



The Only Research Conference on Enterprise Learning and Talent Management

Session Descriptions

Special Sessions

Executive Roundtables

Josh Bersin, *President*, Bersin & Associates

Leighanne Levensaler, *Director of Talent Management Research*, Bersin & Associates

Tuesday, 1:30 to 2:45 PM

Tuesday, 3:00 to 4:15 PM

By invitation only; attendance limited. These sessions, reserved for senior learning executives, will be facilitated forums for frank discussion on issues such as organizational restructuring, budget prioritization, globalization, integrated talent management, adapting talent-related processes to current business challenges, technology strategies, and much more. For more details, contact elaine.lonergan@bersin.com.

The Lean Learning Organization

Bob Danna, *Executive Vice President*, Bersin & Associates

Chris Howard, *Principal Analyst and Research Director*, Bersin & Associates

David Mallon, *Principal Analyst*, Bersin & Associates

Tuesday, 1:30 to 4:15 PM

This facilitated discussion will focus on how to restructure corporate learning, how to prioritize and modify learning programs to meet new budget realities, and strategies to reduce overall learning costs while gaining efficiencies. Bersin & Associates analysts and advisors will facilitate the conversation and offer supporting guidance and research findings. Participants will share experiences, lessons learned, and new uses for technology and informal learning. Bring your questions and issues to this interactive session.



Talent Management in a Recession

Kim Lamoureux, *Principal Analyst*, Bersin & Associates
Stacey Harris, *Director of Strategic Services*, Bersin & Associates
Madeline Laurano, *Principal Analyst*, Bersin & Associates

Tuesday, 1:30 to 4:15 PM

This facilitated discussion will focus on how to use talent management strategies to facilitate and manage downsizing, restructuring, and business transformation. Bersin & Associates analysts and advisors will facilitate the conversation and offer supporting guidance and research findings. Participants will share experiences, lessons learned, and new uses for technology. Bring your questions to this interactive session.

Josh Bersin, *President*, Bersin & Associates

Tuesday, 3:00 to 4:15 PM

By invitation only; attendance limited. This session, reserved for senior talent management executives, will be a facilitated forum for frank discussion on issues such as managing and supporting corporate downsizing; assessing talent needs for new business strategies; adapting performance management processes for new business realities; technology strategies; and much more. For more details, contact elaine.lonergan@bersin.com.

The Pivot Point for LMSs: Substantive Changes for New Era of Corporate Learning

Chris Howard, *Research Director*, Bersin & Associates

Wednesday, 7:30 to 8:00 AM

All attendees are invited to this press event. After nearly a year of research, we will soon publish our study, *LMS and Learning Platforms 2009*. This research shows the LMS market at a pivotal point, shaped by major trends such as the shift toward social, collaborative and informal learning and the demand for enterprise-wide talent management capabilities. Bersin & Associates analysts will present highlights of the study, discuss market projections, and review the current vendor landscape. Conference attendees and press members will also have the opportunity to ask direct questions of senior executives from leading LMS providers.



April 14-16, 2009
Renaissance Vinoy
Resort & Golf Club
St. Petersburg, Florida

Tuition Assistance: A Black Hole in HR Spending

Michael E. Echols, Ph.D., *Executive Vice President, Strategic Initiatives*
Bellevue University

Chris Howard, *Principal Analyst and Research Director*, Bersin & Associates

Breakfast Session: Thursday, 7:00 to 8:00 AM

New research shows that U.S. companies spend over \$16B annually on tuition reimbursement for their employees – making tuition assistance programs one of the top expenditures for employee development. However, we also found that in most companies, the dollars spent are not managed well – if at all. This session will examine how companies can spend less on tuition assistance while gaining more business impact. You'll learn how tuition assistance programs influence employee retention, ways to measure effectiveness, and how to align programs with corporate talent strategies. The session will also present the nine best practices for effective management of tuition assistance programs and give you new insight into managing this significant corporate investment. Mike Echols, Director of Bellevue University's Human Capital Lab, will present a case study on the strategic use of tuition reimbursement at Verizon Wireless.

