

YEAR ONE

SUNDAY, MARCH 5, 2017

12:00 p.m. – 5:00 p.m. (6:00 pm at the Marriott)

REGISTRATION FOR ALL PARTICIPANTS

5:00 p.m. – 5:45 p.m.

YEAR ONE WELCOME ORIENTATION & RECEPTION

Please join the Securities Industry Institute® Board of Trustees and all Year One participants for an orientation and networking reception to kick off Institute Week.

5:45 p.m. – 7:00 p.m.

OPENING NIGHT RECEPTION

ALL PARTICIPANTS (ADVANCE SIGN UP REQUIRED.)

WELCOMING REMARKS

Heather Crist

Chair, Securities Industry Institute® Board of Trustees

Jeremy J. Siegel, Ph.D.

*Academic Director, Securities Industry Institute®
Russell E. Palmer Professor of Finance
The Wharton School*

INNOVATION IN ACTION: USING CLOUD TECHNOLOGY TO DELIVER BUSINESS VALUE

Scott Mullins

*Head of Worldwide Financial Services Business
Development
Amazon Web Services*

The cloud is transformative, transcending pure technology and profoundly impacting business economics and speed of product delivery. Come join us for our Sunday evening event during which we'll hear from Scott Mullins, Amazon Web Services' Head of Financial Services Business Development about how the use of cloud continues to increase the pace of business innovation while many of the underlying core technologies are becoming commoditized.

In this session you'll learn about Amazon.com's approach to innovation, how enterprises across financial services and other industries are leveraging the cloud to enable business innovation, and how cloud is helping financial institutions - from the newest FinTech startups, to the largest banks and broker-dealers - transform their businesses and the industry.

MONDAY, MARCH 6, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

TRUE GRIT

Angela Duckworth

*Christopher H. Brown Distinguished Professor of
Psychology
University of Pennsylvania*

Who succeeds in life and what lessons can we learn from them? Psychologist, professor, and MacArthur Fellow Angela Duckworth reviews her research on grit, the tendency to pursue long-term goals with perseverance and passion. Angela shows how grit and talent are entirely different, and she explains why grit predicts achievement in challenging situations, including the National Spelling Bee, West Point Military Academy, urban teaching, and sales. She reveals the beliefs, strategies, and habits that make gritty individuals so special. Finally, she provides specific recommendations about how to cultivate grit in yourself and in others.

10:35 a.m. – 12:05 p.m.

ETHICS

Peter Conti-Brown

*Assistant Professor, Department of Legal Studies and
Business Ethics
The Wharton School*

Nearly everyone agrees that business leaders in financial services must behave ethically, but that only prompts the question: what are ethics, and how does one decide? In this session, Professor Conti-Brown leads a discussion on differing theories of ethical decision-making and walks through case studies from outside the financial services industry to think through how different firms in different situations have resolved ethical crises. Participants will be asked to think through how their own business practices reflect—or don't—their ethical worldview while also seeking to make sense of the unique ethical opportunities and challenges that confront the financial services industry.

12:15 p.m. – 1:25 p.m.

LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH LECTURE

**Advance sign-up required.*

THE MOST IMPORTANT THING

Andy Bernstein

President & CEO
 Resilience Academy

What's the most important thing for living a happy life? Money? Achievement? Health? Family? Actually, it's none of these things. Come to this eye-opening lunch with faculty member Andy Bernstein and see why the world's most expensive and longest-running study into human happiness came to such a surprising conclusion. Not only will you learn what the most important thing is, but you'll also receive a smart and practical toolkit to INCREASE the most important thing both at work and at home.

Attendees will also receive a free paperback copy of *The Myth of Stress* and a three-month pass to the Resilience Academy website as a takeaway.

1:40 p.m. – 2:30 p.m.

LEADERSHIP & CRISIS MANAGEMENT

INTRODUCTION/Q&A:

Tim Scheve

President & CEO
 Janney Montgomery Scott

Karen Peetz

Retired President
 BNY Mellon

Join us as Karen Peetz discusses the crises she has faced during her tenure in financial services and as a Penn State Board of Trustees member, and her approach to leadership and crisis management.

2:50 p.m. – 4:20 p.m.

CRITICAL THINKING

Roch Parayre, Ph.D.

Partner, Leadership Consulting
 Heidrick & Struggles
 Teaching Fellow
 The Wharton School

The critical thinking sessions are engaging and interactive, focusing on common systematic biases that afflict even the best decision makers. A variety of decision-making biases will be illustrated in the context of day-to-day judgments that we make in both our professional and personal lives. Through a series of examples and case studies specific decision failures are identified and analyzed. The implications of these decision traps are examined, and recommendations on how to improve our decision skills are offered.

LEARNING OBJECTIVES:

- To illustrate and then examine subtle barriers to good decisions that trip up even the best decision makers.
- To learn how to recognize these traps and counter them to ensure good results when managing decisions on the job.
- To describe the limits and pitfalls of intuition.

TUESDAY, MARCH 7, 20177:15 a.m. – 8:15 a.m.**BREAKFAST**8:45 a.m. – 11:45 a.m.**HISTORY OF BUSINESS**

CFP ELIGIBLE

Paul Tiffany, Ph.D.*Senior Lecturer, Haas School of Business
University of California, Berkeley*

Professor Tiffany reviews the historical evolution of the American economy, with an initial emphasis on the growth of the large firm at the end of the 19th century. That event shaped the American political economy over the next century as the “Schumpeterian” scenario of entrepreneurs and new technologies profoundly transformed America and laid the groundwork for global economic dominance. Professor Tiffany will then bring the discussion up to the present time, by first discussing how a second “Schumpeterian era of creative destruction” created the “new economy” of technology-dominated firms in the latter decades of the 20th Century, and then how the opening of globalization has threatened that dominance. We will conclude by drawing comparisons and contrasts between the two periods, and from that consider such issues as “making America great again” in a profoundly changed 21st Century.

LEARNING OBJECTIVES:

- To inform participants of the broader economic trends of the past and how these trends can affect the direction of the American economy in the 21st Century.
- To provide participants with an appreciation of how business development and economic progress in America are closely related to the broader political, social, and legal trends that have evolved in this nation over its historical evolution.
- To stimulate participant thinking about how the changing global political-economic environment will affect economic progress in the United States in the coming decades.

12:00 p.m. – 1:15 p.m.**LUNCH**12:20 p.m. – 1:15 p.m.**LUNCH LECTURE**

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INTRAPRENEURSHIP: DRIVING INNOVATION FROM WITHIN

Kaihan Krippendorff
Founder
Outthinker LLC

“Innovation” brings to our mind the maverick entrepreneur who quits their job, at unimaginable odds, to build a business on their own. The business leaders we most admire – Richard Branson, Steve Jobs, Warren Buffett, Oprah Winfrey – follow remarkably similar paths. They left school or a career; they were passionate to solve a problem; they faced daunting hurdles; they fought through a jungle of disbelief, self-doubt, and sometimes betrayal; and ultimately they came out smiling on the other end.

But this entrepreneurial story is a myth. Kaihan argues that intrapreneurs – employees who incubate new businesses within corporations – have had a far greater impact on the world. Nearly all of the most transformative innovations over the past three decades, from e-mail and the Internet to DNA sequencing and MRI scans, were introduced by employees who did not quit their jobs but instead took the challenge of innovating from within.

Drawing on in-depth research of hundreds of successful innovators soon to be released in his next book, *Change the World without Quitting your Job*, Kaihan outlines the seven key steps to drive innovation inside your organization.

1:30 p.m. – 3:00 p.m.

FLEX CORE – INVESTOR ISSUES (CHOOSE ONE)

RETIREMENT CHALLENGES

CFP PENDING

Olivia Mitchell

*International Foundation of Employee Benefit Plans
Professor*

Professor of Business Economics and Public Policy

Professor of Insurance and Risk Management

Executive Director, Pension Research Council

The Wharton School

Ideal for: General audience, especially sales and sales managers with clients entering retirement.

Social Security and Defined Benefit plans, both of which traditionally replaced a large share of pre-retirement income for life, are in trouble. As a result, more responsibility has been shifting to individual Americans to save, plan, and invest for their own retirements. Unfortunately, just as the people who control a major amount of America's wealth are aging and their financial needs are changing, many find themselves ill-prepared to manage their money for lifetime income. Professor Mitchell will discuss these Retirement Challenges in the context of the new global demographic and innovations in capital markets.

LEARNING OBJECTIVES:

- Understand the dimensions of retirement risk management;
- Explain why corporate and public retirement systems have underperformed;
- Evaluate media reports regarding retirement system challenges;
- Discuss options.

WHEALTHCARE - WHY THE FINANCIAL SERVICES INDUSTRY IS ON THE FRONT LINES OF THE NATION'S BATTLE AGAINST ALZHEIMER'S DISEASE AND WHAT THEY NEED TO DO ABOUT IT.

Jason Karlawish, MD

Professor of Medicine, Medical Ethics & Health Policy

The Wharton School

With aging, at least two events commonly occur. We're more likely to experience cognitive impairments and we accumulate more and more wealth. In time, we retire and so we need that wealth for our well-being, pleasure, and legacy. Together, these facts can distill a powerful brew of challenges for older adults, their families and the banking and financial services industries. This course will overview the common causes of cognitive complaints and cognitive impairment and the latest initiative to improve the diagnosis and care of these disorders. Particular attention will be paid to issues at the intersections of cognition and financial security. These include understanding what's Alzheimer's disease and how is it different from dementia? What is cognitive aging and why should we care about it? How changes in the ways we conduct business and innovative technologies can better serve the health and wealth of older Americans. A smart firm will strive to practice "whealthcare" (learn more at www.whealthcare.org) The lecturer will conclude with how a firm might achieve this through training staff, effective communication with clients and their families, and deploying novel technologies to monitor and detect changes in financial capacity.

WHY SOCIAL SECURITY MATTERS

CFP ELIGIBLE

Rob Kron

*Managing Director, Head of Advisor and Client Education
BlackRock*

Ideal for: All industry professionals or anyone interested in learning about the US Social Security system.

With limited other resources, clients are turning to their financial professionals for advice on Social Security. Advisors who can provide education and guidance on Social Security as part of the retirement planning process are more likely than their peers to retain retiring clients, grow share of wallet and gain referrals.

LEARNING OBJECTIVES:

- Understand the fundamental rules (including recent legislative changes)
- Recognize the options and benefits available
- Incorporate the collection decision into retirement plans

3:20 p.m. – 4:50 p.m.

LEADERSHIP & DIVERSITY: MICROINEQUITIES – THE POWER OF SMALL

Stephen Young

*Founder and Senior Partner
Insight Education Systems*

Microlnequities: The Power of Small™ program focuses on managing Unconscious Bias. It moves the needle from the conceptual to the truly actionable. The only way unconscious bias is manifested is through our micro-messages. These unconscious slights, Microlnequities, are the active and tangible manifestations of unconscious bias. This session will focus on the effects of micro-messages in the workplace. Typically, we send between 2,000 and 4,000 positive and negative micro-messages each day. These have a powerful influence on driving the behavior of all those with whom we interact. This session will instruct participants how to drive rapid behavior change, incorporate this skill into the realm of routine management, and measurably raise business diversity performance.

LEARNING OBJECTIVES:

Establish the definitive link between diversity and leadership effectiveness.

- Uncover the ways micromessages impair or enhance workplace performance.
- Create a team culture that recognizes how differences lead to discovery.
- Develop skills that change the ways we send messages in order to motivate and inspire performance.
- Achieve a level of acceptance by senior leaders to embrace the concepts and act as change agents by modeling the prescribed behaviors.

Forge systemic acceptance and behavior change that drive diversity and inclusion at all levels.

WEDNESDAY, MARCH 8, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

INVISIBLE INFLUENCE: THE HIDDEN FORCES THAT SHAPE BEHAVIOR

Jonah Berger

Associate Professor of Marketing
The Wharton School

Ever wish you could be more influential? Be better at motivating yourself and others? Make smarter decisions and shape group opinion? This talk will show you how. Wharton professor Jonah Berger will share insights from his new bestseller, *Invisible Influence*. Influence is a powerful tool, but to harness that power, we have to understand how it works. You'll learn why others make us faster runner but worse parallel parkers, why elite athletes tend to have older siblings, and what Goldilocks can teach us about launching successful products and ideas. You'll never look at your own behavior—or the behavior of others—the same way again.

10:35 a.m. – 12:05 p.m.

MODERN PORTFOLIO THEORY

CFP ELIGIBLE

Jeffrey Jaffe, Ph.D.

Associate Professor of Finance
The Wharton School

Modern Portfolio Theory (MPT) was introduced almost two-thirds of a century ago, over which time it has fundamentally altered the way we think about investing. MPT provides a comprehensive treatment of how to create well-performing financial portfolios. This session develops the basic principles of MPT, including risk analysis, the opportunity set and the efficient frontier, beta, and Monte Carlo analysis.

LEARNING OBJECTIVES:

- Understanding the concept of risk, both qualitatively and quantitatively
- Examining how efficient, well-diversified portfolios are formed
- Comprehending beta

12:15 p.m. – 1:25 p.m.

LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH LECTURE

(ADVANCE SIGN-UP REQUIRED)

THE MOST IMPORTANT THING

Andy Bernstein

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1:40 p.m. – 3:10 p.m.

WEDNESDAY ELECTIVES

3:30 p.m. – 5:00 p.m.

WEDNESDAY ELECTIVES

THURSDAY, MARCH 9, 20177:15 a.m. – 8:15 a.m.**BREAKFAST**8:45 a.m. – 10:15 a.m.**FUNDAMENTALS OF MARKET RETURNS**

CFP ELIGIBLE

Jeremy J. Siegel, Ph.D.*Russell E. Palmer Professor of Finance*
The Wharton School

This session will explain the long-term risks and returns of the bond and stock markets, market valuations and present other timely topics such as the Fed, quantitative easing, and the federal deficits.

LEARNING OBJECTIVES:

- Understand the Importance of the Central Bank's Balance Sheet.
- Know the long term historical returns and risks on assets classes.
- Determine Valuations and P-E ratios.

10:35 a.m. – 12:05 p.m.**ACHIEVING BUSINESS EXCELLENCE****John Spence***Managing Partner*
John Spence, LLC

Based on John Spence's work with hundreds of companies worldwide during the past 23 years, this session will explore the clear patterns of what highly successful organizations focus on and consistently execute.

LEARNING OBJECTIVES:

- The formula for business excellence
- How to attract grow and retain top talent
- The importance of a highly functional culture
- Why extreme client focus is critical
- Applying disciplined execution across your organization

12:15 p.m. – 1:25 p.m.**LUNCH**12:30 p.m. – 1:20 p.m.**LUNCH LECTURE**

(ADVANCE SIGN-UP REQUIRED)

THE MOST IMPORTANT THING**Andy Bernstein***President & CEO*
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THE NEW NORMAL IS NOT NEW**John Spence***Managing Partner*
John Spence, LLC

In this lunch lecture, John Spence will cover the following:

- How to be an evolutionary leader in times of great change
- Demystify Boomers, Millennials and Gen... What motivates today's workforces?
- Creating high-performance and results-driven teams

1:40 p.m. – 3:10 p.m.

THE ENGAGING CULTURE – LEADING TOP PERFORMERS

Richard Godfrey

Vice Chairman and Founder
3 Gaps

The Premise – Research shows that organizations with high levels of employee engagement are measurably more productive and profitable, and more successful at retaining top performers.

The Reason – This increased productivity is the sum of individual increases in “meaningful” engagement, measured against 7 standardized criteria.

The Approach – The 3Gaps approach is a way to effectively link every individual to the organization by focusing on shared values, beliefs and goals.

The Change – Leaders who want to succeed in the 21st century marketplace must focus on including every member of the team in the meaningful creation, growth and rapid adaptation of the organization to the market. This can no longer be done effectively with “old school” top down, high structure approaches.

Meaningful engagement is founded on two basic principles: (1) “talk with vs. talk at” leadership and (2) “meaningful-ness as motivation” with an emphasis on how the individual’s values, beliefs and goals can play an active part in the day to day experiences and outcomes for the organization.

The Impact – We will share data, focused on key engagement outcomes, that shows the dramatic impact meaningful engagement has on employees, with special emphasis on the power of meaning in engaging Millennials.

The Risk – Organizations that continue to treat people as “assets” and who continue to direct activity in a “top down” manner will fail to attract, actively benefit from and retain top performers. A global, fluid and fast moving environment provides multiple options for top performers to find “their” place and make meaningful contributions to their organization, their world and their lives.

