

# IMPACT 2012

THE BUSINESS OF TALENT

April 10-13, 2012  
Renaissance Vinoy  
St. Petersburg, Florida



For questions and more  
information, email  
[linda.galloway@bersin.com](mailto:linda.galloway@bersin.com).

## Conference Sessions

### Special Sessions

RT1

#### **Glocalization: Think Global, Act Local (by invitation)**

Kim Lamoureux, *Senior Director of Research Practices and Principal Analyst, Talent Acquisition*, Bersin & Associates

Tuesday, 1:30 to 2:45 PM

This executive roundtable will be a facilitated forum for frank discussion on issues related to the challenges, trends and best practices for sourcing, developing and managing a global workforce. These and other broad topics will be discussed:

- Challenges involved in supporting a global business strategy and providing corporate oversight for recruiting, leadership development, and workforce mobilization.
- Best practices in evolving processes and practices to support a global workforce.
- Availability and employability of talent across the globe.
- Customizing practices and tools to support local needs for leadership, compensation, and learning
- Governance and organizational structures.

RT2

#### **Defining the Essential Competencies of the Learning Profession – For Today and Tomorrow (by invitation)**

Donald Taylor, *Chairman*, Learning and Performance Institute  
David Mallon, *Vice President of Research*, Bersin & Associates

Tuesday, 1:30 to 2:45 PM

As learning and development evolves to meet new workforce realities and needs, organizations must re-evaluate the basic competencies expected of learning professionals. To that end, the Learning and Performance Institute, a global membership organization for learning and development professionals, is currently working with Bersin & Associates on a common competency framework for the learning profession. In this roundtable, we invite learning executives to engage with us to discuss the critical skills required for the future and to review and provide feedback on work in progress.

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## Conference Sessions

RT3

### **Personalization: Creating Positive Change (by invitation)**

Max Meadow, *Vice President of Consulting*, Bersin & Associates

Tuesday, 3:00 to 4:15 PM

From recruiting to learning to rewards and recognition, talent management is more personalized than ever. This executive roundtable will be a facilitated forum for frank discussion on the challenges, trends, and best practices for managing expectations and creating effective talent processes in a personalized talent environment. Topics for discussion include:

- Customizing talent processes and tools to meet business, cultural, and individual needs.
- The effective use of talent and learning technologies to provide personalized experiences.
- Social media and the personalized candidate experience.
- Best practices for creating more effective, personalized learning experiences.
- Aligning individualized career and leadership programs to corporate strategy.
- Performance management and recognition in a social world.

RT4

### **Bersin.com Bootcamp (open to all)**

Julie Duda, *Member Success Manager*, Bersin & Associates

Tuesday, 3:00 to 4:15 PM

During this session, we will explore the range of information resources and supporting tools available through Bersin.com in all five practice areas: learning and development, talent management, leadership development, human resources, and talent acquisition. Attendees will learn:

- Best practices in navigating the website and completing specific types of searches.
- Effective use of Ask the Expert.
- Details of Bersin & Associates 2012 research calendar and member roundtable schedule.
- How to take advantage of recorded webinars and presentations.

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## Conference Sessions

WS1

### **Workshop: High-Potential and Leadership Development Strategies for Measurable Business Impact (open to all)**

Bob Danna, *Executive Vice President and Chief Operating Officer*,  
Bersin & Associates

Laci Loew, *Senior Analyst, Leadership Development*, Bersin & Associates

Friday, 8:30 to NOON

Recent Bersin & Associates research shows that most companies still fall short in three areas: developing leaders and high potentials and defining an overall leadership strategy. In this workshop, participants will focus on best practices around these areas. Presenters will review the current state of corporate leadership and high potential development, examine best practice examples, and guide participants through group activities.

Approximately half of the session will be devoted to group work in which teams will use Bersin & Associates leadership development frameworks and maturity models to draft strategy documents. Results will then be presented and discussed with the workshop audience.

