

**confluence2016**  
INTERNATIONAL CUSTOMER CONFERENCE  
Feb 17-19, 2016 | Hyatt Grand Cypress, Orlando FL

# AGENDA



**LEARNING TRANSFORMATION**  
PERSPECTIVES. PROGRESS. RESULTS.

**NIIT**  
BUSINESS IMPACT. ACCELERATED.

5:00 PM	6:00 PM		<b>Registration</b>	Registration Desk 1 near Grand Cypress A, B
5:30 PM	5:45 PM		<b>Welcome Note and Introductions (15 minutes)</b> <b>Sapnesh Lalla</b> <i>President, Corporate Learning Group, NIIT</i> <i>Welcome note and introductions from Sapnesh Lalla, President, Corporate Learning Group.</i>	Grand Cypress A, B
5:45 PM	6:15 PM		<b>Journey to the Next Frontier: Transforming NIIT – Transforming Learning (30 minutes)</b> <b>Rahul Keshav Patwardhan</b> <i>Chief Executive Officer, NIIT</i> <i>Johann Goethe once said, “The greatest thing in this world is not so much where we stand as in what direction we are moving.” At NIIT, our directions and frontiers are defined by our customers in their journeys of learning transformation. It is our endeavor to be a trusted partner and add more value to every step and every frontier of these transformation journeys. NIIT’s CEO, Rahul Keshav Patwardhan will share key highlights from NIIT’s journey so far, our journey map to the future, as well as key elements of our client learning journey ahead.</i>	Grand Cypress A, B
6:15 PM	7:00 PM		<b>Keynote: The Truth about Developing Leaders: What goes wrong and what can we do about it? (45 minutes)</b> <b>Narayan Pant</b> <i>Professor of Management Practice, Raoul de Vitry d’Avaucourt Chaired Professor of Leadership Development, INSEAD.</i> <i>Organizations get frustrated with learning and development. They feel they should do it, and yet are not sure what returns they should expect. This becomes even more crucial when you rise in the organization – what is a successful outcome for leadership development, for example? In this conversation, Narayan will discuss his observations on why, despite its importance for their futures, organizations consistently get it wrong, and what they can do about it.</i>	Grand Cypress A, B

7:00 PM 7:30 PM



**The Ten Most Wanted** (30 minutes)

**Gregg Collins, PhD.**

*Senior VP Design, NIIT*

**Brandon Dickens**

*Creative Director, NIIT*

*Most of the discussion in the training industry these days is about all the new and exciting ways to package and deliver content. But two of the most consistent complaints from learners and leaders alike is that there is too much content available, and that content isn't relevant enough to what they do. How can we cut through the clutter to create content that will have maximum impact? Part of the answer is an approach that borrows from something that law enforcement agencies have been doing for a long time.*

Grand Cypress  
A, B

7:30 PM 10:30 PM



**Aloha Night**

*Get ready to Hula, Polynesian style as Hawaiian dancers and drummers enthrall the audience at our dinner reception by the poolside.*

Grand Cypress  
Poolside

07:00 AM	08:00 AM		<b>Continental Breakfast</b>	La Coquina and Alcove
08:00 AM	05:00 PM		<b>Registration</b>	Registration Desk near Grand Cypress A and B
08:00 AM	08:45 AM		<b>Confluence Keynote: Corporate Learning in 2016: Ten Trends Driving the Future (45 minutes)</b> <b>Josh Bersin</b>	Grand Cypress A, B
		<i>Principal, Bersin by Deloitte, Deloitte Consulting LLP</i> <i>In this research-based presentation, Josh Bersin, founder and Principal at Bersin by Deloitte, will describe the ten major trends shaping the role of L&amp;D for the year ahead. Focused on the new world of work, this presentation will discuss the changing role of learning as a function, disruptions in technology, the new role of the CLO, and trends in the adoption of new models of talent and career development for the year ahead.</i>		
08:45 AM	09:30 AM		<b>The End of the Training Department! (45 minutes)</b> <b>Chris Pirie</b>	Grand Cypress A, B
		<i>General Manager of Sales, Marketing and Services Group Readiness, Microsoft</i> <i>Suddenly it's cool to be Microsoft! The software giant is on an incredible journey of transformation, with a redefined set of bold ambitions and a clear mission to empower every person and every organization on the planet to achieve more. To create value from this transformation, the 48,000 individuals in Microsoft Sales and Marketing roles need to operate with new approaches, new skills, and with a new mindset. In this session, Chris will discuss the vision, the hacks, and the experiments his team have undertaken in their quest to accelerate business transformation and build a Modern Workplace Learning approach at Microsoft. He will talk about the biggest business transformation in history, explain cloud computing, the world's largest data centers, review four essential business books, the growth mindset, how to quantify coaching impact, how to put 12,000 individuals through a top business school, the disruptive impact of drones, and possibly the end of the corporate training department. Listen up!</i>		

