



EXECCONNECT2019

NEXT-GEN ▶ LEADERSHIP

OCTOBER 6-8, 2019 | NEW YORK CITY

CONFERENCE RECAP





EXECCONNECT2019

NEXT-GEN ▶ LEADERSHIP

EXECUTIVE SUMMARY

ExecConnect 2019 brought over 250 professionals to New York City for three days filled with thought-provoking sessions, networking, and knowledge-sharing.

This year's theme, developing next-gen leaders, focused on this critical moment in time where leaders face economic uncertainty, and organizations lean on L&D to help next-gen leaders build the core capabilities that are necessary to come out on top.

Engaged L&D professionals, global thought-leaders, leadership experts, and world-renowned faculty explored:

- The challenges leaders are facing during this time of economic uncertainty.
- Solutions and strategies L&D professionals can implement to empower next-gen leaders and help organizations keep pace with the speed of business.
- The talent, technology, ideas, and innovations that are transforming corporate learning and development today, including how ExecOnline's online leadership development programs are solving organizations' business needs.

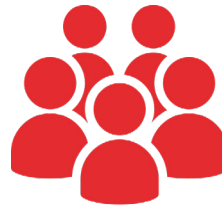
On behalf of the entire team at ExecOnline, we would like to thank you for joining us at ExecConnect 2019. The event was a tremendous success, and we have you to thank for that. Please keep the conversation going using #ExecConnect2019 and save the date for next year's conference on October 18 - 20 in New York City.

Stephen Bailey,
Founder & CEO
ExecOnline

EXECCONNECT 2019 BY THE NUMBERS



3
days



250+
leaders attended



21
renowned
speakers



8
elite business
school partners
represented



150+
organizations in
attendance



3,000+
contact
exchanges
via Klik devices



12
thought-
provoking
sessions



8
networking
opportunities

DAY 1

Special thanks to all who were able to join us on Sunday evening for the **cocktail reception** to kick off ExecConnect 2019. We hope you enjoyed the evening and the amazing views of New York City from Haven Rooftop.

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DAY 2



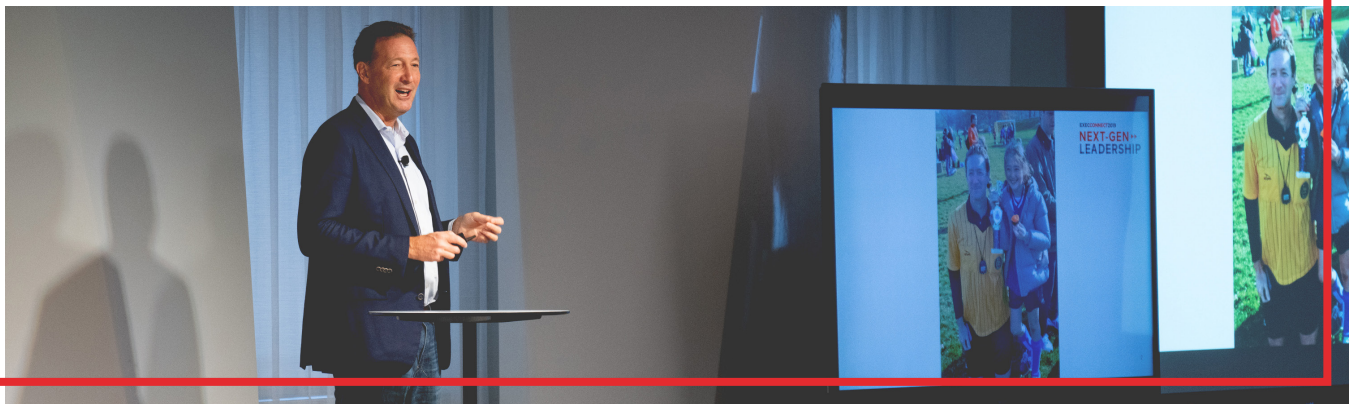
Opening Remarks

MARK OZER

Chief Commercial Officer
ExecOnline, Inc.

KEY TAKEAWAYS

- Today, ExecOnline works with more than **400 global organizations**. Together, we have sent over **22,000 business leaders** through ExecOnline programs in over **100 countries**.
- ExecOnline partners with **top global business schools** to deliver exceptional online educational experiences based on client needs. These schools are: University of Chicago Booth School of Business Executive Education, Columbia Business School, IMD Business School, MIT Sloan School of Management, Stanford Graduate School of Business, UC Berkeley Haas School of Business, The Wharton School, and Yale School of Management.





The Key Trends Defining Next-Gen Leadership

STEPHEN BAILEY

Founder & CEO
ExecOnline, Inc.