The session will include ample time to discuss attendees' questions and actual challenges. Participants will learn:

- The critical elements for an overall leadership strategy, a leadership development strategy, and a high-potential strategy.
- How to gain and sustain business alignment.
- Key practices from high-impact organizations with mature leadership-related strategies.
- How to ensure a "ready now" robust bench of leaders at all levels.

WS2

### **Workshop: Practical and Proven Approaches to Learning Measurement (open to all)**

Jim Abbinati, *Manager of Learning Evaluation and Business Impact*, ADP

Carrie Beckstrom, *Vice President of Learning and Performance*, ADP

Karen O'Leonard, *Director of Research Methods and Analytics and Principal Analyst*, Bersin & Associates

Friday, 8:30 to NOON

Learning measurement remains one of the toughest challenges for most organizations. Over the last decade, learning measurement has evolved from satisfaction and ROI metrics to measures of strategic alignment, efficiency, operational effectiveness and training's impact on broader talent strategies. Common obstacles include insufficient resources, difficulty in capturing and analyzing data, and lack of clear methodologies.

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## Conference Sessions

In this workshop, attendees will focus on how best to measure the results of their training and development efforts and present actionable information to business decision makers. Presenters will review the current state of learning measurement and provide practical resources and guidance to help L&D leaders build a measurement program for their own organizations.

Participants will learn:

- The keys to building a successful measurement approach.
- Best practices from high-impact learning organizations with mature measurement initiatives.
- How to deliver actionable results, tailored to specific audiences that differentiate between process metrics (useful for training operations) and results metrics (important to line management).



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## Conference Sessions

### Keynotes

G1

#### **Driving Agility: The Truths and Myths That Make a Difference**

Josh Bersin, *President and CEO*, Bersin & Associates

Wednesday, 8:00 to 9:00 AM

Our world is borderless – we compete globally for the best and brightest while developing a new breed of leaders. It's social and mobile – we reinvent learning and talent management to leverage new technology and consumption models. And it must be agile to respond to rapidly-changing market and business requirements. Welcome to 2012 and beyond!

Bersin & Associates has uncovered critical new people strategies during the past year that boost agility and performance in companies of all sizes and industries.

In this keynote, Josh Bersin speaks about new talent strategies that drive agility, global strength, and employee engagement. He gives research-based examples showcasing how traditional myths in HR and talent management are being shattered as "new truths" that drive transformational business performance emerge.

These new truths include:

- The role of Big Data in HR
- Why talent mobility has become the new strategic competitive advantage
- How organizations can balance globalizing their talent strategies with customizing locally
- The emergence of agile HR as a new way of managing people
- The changed role of human resources and corporate learning for the coming years.

G2

#### **Building an Agile Workforce in a 24/7 Business**

Dana Tomechko, *Vice President of Human Resources*, NBC Network News

Thursday, 8:00 to 9:00 AM

Few businesses have changed more than news in the past decade. NBC News has been a leading source of global news and information for more than 75 years. In addition to its award-winning news programs – TODAY, Nightly News & Dateline – the network's cutting-edge platforms include TheGrio.com, NBC Learn and Peacock Productions.

An agile workforce is critical to the success and vitality of NBC News. Learn how NBC News HR supports the company's diverse business units and teams so they are prepared to respond to the rapid changes taking place in the world, and

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## Conference Sessions

in the news business. Dana Tomechko will discuss how NBC News HR has evolved to keep pace with NBC's changing needs, organizational restructuring, and new partnerships, while striving to support and foster editorial strength and business growth.

In this keynote, Tomechko provides examples from some of your favorite news shows and offers insight into the HR and planning processes that support workforce and business agility.

G3

### Charisma and Leadership

Olivia Fox Cabane, Author, *The Charisma Myth*, Leadership Consultant

Thursday, 3:15 to 4:15 PM

Olivia Fox Cabane is a recognized expert in the fields of charisma and leadership. In keeping with the conference's emphasis on business agility, this year's closing keynote will be tailored to audience preferences. Registered attendees can vote for one of the six topics below – all of which offer valuable management guidance as well as personal takeaways.