The Opportunity – Learn how to apply the research-based 3 Gaps methodology to working with top performers and see the increase in meaningful engagement and employee retention.

LEARNING OBJECTIVES

- Learn the 7 elements research shows are essential to engaging top performers in organizational productivity.
- Learn how to create a meaningful environment based on those elements.
- Identify, both individually and collectively, the 3 fundamentals of meaningful engagement for each individual.

3:30 p.m. – 5:00 p.m.

CYBER SECURITY

Tom Patterson Chief Trust Officer Unisys

In this lecture, noted security expert Tom Patterson leverages his decades fighting cyber criminals and foreign spies to take us on an insider’s tour through today’s cyber threats against the financial industry, giving a face to our enemies, and laying bare their sources and methods. In this highly interactive session, Tom tells inside stories of current real world attacks you’ve read about, dispels myth’s and misperceptions, and encourages active discussions on how, why and what’s happening, and who is really behind it all. Armed with this information, Tom then illuminates both mistakes and successes of your financial peers, and highlights the three specific keys to defense in this time of highly disruptive cyber attacks that we work in.

LEARNING OBJECTIVES

- Understand how today’s threats require new thinking to defend.
- Learn from other’s mistakes, and avoid their own.
- Become security evangelists armed with persuasive stories for their own financial organizations

7:00 p.m. – 9:00 p.m.

THURSDAY NIGHT DINNER & RECEPTION

THE FRANKLIN INSTITUTE

ADVANCE SIGN-UP REQUIRED.

BUSES WILL DEPART HOTELS AT 6:30 P.M.

DINNER AND DRINKS WILL BE SERVED. BUSINESS CASUAL ATTIRE IS ACCEPTABLE FOR THIS EVENT.

EXHIBIT: ROBO REVOLUTION

From self-driving cars to surgical assistance, from scientific research to search and rescue missions— robots are here to help ease and improve our lives. Robot Revolution comes to life with a collection of 40 cutting-edge robots curated from some of the most innovative global robotics companies and universities, more than half of which can be interacted with or operated.

FRIDAY, MARCH 10, 20177:15 a.m. – 8:15 a.m.**BREAKFAST**8:45 a.m. – 10:00 a.m.**THE WASHINGTON UPDATE: AN OVERVIEW OF THE POLITICAL ENVIRONMENT, PROSPECTIVE LEGISLATION, AND STRATEGIES FOR INVESTMENT AND RETIREMENT PLANNING****Andrew Friedman***Principal*

The Washington Update

For the first time in eight years, a new administration takes over the White House – an administration with vastly different policy goals than the one that preceded it. President Trump’s initiatives promise to have far ranging effects on taxes, health care, sector regulation, government spending, and the country’s fiscal situation.

Andy Friedman will lay out the wide ranging initiatives President Trump will seek to enact during his first year in office, including those involving infrastructure, jobs, tax reform, and industry-specific proposals for energy, health care, financial services, and other sectors. We will consider the extent to which Trump can expect support from the Republican-led Congress and the impediments that nonetheless may stand in the way of enactment. Throughout the year, we will continue to follow the proposals as they are formulated and refined.

We also will consider the extent to which the new administration is likely to overturn or soften regulatory policies the Obama administration put in place, including the controversial Department of Labor regulation imposing new fiduciary obligations on financial advisors.

Finally, Andy will discuss how the new administration’s initiatives are likely to affect the economy, industry sectors, tax planning, investments, and the markets. He will provide strategies that investors and financial advisors can consider to take advantage of (or protect against) market volatility and upcoming legislation, including specific strategies for investment, wealth transfer, and retirement planning.

10:00 a.m. – 11:00 a.m.**THE POWER OF ONE: HOW ONE ATTITUDE, ONE ACTION AND ONE PERSON CAN CHANGE THE WORLD****John O’Leary***Inspirational Speaker*

Expected to die, John O’Leary now teaches others how to truly live. John was a curious nine-year-old boy. Playing with fire and gasoline, he created a massive explosion in his garage and was burned on 100% of his body. Given less than 1% chance of survival, John is proof of the power of the human spirit. His unlikely recovery meant a journey of pain and loss that could have easily been insurmountable. However, far from being an example of someone who simply endured tragedy, John is a luminous example of thriving through adversity. Surprisingly, this “survivor” story isn’t focused on John – rather, it is a celebration of heroes who intimately served him and his family. From a dedicated Hall of Fame sports announcer to a visionary burn nurse (and countless others), every individual involved in this 1987 fire teaches us this truth: one person can make a profound difference in the lives of others.

With emotional storytelling and unexpected humor, John reminds audiences of the significance of daily attitudes, the power of gratitude, and the impact of serving others with courage. He reawakens audiences to realize the gift of today and the possibility of tomorrow.

YEAR TWO

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MONDAY ELECTIVES

4:30 p.m. – 6:00 p.m.

COCKTAILS WITH THE FACULTY

Wharton faculty and SII industry speakers will join SII participants for cocktails. A great opportunity to network with fellow participants, SII speakers and SII trustees.

TUESDAY, MARCH 7, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 12:05 p.m.

SCENARIO PLANNING

Roch Parayre, Ph.D.

Senior Partner, Decision Strategies International
Teaching Fellow, The Wharton School

This session will introduce a scenario-based methodology for strategic planning under conditions of high uncertainty. Topics covered will include how firms respond to change and why great companies fail; capturing strategic uncertainty through scenarios; performing strategic segmentation to choose the right battles; and developing a strategic vision from robust, flexible capabilities. The link will also be made to more traditional planning and budgeting processes.

LEARNING OBJECTIVES:

- To recognize the pitfalls associated with planning for a single future.
- To learn a systematic process that enables the construction of scenarios about the future.
- To learn how to use scenarios in developing strategic competencies and options.

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Kaihan Krippendorff

Founder

Outthinker LLC

“Innovation” brings to our mind the maverick entrepreneur who quits their job, at unimaginable odds, to build a business on their own. The business leaders we most admire – Richard Branson, Steve Jobs, Warren Buffett, Oprah Winfrey – follow remarkably similar paths. They left school or a career; they were passionate to solve a problem; they faced daunting hurdles; they fought through a jungle of disbelief, self-doubt, and sometimes betrayal; and ultimately they came out smiling on the other end.

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Drawing on in-depth research of hundreds of successful innovators soon to be released in his next book, *Change the World without Quitting your Job*, Kaihan outlines the seven key steps to drive innovation inside your organization.

1:40 p.m. – 3:10 p.m.

FLEX CORE – FINANCE (CHOOSE ONE)

FINANCE AND ACCOUNTING FOR THE NON-FINANCIAL EXECUTIVE

CFP PENDING

Mary Kay Scucci, PhD, CPA

Adjunct Professor of International and Public Affairs

Columbia University

Managing Director

SIFMA

By emphasizing the importance of financial data on the decision-making process, “Finance and Accounting for the Non-Financial Executive” allows non-financial business executives to become better users of financial information so they can be more strategic contributors to their organization. As a leader in your organization, having an understanding of financial principles is crucial to achieving strategic growth. This seminar will increase your ability to interpret financial statements, better communicate with financial officers in your organization and make sound financial decisions.

LEARNING OBJECTIVES:

- Participants will learn to read and understand financial statements by using strategic ratio analysis and be able to use this information to identify the strategic decisions being made by an organization. The financial statement analysis will focus on ratios for operating efficiency, asset use and the equity multiplier (i.e. leverage).
- Participants will have an understanding of the most critical financial decision tools used within their firms which provide an indication of the value and magnitude of an investment (i.e., NPV), an indication of the efficiency or yield of an investment (i.e., IRR) and a quick non-academic decision tool (i.e., payback method).

RETURN OF STOCKS AND BONDS

CFP ELIGIBLE

Jeremy J. Siegel, Ph.D.

Russell E. Palmer Professor of Finance
The Wharton School

What now for the capital markets? By using long-term historical data from his bestselling book, *Stocks for the Long Run*, Professor Siegel will describe the long term risks and returns of major assets classes, how their correlations change over time, how to determine the right valuation of the market, and the CAPE ratio Methodology. Professor Siegel will also hazard a projection for equity and bond returns over the next several years.

LEARNING OBJECTIVES:

- Understand historical risks, returns and correlations between Asset Classes.
- Use various Price-Earning methodologies to determine the valuation of the market.
- What variables to use to forecast future real stock returns.

3:30 p.m. – 5:00 p.m.

ETHICS

Peter Conti-Brown

Assistant Professor, Department of Legal Studies and Business Ethics
The Wharton School

This session confronts an essential but complicated question: what is an ethical culture and how do firms build it? Professor Conti-Brown invites participants to use personal reflections—about what their individual, family, and firm cultures are, and where they come from—while also using examples from prominent misconduct cases to think through how company cultures are formed and how they do, or don't, support ethical decision-making.

WEDNESDAY, MARCH 8, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

DYNAMIC CAPABILITIES

Paul Tiffany, Ph.D.

Senior Lecturer, Haas School of Business
University of California, Berkeley

This course is about the new model of strategic management termed the “Dynamic Capabilities” approach, with a specific emphasis on how it can be applied to managerial efforts to determine the future directions of market demand. The dynamic capabilities model is based on three key foundations: “sensing, seizing, and transforming.” Sensing refers to the ability of the organization to perceive emerging new directions in the market, while seizing and transforming deal with how these identified opportunities are then grasped and exploited for advantage and how the firm subsequently re-aligns its capabilities for long-term success in its new direction. While these latter two structures will be introduced in the session and briefly explicated, the focus will be on sensing: what can the organization do to improve its capabilities in this vital requirement for sustained success? Our starting premise will be that most firms generally fail to recognize major shifts in their customer segment demands. We will explain why this occurs, and then suggest improved means by which this market sensing capability can be factored in to organizational routines and behaviors. As such, Dynamic Capabilities is a model concerned with organizational change and strategy. This session will be highly interactive, and participants will be expected to have read a case assignment prior to attendance that will illustrate the concepts under discussion (distributed well in advance of the course).

LEARNING OBJECTIVES:

- Become acquainted with the emerging new strategic model of “Dynamic Capabilities” and how it compares to traditional approaches to strategic management for business organizations.
- Develop insight about how business leaders can improve their ability to “sense” market shifts and direction, in financial service industries as well as others, through a better understanding of the recent revolutionary breakthroughs in neuro-cognitive science and its application to business market scanning.

- Review a case study of a leading financial services firm that was attempting to change its internal culture following several highly publicized events that threatened to tarnish its long-standing reputation.
- Be challenged to consider how the firms and organizations of session attendees go about understanding the potential future direction of their industries and their customers-- and whether or not those current approaches are still valid in light of modern management insight and knowledge about this topic.

10:35 a.m. – 12:05 p.m.

LINKING FINANCE & STRATEGY

Joseph Perfetti

Associate Professor of Finance
The Wharton School

The key to a company's financial success is strategy execution. Companies that have success in long term value creation have a passion for execution. This session will use financial tools to analyze the differences between value creating and value destroying companies and show that the pattern is the same in every industry and in every part of the world. At the strategy formulation stage, it is important to select a strategy that the company has the capabilities to execute more effectively than completion. It is important to realize that profitability is wonderful but it is very fragile and it can disappear rapidly. It is important to be vigilant about the changes taking place in your industry.

LEARNING OBJECTIVES:

- Learn the financial tools that are useful in identifying value creating companies and the metrics used by investors
- Learn about companies that have tied operating metrics to financial performance to drive growth, innovation and value creation
- Learn how you can impact these key value drivers to create value for your enterprise

12:15 p.m. – 1:25 p.m.

GENERAL LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH LECTURE

(ADVANCE SIGN UP REQUIRED)

THE MOST IMPORTANT THING

Andy Bernstein

President & CEO
Resilience Academy

What's the most important thing for living a happy life? Money? Achievement? Health? Family? Actually, it's none of these things. Come to this eye-opening lunch with faculty member Andy Bernstein and see why the world's most expensive and longest-running study into human happiness came to such a surprising conclusion. Not only will you learn what the most important thing is, but you'll also receive a smart and practical toolkit to INCREASE the most important thing both at work and at home.

Attendees will also receive a free paperback copy of *The Myth of Stress* and a three-month pass to the Resilience Academy website as a takeaway.

1:40 p.m. – 3:10 p.m.

WEDNESDAY ELECTIVES

3:30 p.m. – 5:00 p.m.

WEDNESDAY ELECTIVES

THURSDAY, MARCH 9, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

NINE STEPS IN EFFECTIVE EXECUTION

John Spence

Managing Partner
John Spence, LLC

A major reason that strategies fail, even excellent strategies, is most often the lack of effective execution. During this session John Spence will address several tools for how to turn ideas into action and achieve results.

LEARNING OBJECTIVES:

- Developing an executable plan
- The core elements of disciplined execution
- Navigating the change process
- The keys to accountability

10:35 a.m. – 12:05p.m.

FLEX CORE – REGULATORY (CHOOSE ONE)

A BEST INTEREST STANDARD FOR THE INDUSTRY – IT'S HAPPENING!

CFP PENDING

Lisa J. Bleier

Managing Director and Associate General Counsel
SIFMA

Daniel Kleinman

Partner
Morgan Lewis

The industry has been moving towards a new standard for how retail investment accounts are treated. While Congress and the regulators, including the SEC and the DOL, have become involved most recently, there is a groundswell. Where does this stand, and how is the whole business model changing to adapt to the new environment? Please join us for an interactive discussion of what the new standard is, how the regulators will impact this standard, and the national politics at play.

EMERGING REGULATORY ISSUES – FIRM PERSPECTIVE

CFP ELIGIBLE

Jesse Hill

Director of Regulatory Relations
Edward Jones

Joan Schwartz

Chief Legal Officer
Pershing, a BNY Mellon Company

Ideal for: General Audience

This year promises to bring many new emerging regulatory issues to financial services firms. A proactive approach to compliance in identifying and implementing sound business practices, policies and procedures to promote a good working relationship with industry regulators will be even more important in 2017. This course will focus on pending and current rulemaking that will impact the financial services industry, examination priorities for 2017 and best practices for interacting with many types of regulators).

LEARNING OBJECTIVES:

- Sharing important information on Best Interest Standards and liquidity requirements
- Understanding current regulatory examination priorities from the SEC, FINRA and NASAA
- Building awareness of emerging regulatory rulemaking and initiatives
- Understanding best practices for developing strong working relationships with industry regulators

EMERGING REGULATORY ISSUES – REGULATOR PERSPECTIVE

CFP PENDING

Peter Driscoll

*Acting Head of OCIE /Chief Risk and Strategy Officer -
OCIE*

U.S. Securities & Exchange Commission

Michael Rufino

*Executive Vice President, Head of Member Regulation -
Sales Practice*

FINRA

Grace Vogel

*Managing Director, Financial Services Advisory Practice
PricewaterhouseCoopers*

This session will focus on securities and banking regulators top priorities and concerns for 2017. The discussion will include protecting retail investors, particularly senior investors, while they search for yield and purchase complex securities. Key considerations around the movement of customers from commission based accounts to fee based accounts will be front and center, particularly with the new Department of Labor fiduciary standard. Other topics will include cyber fraud, anti-money laundering, culture, gifts and entertainment, conflicts of interest and various aspects of enterprise wide risk management.

LEARNING OBJECTIVES:

- Understand the regulator's sales practice concerns so that your customers can be better protected
- Establish an effective compliance and monitoring program to get ahead of regulatory concerns
- Be positioned to identify red flags that may trigger regulatory inquiry and concern

INTERNATIONAL REGULATORY LANDSCAPE

CFP PENDING

Andy Blocker

*Executive Vice President, Public Policy & Advocacy
SIFMA*

Peter Matheson

*Managing Director, International Policy & Advocacy
SIFMA*

Fair, transparent and efficient markets facilitate capital formation and economic growth. Today, the ability of our markets to fuel growth has been constrained by the volume of regulation implemented since the financial crisis as well as other unrelated regulatory initiatives. While regulation is necessary to promote fairness, transparency and efficiency, it must be balanced. A decade after the crisis we must now consider whether the regulatory pendulum has swung too far and away from maximizing the benefit of stable, well-functioning capital markets.

LEARNING OBJECTIVES:

- US regulation
- Global standards and international coordination
- Brexit
- The evolution of the market in China
- The growing international importance of cybersecurity

MOCK SECURITIES ARBITRATION

CLE ELIGIBLE

MODERATOR:

Anne Cooney
Managing Director and General Counsel
Morgan Stanley Wealth Management

PRESENTERS:

Tracy Gerber
Shareholder
Greenberg Traurig, LLP

Michael Ungar
Partner
Ulmer and Berne, LLP

Ideal for: General Audience

This session will simulate a real securities arbitration. Participants will watch a condensed proceeding based on common investor disputes, with experienced trial attorneys playing the roles of Claimant's and Respondents' counsel. A discussion of case, and of best practices to prevent litigation and client disputes, will follow. Participants will receive a one page background fact document prior to attending this session.