Workforce Planning in Today's Economy

Madeline Laurano, *Principal Analyst*, Bersin & Associates

Breakfast Session: Thursday, 7:00 to 8:00 AM

This session is designed to help you understand the four-stage maturity model for workforce planning, assess where you're at within your own organization, and identify best practices and processes that can increase planning efficiencies and business outcomes. The presenters will focus in particular on discussing how you can accurately assess the current state of your workforce and predict talent demand. The session will also include key findings from Bersin & Associates' first research study on workforce planning, conducted in partnership with The Newman Group.



Keynotes

EL7/TM7/TK7

Talent Management as a Business Strategy: Perspectives from the Top

Frank Anderson, *President*, Defense Acquisition University, Department of Defense

Helle Bay, *Senior Vice President*, Business Performance, People & Culture, Vestas Wind Systems

Cedric Coco, *Learning and Organizational Effectiveness*, Lowe's Companies Inc.

Lee Ann Timreck, *Principal*, Booz Allen

Josh Bersin, *President*, Bersin & Associates

Thursday, 8:15 to 9:15 AM

This panel of business executives from Vestas Wind Systems, DAU, and Booz Allen, all of which meet the criteria for enduring organizations, will focus on the business view of talent. You will hear first-hand how these executives work with HR to drive performance, innovation, and agility within their organizations. They will discuss their expectations for HR leaders, how they believe HR and L&D can be more effective, and what they see as their organizations' biggest talent management challenges for the coming year.

EL1/TM1/TK1

Lessons from Enduring Organizations: Talent Strategies for Transformative Change

Josh Bersin, *President*, Bersin & Associates

Wednesday, 8:15 to 9:15 AM

Rapid change has been a factor in business for the last several decades. But, this year, the change is different – and much more profound. Rather than grappling with accelerating change, which increases the pace of process change, today's companies have to deal with transformative change – which can necessitate major changes in strategy, organization, and products and services. In this keynote presentation, Josh Bersin will discuss the how the role of HR and learning must change to support the transformative change happening in business today. He'll introduce the seven keys to creating a culture of adaptability, with examples from organizations participating in IMPACT 2009. Bersin's keynote will draw on recent research from several studies, including the new TalentWatch™ series. You'll leave this session with new and practical ideas for transforming your organization and its programs to meet today's challenges.

Learning Leaders Awards Presentation

The winners of our annual Learning Leaders program exemplify the high-impact learning found in enduring organizations. To cap off IMPACT 2009's opening keynote, we will present awards to representatives of the 2008 winners.



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EL12/TM12/TK12

Servicetopia

Jason Young, LeadSmart

Thursday, 4:00 to 5:00 PM

This keynote session offers a potent prescription for creating a sustainable culture of customer service excellence. Jason Young shows how any organization can create a high performing culture that inspires and creates customer loyalty and high customer satisfaction. His focus is on unleashing the power of people with shared values, shared vision and shared accountability to carry out a customer-driven vision. He'll discuss the role of learning and HR in creating a performance culture and include examples of business benefits (as well as the business costs of poor customer service). He'll also share how you can apply some of these practices to your own HR or L&D organization to improve service to your internal clients.





Case Studies

Thought leaders in leading edge companies will present their implementation stories focused on providing best practices that are applicable, adaptable and actionable for other organizations.

EL3

Driving Innovation through Learning & Talent Strategies

Tamar Elkeles, *Vice President, Learning Center, Qualcomm*

Chris Howard, *Principal Analyst and Research Director, Bersin & Associates*

Wednesday, 10:45 to 11:45 AM

This case study presentation will discuss how Qualcomm, a leading developer of wireless technologies, uses learning and talent programs to support the technical innovation and creativity required for ongoing business success. The presentation will cover the company's unique approach to employee development, its strategic communications program, and a learning culture that fosters storytelling and knowledge sharing.