KEY TAKEAWAYS

- This year's theme, **developing next-gen leaders**, is a critical focus for businesses today, and a priority we hear frequently from our corporate partners.
- Leaders are strong at **economic expansion skill sets**, but do not have the necessary skills to lead through **economic uncertainty**.
- Human capital is **more important** than ever before. The biggest **investment decision** we make today is in our **people**.
- To better align HR and finance departments, HR leaders need to share **data insights** that help **quantify the impact of L&D** on the business in the short, medium, and long term.
- L&D plays a large role in helping build these **core capabilities** in leaders that are critical for the **execution of organizational strategy**.
- Four strategies that can help your organization today are:
 - 1) Invest in **thought leadership**
 - 2) Invest in programs that are **designed to change mindsets and behaviors**
 - 3) Align resources to becoming a **strategic partner**
 - 4) Align measurement to the **right time horizon**





Next Generation Team Leadership

BILL KLEPPER

Academic Director of Executive Education
Columbia Business School

KEY TAKEAWAYS

- Practice **consensus decision-making** with your team. This means that everyone contributes and shares ideas, and you all agree to support a decision in the best interest of the whole.
- Before going into a team meeting, reflect on this **success formula** for building and leading effective teams: 1) know yourself, 2) control yourself, 3) know others, and 4) do something for others.
- Great team leaders are **self aware and motivating** (personal competence) and have **social skills and empathy** (social competence).



The model shows you how to apply knowledge, but you need to own it to have an impact."

BILL KLEPPER

- When you understand your own behavioral style and those of your team members, you are able to **better align strengths** to key stages in **team development** and your **business objectives**.
- There are many tools and models that you can use to **optimize teams**. There is no technical guide. It's all about you as a leader.



Agile L&D: Learning Strategy that Keeps Pace with the Speed of Business

MODERATOR: JENNIFER SALPIETRO

Senior Director, Client Advisory
ExecOnline, Inc.

PANELISTS



ORIENT BARNES

VP HR Learning, Talent Management
& Organizational Development at
AmeriHealth Caritas



PETER HIRST

Senior Associate Dean, Executive
Education at MIT Sloan School of
Management



ELIZABETH MURPHY

North America Learning
Manager at **Diageo**



MOLLY NAGLER

Chief Learning Officer
at **PepsiCo**



Agile L&D: Learning Strategy that Keeps Pace with the Speed of Business

(CONT.)

KEY TAKEAWAYS

- Successful L&D solutions are agile and provide value. Focus on proactively **diagnosing problems and designing solutions** that set a business up for success.
- We are asking more and more of our business leaders. Executives are worried about time and want to see how investing in L&D solutions will **solve business needs** while also keeping pace with the **speed of business**.
- Building **credibility** is key. When L&D professionals are aligned with where the business is going, this builds credibility.
- Today's leaders want to **learn from experience**. Great L&D solutions **change mindsets** and do not simply provide awareness.
- We need to match the learning ecosystem with **how future leaders will want to learn**. Learning is very different today and there is an opportunity for L&D to catch up with the time.



In the agility of learning, we need to meet business where business is at. This is something that ExecOnline has helped us with.”

ELIZABETH MURPHY





Seeing Around Corners: Implications for Leadership

RITA MCGRATH

Faculty of Executive Education
Columbia Business School

KEY TAKEAWAYS

- Strategy today is **not what it used to be**.
- Strategic inflection points are those forces that change the assumptions we make about how to **run our businesses**, how to **live our lives**, and how we **perceive reality** generally.



It's very easy for a business to get pulled into this mindset of 'We are here. We have done it.'

RITA MCGRATH

8 QUESTIONS TO THINK ABOUT:

1. **Do I make sure I have direct contact with the 'edges'?** Ensure that your executives engage with where the change is happening.
2. **Do I incorporate diverse perspectives in my decisions?** Diverse perspectives allow you to see the full picture.
3. **Do I empower small, agile teams?** Challenge your small, empowered teams to go to the outer edges.
"Being aware of what is going on at the edges is the first step to seeing around corners."
4. **Do I make resources available for little bets?** Make limited resources available for people to test things out.
5. **Do I regularly get out of the building?** Take the time to go outside and see what is going on.
6. **Does my organization reward truth-telling?** Find a way to build receptivity to uncomfortable news, even if it means negative personal consequences in the short term.
7. **Have I checked that I am not in denial?** Share problems with your team and organization. Together you can come to a solution.
8. **Do I deliberately seek out aspects of the future that are here today?** Ask yourself how future generations will want to learn.



Designing Next-Gen HiPo Strategies

MODERATOR: ADAM BRINEGAR

Senior Vice President & Head of Client Solutions
ExecOnline, Inc.

PANELISTS



GAIL ARLEGUI

Manager, Talent &
Succession at Air Canada



NANCY HERSH

Data Science & Analytics
at ExecOnline, Inc.



