



# Strategic CHRO Virtual Sector Meeting

*Leveraging Change in the  
Ever-Evolving HCM Landscape*



May 17-18, 2020 | Virtual Conference



## Sector Members and Advisors

IBM WATSON - VP People & Culture

TRINITY HEALTH - CHRO

MEDIACOM INC. - Chief Talent Officer

AMTRAK - EVP & CHRO

MITEL - CHRO

MAYO CLINIC - CHRO

CORNELL UNIVERSITY - CHRO

MB AEROSPACE - CHRO

SCHNEIDER ELECTRIC - VP HR

MORGAN LEWIS - SVP HR

PIKE ELECTRIC - CHRO

UNIVERSITY OF CALIFORNIA - CHRO

COXMEDIA GROUP - VP HR

AFLAC - CHRO

YUM! BRANDS - CPO

HENNEPIN COUNTY - CHRO

CAL PORTLAND COMPANY - VP HR

TY LIN INTERNATIONAL - VP HR

AMAZON - VP Talent & Development

CHRISTUS HEALTH - Group VP HR

SOUTHERN COMPANY - CHRO

EMC - VP HR

MCLANE COMPANY - SVP & CLO

US DHS - CHRO

PAPA JOHN'S - CLO

CHICAGO CUBS - VP HR

IKEA - CHRO

CINEMARK HOLDINGS - CHRO

PK MECHANICAL - VP HR

KOHLER COMPANY - CHRO

ACS - Chief HR & Talent Officer

VOLVO FINANCIAL - SVP & GC

INGERSOLL RAND - VP HR

IDAHO CENTRAL CREDIT UNION - CAO

LAMAR ADVERTISING - VP HR

AMERIHEALTH - CHRO



Connex has the most practical and time efficient platform for eliciting sophisticated new perspectives and strategies that I've experienced. Every year I find at least 3-4 best practices and ideas that we're able to implement — typically saving us considerable time and resources in the process, so keep up the great work.

-Ron Peppe, Canam Steel Corporation



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# Strategic CHRO | Virtual Sector Meeting

## *Leveraging Change in the Ever-Evolving HCM Landscape*

### Why Attend?

#### WE ONLY INVITE YOUR TRUE PEERS AND WE KEEP IT INTIMATE

Each invited executive has exceeded specific qualifying criteria which include role & responsibility, organizational size & type, and crucially that your current and planned needs, goals, and initiatives are similar to those of the group.

To optimize your networking, benchmarking, and ability to build new, meaningful relationships, we create an intentionally intimate environment and cap attendance.

We put a huge emphasis on facilitating conversation and multi-party interactions that engender a richer experience for all involved. This is not a passive environment, so come prepared to engage with your peers in a direct, collaborative manner.

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*For speaking and participation opportunities, please contact:*

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#### PRACTICAL CONTENT

Every single educational session or group conversation is exclusively lead or facilitated by an actual peer — a senior executive who will examine the practical and cutting-edge tactics and strategies that have proven to be effective in their own organizations.

The emphasis is less on why specific actions were undertaken and more on how they were executed, what was learned, which solutions and practices worked best, and what should have been done differently in retrospect. There's a caliber, depth, and level of candor behind this discourse that is seldom available in the public domain.

#### MAXIMIZE YOUR LIMITED TIME

For senior human resources executives, time is your most precious resource. With this in mind, we ensure that your participation is focused on topics that are relevant, timely, and valuable for you, your business, and your professional goals.

We know that your world doesn't stand still when you're out of the office, so your itinerary is bespoke and exceptionally flexible. Want to kick back and relax on Sunday afternoon? There's time for that. Need to catch up on critical tasks or attend a virtual meeting on Monday morning? We make sure there's time for that too.

Your satisfaction is our priority, and we are dedicated to providing the most rewarding, productive experience possible.



Utterly unique. Somewhere between every single session being lead by a true peer and the emphasis on the round tables and having my very specific challenges addressed by executives who are at my level, living with similar issues put the real value of truly worthwhile networking and benchmarking in a totally new perspective for me.