09:30 AM 10:15 AM



**Simplify & Improve: Transforming the Global Learning Organization Operating Model at Bank of America (45 minutes)**

Grand Cypress A, B

**Scott Miller**

*SVP, Learning & Leadership Development, Bank of America*

**Curtis Jones**

*SVP, Learning & Leadership Development, Bank of America*

**Dia Dissmore**

*SVP & Implementation & Outsourcing Learning Manager, Bank of America*

*Operating a learning function in today's environment of on-going change and multiple priorities is challenging to say the least. In a corporate world of 'change or be changed', the only viable answer is to define, sell and realize the change you wish to live. By conducting a reflective evaluation of the existing global learning operating environment at Bank of America, we started this change journey. This journey focused enhancements to multiple levers through the end-to-end process, including: Governance/Resourcing, Vendor Management, Development, Delivery and Measurement/Evaluation.*

*The continuing journey focuses on maintaining a stable and productive business environment while targeting changes that better equip our organization to nimbly respond to environmental changes and continuous reevaluation of strategic priorities. This session will provide you a look into the approach, defining priorities, decision-making and installing core changes to the global learning operating model. The session format will provide a background overview of the transformation work and then access to the key drivers for these efforts through open Q&A.*

10:15 AM 10:45 AM



**Refreshment and Networking Break**

Grand Cypress C

10:45 AM 11:30 AM



**Checking Our Fences: Transforming the Learning Function to Increase Our Probability of Success (45 minutes)**

Grand Cypress A, B

**Tim Bray**

*Vice-President, Global Human Resources  
Head of Global HR Operations, Training and Asia Pacific, Quintiles*

*This session will focus on a journey one company took to accelerate future company capabilities. It required a*

serious “confronting of the brutal facts” about the learning function. By attending this session you will see the steps we took to analyze the situation, develop options for the future and our decision making process around what we eventually chose to do.

11:30 AM	12:00 PM		<p><b>Reimagining Learning at ADP (30 minutes)</b>  <b>Carrie Beckstrom</b>  <i>Vice President of Learning and Performance, Automatic Data Processing</i>  <b>Karen Schukle</b>  <i>Sr. Director, Learning Solutions Development, Automatic Data Processing</i>  <i>From transactional to consultative. From ADDIE to agile. From sage on the stage to guide on the side. These are just a few of the many shifts the learning organization at ADP has been navigating to remain relevant and capable of having a measurable, strategic impact on the business. Throughout this interactive session, we'll explore lessons learned along the way as well as elements which have been key to success such as strategic alignment, performance consulting and integration into the broader talent management framework. We'll also highlight a few of the many results this transformation has yielded. Finally, we'll get a glimpse of what's on the horizon and solicit your input on how you have overcome similar challenges.</i></p>	Grand Cypress A, B
12:00 PM	12:30 PM		<p><b>Building a dynamic learning experience for the 21st century (30 minutes)</b>  <b>Nick Howe</b>  <i>VP Learning and Collaboration, Hitachi Data Systems</i>  <i>Hitachi is on a multi-year journey to bring personalized learning and competency building to our global workforce using big data, computer science and neuroscience. In this session Nick will outline the strategy, and the lessons learned from our first two years – both good and bad.</i></p>	Grand Cypress A, B
12:30 PM	01:30 PM		<b>Lunch</b>	Hydrangea Patio
1:30 PM	2:15 PM		<p><b>KEYNOTE: The Bite-Sized Revolution (45 minutes)</b>  <b>Dr. Sebastian Bailey</b>  <i>Co-founder and President, Mind Gym</i>  <i>L&amp;D needs to be about value not cost; outcomes not activity; proven contribution to the business not audience delight.</i></p>	Grand Cypress A, B