TK9

Leveraging Technology for Learning – Real Life Examples

Bradley Samargya, *Senior Vice President & Chief Learning Officer, CA, Inc.*

Chris Howard, *Principal Analyst and Research Director, Bersin & Associates*

Wednesday, 1:15 to 2:15 PM

This case study will showcase how CA has used a variety of technologies to impact learning throughout the enterprise. The presentation will cover effective use of the company's corporate LMS (CA won a 2007 Learning Leader award for its LMS consolidation initiative) for maximizing adoption; how CA combines blended learning and coaching to optimize sales success; the cost-efficient use of virtual instructor-led training – a boon for meeting training requirements in this recession; and leveraging Web 2.0 technologies to foster collaboration and networking among subject matter experts and employees.

TK6

Dare2Share: BT's Experience with Learning 2.0

Peter Butler, *Director of Learning, British Telecom*

David Mallon, *Principal Analyst, Bersin & Associates*

Wednesday, 4:15 to 5:15 PM

BT is one of the world's leading providers of communications solutions and services operating in 170 countries – a company in transformation – moving from a traditional telecommunications company to one that is focused on software and services, with customer services as the prime marketplace differentiator. This case study will focus on BT's experience with using Learning 2.0 as a workforce transformation enabler. The discussion will cover the business drivers behind the Learning 2.0 initiative, the business case used to secure funding and executive sponsorship, the approach used for overcoming organizational and cultural issues, a brief demonstration of the "solution," and a glimpse of what lies ahead.



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EL6

Creating a State of Organizational Readiness

Liviu Dedes, *Vice President, Organizational Effectiveness & Development, Aramark*
Josh Bersin, *President, Bersin & Associates*

Wednesday, 4:15 to 5:15 PM

A primary mission of talent management and learning is to ensuring a state of readiness that allows the business to capitalize on current and future business opportunities. This mission is even more important in a difficult economy when development dollars are scarce. This case study presentation will describe the role of the learning organization in creating organizational readiness and how it impacts development planning, competency management, and your assessment strategy. The presenter will discuss Aramark's macro and micro approach to organizational readiness; its readiness framework; the system, processes, and indices used for measurement, and how a practical approach to organizational readiness can remove business variability and mitigate risk. The presenter will also share lessons and anecdotes from working across six lines of business encompassing thousands of employees.

TM8

From Performance Management to Performance Excellence

Larry Mohl, *CLO, Children's Healthcare of Atlanta*
Madeline Laurano, *Principal Analyst, Bersin & Associates*

Thursday, 9:30 to 10:30 AM

This case study will discuss how Children's Healthcare of Atlanta has used performance excellence as a foundation for its people strategy. This presentation will address how the company's culture, work environment, and business vision have shaped its approach to performance management; the processes, practices, and roles involved in successful, enterprise-wide adoption; the effective use of supporting technology (with lessons learned from recent implementations); and how performance excellence impacts and integrates with other talent-related areas.



TM9

Talent Management in Global Organizations: Guidance from the Trenches

Veronica Elizondo, *Director of Organizational Competitiveness, Sigma Foods, Alfa Corporation*

Leighanne Levensaler, *Director of Talent Management Research, Bersin & Associates*

Thursday, 10:45 to 11:45 AM

Managing talent on a global scale requires much more than supporting multiple languages and currencies. Talent management strategies need to be coordinated globally while taking into account local job markets, local culture, legal and regulatory climate, and skills availability. This case study will show how the development of a global talent management strategy has the potential for competitive advantage. You'll come away with best practices, lessons learned, and advice for creating effective and flexible strategies.

EL10

Collaborative Learning at the Federal Reserve Bank

Tracy Conn, *Supervision Support Services Officer, Federal Reserve Bank of Cleveland*

Kathy Valderrama, *Project Manager, Knowledge Management, Federal Reserve Bank of Cleveland*

Madeline Laurano, *Principal Analyst, Bersin & Associates*

Thursday, 1:30 to 2:30 PM

How do you implement collaborative learning solutions that really work? This case study will explain how the Federal Reserve bridges knowledge sharing, collaboration, and learning - and how it has achieved tremendous success in the world of informal learning. The session will demonstrate how communities of practice have fostered and accelerated innovation while capturing invaluable corporate and job knowledge. Presenters will share their experiences and lessons learned in adapting and leveraging social learning to the corporate environment.



