

SOCIAL NETWORKS AND A CULTURE OF LEARNING

AGENDA

9:00am–10:00am **INFORMAL BREAKFAST** [Morven Main House]

10:00am–12:30pm **USING SCIENCE TO BUILD A LEADING-EDGE LEARNING ORGANIZATION**

We will kick off the morning by focusing on the importance of continuous learning. We will examine the process of learning from an individual and an organizational standpoint. To compete in today's landscape of globalization and rapidly evolving technologies, individuals and organizations must take their ability to learn—the foundation for continuous improvement, operational excellence, and innovation—to a much higher level. From an individual perspective, we will talk about the cognitive, emotional, motivational, attitudinal, and behavioral factors that promote better learning. We will then turn to the kinds of structures, culture, leadership, employee learning behaviors, and human resource policies that are necessary to create an environment that enables critical and innovative thinking, learning conversations, and collaboration. We will also take a look inside some of the most successful learning organizations like the Bridgewater Associates, Intuit, UPS, W. L. Gore & Associates and IDEO.

Discussion leader: Edward D. Hess

Professor of Business Administration, Darden School of Business, and Batten Executive-in-Residence

Prof. Hess spent more than 30 years in the business world. He began his career at Atlantic Richfield Corporation and was a senior executive at Warburg Paribas Becker, Boettcher & Company, the Robert M. Bass Group and Arthur Andersen. He is the author of eleven books, over 60 practitioner articles, and over 60 Darden cases, dealing with growth systems, managing growth and growth strategies. His latest book, *Learn or Die: Using Science to Build a Leading-Edge Learning Organization*, (Columbia Business School Publishing) was published in September 2014.

12:30pm–1:30pm **LUNCH**

1:30pm–4:00pm **LEADING IN A CONNECTED WORLD:
HOW EFFECTIVE LEADERS DRIVE RESULTS THROUGH NETWORKS**

In the afternoon, we will turn our focus to the power of social networks inside organizations. In most global firms, performance depends on the ability to leverage talent and connect people across boundaries. However, efforts to do that better—implementation of matrix structures, collaborative technologies and cultural change programs—have yielded little more than overloaded organizations and employees. The truth is, many business leaders don't know who is interacting with whom and who is turning to whom to get things done in their organizations. What if leaders could take an X-ray and see the key influencers and opportunity points inside informal networks? We will take a look at how companies can boost performance by leveraging these traditionally invisible assets—informal social networks within their organizations. We will also examine how business leaders can use network thinking to increase revenues, lower costs, and accelerate innovation.

Discussion leader: Robert L. Cross

Associate Professor of Management at the McIntire School of Commerce, University of Virginia

Prof. Cross's research, teaching and consulting focuses on applying social network analysis ideas to critical business issues for actionable insights and bottom-line results. He is an author of three books, the most recent one titled, *Driving Results through Social Networks*. He has written over 50 articles, many of which have won awards. In addition to top scholarly outlets, his work has been published in *Harvard Business Review*, *Sloan Management Review*, *California Management Review*, *Academy of Management Executive* and *Organizational Dynamics*.

4:00pm–5:00pm **CONCLUSION / FUTURE DIRECTIONS**