- Navigating Through Uncertainty: Skillfully Handling Ambiguity
- The Mental Side of Innovation: Achieving Breakthrough Innovation
- Charisma and Leadership: The Science of Trust, Influence and Persuasion
- Dealing with Difficult People: Handling Big Egos and Difficult Conversations
- Talent Acquisition, Retention, and Development: What Charisma Can Do for Each
- Gravitas: Exuding Boardroom Presence and Making the Right First Impression

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## Conference Sessions

### Personalize: Create Positive Change

From the gamification of learning to social rewards and recognition to next-generation recruiting, talent management and growth is more personalized than ever. This track will teach you how to leverage the latest tools and best practices to drive performance in the new personalized world.

LD1

#### Driving Business Alignment and Impact with Leadership Development

Laci Loew, *Senior Analyst, Leadership Development*, Bersin & Associates

MaryAnn Maineri, *Senior Advisory Consultant*, Bersin & Associates

Wednesday, 9:30 to 10:45 AM

Bersin & Associates' frameworks are famous for describing how high-impact organizations drive results. Our newly released Leadership Development Framework is based on the best practices of the organizations that run the world's most successful leadership development programs. This framework provides direction for designing leadership development solutions for all leader levels and ensures solutions are linked to business strategy. We will share examples from world-class organizations which have successfully implemented leadership development and high-potential strategies. Attendees will learn:

- The critical elements of an effective leadership development strategy.
- Key practices for designing high-impact leadership development that achieves business goals.
- A strategic approach for identifying and developing high-potential leaders.

HR1

#### Demystifying Employee Engagement

Charles Goretsky, *Principal Consultant*, Bersin & Associates

Dr. Brenda Kowske, *Senior Analyst, Human Resources*, Bersin & Associates

Wednesday, 11:00 to 12:15 AM

Organizations invest big money in employee engagement. Given that economic recovery will likely be accompanied by a talent exodus, such investments should be a good bet. But how can leaders be sure that resources spent on employee engagement actually yield happy, productive, and committed employees? In this presentation we will share highlights from Bersin & Associates' 2012 employee engagement research and the best practices currently in use by successful organizations around the world. We will review the "who," "what," and "how" of engagement: What is it, who delivers it, how it is measured, what services are innovative and, most importantly, how can organizations and their solution providers improve it?

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## Conference Sessions

ANL1

### **Making Better Decisions: Data, "Big Data" and You**

Sean Dineen, *Vice President of Talent Management and Organizational Development, Luxottica*

James Raybould, *Director of Business Analytics, LinkedIn*

Dan Samatulski, *Lead Consultant, AT&T*

Mark C. Williams, *Statistical Analysis Manager, Workforce Analytics, Capital One*

Stacia Sherman Garr, *Senior Analyst, Talent Management, Bersin & Associates*

Dr. Katherine Jones, *Director and Principal Analyst, HCM Technology, Bersin & Associates*

Wednesday, 1:30 to 2:45 PM

Organizations today have more data at their disposal than anyone could have imagined just a decade ago. Yet, data is useless unless it can be harnessed to make better business decisions. Effective utilization requires an understanding of critical business problems and the information necessary to analyze them, as well as methodology to turn findings into actionable insights. Panel members will share examples of how they use data to support critical decision making and planning. The discussion will also include a focus on the role of integrated talent data, how "big data" has the potential to influence talent and business decisions, and the steps organizations need to take to build data analysis capabilities within HR.

TM1

### **Getting Away from the Score: Creating Better Ongoing Performance Feedback**

Terry Hauer, *Senior Manager, Kelly Services*

Stacia Sherman Garr, *Senior Analyst, Talent Management, Bersin & Associates*

Wednesday, 3:00 to 4:15 PM

The performance appraisal has long been viewed as a necessary evil. Recent research shows that ongoing performance feedback – rather than an annual evaluation event – contributes more to improved employee performance. In the first half of this session, Stacia Garr will share Bersin's newest research on the case for ongoing performance feedback, including the specific tactics companies use and the results they see. Garr will then be joined by Terry Hauer, who will explain Kelly Services' journey to improve the quality of ongoing performance feedback. This journey started with a comprehensive analysis of the company's underlying assumptions about employees: how they perform best, what support they need and how they should be assessed. This initiative eventually led to Kelly abolishing the performance score and creating a performance model focused on coaching and development.