*Traditional development solutions are either bespoke or off-the-shelf – the first is slow to create, expensive and lacks responsiveness; the latter tends not to be fit for purpose, a one-size approach that fits no-one.*

*Discover how a bite-size, modular learning approach can offer programs that allow for mass customization which can be delivered quickly, half as cheaply, and at scale.*

*In this session, you will:*

- *Discover the Engage-Participate-Activate journey that boosts learner transfer by 17%*
- *Get into the science and psychology behind bite-size*
- *Revolutionize your thinking on designing interventions*

2:15 PM 3:00 PM



**Panel Discussion: Global Learning and Development – 2016 and Beyond (45 minutes)**

Grand  
Cypress A, B

- *Sheila Jagannathan, Manager, Open Learning Campus, World Bank Group*
- *Judy Hauserman, Vice-President - Learning, Development & Employee Experience, CIBC*
- *Prashant Verma, Head of Talent Acquisition and Industry Academia, ICICI Bank, ICICI Bank*

*In this panel discussion, three heads of learning across the world will discuss learning strategies and perspectives in their organizations and exchange ideas and insights on global learning.*

3:00 PM 3:45 PM



**Getting to Know Each Other: Refreshment and Networking Break**

Grand  
Cypress C

3:45 PM 4:15 PM



**Driving Business Results through Integrating Learning & Performance Support Solutions (30 minutes)**

Grand  
Cypress A, B

**John Kusi-Mensah**

*Director, Partner Learning, MetLife*

*Partner Learning Solutions works within MetLife Global Learning & Development to develop MetLife's Distribution Partner Sales Associate population across the globe, with a specific charge to support the operations in the Emerging markets. Partner Learning Solutions leverages next-generation technology to deliver 'real-time' knowledge, information, best practices, expertise, training, development and sales support to MetLife's Distribution Partners. Working across multiple geographies comes with its own technology, cultural, business, regulatory and language challenges, especially in the emerging markets of Asia, Middle East, Europe and Latin America. Partner Learning*

*Solutions is breaking barriers and making 'step change' business impact in these markets by implementing multifaceted and multiple award-winning, effective, adaptable, and accessible learning and performance support solutions that are contextualized and localized based on business, country, cultural and job role requirements.*

4:15 PM	4:45 PM		<p><b>Closing Keynote: Experiences in Learning</b>  <b>Vijay K. Thadani</b>  <i>Managing Director and Chairman, NIIT</i>  <i>Co-Founder, NIIT Limited and NIIT University</i></p>	Grand Cypress A, B
			<p><i>Albert Einstein once said, "The only source of knowledge is experience." In our 35th year, we have experienced practically all stages of human learning – from teaching school children Math to riding the cloud at campuses across India and China to founding our own University and taking on the challenge to skill billions of millennials in India. In his keynote, Vijay Thadani will touch upon the many experiences that have shaped NIIT through the years and have enabled us to deliver excellence in learning to market leading companies across the world.</i></p>	
04:45 PM	05:00 PM		<p><b>Skilling and Engaging the Emergent Workforce</b>  <b>Anand Sudarshan</b>  <i>Founder &amp; Director, Sylvant Advisors Private Limited</i>  <i>Member of the Board, NIIT</i></p>	Grand Cypress A, B
			<p><i>An increasingly connected, informed and workforce is blurring the lines of time and space. Employees can work from anywhere and stay connected in any time zone even though they may be geographically dispersed. How can L&amp;D organizations engage the mindset of the new always-connected employee for maximizing productivity and skill? With his vast experience in leading one of India's premier educational institutions, Anand Sudarshan helps you tap into the minds of this emergent workforce.</i></p>	
05:00 PM	05:05 PM		<p><b>Closing Comments</b>  <b>Sapnesh Lalla</b>  <i>President, Corporate Learning Group, NIIT</i></p>	Grand Cypress A, B
06:30 PM	10:30 PM		<p><b>Night at Universal Studios</b>  <i>Private rides, dining by the lake and a spectacular pyrotechnics display – a night to remember at Universal Studios</i></p>	Universal Studios, Orlando