LEARNING OBJECTIVES:

- Evaluate the pros and cons of this method of dispute resolution, and understand how arbitration differs from court litigation.
- See, up close and personal, the arbitration process from opening statements to conclusion.
- Learn what issues create problems for investors, financial firms, investment professionals and supervisory/compliance/risk and support personnel.
- Learn how to avoid problems that lead to arbitration and keep records to assist in defending claims.

12:15 p.m. – 1:25 p.m.

GENERAL LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH LECTURE

(ADVANCE SIGN UP REQUIRED)

THE MOST IMPORTANT THING

Andy Bernstein
President & CEO
Resilience Academy

What's the most important thing for living a happy life? Money? Achievement? Health? Family? Actually, it's none of these things. Come to this eye-opening lunch with faculty member Andy Bernstein and see why the world's most expensive and longest-running study into human happiness came to such a surprising conclusion. Not only will you learn what the most important thing is, but you'll also receive a smart and practical toolkit to INCREASE the most important thing both at work and at home.

Attendees will also receive a free paperback copy of *The Myth of Stress* and a three-month pass to the Resilience Academy website as a takeaway.

THE NEW NORMAL IS NOT NEW

John Spence
Managing Partner
John Spence, LLC

In this lunch lecture, John Spence will cover the following:

- How to be an evolutionary leader in times of great change
- Demystify Boomers, Millennials and Gen... What motivates today's workforces?
- Creating high-performance and results-driven teams

1:40 p.m. – 3:10 p.m.

FLEX CORE – TECHNOLOGY (CHOOSE ONE)

ARTIFICIAL INTELLIGENCE – NOW IN PRIME-TIME

Brian Walter

Watson Global Industry Leader, Banking & Finance
IBM Watson Group

90% of the world's data has been produced in the last 2 years. How the financial services industry understands and digests information has to radically change to remain competitive – and Artificial Intelligence is on the leading edge of helping to manage the challenge – and IBM's Watson has helped to pave the way and lead this change. The Financial Times has said: "Technology is a tsunami and will radically change the face of Financial Services."

Come join us while Brian Walter, Watson Global Industry Leader for Banking & Finance within IBM Watson Group delves into the implications of Artificial Intelligence on financial services – from providing insight to addressing the \$257 billion burden of financial regulations to picking the perfect team, Brian will provide both a high-level view and actionable ideas to use AI within your firm.

BIG DATA, BIG RESPONSIBILITIES: THE LAW AND ETHICS OF BUSINESS ANALYTICS

Kevin Werbach

Associate Professor of Legal Studies & Business Ethics
The Wharton School

Significant technologies always have unintended consequences, and their effects are never neutral. A world of ubiquitous data, subject to ever more sophisticated collection, aggregation, analysis, and use, creates massive opportunities for both financial gain and social good. It also creates dangers in areas such as privacy and discrimination, as well as simple hubris about the effectiveness of management by algorithm. This session addresses the legal, policy, and ethical dimensions of big data, predictive analytics, and related techniques. It then examines responses—both private and governmental—that may be employed to address these concerns.

LEARNING OBJECTIVES:

- Identify where analytics depend on human judgments or assumptions.
- Evaluate claims that algorithmic systems raise ethical or public policy concerns
- Understand potential responses to concerns about privacy violations, manipulation, and bias through machine learning.

BLOCK CHAIN TECHNOLOGY – FROM THE HYPE TO PRODUCTION READY

Emmanuel Aidoo

Head of Blockchain and Distributed Ledger Strategy
Credit Suisse

2016 brought a lot of interest, reporting and investment in blockchain (also known as Distributed Ledger Technology), the underlying technology that originally empowered cryptocurrencies such as Bitcoin and Ethereum. Blockchain technology has the potential to radically reshape securities industry processes and markets – but what is this technology all about, what state of readiness is it in and how should firms apply this new technology? In this Flex-Core class, we will explore those areas plus look at what firms are doing to move from investigation to actually implementing blockchain projects, including discussing the operations, compliance and regulatory issues that need to be addressed and how distributed ledgers can integrate with existing processes and technology.

LEARNING OBJECTIVES:

- Learn the key features of blockchain technology that differentiate it from legacy technologies.
- Understand the key elements of the technology's value proposition and how the industry might deploy it to maximum value.
- Survey the various prototypes/proofs of concept and the ones that are moving first to production, both in the U.S. and around the world.
- Understand how to approach experimenting with the technology.
- Gain an understanding of the current challenges.

CYBER SECURITY

Steven Chabinsky

Global Chair, Data Privacy and Cybersecurity
White & Case, LLP

In this lecture, noted cybersecurity expert and Security magazine columnist Steven Chabinsky leverages nearly two decades of experience working with the FBI, the FS-ISAC, data breach forensic firms, and hacking victims to expose the actual methods used by criminals to target the financial services industry. As one of the leading authorities on cyber law and cyber risk management, Steven gives business leaders the tools they need to oversee and manage cybersecurity preparedness and response. He also sheds light on how federal and state regulators are flexing their muscles in this increasingly important area.

LEARNING OBJECTIVES:

- Understand the methods cyber threat actors use to defeat financial institution security measures
- Learn cyber risk management principles that will make you a strong and irreplaceable leader
- Gain knowledge about federal and state regulatory cybersecurity efforts, and what that means for business

ROBO ADVICE: DISRUPTIVE TECHNOLOGY AND THE NEXT GENERATION OF ADVICE

MODERATOR

Gerald C. Schreck

CFA, Head of Advisory and Sales
UBS AG

PANELISTS

Matt Ciesinski

Senior Manager
Vanguard Personal Advisor Services

Tom Kimberly

General Manager, Retail & Advisor Businesses
Betterment

Paresh Mutha

Director of Digital Product Development
Wells Fargo Advisors

Josef Pfeiffer

Vice President, Product
LearnVest

Ideal for: Individuals with roles involving strategy, technology or Client Experience with an interest in integrating technology to enhance their client offerings.

With disruptive technology becoming the new normal in the marketplace the panel will discuss the competitive advantage and potential impact that these new models present, helping you to think how your firm can game-plan around the impact of these new technologies.

Technology continues to play an increasingly important role in the relationship clients have with their advisor. Today, the technology platform has the ability to become the advisor or at a minimum, take on the heavy lifting of investment management including portfolio allocation, tax loss harvesting, ongoing rebalancing and an array of financial planning advice. Concepts once thought of as key to the advisor's value add. In this session, a panel of experts, currently leveraging technology to engage clients in managing their portfolios, will discuss how investors at all levels of affluence and experience are choosing technology as their "advisor" or leveraging technology along with an advisor to plan their financial futures.

LEARNING OBJECTIVES:

- Understand the impact that "Robo" advice, is having on the marketplace
- Engage in Q&A with an entrepreneur and three firms who are leaders in this space
- Hear from experts on the future of technology as the center of the advisor relationship
- Learn how "Robo" advice has evolved from standalone disruptive technologies to become integrated within full-service financial firms
- Discuss the evolution from portfolio construction to broader and deeper advice, to ...
- Debate who is the primary target market today and tomorrow for automated investing

3:30 p.m. – 5:00 p.m.

ENTERPRISE MINDSET

Kathy Pearson, PhD

Adjunct Senior Fellow, Leonard Davis Institute of Health Economics

The Wharton School

As organizations become more complex and global, many senior leaders struggle to “think globally but act locally”. At the heart of this challenge is the need to understand the enterprise system, and cascade that understanding throughout the organization. This session explores the barriers to “enterprise thinking” and breaking down organizational silos. The participants are then given various concepts and tools to promote a stronger enterprise mindset, including those that address clarity, alignment, culture and accountability.

LEARNING OBJECTIVES:

- Identify elements that contribute to the “silo” mentality.
- Utilize tools to promote clarity and accountability.
- Understand behaviors that lead to a learning culture.

7:00 p.m. – 9:00 p.m.

THURSDAY NIGHT DINNER & RECEPTION

THE FRANKLIN INSTITUTE

ADVANCE SIGN-UP REQUIRED.

BUSES WILL DEPART HOTELS AT 6:30 P.M.

DINNER AND DRINKS WILL BE SERVED. BUSINESS CASUAL ATTIRE IS ACCEPTABLE FOR THIS EVENT.

EXHIBIT: ROBO REVOLUTION

From self-driving cars to surgical assistance, from scientific research to search and rescue missions—robots are here to help ease and improve our lives. Robot Revolution comes to life with a collection of 40 cutting-edge robots curated from some of the most innovative global robotics companies and universities, more than half of which can be interacted with or operated.

FRIDAY, MARCH 10, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 9:45 a.m.

THE WASHINGTON UPDATE: AN OVERVIEW OF THE POLITICAL ENVIRONMENT, PROSPECTIVE LEGISLATION, AND STRATEGIES FOR INVESTMENT AND RETIREMENT PLANNING

Andrew Friedman

Principal

The Washington Update

For the first time in eight years, a new administration takes over the White House – an administration with vastly different policy goals than the one that preceded it. President Trump’s initiatives promise to have far ranging effects on taxes, health care, sector regulation, government spending, and the country’s fiscal situation.

Andy Friedman will lay out the wide ranging initiatives President Trump will seek to enact during his first year in office, including those involving infrastructure, jobs, tax reform, and industry-specific proposals for energy, health care, financial services, and other sectors. We will consider the extent to which Trump can expect support from the Republican-led Congress and the impediments that nonetheless may stand in the way of enactment. Throughout the year, we will continue to follow the proposals as they are formulated and refined.

We also will consider the extent to which the new administration is likely to overturn or soften regulatory policies the Obama administration put in place, including the controversial Department of Labor regulation imposing new fiduciary obligations on financial advisors.

Finally, Andy will discuss how the new administration’s initiatives are likely to affect the economy, industry sectors, tax planning, investments, and the markets. He will provide strategies that investors and financial advisors can consider to take advantage of (or protect against) market volatility and upcoming legislation, including specific strategies for investment, wealth transfer, and retirement planning.

10:00 a.m. – 11:00 a.m.

**THE POWER OF ONE: HOW ONE ATTITUDE,
ONE ACTION AND ONE PERSON CAN CHANGE
THE WORLD**

John O’Leary

Inspirational Speaker

Expected to die, John O’Leary now teaches others how to truly live. John was a curious nine-year-old boy. Playing with fire and gasoline, he created a massive explosion in his garage and was burned on 100% of his body. Given less than 1% chance of survival, John is proof of the power of the human spirit. His unlikely recovery meant a journey of pain and loss that could have easily been insurmountable. However, far from being an example of someone who simply endured tragedy, John is a luminous example of thriving through adversity. Surprisingly, this “survivor” story isn’t focused on John – rather, it is a celebration of heroes who intimately served him and his family. From a dedicated Hall of Fame sports announcer to a visionary burn nurse (and countless others), every individual involved in this 1987 fire teaches us this truth: one person can make a profound difference in the lives of others.

With emotional storytelling and unexpected humor, John reminds audiences of the significance of daily attitudes, the power of gratitude, and the impact of serving others with courage. He reawakens audiences to realize the gift of today and the possibility of tomorrow.

YEAR THREE

SUNDAY, MARCH 5, 2017

12:00 p.m. – 5:00 p.m. (6:00p.m. at Marriott)

REGISTRATION FOR ALL PARTICIPANTS

5:45 p.m. – 7:30 p.m.

OPENING NIGHT RECEPTION

ALL PARTICIPANTS (ADVANCE SIGN UP REQUIRED.)

WELCOMING REMARKS

Heather Crist

Chair, Securities Industry Institute® Board of Trustees

Jeremy J. Siegel, Ph.D.

*Academic Director, Securities Industry Institute®
Russell E. Palmer Professor of Finance
The Wharton School*

ALL INNOVATION IN ACTION: USING CLOUD TECHNOLOGY TO DELIVER BUSINESS VALUE

Scott Mullins

*Head of Worldwide Financial Services Business Development
Amazon Web Services*

The cloud is transformative, transcending pure technology and profoundly impacting business economics and speed of product delivery. Come join us for our Sunday evening event during which we'll hear from Scott Mullins, Amazon Web Services' Head of Financial Services Business Development about how the use of cloud continues to increase the pace of business innovation while many of the underlying core technologies are becoming commoditized.

In this session you'll learn about Amazon.com's approach to innovation, how enterprises across financial services and other industries are leveraging the cloud to enable business innovation, and how cloud is helping financial institutions - from the newest FinTech startups, to the largest banks and broker-dealers - transform their businesses and the industry.

MONDAY, MARCH 6, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

TRUE GRIT

Angela Duckworth

*Christopher H. Brown Distinguished
Professor of Psychology
University of Pennsylvania*

Who succeeds in life and what lessons can we learn from them? Psychologist, professor, and MacArthur Fellow Angela Duckworth reviews her research on grit, the tendency to pursue long-term goals with perseverance and passion. Angela shows how grit and talent are entirely different, and she explains why grit predicts achievement in challenging situations, including the National Spelling Bee, West Point Military Academy, urban teaching, and sales. She reveals the beliefs, strategies, and habits that make gritty individuals so special. Finally, she provides specific recommendations about how to cultivate grit in yourself and in others.

10:35 a.m. – 12:05 p.m.

MONDAY ELECTIVES

12:15 p.m. – 1:25 p.m.

GENERAL LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH WITH THE FACULTY

ADVANCE SIGN UP REQUIRED.

Jim Austin

*President
JH Austin Associates, Inc.*

Kaihan Krippendorff

*Founder
Outthinker LLC*

Ethan Mollick

*Edward B. and Shirley R. Shils Assistant
Professor of Management
The Wharton School*

Roch Parayre, Ph.D.
Senior Partner
 Decision Strategies International
Teaching Fellow
 The Wharton School

1:40 p.m. – 2:30 p.m.

LEADERSHIP & CRISIS MANAGEMENT

INTRODUCTION/Q&A:

Tim Scheve
President & CEO
 Janney Montgomery Scott

Karen Peetz
Retired President
 BNY Mellon

Join us as Karen Peetz discusses the crises she has faced during her tenure in financial services and as a Penn State Board of Trustees member, and her approach to leadership and crisis management.

2:50 p.m. – 4:20 p.m.

MONDAY ELECTIVES

4:30 p.m. – 6:00 p.m.

COCKTAILS WITH THE FACULTY

Wharton faculty and SII industry speakers will join SII participants for cocktails. A great opportunity to network with fellow participants, SII speakers and SII trustees.

TUESDAY, MARCH 7, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

ETHICS

Peter Conti-Brown
Assistant Professor, Department of
Legal Studies and Business Ethics
 The Wharton School

The Financial Services Board has recently elevated misconduct risk to the category of systemic risk to the broader economy. This session orients students to definitions of ethics and culture and seeks to understand best practices for minimizing specific kinds of misconduct risk. The focus is on building ethical leaders from the top of the organization to the bottom, while also focusing on what ethics are, what culture is, and how a firm can successfully (and profitably) embrace the demands of ethics and culture.

10:35 a.m. – 12:05 p.m.

MARKET DISCUSSION WITH JEREMY SIEGEL

Jeremy J. Siegel, Ph.D.
 Russell E. Palmer Professor of Finance
 The Wharton School

What now for the capital markets? By using long-term historical data from his bestselling book, *Stocks for the Long Run*, Professor Siegel will describe the long term risks and returns of major asset classes, how their correlations change over time, how to determine the right valuation of the market, and the CAPE ratio Methodology. Professor Siegel will also hazard a projection for equity and bond returns over the next several years.

12:15 p.m. – 1:25 p.m.

GENERAL LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH WITH THE FACULTY

ADVANCE SIGN-UP REQUIRED

Mario Moussa
Adjunct Senior Fellow
 The Wharton School

1:40 p.m. – 5:00 p.m.

STRATEGIC LEADERSHIP

Roch Parayre, Ph.D.

Partner, Leadership Consulting
Heidrick & Struggles
Teaching Fellow
The Wharton School

In an era of unprecedented uncertainty, the ability to think strategically has emerged as a critical skill in helping leaders and organizations navigate change and sustain growth. The Strategic Leadership session develops capability in each of the Six Elements of Strategic Thinking, reinforced by compelling exercises and examples.

LEARNING OBJECTIVES:

- A clear understanding of the six elements that make up strategic thinking and leadership
- An awareness of their individual strategic strengths and weaknesses
- Better decision making, better strategies and plans, and ability to navigate uncertainty

5:15 p.m. – 7:30 p.m.