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## Conference Sessions

TECH1

### Going Mobile: What's Working in Learning

Mary Sibley, *Global Vice President and Dean, SAP Sales University, SAP*  
Janet Clarey, *Senior Analyst, Learning and Development, Bersin & Associates*

Thursday, 9:30 to 10:45 AM

SAP is the market leading provider of enterprise application software with more than 55,000 employees in 50 countries worldwide. In 2011, company leaders challenged the SAP Sales University to proactively provide global enablement that would support the delivery of outstanding company performance despite an uncertain economic environment. At the same time, the deployment of 12,000 corporate iPad devices required enablement efforts to be timely, personalized and consumable in bite-size portions.

Learn how SAP responded to these challenges with a mobile news and enablement tool that is:

- Smart: Personalizes content by role, tenure, geography, etc.
- "Sushi" style: Provides just the right bits needed
- Viral: Promotes sharing best practices for what really works in the field
- Fun: Incorporates gamification in a business setting
- Event-driven: Pushes short, relevant enablement automatically based on specific events
- Successful: Results in a 400% increase in enablement consumption resulting in "best-ever" corporate annual performance

TA1

### Next-Generation Recruiting: From Job Boards to Social Media

Jeff Scolnick, *Vice President of Talent Acquisition, Eaton*  
Heather Lemke, *Vice President of Talent Acquisition, UHG*  
Kim Lamoureux, *Senior Director of Research Practices and Principal Analyst, Talent Acquisition, Bersin & Associates*

Thursday, 11:00 to 12:15 PM

Recruiting is one of the most rapidly changing areas of HR. One of the most noteworthy changes has been the shift from reliance on job boards toward increasing use of social media, particularly career networking sites. While job boards bring in large numbers of applicants, they target only active job seekers. On the other hand, professional networking sites and social media can target passive candidates who often are a better fit for hard-to-fill positions. In this session, panelists will highlight:

- The benefits that professional networks and social media bring to the sourcing process.
- Effective practices for using social approaches to recruiting.
- Leveraging employees as ambassadors for recruiting quality talent.

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## Conference Sessions

L&D1

### **Building an Agile and Networked Global Learning Team**

Jayaraman Nadessin, *Director, Technology and Strategy*, Citigroup Inc.

Craig Yetter, *Director of Global Learning*, GlaxoSmithKline

Starr Shafer, *Director, Global Learning and Development*, Marriott International

Janet Clarey, *Senior Analyst, Learning and Development*, Bersin & Associates

Thursday, 1:30 to 2:45 PM

All learning teams are being challenged to respond faster to business and market needs, to provide more value to the organization and, while becoming more efficient, effective, and aligned. Global learning teams have added layers of complexity including:

- Scaling programs, content, and tools globally
- Taking a “glocal” approach to collaboration
- Sharing best practices by through communities and centers of excellence
- Avoiding inconsistencies and duplication of technology, tools, services, and content
- Handling multiple languages and cultures

Join our global learning leader panelists who will share best practices for structuring global L&D teams for collaboration, global operating protocol to drive consistency, global technology strategies for efficiency, and fostering a global L&D community for sharing best practices.

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## Conference Sessions

### Transform: Build Tomorrow's HR and Learning Leaders

HR and learning organizations are operating in more volatile and fast-paced environments than ever before. This track will show you how to prepare and re-skill your broad-based teams to align with the organization and to deliver on business objectives.