07:00 AM	08:00 AM		<b>Continental Breakfast</b>	La Coquina and Alcove
8:00 AM	9:30 AM		<b>NIIT Solution Showcase (90 minutes)</b>	Grand Cypress A, B
<b>Sailesh Lalla</b>				
<b>SVP, Business Development, NIIT</b>				
<i>At NIIT, we are on a constant journey of exploration, innovation and value creation for our customers. In this session, Sailesh will outline our new solutions, services, products and innovations - what's new, what's changed, and what we are looking forward to in the year ahead. We will also demonstrate some of these products and innovations.</i>				
<b>Showcase 1: Portfolio Transformation (25 minutes)</b>				
<b>Edward Trolley</b>				
<b>Senior VP, Advisory and Consulting Services, NIIT</b>				
<b>Pooja Singh Mehta</b>				
<b>Regional VP, Advisory and Consulting Services, NIIT</b>				
<i>In this session, NIIT will discuss a new consulting service capability we call "Portfolio Transformation" which has been developed in response to customer requests to help them rationalize and optimize their portfolios (curricula). Over time, many companies tend to accumulate large inventories of learning programs, many of which can become redundant over time for various reasons. Rationalizing and optimizing their inventories can be very challenging for Learning Portfolio Managers as we have learned from many of our customers. To address this challenges, NIIT has defined a robust and structured approach to transform learning portfolios. This approach enables us to work with our customers using a stage-gated process to not only rationalize and optimize learning portfolios but also set up a strong governance process and a Portfolio Effectiveness Index™ to track continuous improvement.</i>				
<b>Showcase 2: EASE: Evaluate, Analyze, Simplify, Engage (25 minutes)</b>				
<b>John Rowley</b>				
<b>Regional Vice President, Business Development, NIIT</b>				
<i>In this session, John Rowley will demonstrate EASE, NIIT's new analytics portal that will change the way you look at training data and training spend.</i>				
<b>Showcase 3: Value to Customer (25 minutes)</b>				
<b>Devenderjit (DJ) Chadha</b>				
<b>Senior VP, Learning Delivery, NIIT</b>				
<i>In this session, DJ Chadha will highlight how NIIT is using operational data and redesigning processes to address customer challenges to create impact.</i>				

9:30 AM 10:15 AM



### **Learning Transformation in the Digital Age (45 minutes)**

**Stefan Haenisch**

**Senior Vice President, Knowledge Transfer & Education, SAP SE**

*The rise of the 'digital economy' along with the accelerating move of software to the cloud has triggered massive transformation needs to learning and education. At SAP, the world's leading provider of business software solutions, this has significantly changed the strategic role of education: No longer is education seen as a mere line of business – its role as enabler of innovation and solution adoption is becoming increasingly important. No longer is it mainly about educating IT professionals alone – learning audiences expand fast to business people, end-users, freelance communities and students. New offerings targeting these audiences are required, meeting learning consumption needs of the millennium generation and being able to scale the reach of learning by 10x and more. And no longer can traditional learning development methods keep pace with the much faster product release cycles of cloud solutions. The learning revolution has started: digital learning through openSAP and the SAP Learning Hub complement traditional e-learning and classroom, providing a whole new learning experience and options for self-service practicing on life training systems. Content production and delivery happens in lock-step with product development, and new business models allow for subscription-based pricing for learning. And the transformation journey has only just begun.*

Grand  
Cypress A,  
B

10:15 AM 11:00 AM



### **Refreshment and Networking Break, Checkout**

Grand  
Cypress C

11:00 AM 11:45 PM



### **KEYNOTE: Surviving 5 Nightmares of the Suddenly Mobile Employer (45 minutes)**

**Jay Whitehead**

**Founder & CEO, mobIHR.com**

*In his keynote speech "Surviving 5 Nightmares of the Suddenly-Mobile Employer," HRO World Conference and HRO Today Magazine founder and serial business media and workforce technology entrepreneur Jay Whitehead gives specific guidance for succeeding despite the new challenges employers face with today's newly mobile technology-enabled workforce. Jay's "5 Nightmares" keynote features examples from North American, European and Indian companies. Jay describes how and why multinational companies like yours are being shocked by the workforce impact of mobile technologies, and gives advice for how you can succeed as your company experiences its own "5 Nightmares."*