YEAR THREE RECEPTION & DEAR WORLD ACTIVITY

YEAR THREE PARTICIPANTS ONLY

ADVANCE SIGN UP REQUIRED.

Jonah Evans

Executive Producer
Dear World

Evans is the executive producer of Dear World, a media and storytelling project that unites people through pictures in their distinct message-on-skin style. Evans launched the project alongside its founder Robert X. Fogarty in 2011.

The Dear World collection includes portraits of over 40,000 individuals and their work has been published in over 30 countries. Dear World uses a portion of its revenues to underwrite and produce field projects around the world, which document people with incredible stories to share. Their most recent field project was a partnership with Nobel Peace Prize-winner, Kailash Satyarthi, in New Delhi, India.

Dear World's award winning keynote address and portrait shoot explores the subtle and powerful connections that colleagues, clients and staff in business and in life at annual corporate events around the country and the world. Evans photographs over one or a series of days and he also gives an emotionally stimulating address where he shares portraits and stories behind them that will make you smile, cry, and laugh out loud.

WEDNESDAY, MARCH 8, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

GENERATIONAL INTELLIGENCE FOR ORGANIZATIONAL, TEAM, AND CLIENT SUSTAINABILITY

Yael C. Sivi

Managing Partner
Collaborative Coaching, LLC

Many organizations function in the same way they have for decades, expecting that the next generation of workers and clients will simply accept long-standing corporate values and norms. While it may be tempting to think “this is just the way we do things around here”, such a mindset lacks the imagination needed to create an organizational culture where the youngest generation of workers will wish to contribute their best—and where clients across generations will be engaged. In this presentation, we will discuss the elements of a collaborative environment that engages staff across generations, and we will explore how you, as leaders, can help co-create an organization, and a team culture, that will more effectively engage contributors, leaders, and clients.

LEARNING OBJECTIVES:

- Become aware of their own generational values that inform how they see the world and what they expect from organizations and leaders.
- Learn about what informs other generations' values and behaviors—ideally with less negative judgment.
- Identify ways to be more flexible in their approach toward leadership, teamwork, and client management—so as to engage and retain the next generation of employees and clients.

10:35 a.m. – 12:05 p.m.

ENTERPRISE MINDSET

Kathy Pearson, PhD

Adjunct Senior Fellow, Leonard Davis Institute of Health Economics
The Wharton School

As organizations become more complex and global, many senior leaders struggle to “think globally but act locally”. At the heart of this challenge is the need to understand the enterprise system, and cascade that understanding throughout the organization. This session explores the barriers to “enterprise thinking” and breaking down organizational silos. The participants are then given various concepts and tools to promote a stronger enterprise mindset, including those that address clarity, alignment, culture and accountability.

LEARNING OBJECTIVES:

- Identify elements that contribute to the “silo” mentality.
- Utilize tools to promote clarity and accountability.
- Understand behaviors that lead to a learning culture.

12:15 p.m. – 1:25 p.m.

GENERAL LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH WITH THE FACULTY

ADVANCE SIGN-UP REQUIRED.

Yael C. Sivi

Managing Partner
Collaborative Coaching, LLC

John Spence

Managing Partner
John Spence, LLC

1:40 p.m. – 3:10 p.m.

WEDNESDAY ELECTIVES

3:30 p.m. – 5:00 p.m.

WEDNESDAY ELECTIVES

THURSDAY, MARCH 9, 2017

7:15 a.m. – 8:15 a.m.

BREAKFAST

8:45 a.m. – 10:15 a.m.

BEHAVIORAL FINANCE

Jeffrey Jaffe, Ph.D.

Associate Professor of Finance
The Wharton School

This session examines how behavioral biases make investors, both individual and institutional, prone to investing mistakes. The session covers overconfidence, regret and pride, the house money effect, the snakebite effect, get-even-it-is, overreaction, underreaction, over choice, home bias, and naïve diversification.

LEARNING OBJECTIVES:

- Surveying the behavioral biases that psychologists tell us affect all areas of our lives
- Examining how these biases can lead to investing mistakes
- Determining the impact of these biases on market prices

10:35 a.m. – 12:05p.m.

FLEX CORE – REGULATORY (CHOOSE ONE)

A BEST INTEREST STANDARD FOR THE INDUSTRY – IT’S HAPPENING!

CFP PENDING

Lisa J. Bleier

Managing Director and Associate General Counsel
SIFMA

Daniel Kleinman

Partner
Morgan Lewis

The industry has been moving towards a new standard for how retail investment accounts are treated. While Congress and the regulators, including the SEC and the DOL, have become involved most recently, there is a groundswell. Where does this stand, and how is the whole business model changing to adapt to the new environment? Please join us for an interactive discussion of what the new standard is, how the regulators will impact this standard, and the national politics at play.

**EMERGING REGULATORY ISSUES –
FIRM PERSPECTIVE**

CFP ELIGIBLE

Jesse Hill*Director of Regulatory Relations*
Edward Jones**Joan Schwartz***Chief Legal Officer*
Pershing, a BNY Mellon Company

Ideal for: General Audience

This year promises to bring many new emerging regulatory issues to financial services firms. A proactive approach to compliance in identifying and implementing sound business practices, policies and procedures to promote a good working relationship with industry regulators will be even more important in 2017. This course will focus on pending and current rulemaking that will impact the financial services industry, examination priorities for 2017 and best practices for interacting with many types of regulators).

LEARNING OBJECTIVES:

- Sharing important information on Best Interest Standards and liquidity requirements
- Understanding current regulatory examination priorities from the SEC, FINRA and NASAA
- Building awareness of emerging regulatory rulemaking and initiatives
- Understanding best practices for developing strong working relationships with industry regulators

**EMERGING REGULATORY ISSUES –
REGULATOR PERSPECTIVE**

CFP PENDING

Peter Driscoll*Acting Head of OCIE /Chief Risk and Strategy Officer -
OCIE*
U.S. Securities & Exchange Commission**Michael Rufino***Executive Vice President, Head of Member Regulation -
Sales Practice*
FINRA**Grace Vogel***Managing Director, Financial Services Advisory Practice*
PricewaterhouseCoopers

This session will focus on securities and banking regulators top priorities and concerns for 2017. The discussion will include protecting retail investors, particularly senior investors, while they search for yield and purchase complex securities. Key considerations around the movement of customers from commission based accounts to fee based accounts will be front and center, particularly with the new Department of Labor fiduciary standard. Other topics will include cyber fraud, anti-money laundering, culture, gifts and entertainment, conflicts of interest and various aspects of enterprise wide risk management.

LEARNING OBJECTIVES:

- Understand the regulator's sales practice concerns so that your customers can be better protected
- Establish an effective compliance and monitoring program to get ahead of regulatory concerns
- Be positioned to identify red flags that may trigger regulatory inquiry and concern

INTERNATIONAL REGULATORY LANDSCAPE

CFP PENDING

Andy Blocker

Executive Vice President, Public Policy & Advocacy
SIFMA

Peter Matheson

Managing Director, International Policy & Advocacy
SIFMA

Fair, transparent and efficient markets facilitate capital formation and economic growth. Today, the ability of our markets to fuel growth has been constrained by the volume of regulation implemented since the financial crisis as well as other unrelated regulatory initiatives. While regulation is necessary to promote fairness, transparency and efficiency, it must be balanced. A decade after the crisis we must now consider whether the regulatory pendulum has swung too far and away from maximizing the benefit of stable, well-functioning capital markets.

LEARNING OBJECTIVES:

- US regulation
- Global standards and international coordination
- Brexit
- The evolution of the market in China
- The growing international importance of cybersecurity

MOCK SECURITIES ARBITRATION

CLE ELIGIBLE

MODERATOR:

Anne Cooney

Managing Director and General Counsel
Morgan Stanley Wealth Management

PRESENTERS:

Tracy Gerber

Shareholder
Greenberg Traurig, LLP

Michael Ungar

Partner
Ulmer and Berne, LLP

Ideal for: General Audience

This session will simulate a real securities arbitration. Participants will watch a condensed proceeding based on common investor disputes, with experienced trial attorneys playing the roles of Claimant's and Respondents' counsel. A discussion of case, and of best practices to prevent litigation and client disputes, will follow. Participants will receive a one page background fact document prior to attending this session.

LEARNING OBJECTIVES:

- Evaluate the pros and cons of this method of dispute resolution, and understand how arbitration differs from court litigation.
- See, up close and personal, the arbitration process from opening statements to conclusion.
- Learn what issues create problems for investors, financial firms, investment professionals and supervisory/compliance/risk and support personnel.
- Learn how to avoid problems that lead to arbitration and keep records to assist in defending claims.

12:15 p.m. – 1:25 p.m.

LUNCH

12:30 p.m. – 1:20 p.m.

LUNCH WITH THE FACULTY

**Advance sign-up required.*

Bobbi Block

Instructor

1:40 p.m. – 3:10 p.m.

FLEX CORE – TECHNOLOGY (CHOOSE ONE)

ARTIFICIAL INTELLIGENCE – NOW IN PRIME-TIME

Brian Walter

Watson Global Industry Leader, Banking & Finance
IBM Watson Group

90% of the world's data has been produced in the last 2 years. How the financial services industry understands and digests information has to radically change to remain competitive – and Artificial Intelligence is on the leading edge of helping to manage the challenge – and IBM's Watson has helped to pave the way and lead this change. The Financial Times has said: "Technology is a tsunami and will radically change the face of Financial Services."

Come join us while Brian Walter, Watson Global Industry Leader for Banking & Finance within IBM Watson Group delves into the implications of Artificial Intelligence on financial services – from providing insight to addressing the \$257 billion burden of financial regulations to picking the perfect team, Brian will provide both a high-level view and actionable ideas to use AI within your firm.

BIG DATA, BIG RESPONSIBILITIES: THE LAW AND ETHICS OF BUSINESS ANALYTICS

Kevin Werbach

Associate Professor of Legal Studies & Business Ethics
The Wharton School

Significant technologies always have unintended consequences, and their effects are never neutral. A world of ubiquitous data, subject to ever more sophisticated collection, aggregation, analysis, and use, creates massive opportunities for both financial gain and social good. It also creates dangers in areas such as privacy and discrimination, as well as simple hubris about the effectiveness of management by algorithm. This session addresses the legal, policy, and ethical dimensions of big data, predictive analytics, and related techniques. It then examines responses—both private and governmental—that may be employed to address these concerns.

LEARNING OBJECTIVES:

- Identify where analytics depend on human judgments or assumptions.
- Evaluate claims that algorithmic systems raise ethical or public policy concerns
- Understand potential responses to concerns about privacy violations, manipulation, and bias through machine learning.

BLOCK CHAIN TECHNOLOGY – FROM THE HYPE TO PRODUCTION READY

Emmanuel Aidoo

Head of Blockchain and Distributed Ledger Strategy
Credit Suisse

2016 brought a lot of interest, reporting and investment in blockchain (also known as Distributed Ledger Technology), the underlying technology that originally empowered cryptocurrencies such as Bitcoin and Ethereum. Blockchain technology has the potential to radically reshape securities industry processes and markets – but what is this technology all about, what state of readiness is it in and how should firms apply this new technology? In this Flex-Core class, we will explore those areas plus look at what firms are doing to move from investigation to actually implementing blockchain projects, including discussing the operations, compliance and regulatory issues that need to be addressed and how distributed ledgers can integrate with existing processes and technology.

LEARNING OBJECTIVES:

- Learn the key features of blockchain technology that differentiate it from legacy technologies.
- Understand the key elements of the technology's value proposition and how the industry might deploy it to maximum value.
- Survey the various prototypes/proofs of concept and the ones that are moving first to production, both in the U.S. and around the world.
- Understand how to approach experimenting with the technology.
- Gain an understanding of the current challenges.

CYBER SECURITY

Steven Chabinsky

Global Chair, Data Privacy and Cybersecurity
White & Case, LLP

In this lecture, noted cybersecurity expert and Security magazine columnist Steven Chabinsky leverages nearly two decades of experience working with the FBI, the FS-ISAC, data breach forensic firms, and hacking victims to expose the actual methods used by criminals to target the financial services industry. As one of the leading authorities on cyber law and cyber risk management, Steven gives business leaders the tools they need to oversee and manage cybersecurity preparedness and response. He also sheds light on how federal and state regulators are flexing their muscles in this increasingly important area.

LEARNING OBJECTIVES:

- Understand the methods cyber threat actors use to defeat financial institution security measures
- Learn cyber risk management principles that will make you a strong and irreplaceable leader
- Gain knowledge about federal and state regulatory cybersecurity efforts, and what that means for business

ROBO ADVICE: DISRUPTIVE TECHNOLOGY AND THE NEXT GENERATION OF ADVICE

MODERATOR

Gerald C. Schreck

CFA, Head of Advisory and Sales
UBS AG

PANELISTS

Matt Ciesinski

Senior Manager
Vanguard Personal Advisor Services

Tom Kimberly

General Manager, Retail & Advisor Businesses
Betterment

Paresh Mutha

Director of Digital Product Development
Wells Fargo Advisors

Josef Pfeiffer

Vice President, Product
LearnVest

Ideal for: Individuals with roles involving strategy, technology or Client Experience with an interest in

integrating technology to enhance their client offerings. With disruptive technology becoming the new normal in the marketplace the panel will discuss the competitive advantage and potential impact that these new models present, helping you to think how your firm can game-plan around the impact of these new technologies.

Technology continues to play an increasingly important role in the relationship clients have with their advisor. Today, the technology platform has the ability to become the advisor or at a minimum, take on the heavy lifting of investment management including portfolio allocation, tax loss harvesting, ongoing rebalancing and an array of financial planning advice. Concepts once thought of as key to the advisor's value add. In this session, a panel of experts, currently leveraging technology to engage clients in managing their portfolios, will discuss how investors at all levels of affluence and experience are choosing technology as their "advisor" or leveraging technology along with an advisor to plan their financial futures.

LEARNING OBJECTIVES:

- Understand the impact that "Robo" advice, is having on the marketplace
- Engage in Q&A with an entrepreneur and three firms who are leaders in this space
- Hear from experts on the future of technology as the center of the advisor relationship
- Learn how "Robo" advice has evolved from standalone disruptive technologies to become integrated within full-service financial firms
- Discuss the evolution from portfolio construction to broader and deeper advice, to ...
- Debate who is the primary target market today and tomorrow for automated investing

3:30 p.m. – 5:00 p.m.

ESSENTIALS OF ACCOUNTABILITY

John Spence

Managing Partner
John Spence, LLC

Taking Accountability from Punitive to Positive, As Peter Drucker pointed out, “culture eats strategy for breakfast.” In this session John Spence will discuss the factors in creating a culture of highly engaged, satisfied and loyal employees who embrace a strong level of both personal and mutual accountability.

LEARNING OBJECTIVES:

- The art of creating positive and high-accountability cultures
- The four levels of delegation
- How to coach up or coach out under-performers
- The importance of learning when and where to say “no”

7:00 p.m. – 9:00 p.m.

THURSDAY NIGHT DINNER & RECEPTION

THE FRANKLIN INSTITUTE

ADVANCE SIGN-UP REQUIRED.

BUSES WILL DEPART HOTELS AT 6:30 P.M.

DINNER AND DRINKS WILL BE SERVED. BUSINESS CASUAL ATTIRE IS ACCEPTABLE FOR THIS EVENT.

EXHIBIT: ROBO REVOLUTION

From self-driving cars to surgical assistance, from scientific research to search and rescue missions—robots are here to help ease and improve our lives. Robot Revolution comes to life with a collection of 40 cutting-edge robots curated from some of the most innovative global robotics companies and universities, more than half of which can be interacted with or operated.

FRIDAY, MARCH 10, 2017

7:45 a.m. – 8:30 a.m.

GRADUATION BREAKFAST

INN AT PENN

Heather Crist

Chair, Securities Industry Institute® Board of Trustees
Senior Vice President, Branch Complex Manager
Wells Fargo Advisors

Jeremy J. Siegel, Ph.D.

Academic Director, Securities Industry Institute®
Russell E. Palmer Professor of Finance
The Wharton School

Mukul Pandya

Executive Director & Editor in Chief
Knowledge@Wharton

Join us for a special commencement of the Year 3 students into the SII alumni.

8:45 a.m. – 10:00 a.m.