L&D2

#### Next-Generation Performance Consulting: Ensuring Business Alignment in the Borderless Workplace

John Leutner, *Head of Global Learning Services, Xerox*

Anne Schwartz, *Vice President of Global Talent and Leadership Development, UPS*

Lew Walker, *Vice President of Learning Services, AT&T*

Gary Whitney, *Vice President of Hotel Learning, InterContinental Hotels*

David Mallon, *Vice President of Research, Bersin & Associates*

Wednesday, 9:30 to 10:45 AM

Our High-Impact Learning Organization™ research proves that maintaining business alignment is crucial to driving impact. Our research also shows that successful organizations achieve alignment through the presence of connector roles (performance consultant, business partner, and learning strategist are among the many different names for these roles), along with a mastery of performance consulting.

However, what works in the area of performance consulting today may not work tomorrow, as workforce structures and dynamics change and the emphasis on integrated talent management increases.

This panel discussion will explore the effects such changes may have on the performance consultant role and ways these critical pivot points may need to evolve in response. Panelists will share their perspectives on discussion points such as:

- Maintaining active links to key stakeholders and the business, even as business changes or transforms.
- Defining success and preparing for obstacles
- Understanding changing roles, responsibilities, and skills sets
- Filling these roles and anticipating future gaps.

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## Conference Sessions

TM2

### **People Strategies for Agility: How to Manage the Blended Workforce**

Peter Jones, *Director of Central Learning Services, Bristol Myers Squibb*

Laurie Kwilos, *Manager of Learning and Development, Sage*

Carol Robinette, *Senior Director of Talent Acquisition, American Red Cross*

Dr. Katherine Jones, *Director and Principal Analyst, HCM Technology, Bersin & Associates*

Wednesday, 11:00 to 12:15 PM

The growth of the free agent workforce is both a boon and a challenge to human resource organizations. Free agents – consultants, freelancers, contractors and 'micropreneurs' – are valued contributors to an organization's productivity and often fill highly specialized roles. They work side by side full-time, salaried employees and are often indistinguishable in the content and quality of their work. Our research found that almost all organizations have some level of contingent or independent contract talent at work in their businesses today. Our panel members will discuss the challenges and the best practices of managing a blended workforce – a workforce that consists of both salaried and contingent or contracted workers.

HR2

### **Diversity in the Global Economy: Driving Organizational Success Around the World**

Manon Kebodeaux, *Director of Diversity and Inclusion, Baker Hughes Incorporated*

Dr. Brenda Kowske, *Senior Analyst, Human Resources, Bersin & Associates*

Wednesday, 1:30 to 2:45 PM

Managing a diverse, global workforce is akin to a juggling act. At the intersection of culture and country policies are deep-seated beliefs about the benefits and limitations of diversity. Each country has its own concepts of diversity, with some embracing it and others focusing on the nationalization of workforces. Baker Hughes, the world's leading supplier of oilfield services, products, technology and systems, has been managing workforce diversity challenges for decades. Dale Kunneman takes us through Baker Hughes' comprehensive efforts to build and manage a diverse workforce that encompasses approximately 53,000 employees in 80 countries.

TECH2

### **New Talent Technologies: Managing People Better**

Al Johnson, *Principal Advisory Consultant, Bersin & Associates*

Dr. Katherine Jones, *Senior Analyst, Learning and Development, Bersin & Associates*

Wednesday, 3:00 to 4:15 PM

Are you looking at incorporating "social," mobile, gaming and other forms of new technology in your workplace to drive employee engagement, performance and learning? We will share recent research on the new trends in technology and their use in managing today's multi-generational workforce. We will also discuss what each type of technology means for your organization.

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## Conference Sessions

TA2

### **Employment Branding: From Recruitment to Retention**

Brandon Bayles, *Director of Global Talent Acquisition*, Halliburton

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

Eric Stewart, *Director of Shipboard Strategy and Services*, Royal Caribbean Cruises, Ltd.