MELANIE TINTO

Chief Human Resources
Officer at WEX



MARIA VAN BROWN

VP, Enterprise Talent Management
at WellCare Health Plans



Designing Next-Gen HiPo Strategies (CONT.)

KEY TAKEAWAYS

- Jobs are changing constantly and HIPO programs need to be customized to successors' needs. HIPO programs that have gone digital with L&D have seen the **power of individualized experiences** and the **ability to scale**.
- It's very important that we measure the **impact of HIPO programs** and show the **ROI** over the short term and the long term.
- Assessments are helpful tools for your L&D team. Assessments help organizations understand which **key capabilities their leaders lack** and which programs can help fill these skill gaps.
- Organizations have seen success with their HIPO programs when they have HIPO leaders serve as **mentors** in junior HIPO programs.
- It is important that members of HIPO programs **stay connected**, share their projects **with executives**, and have the opportunity to get **real time feedback**.



In two and a half years we went from 100% in-person leadership development programs to 90% online."

MARIA VAN BROWN





Client Spotlight: Supercharging Leadership Development

ERIC BERGER

Global Head of Leadership, Executive & Professional Development, Citi

ADAM BRINEGAR

SVP & Head of Client Solutions, ExecOnline, Inc.

KEY TAKEAWAYS

- Like many organizations, Citi needed L&D solutions that **keep up with the pace of business** and **eliminate duplication of effort**.
- Simple solutions for L&D that act as a quick fix are **not sustainable**. The problems you temporarily fix will return.
- Organizations should look for L&D solutions that provide the **data** and **leadership insights** behind L&D efforts. Many organizations have a hard time getting access to this data on their own, and this is one area where **ExecOnline** provides support for Citi.
- Encourage your leaders to teach and train the company about **strategic priorities**. One-on-one coaching and courses in storytelling are tools that can help prep your leaders to teach, but it is the **positive feedback** they get from within the organization that will keep them in these teaching roles.
- Encourage employees to **discuss their challenges with one another** and **find solutions** to present day problems. When done right, you can use the findings to set up an entire L&D course that many others can benefit from.



Do we have the right structure in place as we align across different levels of business? How can we work better?"

ERIC BERGER



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DAY 3



Opening Remarks

JULIA ALEXANDER

Chief Product Officer
ExecOnline, Inc.

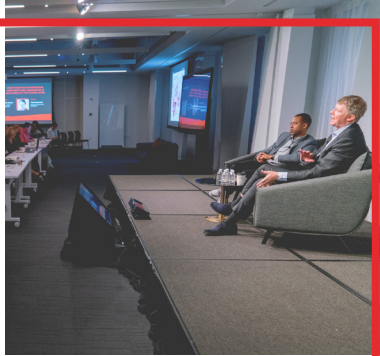
KEY TAKEAWAYS

- There is a gap in how we talk about **data and analytics in L&D** and how we become **predictive** about the insights we find.
- There is a clear opportunity to offer more learning opportunities on **next-gen topics** (i.e. digital transformation, business intelligence, and analytics).
- ExecOnline shared a special announcement that ExecOnline and **Stanford Graduate School of Business** will launch an online program in 2020 which will focus on one of the biggest challenges current and future leaders face: **personal leadership**.

“How do we think about where a leader could be in 2-3 years?”

JULIA ALEXANDER





View from the Boardroom: How Next-Gen Leadership is Discussed at the Board Level

TOM MONAHAN

Executive Chairman,
ProKarma

STEPHEN BAILEY

Founder & CEO,
ExecOnline, Inc.

KEY TAKEAWAYS

- Conversations in the boardroom have **shifted**. The biggest investment decision organizations make today is not regarding capital investment, it's **people**.
- L&D professionals must ensure **talent strategy aligns with corporate strategy** in order to show the ROI of L&D initiatives on the business.
- Diverse perspectives are helping the **dialogue** in the boardroom.
- Organizations need to constantly evaluate how their business can **perform in different scenarios**. When the economy faces uncertainty, strong talent teams are **agile** and understand that there are things you may need to cut.
- Successful leaders see the value in:
 - 1) **DIGITAL INFLUENCE:**
They are curious about technology
 - 2) **INCLUSION:**
They bring forward the robustness of a diverse team.
 - 3) **CULTURE:**
They empower people to feel comfortable speaking up.



In the digital era, the believability that talent lives underneath the strategy has driven healthier conversations in the boardroom.”

TOM MONAHAN





Developing Next-Gen New Managers

DORIE CLARK

Strategy Consultant, Professional Speaker, & Award-Winning Author

KEY TAKEAWAYS

- The biggest challenge for new managers today is how to lead while surrounded by constant noise and economic disruption.
- Technology and business are constantly changing and we need to continue to reinvent ourselves to keep up.