THE WASHINGTON UPDATE: AN OVERVIEW OF THE POLITICAL ENVIRONMENT, PROSPECTIVE LEGISLATION, AND STRATEGIES FOR INVESTMENT AND RETIREMENT PLANNING

Andrew Friedman

Principal
The Washington Update

For the first time in eight years, a new administration takes over the White House – an administration with vastly different policy goals than the one that preceded it. President Trump’s initiatives promise to have far ranging effects on taxes, health care, sector regulation, government spending, and the country’s fiscal situation.

Andy Friedman will lay out the wide ranging initiatives President Trump will seek to enact during his first year in office, including those involving infrastructure, jobs, tax reform, and industry-specific proposals for energy, health care, financial services, and other sectors. We will consider the extent to which Trump can expect support from the Republican-led Congress and the impediments that nonetheless may stand in the way of enactment. Throughout the year, we will continue to follow the proposals as they are formulated and refined.

We also will consider the extent to which the new administration is likely to overturn or soften regulatory policies the Obama administration put in place, including the controversial Department of Labor regulation imposing new fiduciary obligations on financial advisors.

Finally, Andy will discuss how the new administration's initiatives are likely to affect the economy, industry sectors, tax planning, investments, and the markets. He will provide strategies that investors and financial advisors can consider to take advantage of (or protect against) market volatility and upcoming legislation, including specific strategies for investment, wealth transfer, and retirement planning.

10:00 a.m. – 11:00 a.m.

THE POWER OF ONE: HOW ONE ATTITUDE, ONE ACTION AND ONE PERSON CAN CHANGE THE WORLD

John O'Leary

Inspirational Speaker

Expected to die, John O'Leary now teaches others how to truly live. John was a curious nine-year-old boy. Playing with fire and gasoline, he created a massive explosion in his garage and was burned on 100% of his body. Given less than 1% chance of survival, John is proof of the power of the human spirit. His unlikely recovery meant a journey of pain and loss that could have easily been insurmountable. However, far from being an example of someone who simply endured tragedy, John is a luminous example of thriving through adversity. Surprisingly, this "survivor" story isn't focused on John – rather, it is a celebration of heroes who intimately served him and his family. From a dedicated Hall of Fame sports announcer to a visionary burn nurse (and countless others), every individual involved in this 1987 fire teaches us this truth: one person can make a profound difference in the lives of others.

With emotional storytelling and unexpected humor, John reminds audiences of the significance of daily attitudes, the power of gratitude, and the impact of serving others with courage. He reawakens audiences to realize the gift of today and the possibility of tomorrow.

MONDAY ELECTIVES

ADVANCED SIGN-UP REQUIRED

MONDAY, MARCH 6, 2017

10:35 a.m. – 12:05 p.m.

AMERICA'S MINORITY MARKET, A \$4.6 TRILLION + OPPORTUNITY

Louis Olivas, Ph.D.

*Professor Emeritus, W.P. Carey School of Business
Arizona State University*

Ideal for: Security professionals who want to understand the changing U.S. demography and psychographic characteristics of this new market as ethnic minorities are poised to dominate the future workforce. By 2020 this minority market is projected to have combined purchasing power of \$4.6 Trillion and over the past decade has grown at twice the rate of total U.S. purchasing power. Determine the implications for this changing demography.

This session is a “must” for understanding the rapidly emerging minority market and the opportunity this market presents this industry. Based on census data, it’s clear that America’s population is dramatically shifting and changing. This population paradigm is an “untapped” source for growing new markets. Future bottom line results will be intricately tied to the changing workforce and workplace, led by minorities who are replacing a predominately White, non-Hispanic population.

LEARNING OBJECTIVES:

- Understand the demographic imperative transforming America.
- Comprehend the key drivers transforming the U.S. market.
- Identify key emerging market segments.
- Utilize key cultural venues for reaching a young and predominately ethnic minority market.

BLUE OCEAN STRATEGY WORKSHOP

(Also offered Wednesday at 1:40pm and 3:30pm)

YEAR 3 STUDENTS ONLY

Roch Parayre, Ph.D.

*Partner, Leadership Consulting,
Heidrick & Struggles
Teaching Fellow
The Wharton School*

Ideal for: Decision makers or others who develop or implement strategic decisions.

In today’s economic climate, most organizations compete in red oceans, stained by the blood of competition. We fight for market share, try to maintain prices, and execute more efficiently than others. Blue Ocean Strategy suggests an alternative. It urges us to explore how we can make our value offering so distinctive that we find the blue waters of new, uncontested market space... and make the competition irrelevant. It offers a systematic approach to creating that new market space. In this workshop, we will introduce the Blue Ocean methodology, and teams will work to map a creative, visual exploration of new market opportunities against current industry realities. Tools covered will include the Pioneer-Migrator-Settler Map, The Strategy Canvas, The Buyer Experience Cycle, and The Six Paths for Exploring new market space.

LEARNING OBJECTIVES:

- Understand the Blue Ocean Strategy framework, and the core tools associated with it.
- Develop a deeper customer-centric view of the industry and its offerings.
- Identify obstacles to strategic innovation.

COMMUNICATION STYLES

(Also offered Wednesday 3:30pm)

Anne Greenhalgh

Deputy Director

Anne and John McNulty Leadership Program

Adjunct Professor of Management

The Wharton School

Do you prefer to communicate directly, emphasize facts over feelings? Are you more animated in your delivery? Do you take your listener's feelings into account? Do you like to think first and then speak? Whatever your preference, what impact does your communication style have on others in the workplace whether one-on-one or in group meetings? How can you make the most of assets and downplay the liabilities of your communication style? Complete the HRDQ What's My Communication Style questionnaire as pre-work, and this session will help you identify your dominant communication style and give you the opportunity to see your style in action so that you can make the most of assets and downplay liabilities. By the end of the session, you will have a greater appreciation of the impact of communication style on interpersonal relationships and results.

LEARNING OBJECTIVES:

- Understand key dimensions of communication style.
- Identify individual preferences.
- Practice making the most of assets and downplaying liabilities.

DERIVATIVES MARKET

CFP ELIGIBLE

Krishna Ramaswamy

Professor of Finance

The Wharton School

Ideal for: Industry professionals interested in learning more about derivatives and their use; this is an intermediate-level session where a basic understanding of futures, options and swap markets will be assumed.

This class will focus on OTC derivatives with discussion on their role in the current market situation. In this session we will touch on hedging and speculative uses derivatives, both OTC and listed, how their use has evolved to include trading volatility, which is the engine that drives the derivatives marketplace. You will learn about this institutional market in order to explain to retail customers how it impacts them, even though most do not directly participate.

- Exchange traded versus OTC
- Types: equity/interest rates/credit/commodities; Plain vanilla contracts vs. the complex
- Market size/volumes etc.
- Key market trends

- Key regulations governing the markets (including current regulatory concerns): US/Europe/Asia
- Key risks to manage: market/counterparty/operational
- Separating myth from facts on Credit Default Swaps:
 - What actually happens amongst CDS market participants when a corporate bond defaults?
 - Case studies on:
 - Their use to hedge risk
 - Their role in some recent market events
- How can you help your clients understand the impact of derivatives market investments by firms they invest in?

LEARNING OBJECTIVES:

- Gain an understanding of the role of derivative contracts in controlling risk.
- Recognize the costs and benefits of the use of derivatives by firms in which clients invest.
- Become informed about the future of regulation in the global marketplace for derivatives.

FINDING NEW GROWTH OPPORTUNITIES

Jim Austin

President

JH Austin Associates, Inc.

In the bestselling book, *In Search of Excellence: Lessons from America's Best Run Companies* (Peters), 43 "best-in-class" companies were profiled some 35 years ago. Of the 32 public-traded entities, only eight subsequently surpassed the growth rates of their peer group while six disappeared in the intervening years—and these were the "best-run" companies! In the decade after *Built to Last* (Collins) was published, 8 of the profiled 18 companies were in trouble, growing slower than their peer group. As Steve Lohr writes in an article on Microsoft, "One of the evolutionary laws of business is that success breeds failure; the tactics and habits of earlier triumphs so often leave companies—even the biggest, most profitable and most admired companies—unable to adapt." Clearly, sustained competitive advantage, Michael Porter's definition of "strategy", is difficult to attain. In this highly interactive seminar, Mr. Austin will outline key frameworks for identifying innovative, new avenues for growth.

LEARNING OBJECTIVES:

- Understand the difference between "inside-out" vs. "outside-in" thinking and what it means to be "customer-centric".
- Develop a deeper, customer-centric view of the industry and growth opportunities.
- Identify obstacles to strategic growth and approaches for overcoming.

GAMIFICATION

(Also offered Monday 2:50pm)

Ethan Mollick

Edward B. and Shirley R. Shils Assistant Professor of Management
The Wharton School

Many organizations have begun to use games to revolutionize the way they interact with customers and employees, becoming more competitive and more profitable as a result, a process sometimes called gamification. Startups are turning financial management into a game, motivating behavior changes among consumers. Microsoft has used games to painlessly and cost-effectively quadruple voluntary employee participation in important tasks. Amateurs playing a game about protein synthesis figured out the structure of a strain of AIDS virus in three weeks, a task that had eluded scientists for fifteen years. A recruiting game developed by the U.S. Army, for just 0.25% of the Army's total advertising budget, has had more impact on new recruits than all other forms of Army advertising combined. And Google is using video games to turn its visitors into a giant, voluntary labor force— encouraging them to manually label the millions of images found on the Web that Google's computers cannot identify on their own. In this session, we will discuss how leading-edge organizations are using video games to reach new customers more cost-effectively; to build brands; to recruit, develop, and retain great employees; to drive more effective experimentation and innovation; to supercharge productivity... in short, making it fun to do business.

LEARNING OBJECTIVES:

- Understand the types of games available to reach customers and employees.
- Be able to apply games and game techniques to your business
- Harness the power of games to motivate, innovate, market and trade.

NEGOTIATION

Maurice Schweitzer

Professor of Operations and Information Management
The Wharton School

This session explores the basic mechanics of negotiation. We will learn how to prepare for a negotiation, when and how to make the first offer, how to make concessions, and how to make sure your counterpart walks away from the table satisfied with the deal.

LEARNING OBJECTIVES:

- How to prepare for a negotiation.
- When and how to make the first move.
- How to influence your counterpart's satisfaction.

THE OUTTHINKER PROCESS

(Also offered Monday at 2:50pm)

Kaihan Krippendorff

Founder
Outthinker LLC

Accelerating technological change, digitization, globalization, and growing complexity are pushing traditional strategic planning approaches past their limits. Nowhere is this more critical than in financial services which is facing historic disruptions from the rise of distributed-ledger and big data to automation and crowd-funding, all within the context of significant regulatory uncertainty. In this program, you will learn how to apply a more agile, innovative strategic process to engage your team and unlock hidden growth opportunities.

LEARNING OBJECTIVES:

- Learn a five-step process to drive more innovative strategic thinking.
- Understand the emerging strategies adopted by companies thriving in today's agile, digital, purpose-driven environment.
- Produce several concrete strategies to grow your business, team, or unit.

THE POWER OF A BRAND

Keith Niedermeier, Ph.D.

Director of the Undergraduate Marketing Program and an Adjunct Assistant Professor of Marketing
The Wharton School

Ideal for: Sales and sales management professionals, financial advisors, and wealth managers seeking to strengthen personal and corporate brand to gain more customers.

This session focuses on establishing brand and reputational awareness, creating a differentiated value proposition, and understanding brand positioning. We will also touch on client psychology and segmentation. The goal is to understand and analyze brand as a key element needed to build an actionable marketing plan for you and your team.

LEARNING OBJECTIVES:

- Take control of your brand
- Understand the needs of your customers
- Market you and your team in the best possible way

10:35 a.m. – 4:20 p.m.*

*ELECTIVES IN THIS TIME FRAME SPAN BOTH THE MORNING AND THE AFTERNOON

ATTENDANCE IS REQUIRED FOR BOTH PART 1 & PART 2.

CHANGING THE GLOBAL ENVIRONMENT & BUSINESS MODELS

Mauro Guillen

Director of the Joseph H. Lauder Institute
The University of Pennsylvania

This 3-hour session on the Changing Global Environment & Business Models offers an analysis of major global turning points and future scenarios with an emphasis on actionable issues by business. This is not about projecting past trends into the future, but an analysis of the major global turning points, namely, the game-changing events and trends that are transforming the business world beyond recognition. Emerging economies now represent half of the global economy, and their companies are taking over major industries, even in high-technology fields. For the first time in human history, more people live in cities than in the countryside, and greater numbers suffer from obesity than from hunger. There are more failed states in the world than countries ruled by dictators. Income inequality is rising while poverty is on the decline. Food and water shortages will likely become humankind's most important challenges. During the next few decades, India will be the biggest country in terms of population, China the largest in output, and the United

States the richest among the major economies on a per capita income basis. The world is replete with uncertainty and complexity, and we do not seem to have in place the economic, political and geopolitical institutions to cope with it all. These challenges are not just threats; they also hide important opportunities for business. The session will be run in an interactive way, asking participants to react to the major global turning points, and to propose business solutions.

LEARNING OBJECTIVES:

- Identify and quantify the most important demographic, geopolitical, and economic trends affecting financial markets.
- Examine the implications for different types of financial services.
- Develop initial future scenarios for financial services.

LEADING WITH EMOTIONAL INTELLIGENCE

Sigal Barsade, Ph.D.

Joseph Frank Bernstein Professor
Professor of Management
The Wharton School

Emotional intelligence is the ability to a) use your emotions to help you think more intelligently and b) be intelligent about your emotions. It is a critical management skill for successful interpersonal relations and productivity at work. This session will help participants understand the important role emotions can play in the work environment, their personal levels of emotional intelligence, and steps to improve emotional intelligence skills in themselves or those they work with. The session begins before participants arrive at Wharton through taking an on-line emotional intelligence test prior to the session (this is not a self report or 360 test, rather, similar to an IQ test, this emotional intelligence (EI) ability test provides an opportunity participants to evaluate their EI ability). During the class session each participant receives an individualized report with his or her personal EI feedback. This report gives participants information about their EI strengths and areas of opportunity, as well as helping participants become even more involved in the session itself. This class will require pre-work to be completed prior to the participants' arrival.

LEARNING OBJECTIVES:

- Accurately perceiving emotions in yourself and others - For example, recognizing that something you have done has hurt or upset a co-worker rather than being surprised when they confront you with it.
- Internally accessing and generating emotions so as to assist thought - For example, knowing how your moods can influence your business decisions and how emotional contagion can change your team's performance.

- Understanding the complexity of different emotions and how emotions can predictably turn into other emotions. - For example, recognizing that a colleague who has made a mistake is embarrassed about it and may lash out rather than admit his or her error.
- Regulating your own emotions and those of others so as to promote emotional and intellectual growth. - For example, knowing why people can “lose control” and how an important component of leadership is based on emotions and helping to reach the emotions of those who work for you.

MASTERING STRESS, RESILIENCE AND CHANGE

Andrew Bernstein
President & CEO
 Resilience Academy

What if your entire understanding of how stress works is wrong?

In this eye-opening interactive session, you'll see how stress research pioneers made a fundamental error when formulating the stress concept, and why this has had disastrous consequences on the way we live and work today.

Then you'll learn the truth about where stress really comes from, and discover a powerful approach to taking apart personal and professional challenges faster, without jargon, stigma, or “touchy-feeliness.” This process has been beloved by thousands of skeptical, Type A financial services leaders because it's smart, it's simple, and it works.

LEARNING OBJECTIVES:

- Understand how stress really works, and why we've misunderstood it for so long.
- See why stress management techniques like breathing, exercise, and meditation tend to produce only temporary results.
- Discover why there's no such thing as a stressor.
- Learn a flexible 7-step framework for transforming challenges faster so you can maintain a high-performance mindset in the face of change.

Attendees will also receive a special three month All-Access pass to the Resilience Academy — a unique online platform that helps you continue to build your resilience skills privately and conveniently once you return to daily life — as well as a paperback copy of The Myth of Stress to take home.

STRATEGIC PERSUASION: ART OF WOO

(Also offered on Wednesday)

Mario Moussa
Adjunct Senior Fellow
 The Wharton School

This workshop will help strengthen your influence and persuasion skills -- skills you need to win support for important initiatives, achieve organizational alignment, and implement strategies. Through a series of interactive discussions and role-plays, you will answer four key questions: What are the steps that led to buy-in? What is your communication style and how do you use to engage stakeholders? How do you make your ideas simple and compelling? How do you generate lasting commitment? The workshop content is drawn from the book *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas* (Portfolio/Penguin), co-authored by G. Richard Shell and Mario Moussa. This class will require pre-work to be completed prior to the participants' arrival.