Practitioner Panels

World-class talent and learning leaders will discuss the critical issues and challenges common to most organizations. You'll hear what's worked in their organizations – and what hasn't been so successful. These practical sessions will give you the opportunity to learn from the best.

TM2

How to Build Successful Leadership Development Programs

Nancy Brennock, *Director, Textron University Operations, Textron, Inc.*

David J. DeFilippo, *Vice President, Director, Learning & Organizational Development, BNY Mellon Asset Management*

Shannon Gill, *Director, Learning & Development, TSYS*

Kim Lamoureux, *Principal Analyst, Bersin & Associates*

Wednesday, 9:30 to 10:30 AM

Learn the best practices and lessons learned from executives who have implemented innovative and business-aligned leadership development programs. You will hear first hand how to create programs that efficiently and effectively address all levels of the enterprise, gain the involvement and support of senior executives, and create company-wide adoption and excitement. Panelists will share how they develop and use competency models, measure success, and integrate leadership development with other talent initiatives within their organizations. Gain real-world perspective on challenges, budgeting, and resources allocation.

TK2

Global Implementation of Performance Management, Learning, and Succession Management

Josh Haims, *Senior Manager, Deloitte Consulting LLP*

Dr. Mary Ledbetter, *Senior Manager, Global People, Performance and Culture, KPMG*

Mary Pater, *Director of Talent Management and Learning Strategy, Luxottica*

Leighanne Levensaler, *Director of Talent Management Research, Bersin & Associates*

Wednesday, 9:30 to 10:30 AM

Get the insiders' view on implementing global technology solutions that support enterprise-wide talent management strategies. These executives will share their experiences in tackling one of the biggest challenges facing organizations today.



EL4

The Best of the Best in Enterprise Learning

Kim A. Armstrong, Ed.D., *Program Manager – Learning, Training & Development-Technology & Innovation, Boeing*

Peter Christensen, *Global E-learning Manager, Vestas Wind Systems*

Judy Owen, *Vice President, Training & Development, Freeman*

Timothy Tobin, Ed.D., SPHR, *Director, Training & Development, Beers + Cutler*

Dr. Karie Willyerd, *Vice President & CLO, Sun Microsystems*

Chris Howard, *Principal Analyst and Research Director, Bersin & Associates*

Wednesday, 1:15 to 2:15 PM

Learning executives will share their insights and best practices for creating learning organizations that are innovative, embrace web 2.0 and collaborative learning, and support strategic business and talent goals. These learning leaders – all 2008 award winners – will discuss best practices common to all high-impact learning organizations, detail their organizational models, and discuss the keys to success.

TM6

Getting Traction with Succession Management

Tricia Rhine, *Leadership & Organizational Effectiveness Specialist, St. Joseph Medical Center*

Robert Sachs, Ph.D., *Vice President, Learning & Development, Kaiser Permanente*

Suzette Taylor, *Director, Enterprise Talent Development, ATK (Alliant Techsystems)*

Kim Lamoureux, *Principal Analyst, Bersin & Associates*

Wednesday, 4:15 to 5:15 PM

A strong leadership pipeline is a major competitive advantage and an indicator of a company's future success. Bench-strength throughout the organization can help a business endure tough times and successfully adapt to business and market changes. However, our research finds that few companies have successfully implemented succession management programs. This panel of experts will discuss topics such as the identification and assessment of high potentials; the engagement of senior executives, business leaders, and the board of directors; and, the use of talent calibration and review sessions; and measuring business impact and results.



TM10

The Talent Management Journey: The HR Leaders' Stories

Bob Dean, *Vice President, Learning & Talent Management,*
Heidrick & Struggles

Rodrnick Dooley, *Vice President, Talent Management & Diversity,*
Rockwell Collins

Michele Golden, *Vice President of Talent Management,*
Turner Broadcasting System, Inc.

Karen Jensen, *Senior Director HR Planning & Performance,*
Rogers Communications Inc.