Grand  
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B

11:45 AM 12:30 PM



**The Future of Learning (45 minutes)**

**Michael Killingsworth**  
*VP Learning O&E, Shell Unconventional Resources Shell*

*In this session, we will reflect on how we have traditionally designed, developed, and delivered Learning and focus on the considerations for the next few years to improve. As we consider how we plan for the future of learning delivery, I thought we would start with the climate of our industry today, followed by options to consider to be prepared for the future. Using three strands of the Future of Learning, I will share examples of Mind-Brain Research (such as Accelerative Learning), Globalization (such as Time to Autonomy, Blended Learning, and ELearning), and Advanced Technologies (such as Knowledge Management and Visiting Lecturers). As Learning Professionals, we are responsible for the development of technical skills, yet also need to assure our leaders are effectively developed, so I will share our approach as an example. Get ready as this will be an interactive session and time will be allowed for Q&A near the end.*

Grand  
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B

12:30 PM 01:30 PM



**Lunch**

Hydrangea  
Patio

01:30 PM 2:00 PM



**Changing Mandatory Training at TD (30 minutes)**

**Dylan Stokes**  
*Vice President, Learning and Development TD Bank*

*In an organization where producing and distributing regulatory information is essential, it is equally essential to be able to do this in a cost effective manner. In this session, Dylan Stokes explores how TD Bank is looking to revolutionize mandatory learning in regards of:*

- *Implementation of a rolling assignments for new hire and refresher training*
- *Content enhancement,*
- *The use of technology*
- *Robust governance model*
- *World class mandatory escalation process*

*This approach responds rapidly to regulatory demands and provide a cost effective platform for the future. He delivers content to hundreds of thousands of users per year and his goal is to ensure that he is enabling them to keep up-to-speed and fully compliant wherever they are.*

Grand  
Cypress A,  
B

2:00 PM 2:30 PM



**The Future of Learning: How Technology is Changing the Face of Education** (30 minutes)

**Jim Box**

*Sr. Manager, Technical Support, Learning@Cisco, Cisco Systems  
Cisco Systems*

*Education and Learning as we know it are currently facing the same Digital Disruption that Kodak and the music industry have already gone through. The Internet of Everything coupled with the Digitization of Everything are driving changes in jobs and the learning required in new directions we would not have considered a few years ago. The evolution of a learner's environment into a Knowledge Performance acquisition of knowledge changes everything we know about education. This presentation will help you understand the challenges that are being faced and look into the approaches and best practices that can help you embrace the "Digital Disruption" instead of the alternative.*

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2:30 PM 3:00 PM



**Strengthening the Business Impact of Learning: Statoil's Strategic Journey in Learning and Competence Development** (30 minutes)

**Neil Hanley**

*Head of Learning and Competence Development, Global Shared Services  
Statoil ASA*

*With changes in the oil and gas industry, organizations increasingly recognize the need for all parts of the business to adapt to the new reality. The way resources are used must be more aligned, more efficient and more effective. The organization's approach to learning and competence is no exception. This session will showcase a case study on Statoil's strategic journey toward strengthening the business value in our approach to learning & competence development.*

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3:00 PM 3:30 PM



**Transforming Design Sensibilities at NIIT - Vector: A quest for new sensibilities**

**Ron Mukherjee**

*Vice President, Learning Content  
NIIT*

*Someone has rightly said, "What got us here will not take us there!" As work gets more deskilled and process-oriented, efficiency is inevitable. But at the same time, it is bound to make people's approach more mechanistic. How do you then continually drive a quest for enrichment - and an infusion of new exposure and thinking? A drive for a next level of sensibilities that are truly aligned to customer value? Our own journey called "Vector" is all about that. A journey towards new inspiration. One that we believe can continually create a 'new you'...that makes the most difference!*

Grand  
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3:30 PM 3:45 PM



**Closing Comments and To Go Refreshments**  
**Sapnesh Lalla**  
*President, Corporate Learning Group, NIIT*

Grand  
Cypress A,  
B

4:45PM Onwards



**Bus Transfer to Airport**

Gather at  
Lobby  
Area