LEARNING OBJECTIVES:

- Learn about the six channels of influence and how to use them effectively.
- Optimize each message so it appeals directly to your counterpart's style and interests.
- Measure your progress on real problems you bring to the program and see immediate results.
- Map the political landscape of your organization to see where the landmines are buried and where your allies can help you.
- Experience enhanced self-awareness, including emotional intelligence.
- Enhance the ability to assemble winning coalitions.

Participants will be asked to complete a survey and to read a chapter of “The Art of Woo” prior to attending this session.

2:50 p.m. – 4:20 p.m.

CONSUMER FACING TRENDS IN FINANCE

Kartik Hosanagar

Associate Professor of Internet Commerce
The Wharton School
Co-founder
Yodle Inc

The pace of technology innovation is changing the way financial products are conceived, delivered, and analyzed. This session will review how consumers use Internet tools to make financial decisions or execute transactions, social trends to make financial decisions and redefining how financial advice and products are delivered through personalization of service. The session will then focus on two specific sectors, payment technologies and automated investment management to highlight these trends and how they are reshaping industries.

DISRUPT BY DESIGN: BECOMING A BETTER INNOVATOR

Andrew Pek

Senior Partner
Korn Ferry Company
Adjunct Professor
Cornell University-Johnson Business School

Disrupt by Design is an energetic exploration of the core capabilities and conditions that leaders cultivate to make innovative behavior a habit. The method is hands-on, fun, enriching, and mind-expanding, but most importantly, it's a structured process for helping leaders create a culture of innovation.

We live in a complex world with many business, technological and customer challenges that are calling for an innovative response. None of these challenges lend themselves to easy or quick solutions. **Disrupt by Design** is an approach to transformation that considers the relationship between customer journeys, the use of technology and collective organizational intelligence combined to achieve breakthrough innovations.

Disrupt by Design is a simple and scalable approach that will help breakthroughs become more frequent, ideas be more impactful and commercial success more likely. When leaders take a strategic pause and immerse themselves, for instance, in the experience a customer may have with their company's products, the leader(s) are more apt to identify unmet needs and generate opportunities for innovation.

LEARNING OBJECTIVES:

- How to draw inspiration and fresh insights from the world around you using design thinking and agile methods.
- How to make the most of your physical surroundings and develop an environment that will get the creative juices flowing.
- How to visual, prototype and bring ideas to life rapidly.
- How to shape, build and sustain a culture of innovation.
- How to think and act like an innovator.

ESTABLISHING COMPETITIVE ADVANTAGE THROUGH CUSTOMER CENTRICITY

Peter Fader

Frances and Pei-Yuan Chia Professor of Marketing
The Wharton School

More companies – both large and small – are talking about customer centricity as a new management framework that allows them to build stronger (and more profitable) relationships with customers by better understanding their behaviors and anticipating their needs. But firms have different perspectives about what customer centricity really means, and how to best to implement it. Professor Fader will clarify this important concept and convey what executives really need to know about this emerging strategic perspective. He will provide a brief overview of the traditional product-centric approach and some of the evolving concerns arising from it. He will then focus on the nature of customer centricity (e.g., how do a local coffee shop and Starbucks compare to each other?), the key factors in implementing it successfully and how it can help transform a company and drive profitable growth.

LEARNING OBJECTIVES:

- Recognizing the nature (and limits) of product centricity in today's business environment.
- Crafting a clear definition for (and genuine appreciation/understanding of) customer centricity (CC). Using a variety of real-world examples to bring it to life.
- Creating awareness of the operational issues that arise from a move towards CC, including performance metrics, incentive structures, organizational design, and IT needs (among others).

EXECUTION AND DRIVING CHANGE

Jim Austin

President

JH Austin Associates, Inc.

High performance requires effective *execution* and, for many organizations, *change management*. Unfortunately, major change efforts have a dismal track record. In multiple studies, highlighting the experiences of hundreds of companies initiating large-scale changes, the overwhelming results are poor. For example:

- John Kotter's seminal research in the field of change management half a century ago revealed that only 30% of change programs succeed.
- A 2008 global IBM study of major change initiatives found that only 41% fully met their objectives, while 44% missed their budget, time, or quality goals, and 15% were seen as total failures.
- In 2013, a report that aggregated over 6,000 senior executive surveys revealed that 70% of change efforts fail to achieve their target impact.

As the Harvard Business Review's editor articulated so well in discussing why so many transformation efforts fail:

"...no business survives over the long term if it can't reinvent itself. But human nature being what it is, fundamental change is often resisted mightily by the people it most affects: those in the trenches of the business. Thus, leading change is both absolutely essential and incredibly difficult" (Kotter 2007).

What can be done?

This seminar outlines a three-step process for execution, interspersed with frameworks for driving change. As Wharton Professor Kathy Pearson argues, successful change and execution depends on:

1. Senior leadership really believe in the change...in their gut
2. They translate the need into readily understandable stories, images
3. Leaders "walk the talk"
4. New behaviors are celebrated and rewarded.

This seminar explores the reasons behind implementation failure and proposes a series of positive actions that can be taken to optimize the likelihood of success.

GAMIFICATION

(Also offered Monday 10:35am)

Ethan Mollick

Edward B. and Shirley R. Shils Assistant Professor of Management

The Wharton School

Many organizations have begun to use games to revolutionize the way they interact with customers and employees, becoming more competitive and more profitable as a result, a process sometimes called gamification. Startups are turning financial management into a game, motivating behavior changes among consumers. Microsoft has used games to painlessly and cost-effectively quadruple voluntary employee participation in important tasks. Amateurs playing a game about protein synthesis figured out the structure of a strain of AIDS virus in three weeks, a task that had eluded scientists for fifteen years. A recruiting game developed by the U.S. Army, for just 0.25% of the Army's total advertising budget, has had more impact on new recruits than all other forms of Army advertising combined. And Google is using video games to turn its visitors into a giant, voluntary labor force— encouraging them to manually label the millions of images found on the Web that Google's computers cannot identify on their own. In this session, we will discuss how leading-edge organizations are using video games to reach new customers more cost-effectively; to build brands; to recruit, develop, and retain great employees; to drive more effective experimentation and innovation; to supercharge productivity... in short, making it fun to do business.

LEARNING OBJECTIVES:

- Understand the types of games available to reach customers and employees.
- Be able to apply games and game techniques to your business.
- Harness the power of games to motivate, innovate, market and trade.

LEADERSHIP PRESENCE

Quinn Bauriedel

Speaker, *Pig Iron Theater Company*
The Wharton School

True presence is a highly-sought after and crucially important skill for the modern executive. Successful leaders in every field have that rare combination of confidence, charisma, self-awareness and inspiration. Easily seen and difficult to describe, stage presence or leadership presence is an attribute that we all feel is something which would make us better leaders. It is the ability to authentically connect with and engage audiences. Presence is a skill that we need in one-on-one encounters as well as when presenting to 1000 people. True presence allows us to read the room and to lift audiences away from the many distractions that are a part of everyday life in order to inspire, persuade and build momentum toward a strong vision. It brings people from the ordinary into the extraordinary. While some might argue that presence is an innate quality, this workshop will prove otherwise as we demystify the building blocks of presence and train ourselves to strengthen our own engagement with audiences. By learning to be more “present,” participants will understand how to be more motivational as a leader, more convincing as a negotiator and more open and honest as a team member. This workshop develops a practical toolkit for leaders to continue working on their presence and their ability to communicate their vision and their story long after the workshop has ended.

LEARNING OBJECTIVES:

- To strengthen one’s own Leadership Presence and ability to motivate and inspire others.
- To develop an authentic presentation style.
- To recognize and overcome individual habits when connecting and engaging with audiences.

MERGERS AND ACQUISITIONS

Emilie Feldman

Associate Professor of Management
The Wharton School

Conventional wisdom has it that two-thirds of mergers and acquisitions (M&A) fail, but this need not be the case! This session considers best practices in the successful implementation of mergers and acquisitions. After an overview of the current M&A market and a discussion of its expected future trends, participants will develop a detailed framework to understand the strategic and financial drivers of M&A. We will then turn to an in-depth discussion of post-merger integration, with a particular focus on the tradeoffs and interdependencies that firms often encounter when implementing M&A, as well as the role of M&A experience and its relationship to firm performance. Emphasis is placed on the idea that M&A is a holistic process that encompasses both strategic and financial considerations and that spans the entire period of time from initiation all the way through to implementation.

THE OUTTHINKER PROCESS

(Also offered Monday at 10:35am)

Kaihan Krippendorff

Founder
Outthinker LLC

Ideal for: General Audience

Accelerating technological change, digitization, globalization, and growing complexity are pushing traditional strategic planning approaches past their limits. Nowhere is this more critical than in financial services which is facing historic disruptions from the rise of distributed-ledger and big data to automation and crowd-funding, all within the context of significant regulatory uncertainty. In this program, you will learn how to apply a more agile, innovative strategic process to engage your team and unlock hidden growth opportunities.

LEARNING OBJECTIVES:

- Learn a five-step process to drive more innovative strategic thinking.
- Understand the emerging strategies adopted by companies thriving in today’s agile, digital, purpose-driven environment.
- Produce several concrete strategies to grow your business, team, or unit.

PLAYING TO YOUR STRENGTHS

Anne Greenhalgh

Deputy Director

Anne and John McNulty Leadership Program

Adjunct Professor of Management

The Wharton School

Ideal for: General Audience

Your reputation precedes you. How do others see you at work? Are you perceived as cool, calm, and collected? Emotionally expressive? Competitive? A team player? Sociable? Independent? A people person? Task-focused? Conscientious? Willing to take a risk? Imaginative? Practical? Do you seem to prefer formal education or hands-on learning? How do these perceptions about you play out when you face an issue, problem, or adversity at work? What consequences do they have for better or worse? Complete the Hogan Personality Inventory as pre-work, and this session will give you the opportunity to see yourself as others see you, reflect on your strengths, and consider how to make the most of strengths and downplay liabilities.

LEARNING OBJECTIVES:

- See yourself as others see you.
- Reflect on the assets of your personality and recognize the liabilities.
- Learn how to make the most of strengths so that weaknesses pale by comparison.

TALENT MANAGEMENT

Matthew Bidwell

Associate Professor of Management

The Wharton School

The effectiveness of any organization depends on its ability to have the right people in the right jobs at the right time, equipped with the right skills. Some organizations have been much better at doing this than others. This session examines some of the practices and behaviors necessary to develop high performing talent within a firm. We discuss the case of GE, an organization that is renowned above almost any other for the ability to develop excellent leaders. We also focus on how participants' existing employers compare to GE, and some of the most important barriers to developing effective talent development practices.

LEARNING OBJECTIVES:

- Learn some of the practices involved in high investment talent management systems, and what it takes to make them successful.
- Build appreciation of major barriers to effective talent management within organizations and how they can be overcome.
- Explore tradeoffs between developing talent internally versus hiring from outside.

WEDNESDAY ELECTIVES

ADVANCED SIGN-UP REQUIRED.

*ALL YEARS (UNLESS OTHERWISE NOTED)

WEDNESDAY, MARCH 8, 2017

1:40 p.m. – 3:10 p.m.

BLUE OCEAN STRATEGY WORKSHOP

(Also offered Monday at 10:35am and Wednesday 3:30pm)

*Year 3 Students Only

Roch Parayre, Ph.D.

Partner, Leadership Consulting
Heidrick & Struggles
Teaching Fellow
The Wharton School

Ideal for: **Decision makers or others who develop or implement strategic** decisions.

In today's economic climate, most organizations compete in red oceans, stained by the blood of competition. We fight for market share, try to maintain prices, and execute more efficiently than others. Blue Ocean Strategy suggests an alternative. It urges us to explore how we can make our value offering so distinctive that we find the blue waters of new, uncontested market space... and make the competition irrelevant. It offers a systematic approach to creating that new market space. In this workshop, we will introduce the Blue Ocean methodology, and teams will work to map a creative, visual exploration of new market opportunities against current industry realities. Tools covered will include the Pioneer-Migrator-Settler Map, The Strategy Canvas, The Buyer Experience Cycle, and The Six Paths for Exploring new market space.

LEARNING OBJECTIVES:

- Understand the Blue Ocean Strategy framework, and the core tools associated with it.
- Develop a deeper customer-centric view of the industry and its offerings.
- Identify obstacles to strategic innovation.

CENTRAL BANKING IN A GLOBAL CONTEXT

CFP PENDING

Peter Conti-Brown

Assistant Professor, Department of Legal Studies and Business Ethics
The Wharton School

Central banks have come to be regarded as the “only game in town” for economic policy-making. But what are these curious institutions, where did they come from, and where are they going? More especially, what does it mean when we say that a central bank is or is not “independent” from the rest of government? This session analyzes these and related issues by providing a brief history of central banking and focusing on the ways that central banks today and in the future will dominate the landscape for banks and investors the world over. The focus will be on the U.S. Federal Reserve System, the European Central Bank (and its predecessors), and the People's Bank of China.

COLLABORATION SKILLS DEVELOPMENT

(Also offered Wednesday at 3:30pm)

*PLEASE BE ADVISED THAT THIS IS SESSION IS HIGHLY INTERACTIVE AND PARTICIPANTS WILL BE ON THEIR FEET FOR A LARGE PORTION OF THE SESSION

Bobbi Block

Instructor

Ideal for: General Audience

In this experiential session, participants will discover techniques to improve their collaborative relationships. The session explores practical, applicable skills for increasing the ability to effectively communicate with others — to hear and be heard. The atmosphere of the session is lighthearted and fun, utilizing activities developed from traditional and non-traditional training methodology, including exercises based in improvisational theater training. No one is singled out — all exercises are performed in large or small groups. The facilitator creates a comfortable atmosphere in which all participants are supported and encouraged. Every exercise has a specific objective and will be debriefed to maximize its application to the participants' business-place needs.

LEARNING OBJECTIVES:

- Increase effectiveness in workplace collaboration by recognizing one's strengths and challenges.
- Recognize and capitalize on a group's similarities and differences.
- Increase awareness of one's ability to be “present,” focused and energized while working with others.
- Explore listening skills.

- Practice letting go of one's agenda and building upon others' ideas.
- Explore the concept of 'true collaboration' in equal partnership toward reaching a goal.
- Explore the concepts of 'Perception trumps Intention' and 'Emotional Congruency builds Trust'.
- Explore the benefits of risk-taking and recovery from mistakes.
- Collaboratively innovate.
- Increase confidence in spontaneous behavior.

DECISION TRAPS

Jim Austin

President

JH Austin Associates, Inc.

At the core of any organization's performance are the decisions that leaders make...those financial, strategic, human resource, marketing and leadership decisions that in the end determine an organization's performance. Thus, to understand how to improve decision-making is a truly fundamental issue. In this session, we will discuss a range of decision "traps" commonly observed in decision makers. These biases are widespread because they are in part derived from how the human brain operates. Drawing on the findings of recent research, this session will expose participants to decision biases through short exercises and offer ways to alleviate them. Decision traps we will cover include framing effects, confirmation bias, group-think and attribution biases. After this session, participants will have a better understanding of the many ways in which individual decision-making can go astray, how to spot these biases within one's organization, and approaches to offset them.

DIVERSIFICATION OR DE-WORSE-IFICATION?

Bryan Piskorowski

Managing Director, Director of Markets & Product Strategy

Wells Fargo Advisors, LLC

Modern Portfolio Theory and the case it makes for diversification have long been foundations for investing. However, since the financial crisis, disparate asset class performances have brought investors to question the benefits of asset allocation. This session will break down the performance drivers in the current market cycle and lay out the global growth story, making the case for continued asset diversification. It will examine the issues currently facing globally allocated portfolios and survey several strategies and techniques investors can use to mitigate these problems. Topics will include strategic versus tactical allocation, active versus passive investing, and the power of rebalancing, among others. The goal of this elective is to give the participant a broader and deeper understanding of the forces affecting asset allocation portfolios in the 21st century and to make the case that diversification still works—that it's not "different this time".

LEARNING OBJECTIVES:

- The basics of asset allocation
- The differences between strategic and tactical asset allocation
- The drivers of portfolio performance
- Active versus passive investing
- The impact of rebalancing portfolios

EMERGING MARKETS

CFP PENDING

Candice Tse

Vice President, Strategic Advisory Solutions
Goldman Sachs Asset Management

This session will focus on our latest market and economic perspectives on the Emerging Markets. Despite the strong performance of emerging market assets since 2016Q, investors wonder if now is the right time to start considering the Emerging Markets again.

