leaders who are better equipped for this will flourish, while the top-downs will (mostly) suffer. At the NBA, we're reinforcing good practice by stripping away some of the traditional performance management paperwork but more actively prompting managers to engage routinely with the professionals they support as leaders (examples include a quarterly event, "Peak Week," during which we heavily promote good development and leadership practice; and, soon, a mobile app installed on all corporate devices that will deliver biweekly reminders to managers to set a little time aside to engage with their teams on a personal level—as well as reminders to the team members to thank their managers if they make that effort).

**When it comes to effectively developing leaders capable of navigating a VUCA environment, what is the biggest roadblock you currently face and how are you working to overcome it?**

Confirmation bias, availability bias, groupthink, and a few other cognitive traps represent greater and greater risks as the business environment grows more VUCA. The other big risk is that these conditions often cause leaders to put decision making in the hands of the most hands of the most "experienced" or "senior" people rather than the most expert people—but this actually amplifies the risk rather than mitigating it, as experience and seniority can exacerbate the biases and traps that make such conditions so hard to navigate. My next big mission is to help our leaders recognize their biases and resist the temptation to seek out "safe" solutions that are, ultimately, actually higher risk because they are not really adapted to the current set of conditions and have not been empirically tested in those conditions.

**How do you go about ensuring that your organization's LDPs align with business objectives and support future growth?**

In the past three years, the NBA has become more aggressive about long-term planning, and within the past eighteen months have adopted a growth strategy to take us through 2025, along with strategic priorities to guide action. This coincided nicely (if coincidentally) with our development of a new and more robust competency model for the organization. Our three leadership competencies (Strategic Agility, Optimize Talent, Foster Collaboration and Innovation) are linked directly to those priorities, seen as the core skills required for executives to drive us toward the 2025 goals, and our most recent wave of LD programming (point-in-time programs for new or newly-hired managers, new or newly-hired team leaders, and new or newly-hired executives) was built in alignment to those competencies, while the existing programming has been redesigned to align.

**How is your organization leveraging metrics and/or analytics to enhance leadership development initiatives and succession planning?**

Overall, our Talent & Learning sub-department comprises the three verticals – Learning & Leadership Development, Talent Management, and People Analytics. So we are organized around the principle that these practices all go hand in hand. That said, the latter two verticals are still fairly new and so there's still much to be determined—but, on the people analytics side, there is general agreement that employee engagement is our most critical measure of success and we've designed our measurement strategy around that principle (but we don't have the data yet to inform our curriculum planning or refinement—that's probably another year out). Talent review processes and data, though, have been critical inputs for strategic leadership development (i.e. high potential programs)—using these data for program selection has been a significant success factor.

**Why is it more important now than ever before for companies to invest in leadership development?**

It goes back to question #2. Once upon a time, technical proficiency—a track record of success in previously doing one's subordinates' jobs—gave leaders a greater margin of error, because they could always get the work done if their subordinates came up short or didn't learn quickly enough. In truth, this was never a good thing—leaders who simply tried to create clones of themselves were always inhibitors of innovation and professional growth. But, this was (or at least seemed) less consequential in less complex business environments. There is no such thing as a "less complex business environment" anymore. There is no safety net. Today's professionals will not tolerate poor leadership simply because the leader is technically capable, and those leaders will not be able to pick up the slack when those professionals leave or underperform as a result.

**Session: The Learning Leaders' Role in Advancing Innovative Leadership Development**

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## Jayson Maxwell
### Head of Corporate Training and Development
### Six Flags

Jayson Maxwell is the Corporate Director of Learning and Development at Six Flags Entertainment Corporation. He received his undergrad at Arizona State University, and his Masters of Science at the University of Denver. His greatest accomplishment is Integrating blended learning strategies into our on-boarding process such as gamification, assessment and mixed reality.

**As Head of L&D at Six Flags, what do you get most excited about in your day-to-day role?**

I believe I am the most excited when I am interacting with our leaders and frontline folks on the ground.  Being at the corporate level can create executive dissonance so I strive to be on the ground working with our teams to better serve our Guests and Team Members.

**What do you think is the biggest leap forward in the L&D industry in the last 5 years?**

Technology is by far the biggest leap forward and while still in its infancy, to see virtual and augmented reality enter into the learning space really expands our innovative approaches to the transfer of learning.

**What was your  biggest accomplishment in your current role?**

My biggest accomplishment so far in this role was integrating mobile tablets into the on-boarding process.  By creating a blended learning experience in the classroom using gratification, mixed reality and audio/visual components, we have increased the engagement, retention and recall strategies.

**You'll be focusing your talk around organizational change management. How can learning and talent teams be better at spearheading change management initiatives?**

Assuming the change initiative has been aligned with business need and implemented by senior leadership, learning and talent teams can assist in the execution by creating communication and awareness programs to facilitate the change.  Alignment of workforce strategies and high impact actions will ultimately drive change outcomes.

**What are you looking forward to the most at Corporate Learning Week?**

Networking and learning from others.  I absolutely love being inspired by other experiences, thoughts and approaches to learning.

**Session: Master Organizational Change Management in Today's Uncertain Times**

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