Leighanne Levensaler, *Director of Talent Management Research,*
Bersin & Associates

Thursday, 1:30 to 2:30 PM

Business-driven talent management demands a keen understanding of an organization's business plan and strategy. To do so, many HR organizations today must explore new approaches and models to partnering with business leaders. This panel of HR leaders will share their stories and offer real-world guidance. Topics discussed include how to determine the best HR organization model to facilitate talent management, where to focus for maximum results and impact, and how to communicate return on investment to stakeholders.

EL11

Best Practices in Sales Training

Chip Brubaker, *Vice President, Americas Sales Readiness, CA, Inc.*

Karen Langham, *Vice President, Learning & Development,*
Extra Space Storage

Ed Nolan, *Managing Director, Learning & Organization Development,*
AAA South

Chris Howard, *Principal Analyst and Research Director, Bersin & Associates*

Thursday, 2:45 to 3:45 PM

Sales training is one of the most critical elements of any learning strategy – especially in a bad economy. This is one area that continues to grow, despite overall training budget reductions. These executives will share their experiences in developing sales training initiatives that drive significant business results, take advantage of sales experts, and incorporate cost-efficient and highly effective informal learning approaches.



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Vendor Panels

Content and delivery method experts will share trends and best practices in their areas of expertise. They will discuss cutting edge knowledge and proven solutions.

TK3

The Future of Learning and Talent Management Platforms

Al Campa, *Executive Vice President and Chief Marketing Officer*, Taleo
Jeff Kristick, *Senior Vice President, Worldwide Marketing*, Plateau Systems
J.W. Ray, *Chief Operating Officer*, Learn.com
Frank A. Russell, *President and CEO*, GeoLearning, Inc.
Shelley Schmoker, *Head of Product*, Stepstone Solutions

Dave Watkins, *CEO*, Softscape

Josh Bersin, *President*, Bersin & Associates

Wednesday, 10:45 to 11:45 AM

This panel will cover the questions that are on the minds of all corporate buyers and existing users. Senior executives will answer these and other questions: How should social networking fit into a technology strategy? What is the ideal role of the LMS in an integrated talent management strategy? What are the key considerations for integrating performance management and learning? How does your offering address informal and collaborative learning needs? Where/how do ERPs fit with your offerings? What about recruiting technologies? You'll have the opportunity to hear answers from a variety of perspectives – from market leaders to providers of niche solutions. (Note: These questions will be posed to a different set of solution providers later in the day. See TK5.)

TK5

The Future of Learning and Talent Management Platforms

Jon Ciampi, *Vice President, Product Management*, SumTotal Systems
Charles Coy, *Director of Product Marketing*, Cornerstone OnDemand
Amar Dhaliwal, *Senior Vice President, Product Operations Group*, Saba
Mike Ditson, *Director of Product Management*, Authoria
David Karel, *Senior Director, Product Marketing*, SuccessFactors
Ara Ohanian, *Founder & CEO*, CERTPOINT Systems Inc.

Leighanne Levensaler, *Director of Talent Management Research*,
Bersin & Associates

Wednesday, 2:30 to 3:30 PM

This panel will cover the questions that are on the minds of all corporate buyers and existing users. Senior executives will answer these and other questions: How should social networking fit into a technology strategy? What is the ideal role of the LMS in an integrated talent management strategy? What are the key considerations for integrating performance management and learning? How does your offering address informal and collaborative learning needs? Where/how do ERPs fit with your offerings? What about recruiting technologies? You'll have the opportunity to hear answers from a variety of perspectives – from market leaders to providers of niche solutions. (Note: These questions will be posed to a different set of solution providers earlier in the day. See TK3.)



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EL9

Transforming Learning through Outsourcing: Now is the Time

Don Duquette, *Executive Vice President, Learning Solutions,*
General Physics Corporation

Sam Herring, *Executive Vice President, Intrepid Learning Solutions*

John Higgins, *Senior Director of Innovation Deployment,*
Accenture HR & Learning BPO Services

Sailesh Lalla, *Vice President, Business Development, NIIT CognitiveArts*

Marianne Langlois, *Vice President, Learning Solutions,*
Convergys Corporation

Mal Poulin, *Enterprise Market Director, RWD*

Josh Bersin, *President, Bersin & Associates*

Thursday, 10:45 to 11:45 AM

In today's economy, learning outsourcing is on the rise. In this session, outsourcing executives will share their strategies and identify specific examples of outsourcing solutions that can drive immediate and long-term business value. These executives will also discuss the evolution of learning services and how their services can help organizations with integrated talent management.