Against the backdrop of excessive valuations, economic pressures from imbalances, slowing growth, and high investor expectations, Emerging Markets have underperformed developed markets from 2011 until the beginning of 2016. Progress on these fronts have created attractive opportunities across Emerging Markets in both equity and debt. Despite potential policy shocks from the incoming US administration, conditions supporting emerging market assets over the past year remain in place. In our view, Emerging Markets remain a key driver of global growth over the longer term. Although, there will be more differentiation at the country, sector, and, stock level, we continue to believe that exposure to the Emerging Markets across assets should be a critical part of investors' strategic long term asset allocation.

LEARNING OBJECTIVES:

- Explore the current state of the Emerging Markets and the implications from US political risks, China, and movement in core rates.
- Understand what has driven the sell-off in Emerging Markets over the last few years and what may fuel growth going forward.
- See where strengths and weaknesses exist within various Emerging Markets.

FUTURE OF BUSINESS

John Spence

Managing Partner
John Spence, LLC

This program addresses the major innovations that will impact not just the business world but the entire world in the next decade. These are not “what if” ideas, but trends, user technologies and innovations that exist today that will grow exponentially over the next decade, fundamentally changing the face of business and the human race. John learned this information from an advanced seminar he attended with more than a dozen of the world's top thought leaders who are driving this change. Some of the topics include:

- Computer deep learning
- Artificial intelligence
- The Internet of things
- Robotics
- Virtual reality
- Augmented reality
- Genetic decoding and recoding
- Synthetic medicine

The information delivered will greatly challenge the audience to examine their businesses today on how they will have to be positioned in the coming years. If the group is small enough John can assign a workshop where they discuss these major innovations and how they will impact their business. John can also add information on the future of leadership, the future of strategy or how to effectively manage Millennials and Gen Z employees.

FUNDAMENTALS OF SECURITIES OPERATIONS

CFP ELIGIBLE

Thomas Gooley
Managing Director
LPL Financial

Ideal for: Non-operations professionals in the securities industry.

This course provides a broad perspective of brokerage operations covering Global Markets across a range of products, functions and services. Topics will include the life cycle of securities transactions from execution through clearance/settlement and custody, as well as critical client service and operations risk management functions. Operations will be discussed from both a macro industry perspective and the inner workings of individual broker/dealers.

LEARNING OBJECTIVES:

- Develop a basic understanding of brokerage operations.
- Describe the life cycle of a standard trade in Fixed Income and Equities.
- Understand how regulations impact the brokerage industry.

THE GLOBAL ECONOMY IN THE ERA OF TRUMP: DRIFT OR MASTERY?

CFP ELIGIBLE

Paul Tiffany, Ph.D.
Senior Lecturer, Haas School of Business
University of California, Berkeley

The US elections of 2016 have created a potentially massive shift in American policy, both domestic and global. The new President has staked out positions radically different from those of the post-World War II “Washington Consensus,” and as such has created uncertainties for political and economic decision-makers worldwide. However, has President Trump created this situation—or is he the logical outcome of a shifting global reality in which the old verities no longer hold? This session will explore recent upheavals in the world economy that have led to the current challenge, focusing on the major geographic regions and their issues and problems. We will conclude with a consideration of potential outcomes for the years ahead, and what implications they hold for both US firms as well as its citizens. Participant discussion will be strongly encouraged.

LEARNING OBJECTIVES:

- To inform participants of the broader economic and political global trends of the recent past and how these may affect the direction of the American economy in the 21st Century going forward.
- To attempt to put the current political situation in America into a framework that can provide insight to potential economic shifts in the world economy.
- To stimulate participant thinking about how the changing global political-economic environment will affect economic progress in the United States in the coming decades.

INDIVIDUAL THINKING STYLES: HOW THEY INFLUENCE OTHERS

(Also offered Wednesday 3:30pm)

*YEAR 1 STUDENTS ONLY

Anthony Palombit, Ph.D.
Executive Coach and Consultant

The Herrmann Brain Dominance Instrument (HBDI™) is a 120-question diagnostic survey, the answers to which indicate an individual’s thinking style preferences. Our minds have preferred modes of operating that impact how we see the world, how we interpret what we see, and how we communicate with others who are also operating from their own preferred modes of thinking and speaking. Thinking preferences influence communication, decision-making, problem solving, and management styles. By understanding their thinking style preferences, participants will gain a new perspective of themselves and the people with whom they interact each day. In this HBDI session, a series of interactive exercises is used to get participants comfortable with the model, conversant about each of the 4 styles, and aware of the dangers of over-simplifying the process. This session offers a wide range of exercises and will choose a combination of exercises specific to each group’s needs. Participants will also explore when thinking styles are problematic. Through development of self-inventory, participants will learn about their own hot buttons and the hot buttons of others and develop strategies for addressing these situations in a constructive manner. This course will require a 120-question survey to be completed prior to the participants’ arrival.

LEARNING OBJECTIVES:

- Realize increased self awareness by identifying their preferred thinking styles and the thinking styles of others.
- Recognize when their thinking styles are problematic and how to put corrective strategies in place to get back on course.

LEADING HIGH-PERFORMING TEAMS**Todd Henshaw**

Senior Fellow, Center for Leadership Change Management
The Wharton School

Participants will learn how to conduct an effective After Action Review and will participate in the “Crossing the River” exercise, a practical application of leadership, innovation and strategy in a challenging team environment. Participants will learn a cutting-edge technique called the “After Action Review.” The After Action Review (AAR) is used by many organizations, including the U.S Army, Navy Seals, Police and Fire Departments, surgical and trauma teams, and more recently, corporations to create a learning culture and focus on continuous improvement and sharing best practices across teams and organizations. Leaders can leverage the AAR to implement and reinforce change efforts, improve process execution, shape culture and influence employees to learn from past performance.

LEARNING OBJECTIVES:

- Participants learn and practice a method to enhance a team’s capacity to perform, learn and adapt to change through a collaborative learning process emphasizing collective accountability.
- Participants engage in an experience requiring team strategy development and execution
- Participants learn the After Action Review Process, and the importance of balancing learning and performance culture
- Participants are able to better understand innovation leadership and adaptive leadership through participation in the exercise and “debrief”
- Teams participate in multiple iterations of the simulation, using the After Action Review as a means to discuss and improve team performance

Participants learn how to develop a collaborative, open, candid, innovative team- learning environment

MAKING TEAMS WORK**Anne Greenhalgh**

Deputy Director
Anne and John McNulty Leadership Program
Adjunct Professor of Management
The Wharton School

Ideal for: General Audience

Have you ever been on a group project in which everyone worked hard but no one got along? How about a group in which everyone got along but no one worked hard? How do you turn a group into a team with positive group dynamics and high productivity? This session will help you identify the key factors that can help turn a group into a team. In addition, by participating in a survival simulation, you create a live “case study” and opportunity to reflect on the ways in which you typically contribute to and participate in group work. By the end of the session, you will have a better understanding of how you work in a group and make a group work.

LEARNING OBJECTIVES:

- Understand the key differences between groups and teams.
- Reflect on ways individuals participate in and contribute to groups.
- Practice working in a group and making a group work.

MARKET STRUCTURE**CFP ELIGIBLE****Larry Leibowitz**

CEO
Incapture Technologies

TR Lazo

Managing Director & Associate General Counsel
SIFMA

Ideal for: General Audience

There is currently considerable debate about market structure reform and both the industry and the regulators are weighing in. This session will focus on how and why we arrived at this current market structure and explore why reforms are being discussed and how this all connects to increasing investor confidence. The session will provide background on how the market structure evolved to what it is today and perhaps more importantly, why it evolved that way, what were the intentions of the legislation and rule making that shaped it and what were some important unintended consequences.

LEARNING OBJECTIVES:

- Explore the symptoms of the current market structure that are occurring and that have led to market structure reform now becoming so topical.
- Identify what are the problems the regulators and industry are trying to solve or should be trying to solve.
- Discuss the real benefits of the current market structure and the potential drawbacks, all through the lens of regaining trust and confidence of the public in the markets and the industry.

MASTERING DIVERSITY AND DISCRIMINATION**Andy Bernstein**

President & CEO
Resilience Academy

Diversity issues show up all around us — in our organizations, on the news, in our personal lives. How do we understand the ongoing challenges of diversity and discrimination in a way that is sensitive, intelligent, and can help us move closer to real solutions?

In this session, we're going to look harder at the nature of discrimination and see that, contrary to popular belief, diversity conflicts don't come from race, age, gender, culture, sexuality, or health status directly. Unless we learn as an organization and as a society to address the underlying beliefs that produce diversity challenges, change will tend to be superficial.

What does it look and feel like to drive change by focusing on underlying beliefs? Participants will experience this firsthand using a new process called ActivInsight that can address even the most divisive beliefs. This leads to an eye-opening conversation about radical accountability and insight as key components of change. Participants will walk away with a completely different understanding of how discrimination works, and an intelligent and effective new toolkit to resolve it at its source.

Attendees will receive a special three month All-Access pass to the Resilience Academy — a unique online platform that helps you continue to transform discrimination challenges privately and conveniently once you return to daily life — as well as a paperback copy of The Myth of Stress to take home.

STRATEGIC AGILITY**Kathy Pearson, PhD**

Adjust Senior Fellow, Leonard Davis Institute of Health Economics
The Wharton School

Today's business environment is no longer described as having an "ebb and flow", but rather a permanent "whitewater" condition. This increased speed of change has caused a movement from discrete-event strategic planning to more dynamic planning – the quarterly strategy "refresh", for example. However, many organizations struggle with the ability to stay nimble to respond to rapid market changes because of a variety of factors. This session explores the common barriers to agility, discusses ways to create a culture of productive paranoia, and describes three concrete actions in achieving strategic agility.

LEARNING OBJECTIVES:

- Understand the importance of establishing concrete strategic decision rights.
- Describe the characteristics of a culture of "productive paranoia".
- Identify key future trends and uncertainties for the organization.

TOTAL LEADERSHIP**Stewart D. Friedman**

Practice Professor of Management
Director, Work/Life Integration Project
The Wharton School

Ideal for: General Audience

Leadership isn't just about business, it's about life. Today's business environment demands that leaders at all levels find better ways to align their vision, values, and everyday actions to perform well not only at work but also at home, in the community and society, and for the self -- that is, mind, body, and spirit. In this interactive session, participants acquire practical tools for improving performance as a leader in all parts of life.

LEARNING OBJECTIVES:

- Reframe the meaning of leadership by seeing it in the context of the whole person.
- Give and receive coaching on the alignment of your actions and values.
- Transform the way you allocate attention, skills, and resources to work, home, community, and self.
- Learn practical strategies for engaging others in producing sustainable change.

- Take a systems view of the performance expectations of key stakeholders in all life domains.
- Design experiments to pursue four-way wins®.

UNDERSTANDING CUSTOMER BEHAVIOR

Jonah Berger

Associate Professor of Marketing
The Wharton School

Ideal for: General Audience

To succeed, businesses have to understand their customers – from determining their wants and needs to delivering customer satisfaction and maintaining relationships. What drives their decisions? What motivates them to take (or not take) action? This presentation will discuss practical, science-based insights to better understand customer behavior, and how to use those insights to drive success. From avoiding decision quicksand to how people process information, I'll share tools to shape the choice context, increase influence, and drive customer growth.

LEARNING OBJECTIVES:

- Better understand their customers
- Overcome the paradox of choice
- Structure choice environments to help people make better choices

1:40 p.m. – 5:00 p.m.*

*ELECTIVES IN THIS TIME FRAME SPAN THE ENTIRE AFTER-NOON (BREAK FOR 20 MINUTES).

ATTENDANCE IS REQUIRED FOR BOTH PART 1 & PART 2.

STRATEGIC PERSUASION: ART OF WOO

(Also offered Monday)

Mario Moussa

Adjunct Senior Fellow
The Wharton School

This workshop will help strengthen your influence and persuasion skills -- skills you need to win support for important initiatives, achieve organizational alignment, and implement strategies. Through a series of interactive discussions and role-plays, you will answer four key questions: What are the steps that led to buy-in? What is your communication style and how do you use to engage stakeholders? How do you make your ideas simple and compelling? How do you generate lasting commitment? The workshop content is drawn from the book *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas* (Portfolio/Penguin), co-authored by G. Richard Shell and Mario Moussa. This class will require pre-work to be completed prior to the participants' arrival.

LEARNING OBJECTIVES:

- Learn about the six channels of influence and how to use them effectively.
- Optimize each message so it appeals directly to your counterpart's style and interests.
- Measure your progress on real problems you bring to the program and see immediate results.
- Map the political landscape of your organization to see where the landmines are buried and where your allies can help you.
- Experience enhanced self-awareness, including emotional intelligence.
- Enhance the ability to assemble winning coalitions.

Participants will be asked to complete a survey and to read a chapter of "The Art of Woo" prior to attending this session.

3:30 p.m. – 5:00 p.m.

BLUE OCEAN STRATEGY WORKSHOP

(Also offered Monday at 10:35am and Wednesday 1:40pm)

*YEAR 3 STUDENTS ONLY

Roch Parayre, Ph.D.

Partner, Leadership Consulting

Heidrick & Struggles

Teaching Fellow

The Wharton School

Ideal for: Decision makers or others who develop or implement strategic decisions.

In today's economic climate, most organizations compete in red oceans, stained by the blood of competition. We fight for market share, try to maintain prices, and execute more efficiently than others. Blue Ocean Strategy suggests an alternative. It urges us to explore how we can make our value offering so distinctive that we find the blue waters of new, uncontested market space... and make the competition irrelevant. It offers a systematic approach to creating that new market space. In this workshop, we will introduce the Blue Ocean methodology, and teams will work to map a creative, visual exploration of new market opportunities against current industry realities. Tools covered will include the Pioneer-Migrator-Settler Map, The Strategy Canvas, The Buyer Experience Cycle, and The Six Paths for Exploring new market space.

LEARNING OBJECTIVES:

- Understand the Blue Ocean Strategy framework, and the core tools associated with it.
- Develop a deeper customer-centric view of the industry and its offerings.
- Identify obstacles to strategic innovation.

CHINA: FUTURE PROSPECTS AND THEIR ECONOMIC IMPLICATIONS FOR THE U.S.

CFP ELIGIBLE

Paul Tiffany, Ph.D.

Senior Lecturer, Haas School of Business

University of California, Berkeley

Ideal for: Participants who want to improve their appreciation of and insights regarding the current political economy of the Peoples Republic of China, and the relationship between that nation's recent economic expansion and prospects for the future of the United States of America.

The rise of China since the 1990s has been the most significant economic event in the world in recent times. However, the 2016 election in the US has created great uncertainty about how we will respond as a nation in the coming years to China's political and economic evolution. This elective session will first briefly review the remarkable rise of the Chinese economy from the rise of Mao in the mid-20th Century into the current era of the early 21st Century. We will focus on the historical roots of that transformation, and how these have shaped the current attitudes and perspectives of the Chinese leadership towards economic priorities, growth, and relations with its off-shore business entities. We will then turn specific attention to the prospects for future political-economic relations between the PRC and the USA as the "American Century" winds down and an aggressive new President with a stated Chinese agenda takes the helm. Participants will be challenged to consider how the many benefits of "doing business with China" for American firms must be balanced against the ultimate ends and goals of that nation as they relate to the value proposition of the United States—which includes respect for democracy, free markets, and human rights-- and its own ambitions in the decades ahead.

LEARNING OBJECTIVES:

- Have a better understanding of the evolution of the contemporary Chinese economy and how that historical development has shaped the attitudes and perspectives of China's leadership toward business and investment activities within the country, and abroad.
- Increase their awareness of the opportunities and threats posed to US-based investors who choose to operate within the confines of the Chinese economy today.
- Better comprehend the looming challenge that China represents to the long-standing hegemony of the United States as the world's leading nation-- and what implications for America stem from the recent "rise of China."

COLLABORATION SKILLS DEVELOPMENT

(Also offered Wednesday at 1:40pm)

*PLEASE BE ADVISED THAT THIS IS SESSION IS HIGHLY INTERACTIVE AND PARTICIPANTS WILL BE ON THEIR FEET FOR A LARGE PORTION OF THE SESSION

Bobbi Block

Instructor

In this experiential session, participants will discover techniques to improve their collaborative relationships. The session explores practical, applicable skills for increasing the ability to effectively communicate with others — to hear and be heard. The atmosphere of the session is lighthearted and fun, utilizing activities developed from traditional and non-traditional training methodology, including exercises based in improvisational theater training. No one is singled out — all exercises are performed in large or small groups. The facilitator creates a comfortable atmosphere in which all participants are supported and encouraged. Every exercise has a specific objective and will be debriefed to maximize its application to the participants' business-place needs.