Kim Lamoureux, *Senior Director of Research Practices and Principal Analyst, Talent Acquisition*, Bersin & Associates

Thursday, 9:30 to 10:45 PM

Smart recruiters are looking at new ways to source, screen and hire recruits by focusing more on cultural fit than historical resume data. What many companies forget, however, is that careful communication of the employment brand is critical throughout all talent processes. Employment branding can foster and strengthen the employee value proposition and highlight employment differentiators. Employees who serve as brand ambassadors reinforce branding with customers and the market at large. Panelists will share best practices and examples for:

- Developing an employment brand to attract and keep top talent.
- Designing processes that communicate corporate values and culture.
- Differentiating messaging for internal versus external audiences.
- Establishing the right messaging and experiences to draw candidates and retain employees who are a cultural "fit."

LD2

### **A Mentoring Mindset: How Genentech Develops Leaders through Mentoring**

Dr. Don Kraft, *Director of Learning and Development*, Genentech

Laci Loew, *Senior Analyst, Leadership Development*, Bersin & Associates

Thursday, 11:00 to 12:15 PM

Genentech's mentoring programs have thrived and expanded over the years despite business volatility and organizational transformation. The company's employee-centric talent philosophy has led to a business-driven mentoring approach that fosters leadership skills, retains talent, boosts productivity, and maintains cultural vitality. Attendees will learn how Genentech:

- Designed formal and informal mentoring programs to support leadership development
- Created tools and resources to enhance the mentoring partnership.
- Launched an interactive and efficient online mentoring tool.
- Learned to continuously improve and identify mentoring best practices.



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## Conference Sessions

ANL2

### HR Analytics for Driving People Strategies

Jamie Parsons, *VP Chief Human Resources Officer*, Mountain States Health Alliance

Karen O'Leonard, *Director of Research Methods and Analytics and Principal Analyst, Benchmarking*, Bersin & Associates

Thursday, 1:30 to 2:45 PM

Through a detailed case study, this presentation will demonstrate how measuring and analyzing human capital data can add value to business decision-making.



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## Conference Sessions

### **Glocalize: Think Global, Act Local**

As the borderless organization emerges, leaders are seeking the right mix of global guidelines and local flexibility required to drive business results. This track focuses on the global / local balance in key areas such as leadership culture, global recruiting and talent management in emerging markets.

TA3

#### **High-Impact Global Recruiting**

John Campagnino, *Senior Director of Global Recruiting, Accenture*

Kim Lamoureux, *Senior Director of Research Practices and Principal Analyst, Talent Acquisition, Bersin & Associates*

Wednesday, 9:30 to 10:45 AM

This case study will illustrate how a well-known multi-national company has addressed the challenges of global recruiting and the practices it employs to ensure a highly adaptable and productive workforce. The presenter will discuss:

- The challenges of a global talent acquisition organization.
- The evolution from a centralized recruitment function to a center of excellence with localized recruiting teams and programs.
- Use of social media, professional networking, and employee referrals.
- New technologies, hiring procedures, and other innovations that support global and local needs.

ANL3

#### **Measuring and Improving Quality of Hire**

Kim Lamoureux, *Senior Director of Research Practices and Principal Analyst, Talent Acquisition, Bersin & Associates*

Karen O'Leonard, *Director of Research Methods and Analytics and Principal Analyst, Benchmarking, Bersin & Associates*

Wednesday, 11:00 to 12:15 PM

Progressive firms continually measure new-hire quality and use that information to fine-tune the recruiting process. Find out which measurement approaches successful companies use, as well as the key changes they are making to their recruiting processes, sources, training, and systems to improve hiring quality. Attendees will learn:

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- Key metrics for assessing productivity, cost efficiency and quality of hire.
- Innovative approaches to improve the quality of hire.
- The value and benefits of social networking and employee referrals.
- How technology is enhancing the candidate pool to include both active and passive candidates.

LD3

### **Creating a Leadership Culture to Drive Global Business and Brand**

John Carmichael, *Vice President of Organizational Development and Training*, Brinks

Phyllis Dozier, *Vice President of Talent Development*, United Health Group

David Kuhl, *Senior Vice President of Global Talent Management*, First Data

Jim Phelan, *Senior Director of Enterprise Learning*, Merck

Laci Loew, *Senior Analyst, Leadership Development*, Bersin & Associates

Wednesday, 1:30 to 2:45 PM

What are the critical considerations and practices for developing and implementing a global leadership culture that ensures a "ready to go" leadership bench at all levels? Panelists will share the lessons they've learned in driving brand and business results. Hear their responses to critical questions, including:

- How do you define leadership brand and culture? What are the related business values?
- How can a leadership brand support global business growth?
- How does your leadership culture mitigate potential barriers to global business expansion?