TK10

Innovation Showcase

Jim Breen, *CEO, PulseLearning*

Peter Louch, *Founder & CEO, VEMO, Inc.*

Brian Kelly, *President, North America, Infohrm*

Don Pierson, *Founder & Chief Content Officer, Flypaper*

David Mallon, *Principal Analyst, Bersin & Associates*

Thursday, 1:30 to 2:30 PM

This session is designed to give you a sneak peak into just-emerging technologies that are likely not on your radar. This session isn't to sell you – rather it's to inform you of new uses that could shape enterprise learning and talent management down the road. You'll see functional demonstrations on "what if" financial modeling for workforce planning (Infohrm); new and advanced analytics for workforce planning (Vemo); new ways to use Flash-based content for interactive learning (Flypaper); and learn how to develop an ambidextrous culture of efficiency and innovation (PulseLearning).



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TK8

Pay for Performance

Mark A. Albrecht, *Vice President of Talent Management, Salary.com*

David Turetsky, *Director of Product Management, Talent Management Solutions, Workspace*

Amy Wilson, *Senior Director of Talent Management Strategy, Oracle*

Leighanne Levensaler, *Director of Talent Management Research, Bersin & Associates*

Thursday, 9:30 to 10:30 AM

In this turbulent economy, pay for performance practices not only support equitable compensation and cost control, but are also a key talent management strategy for organizations trying to improve the performance and retention of the right talent. Panelists will talk through customer examples and success cases, share the organizational considerations that impact how practices should be designed, and discuss the role of technology.

TM4

Competencies and Assessments: A Marriage Made in Heaven

Scott Erker, Ph.D., *Senior Vice President, Selections Solutions, DDI*

Thomas Grobicki, *CEO & Founder, Avilar*

Julia McClung, *Vice President, Talent Management Solutions, Vangent*

Kelly Painter, *Vice President of Client Services, Enterprise Solutions, Profiles International*

Paul Storfer, *Director, Talent Architecture, PDI Ninth House*

Kim Lamoureux, *Principal Analyst, Bersin & Associates*

Wednesday, 1:15 to 2:15 PM

The foundation of talent management competencies help integrate disparate talent management processes. Through effective use of competencies, managers can consistently and effectively assess employees, monitor performance, and ensure capabilities to meet long-term talent needs. These executives will offer insights into the tools and resources available for competency assessment and management and considerations for selecting the best offerings for your company. They'll share examples of how clients are using competencies in innovative and cost-effective ways to ensure job fit, employee potential, and job readiness.



Research Sessions

Bersin & Associates research analysts will present the latest trends, tools and techniques in talent management and enterprise learning. Cutting-edge research and best practices will be shared. Workshop leaders will focus on presenting and interpreting data to address today's business challenges.

EL2

Modern Enterprise Learning2: What Matters Most for Learning Organizations Today

David Mallon, *Principal Analyst*, Bersin & Associates

Wednesday, 9:30 to 10:30 AM

Based on the industry study, *High-Impact Learning Practices of Modern L&D Organizations*, this presentation will focus on the operational issues facing most organizations today. You'll learn best practices and processes, gleaned from our research, to address accelerated business change, information overload, globalization, emerging technologies, diverse workforces. The session will also discuss organizational models optimized for the challenging economy; the use of collaborative, social networking, and other tools for reducing training costs and moving to an on-demand environment; and managing voluminous and often-outdated content resources.

EL8

The State of the LMS and Learning Platform Market

Chris Howard, *Principal Analyst and Research Director*, Bersin & Associates

Thursday, 9:30 to 10:30 AM

Today's learning management system must meet the needs of formal training as well as new demands for social networking, informal learning, and talent management. Our newly released research on the LMS and learning platform market details adoption and use trends; benchmark data on the costs of operations and staffing, vendor market share and growth rates, and key vendor innovations. Even if you already have an LMS, this session will tell you what you need to do next. Bring your questions and experiences to this session.