“How can we develop an attitude where we are not just sitting back and waiting for the opportunity to come to us?”

DORIE CLARK

8 STRATEGIES TO BECOME A NEXT GENERATION LEADER:

1. **Don't wait to be told** - Be proactive and identify an opportunity that makes you stand out.
2. **Seek out your next growth area** - Figure out exactly what you need to do to fill in the gaps that will get you where you want to be.
3. **Become a hub** - Put yourself at the center of your organization by creating connections with so many people that you are essential and indispensable.
4. **Get a wing(wo)man** - Partner up with someone you respect. If you both speak highly of each other, you will find that the people around you will want to get to know you both better.
5. **Understand the networks** - Create a plan to gain the support of influential people around you. One strategy is power mapping.
6. **Play to your strengths** - When done right, networking helps us grow and become our best selves. Some people prefer small networking dinners and some prefer basketball. Find the networking strategy that is right for you.
7. **Bagels and croissants** - When you are in a small group of 3, stand in a croissant instead of a bagel. Make sure there is always room in the circle for someone else to join.
8. **Get luckier** - You can't control luck but there are upstream factors you can control to increase the likelihood that luck will come your way. Two ways to do this are 1) increase your curiosity 2) increase your humility.



Leadership Development that Wins the War for Next Generation Talent

MODERATOR: CHIP CLEARY

Chief Academic Officer
ExecOnline, Inc.

PANELISTS



CHRISTINE GEISSLER

Chief Human Resources Officer at
Kerry North America



KIMO KIPPEN

Former CLO of Hilton Worldwide,
Council Director at The Conference Board



GREGOR NELSON

AVP, Learning & Development at
PURE Insurance



Leadership Development that Wins the War for Next Generation Talent

(CONT.)

KEY TAKEAWAYS

- There is still a lot of uncertainty regarding how employees should take **ownership of L&D initiatives**. What should the employee do vs. what should their manager do?
- Leaders struggle in **different areas**.
- When you invest in L&D for your employees, they feel a sense of belonging. It is crucial that employees **see a path and future** at your company.
- L&D professionals agree that there are too many choices. Employees at some large global companies can have **20,000+ different L&D offerings**.



The ExecOnline model gives us the flexibility to reach different leaders in different skills all over the world."

CHRISTINE GEISSLER



- Innovation should be a **core capability**. We are all responsible for innovation and there should not only be a single department for it.
- We need to already be preparing for the **future of learning**. What is the type of education experience that students are having today? What does the future of learning look like?



Realize the Power of Next-Gen Leadership Through Inclusion

MODERATOR: JULIA ALEXANDER

Chief Product Officer
ExecOnline, Inc.

PANELISTS



MIKE RIELLY
CEO of UC Berkeley
Executive Education



REA ROTHOLZ
Talent Development Partner
at Dow Jones



JANET STOVALL
D&I Pragmatist, Speaker, &
Award-Winning Executive
Speechwriter



OLIVIA WALSH
SVP Global Head of Talent
Management at CBRE



Realize the Power of Next-Gen Leadership Through Inclusion

(CONT.)

KEY TAKEAWAYS

- Often times, **inclusion can be challenging to measure**. If you have diversity, you need to ask yourself “where is it?” and this will help you measure inclusion.
- Establish a **sense of belonging for everyone**. If you have employees that work in a different campus or workplace, try to move them closer to where the larger group is located or find a way to create a sense of belonging for all.
- ERGs (employee resource groups) are voluntary, employee-led groups that can help **foster an inclusive workplace**. When both employees and leadership are dedicated to ERGs, they can be invaluable to the business and workplace.



If we have diversity, what are we doing to help these leaders move up in the organization?”

JANET STOVALL





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ACTIVITIES

**DEVELOPING NEXT-GEN MANAGERS BOOTH**

Attendees were able to discover how ExecOnline thinks about manager development, who the programs are designed for, the competencies they build, and the ROI that can be seen as a result.

EXECONLINE ADVISORY SERVICES BOOTH

Attendees could participate in “design sprints” to identify use case opportunities in the moment and see where their organization stacks up against a “Next-Gen Leadership Maturity Model” developed by our expert advisory team.

**FUNCTIONAL EXCELLENCE BOOTH: FINANCE**

Attendees were given the exclusive chance to join the MIT Finance Charter Program and help co-develop a leadership development program for their organization’s Finance function.

EXECONLINE P3 EXPERIENCE DEMO

Attendees were given a sneak peek of the cutting-edge technology of our new learning platform. Interactive video demos of everything from lectures to chatting on the mobile app were shared.



SAVE THE DATE!

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