HR3

### **The Global HR Function: Supporting the Worldwide Workforce**

Bertrand Dussert, *Vice President, Global HR Shared Services*, American Express

Lina Hardenburg, *Director of HR Systems*, UPS

Mark Johnson, *Senior Director of Global HR and Organization Development*, SYKES

Karen Thomas, *VP of Human Resources*, Raytheon

Dr. Brenda Kowske, *Senior Analyst, Human Resources*, Bersin & Associates

Wednesday, 3:00 to 4:15 PM

Supporting the unique needs of your employees is tough enough; ensuring comprehensive, consistent, and compliant support around the world is a Herculean job. Join seasoned HR experts representing different HR departmental structures for a discussion on how they support their geographically and culturally diverse workforces. Panelists will share specific "glocalization" examples – practices that efficiently coordinate consistent services around the world while ensuring that employees' needs are met locally.

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## Conference Sessions

TM3

### People Strategies for Growing International Markets

Matt Milbrodt, *Senior Director, International People Group, Walmart Stores, Inc.*  
Stacia Sherman Garr, *Senior Analyst, Talent Management, Bersin & Associates*

Thursday, 9:30 to 10:45 AM

The largest corporation in the world, Walmart employs people in 28 countries. This breadth requires Walmart to develop a comprehensive talent strategy that creates consistency across the organization yet flexes to meet local needs. During this session, Milbrodt will discuss Walmart's approach to attracting, retaining and developing employees in growing international markets. He will explain Walmart's global talent management framework and how that is cascaded down to the regional and market levels. He will show specific examples of how Walmart has flexed its talent management strategy to meet its people needs in various countries.

L&D3

### Going Global with High-Impact Learning

Janet Clarey, *Senior Analyst, Learning and Development, Bersin & Associates*

Thursday, 11:00 to 12:15 PM

Driving consistent, measurable business impact through any learning function has always been a challenge. Our research shows that the gap is widening between those organizations that drive and measure impact well and the those that fall short. Add the complexities of a global organization, and the degree of difficulty increases exponentially. This presentation will explore how to build working relationships across geographies, languages, and cultures; balance central goals with local relevance; and create timely, targeted and personalized solutions efficiently and at global scale. Presenters will share newly published best practices for operating a global learning function, including:

- Building connections between learning professionals around the world.
- Transforming governance structures and processes to address global challenges.
- Understanding the specific needs, preferences and environments of local audiences.
- Empowering local teams to implement localized solutions in a globally consistent way.
- Building an overall strong learning culture while recognizing and valuing the diversity of regional cultures throughout the organization.

# IMPACT 2012

THE BUSINESS OF TALENT

April 10-13, 2012  
Renaissance Vinoy  
St. Petersburg, Florida



For questions and more  
information, email  
[linda.galloway@bersin.com](mailto:linda.galloway@bersin.com).

## Conference Sessions

TECH3

### **New Directions in Talent Acquisition: Technologies and Best Practices**

L.J. Brock, *Vice President of Global Talent Acquisition and Infrastructure*, Red Hat

Amelia Merrill, *Senior Director of Talent Acquisition*, RMS

Will Staney, *Director of Recruiting and Strategic Programs*, SuccessFactors

Dr. Katherine Jones, *Senior Analyst, Learning and Development*,  
Bersin & Associates

Thursday, 1:30 to 2:45 PM

New interactive and cost-effective technologies have dramatically changed recruiting and hiring processes for both organizations and candidates. Panelists will share how their organizations have successfully adopted innovative technologies to become more competitive and attractive employers. Get smart fast by learning about what these organizations tried, what worked, and what did not.