EL5

Get Some E&E: Build Efficiency and Effectiveness into Your Learning Function

Karen O'Leonard, *Senior Analyst*, Bersin & Associates

Bob Danna, *Executive Vice President*, Bersin & Associates

Wednesday, 2:30 to 3:30 PM

You'll leave this session with practical benchmarks for comparing your organization's learning efficiency and effectiveness, performance, and practices against industry norms, drawn from five years of extensive research in enterprise learning. You'll find out if you're spending too much or too little per learner; if your annual training budget should be growing or shrinking to stay in line with your competition; if you have more full-time staff in your learning function than other companies your size; and the learning processes you should consider outsourcing. Also, take advantage of 'case-in-points' to discover how organizations have leveraged benchmarking data to increase the strategic value of learning. You'll also gain insight into findings from the recently released 2009 Corporate Learning Factbook and the High-Impact Learning Organization.



TK11

Talent Management Systems: The Customer Experience

Leighanne Levensaler, *Director of Talent Management Research*,
Bersin & Associates

Thursday, 2:45 to 3:45 PM

Now that the market for integrated talent management solutions is moving from its infancy to adolescence, what lessons have we learned? To whom and how are these solutions actually being deployed? What are the biggest challenges and frustrations? And given the breadth of functionality now available, what do organizations typically implement first? This session is designed to provide any organization that plan to implement, upgrade, or expand their use of talent management solutions with the key questions they should be asking of both the prospective solution provider and their internal project teams.

TM11

Talent Acquisition: The Game Has Changed; Have You?

Madeline Laurano, *Principal Analyst*, Bersin & Associates

Thursday, 2:45 to 3:45 PM

In today's world of LinkedIn, Facebook, and hundreds of specialized job sites, how do you build a scalable and innovative talent acquisition process that can flex rapidly to meet your organization's changing needs? This presentation will address today's key trends and best practices for workforce planning, sourcing, assessing, hiring and onboarding. You'll learn how to strengthen your company's brand, improve the candidate experience, extend your talent network, and align recruitment to business strategy. The presentation will also provide a comprehensive overview of the talent acquisition market and the tools and resources you should have on your radar.

TM3

The Business Case for Integrated Talent Management: The Real-World ROI

Leighanne Levensaler, *Director of Talent Management Research*,
Bersin & Associates

Wednesday, 10:45 to 11:45 AM

How do you measure the ROI of your talent management investments? Organizations pursuing integrated talent management initiatives in today's cost-constrained environment need compelling business cases to secure the upfront and long-term resource investments. In this session, you'll get practical advice on building the case and setting realistic expectations. The session will include examples from leading organizations. If your organization is struggling with your talent management strategy, you won't want to miss this session.



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TM5

Making Sense of the Leadership Development Marketplace

Kim Lamoureux, *Principal Analyst*, Bersin & Associates

Wednesday, 2:30 to 3:30 PM

This session will help you make sense of this huge and widely diverse market, estimated to be more than \$10B in size. You'll learn how to easily differentiate providers, compile a list of key considerations for evaluating providers, and develop long-term partnerships. The presentation will also discuss common challenges in customizing resources and integrating program components from multiple providers. Incorporating recent market research findings, the session will cover popular services and tools on the market, as well as up-and-coming providers. Leadership development should be a critical learning component for all organizations today. Use this session to ensure you're getting the most out of your investment.

TK4

Developing and Implementing a Talent Management Technology Strategy

Colin Field, *Senior Manager, Learning Technology, Enterprise Learning and Development*, TD Bank Financial Group

Stacey Harris, *Director of Strategic Services*, Bersin & Associates

Thursday, 10:45 to 11:45 AM

During this session, you'll learn research-based best practices that you can put to use when making any technology decision. The session will cover topics such as how to manage a selection process – which typically spans multiple departments, how to prioritize and rank diverse needs and interests, how to develop an effective business case and set realistic ROI expectations, how to predict ongoing operational budget and staff requirements, and much, much more. Colin Field of TD Bank will discuss how his organization applied such practices when developing and implementing its talent management technology strategy.