LEARNING OBJECTIVES:

- Increase effectiveness in workplace collaboration by recognizing one's strengths and challenges.
- Recognize and capitalize on a group's similarities and differences.
- Increase awareness of one's ability to be "present," focused and energized while working with others.
- Explore listening skills.
- Practice letting go of one's agenda and building upon others' ideas.
- Explore the concept of 'true collaboration' in equal partnership toward reaching a goal.
- Explore the concepts of 'Perception trumps Intention' and 'Emotional Congruency builds Trust'.
- Explore the benefits of risk-taking and recovery from mistakes.
- Collaboratively innovate.
- Increase confidence in spontaneous behavior.

COMMUNICATION STYLES

(Also offered Monday at 10:35am)

Anne Greenhalgh

Deputy Director

Anne and John McNulty Leadership Program

Adjunct Professor of Management

The Wharton School

Do you prefer to communicate directly, emphasize facts over feelings? Are you more animated in your delivery? Do you take your listener's feelings into account? Do you like to think first and then speak? Whatever your preference, what impact does your communication style have on others in the workplace whether one-on-one or in group meetings? How can you make the most of assets and downplay the liabilities of your communication style? Complete the HRDQ What's My Communication Style questionnaire as pre-work, and this session will help you identify your dominant communication style and give you the opportunity to see your style in action so that you can make the most of assets and downplay liabilities. By the end of the session, you will have a greater appreciation of the impact of communication style on interpersonal relationships and results.

LEARNING OBJECTIVES:

- Understand key dimensions of communication style
- Identify individual preferences
- Practice making the most of assets and downplaying liabilities

CULTIVATING COLLABORATIVE TEAMS

Yael C. Sivi

Managing Partner

Collaborative Coaching, LLC

Collaboration is voluntary – it cannot be mandated. While most of us aspire to be “collaborative” at work, many leaders and teams struggle to implement the right skills and practices that the unrestrained sharing of work, ideas, and inspiration. How many of us feel we are actively cultivating the kind of environment where new ideas – and new value – can be created freely? And how many of us experience work and leadership cultures that can truly leverage the differences and similarities present in their teams? In this class, we will explore conditions, skills, and attitudes necessary for successful collaboration. We will discuss the contributions each of us can make – as peer and as leader – to bring collaboration to life. Participants will discuss case studies, explore assumptions about organizational and leadership practices, and leave with concrete ideas to foster collaboration in their work contexts.

LEARNING OBJECTIVES:

- Understand critical elements that contribute to a collaborative team environment—including the awareness of what highly collaborative companies practice on a regular basis
- Identify where their own team culture is strong and in need of improvement with respect to collaborative behaviors
- Leave with a few critical ideas about how they could help their own teams to be more collaborative moving forward

ENHANCING YOUR REPUTATION BY BUILDING SOCIAL CAPITAL

Stewart D. Friedman

Practice Professor of Management

Director, Work/Life Integration Project

The Wharton School

Your reputation is based on whether or not people perceive you as trustworthy, and it is nearly impossible to things done in organizations unless people trust you. By engaging in a highly interactive exercise in this session you gain practical insights on the building of social capital. You participate in a marketplace of help-giving, which creates tangible value for you in real time while illustrating crucial concepts and tools for enhancing the strength of your personal and professional relationships in networks over time.

LEARNING OBJECTIVES:

- Understand social capital theory and how it works in the real world
- Apply the reciprocity principle to build your reputation for trustworthiness
- Increase social capital in any group of which you are a member

EXECUTION AND DRIVING CHANGE

(Also offered Monday at 2:50pm)

Jim Austin

President

JH Austin Associates, Inc.

High performance requires effective *execution* and, for many organizations, *change management*. Unfortunately, major change efforts have a dismal track record. In multiple studies, highlighting the experiences of hundreds of companies initiating large-scale changes, the overwhelming results are poor. For example:

- John Kotter’s seminal research in the field of change management half a century ago revealed that only 30% of change programs succeed.
- A 2008 global IBM study of major change initiatives found that only 41% fully met their objectives, while 44% missed their budget, time, or quality goals, and 15% were seen as total failures.
- In 2013, a report that aggregated over 6,000 senior executive surveys revealed that 70% of change efforts fail to achieve their target impact.

As the Harvard Business Review’s editor articulated so well in discussing why so many transformation efforts fail: “...no business survives over the long term if it can’t reinvent itself. But human nature being what it is, fundamental change is often resisted mightily by the people it most affects: those in the trenches of the business. Thus, leading change is both absolutely essential and incredibly difficult” (Kotter 2007).

What can be done?

This seminar outlines a three-step process for execution, interspersed with frameworks for driving change. As Wharton Professor Kathy Pearson argues, successful change and execution depends on:

1. Senior leadership really believe in the change...in their gut
2. They translate the need into readily understandable stories, images
3. Leaders “walk the talk”
4. New behaviors are celebrated and rewarded.

This seminar explores the reasons behind implementation failure and proposes a series of positive actions that can be taken to optimize the likelihood of success.

FACTOR BASED INVESTING

CFP PENDING

Christopher Geczy, Ph.D.

*Adjunct Professor of Finance
Academic Director, The Wharton Wealth Management Initiative
Academic Director, Jacobs Levy Equity Management Center for Quantitative Financial Research
Founder and CIO, Forefront Analytics, LLC
The Wharton School*

Ideal for: Advanced

Most financial professionals recognize that asset allocation, long a predicate of portfolio construction, dynamics, implementation, monitoring, and rebalancing, is a fundamental determinant of investment risk and return. However, many asset classes are highly correlated and respond to common sources of risk, return, correlation and other characteristics known as investment factors. Long understood as comprising the building blocks of investment performance in academia and the buy-side, factor-based investing is now becoming democratized and increasingly present and available in broader circles. This session will define factor-based investing, present evidence on the existence of factors in returns, and how factors, factor betas, and factor premia may be used to create portfolios and to assess investment performance. Covered will also be how factor-based investing relates to traditional active management, the “new” definitions of alpha and beta, implications for multi-asset class investing, the advent of smart-beta strategies as well as their implications for investing with alternatives.

LEARNING OBJECTIVES:

- Define factor based investing and how it relates to asset allocation
- Explain how factors relate to both active and passive investing strategies
- Explain how factor-based strategies relate to alpha, beta and so-called smart beta and alternative investments
- Describe several practical implementation methodologies for incorporating factor-based approaches into portfolios

THE FUTURE OF MONEY

CFP PENDING

Peter Conti-Brown

*Assistant Professor, Department of Legal Studies and Business Ethics
The Wharton School*

The 21st century has and will continue to see a revolution in the way we think about money. In this session, financial historian and legal scholar Peter Conti-Brown will provide an overview of what money is, where it comes from, and where it is going. He will focus on the costs associated with large-bill currency; what central banks make of Bitcoin and other kinds of decentralized, private currencies; how low (and even negative) interest rates interact with public demand for cash; and why blockchain technologies may fundamentally change the way we do global central banking. The session’s focus will be on the technology and politics of money, and will answer the surprisingly difficult questions of what is money, who decides, and why the near future may include a system without cash.

GENERATING CASH FLOW FOR RETIREMENT: CAVIAR OR CAT FOOD?

CFP ELIGIBLE

Bryan Piskorowski

*Managing Director, Director of Markets & Product Strategy
Wells Fargo Advisors, LLC*

In theory, retirement begins on the day an employee receives their last paycheck—that is also the day that they begin to looking at their investments differently. The paycheck is, in essence, an investment safety net and one that no longer exists for a retiree. Shifting demographics, elongated lifespans, increasing inflation expectations, the decline in pensions, and secular changes in the interest rate environment are just some of the issues forcing the financial services industry to redraw the playbook for retirement income. This session will explore the differences between the accumulation and distribution phases of the investing cycle. It will detail the history of retirement cash flow generation and introduce a new, more diversified approach using a wide array of investment solutions available in today’s marketplace. With more than \$2.5 trillion in self-managed 401k assets preparing for rollover in the next decade, professional advice has never been more needed. For many, particularly the underfunded, it could be the difference between eating caviar or cat food.

LEARNING OBJECTIVES:

- Differentiating strategies for asset accumulation versus distribution
- Equities—the difference between dividend producers and dividend growers
- Fixed income investing in a low interest rate environment
- Alternative income: Real Estate Investment Trusts (REITs), Master Limited Partnerships (MLPs) and Business Development Companies (BDCs)
- Impact of annuities on retirement cash flow and portfolio construction

INDIVIDUAL THINKING STYLES: HOW THEY INFLUENCE OTHERS

(Also offered Wednesday 3:30pm)

*YEAR 1 STUDENTS ONLY

Anthony Palombit, Ph.D.
Executive Coach and Consultant

The Herrmann Brain Dominance Instrument (HBDI™) is a 120-question diagnostic survey, the answers to which indicate an individual's thinking style preferences. Our minds have preferred modes of operating that impact how we see the world, how we interpret what we see, and how we communicate with others who are also operating from their own preferred modes of thinking and speaking. Thinking preferences influence communication, decision-making, problem solving, and management styles. By understanding their thinking style preferences, participants will gain a new perspective of themselves and the people with whom they interact each day. In this HBDI session, a series of interactive exercises is used to get participants comfortable with the model, conversant about each of the 4 styles, and aware of the dangers of over-simplifying the process. This session offers a wide range of exercises and will choose a combination of exercises specific to each group's needs. Participants will also explore when thinking styles are problematic. Through development of self-inventory, participants will learn about their own hot buttons and the hot buttons of others and develop strategies for addressing these situations in a constructive manner. This course will require a 120-question survey to be completed prior to the participants' arrival.

LEARNING OBJECTIVES:

- Realize increased self awareness by identifying their preferred thinking styles and the thinking styles of others.
- Recognize when their thinking styles are problematic and how to put corrective strategies in place to get back on course.

INSPIRATIONAL LEADERSHIP

Todd Henshaw
Director of Executive Leadership Programs
The Wharton School

Leaders inspire, build capacity in others, lead change, and motivate employees to do more than they thought possible. This session includes a short exercise where we watch film clips to identify inspirational leadership behaviors. The team exercise involves teams participating in a video case about the Civil War Battle of Gettysburg, a dynamic and situation where they must determine how to inspire soldiers to overcome their frustrations to fight along with their unit. Each team presents an inspiring vision and employs inspirational behaviors to respond to the crisis. Selected individuals deliver the team's vision statement to the class. Learning Objectives After this session, you should be able to: - Discuss the impact of ambiguity and uncertainty on individual psychology and performance - Recognize the components and leader behaviors associated with inspirational leadership: leadership that promotes a personal connection, builds confidence, demonstrates a caring attitude, and includes great expectations - Employ these behaviors in a video case, and learn how to construct and effectively communicate a vision for followers.

LEARNING OBJECTIVES:

- We will discuss how visionary leaders inspire people to connect to the organization's purpose.
- We will understand where their particular contributions fit into the vision and how they belong to something larger than themselves.

MAKING IDEAS STICK

Jonah Berger
Associate Professor of Marketing
The Wharton School

Ideal for: General audience

It's hard to get people to do something or care about something if they can't remember what you told them. Whether it's externally to customers or internally to employees and co-workers, we're constantly communicating messages and ideas. How can we communicate more effectively with our clients, helping them understand the suggestions we're making and the value we provide? How can we make sure our boss, or employees, remember our suggestions? This session will provide a framework for making ideas stick. Tips and tricks to avoid the curse of knowledge, communicate more effectively, and drive people to take action.

LEARNING OBJECTIVES:

- Craft more memorable messages
- Simplify complex ideas
- Overcome the curse of knowledge

MASTERING TEAM DYNAMICS

Andy Bernstein

President & CEO
Resilience Academy

Ideal For: General Audience

What matters most for team performance? Talent? Communication? Alignment? Trust? In this eye-opening session, you'll see why each of these answers falls short, and what the single biggest driver for team performance is according to groundbreaking research from Google's leadership development division.

You'll then explore a practical way to increase this X factor on your teams, both the ones you manage and the ones you don't, learning a powerful way to turn your team's friction into greater flow. We'll even look at your "first team" (your family) and how this same research and process can have real value at home as well, improving dynamics with your spouse, kids, and in-laws.

This class is intended for people ready to challenge the status quo and think very differently about team development.

Attendees will receive a special three month All-Access pass to the Resilience Academy — a unique online platform that helps you continue to explore team dynamics once you return to daily life — as well as a paperback copy of The Myth of Stress to take home.

NONFINANCIAL PERFORMANCE AND FINANCIAL CONSEQUENCES

CFP PENDING

Christopher D. Ittner

EY Professor of Accounting
Chairperson, Accounting Department
The Wharton School

Ideal for: Managers who evaluate businesses or employees using nonfinancial performance metrics, or use nonfinancial metrics for decision-making

Nonfinancial performance metrics such as customer satisfaction and employee turnover play important roles in decision-making and managerial and business performance evaluation. Yet, despite the widespread adoption of scorecards and dashboards that incorporate nonfinancial metrics, many companies find it difficult to link improvements in these metrics to financial performance improvements. This session provides a framework for choosing nonfinancial performance metrics and performance targets that enhance economic value, reviews techniques for validating the economic

links between the chosen metrics and financial outcomes, and discusses the use of these analyses for financial decision making. A wide variety of examples are used to illustrate the application of the concepts taught in the session.

LEARNING OBJECTIVES:

- Understand the steps in choosing economically-relevant nonfinancial metrics and targets.
- Review the issues to address when trying to link nonfinancial performance to financial outcomes.
- Understand how to apply nonfinancial analysis results to decision-making.

THE STRATEGIC MANAGEMENT OF KNOWLEDGE

Martin Ihrig

President
I-Space Institute
Adjunct Associate Professor
The Wharton School

Everyone in strategy is saying that the key to growth, even just survival, is via continuous and rapid innovation. But the real key to growth via profitable innovation is in fact the strategic development and management of your knowledge: the insights of your employees, your technology, your core competences, and your intellectual property. This session will provide you with the foundation from which to prosper in this, the knowledge age. It will give you specific tools and frameworks to map your critical knowledge, design a program to strategically develop your knowledge, and then exploit it to successfully grow your organization.

LEARNING OBJECTIVES:

- A solid conceptual understanding of how to create and strategically manage competitive knowledge.
- A tool to assess knowledge-based advantage and to map and develop an organization's portfolio of critical knowledge assets.

STRATEGIES FOR SUCCESS

John Spence

Managing Partner
John Spence, LLC

Nearly every businessperson agrees that to have a successful company you need a good strategy, yet few people do this in their own lives. This intensive and highly personal program is designed to help attendees begin to create a clear, focused and compelling strategic plan to enjoy more happiness, balance, and success in their lives and careers.

LEARNING OBJECTIVES:

- An understanding of your true core values
- A review of the power of questions
- An examination of who you spend your time with and how you spend your time
- An understanding of what gives you stress and what gives you joy
- The process of learning how to control what you can and how to let go of what you cannot control
- The development of action steps to make your ideal life become a reality

TAXES AND INVESTING

CFP Pending

Robert Gordon

President
Twenty-First Securities Corporation
Adjunct Professor of Finance
NYU Stern School of Business

This course will help you understand the dependable sources of “tax alpha”. The goal is to not disturb pre-tax returns while achieving higher after tax returns. You may be familiar with loss-harvesting, but what about gain harvesting? We will also explore the many ways to invest in the S&P 500, gold and MLPs. Wall street’s creativity has spawned multiple ways to get exposure. Surprisingly different investment products dedicated to the same asset class may produce the same pre tax return but the after tax returns can vary greatly.

WOMENOMICS

Candice Tse

Vice President, Strategic Advisory Solutions
Goldman Sachs Asset Management

This course will focus on the increasing value of women to the global economy. Research has demonstrated that women continue to be a powerful economic force and by investing in them, we better families, communities, and society. Regardless of where you invest in women, one finding is consistent, that when you invest in women, we create a multiplier effect that impacts markets around the world.

This seminar will take a deeper dive into women in the Emerging Markets. We examine how bringing more women into the labor force and providing female business owners with better access to capital, can substantially boost GDP growth and per capita income. Additionally, our research has also shown that as economic opportunities for women improve, countries can reap the benefit of a ‘double dividend’ as women are more likely to use their earnings and increased bargaining power to buy goods and services that improve the family’s welfare. This should create a virtuous cycle as female spending supports the development of human capital, which in turn will fuel economic growth in the years ahead. At the same time, economic growth should continue to bolster gender and income equality which is critical to sustainable development.

LEARNING OBJECTIVES:

- Explore the powerful role that women play around the globe.
- Understand the moral and economic case for investing in women and girls in the emerging markets.
- Recognize the potential for growth, wealth and social improvements from increasing employment opportunities for females.