-Joe Molloy, Northwell Health



# Advisory Board & Session Leaders



**Michael Arena**  
VP Talent & Dev.  
Amazon Web Services



**Angie Trunzo**  
VP HR Talent Executive  
Novant Health



**Metta Schneider**  
VP HR  
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**Julia Kellogg**  
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**Joy Roman**  
SVP HR  
Toll Brothers



**Cindy Naughton**  
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**Julie McGovern**  
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Anne Arundel Medical Center



**Cara Williams**  
VP HR  
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**Phillip Spearo**  
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**Eric Ueno**  
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Hot Topic



**Matthew Owenby**  
CHRO  
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**Craig Haydamack**  
SVP, CHRO  
Milliken & Company



**Tom Capizzi**  
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Libbey Inc.



**Larry Parsons**  
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Diamond Offshore



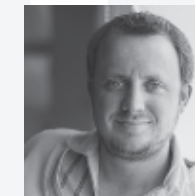
**Larry Brand**  
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VP HR & CS  
Össur



**Toni Gates**  
CHRO  
Reliant Rehabilitation



**Simon Lowes**  
VP HR  
Michael Kors



**Brady Pyle**  
Director HR  
NASA



Very productive meeting, the design is as unique as it is ideal. The caliber of the attendees creates an exclusive networking environment that felt as enjoyable as it was ultimately useful. The educational and meeting content was exceptionally relevant, focusing on cutting edge data points, best practices and even missteps that I was able to readily apply and relate to several of our own current initiatives. Other than a fraction more down time please don't change a thing.

-Brenda Mills, U.S. Anesthesia Partners



# General & Panel Sessions | Timely and Applicable Knowledge, Widely Shared

Join industry thought leaders for a practical in-depth discussion and analysis of key challenges, perspectives and potential solutions.

## **Adaptive Space: Shifting From Human Capital to Social Capital**

To edge out the competition in today's disruptive environment, you need to ensure that your company is agile — simultaneously embracing innovation and operational excellence, necessitating that a balance is struck between the entrepreneurial and stability. This “adaptive space” that sits between the welcoming of disruption and the adherence to sound business decision-making is what facilitates the movement of creativity, innovation, and novel ideas to flow freely among teams, across departments, and throughout the organization.

Led by Michael Arena – VP of Talent Management & Development at Amazon Web Services, and author of “Adaptive Space” – Based on hundreds of interviews and multitudes of organizational network studies, this session will showcase how the use of network analysis can enable organizations to better understand how social capital helps to initiate, develop and amplify ideas. Focus will be placed on how to facilitate the interplay between three very specific network roles—brokers, connectors, energizers — to enable agility.

## **Leveraging Data Analytics: The Key to Better Compensation**

Data analytics can turn subjective, drawn-out compensation processes into objective, efficient, and accurate outcomes. Many executives are apprehensive to fully implement data analytics, fearing it could mislead them to poor decisions. However, the real issue is not knowing what you want from the data, and miscommunicating with your data analytics team. When harnessed, the power of data analytics can mitigate compensation headaches significantly.

### **This session will consider:**

- What are the best strategies for coordinating and communicating with internal analysts to optimize compensation plan value?
- How to leverage data analytics to negotiate counter-offers, decrease recruiting costs, lower attrition rates, assess cultural fits, and select management?
- What challenges were solved faster and with better outcomes using data analytics?
- How do you handle decisions when the data goes against your own knowledge and intuition?

## **The Strategic HR Leader — Challenges & Opportunities**

HR Leaders are under pressure to redefine their role and responsibilities, engage in strategic planning, and create cost-effective but market-leading Benefits & Compensation plans, all to be a true business partner that contributes to the bottom-line. These expectations are juxtaposed against existing challenges, like day-to-day leadership, process improvements, compliance & regulatory tasks, and communication around change.

### **This session will explore:**

- What does being strategic really mean and how are HR leadership roles evolving?
- Strategies for balancing divergent, ever shifting, and increasingly complex responsibilities, and linking them to strategy and bottom-line performance.
- How to effectively shape collaborative relationships with other leaders to drive HR-specific initiatives.
- What are the most significant emerging HR disruptions, innovations, and opportunities – and how to effectively take advantage of them.

## **It's Not Rocket Science: Building Innovation Into Your Corporate DNA**

NASA's (National Aeronautics & Space Administration) unique mission consistently places the Agency among the Top 5 Best Places to Work in Government, but it took concentrated effort to put NASA in the #1 spot. To build a Culture of Innovation, NASA used three key measures while focusing on six practices that every front-line leader can execute. This led the Johnson Space Center to be recently recognized as the most innovative organization in government: an accomplishment ultimately achieved by developing senior leadership to be receptive of change, supporting employees' pursuit of new ideas, and implementing award and recognition programs around innovation. While many senior executives understand innovation's role as a growth driver, few organizations truly drive it into their culture. Focus, intention, persistence, and other key strategies for leading and managing innovation can be agnostically applied to any organization, but the challenge is often in balancing divergent, constantly shifting, and increasingly complex responsibilities while simultaneously aligning strategic direction with bottom-line performance.

### **This session will cover:**

- How Senior Leaders build, model, and sustain a Culture of Innovation.
- What NASA measures and how it successfully manages its Culture of Innovation.
- What specific strategies are driving innovation in leading-edge organizations, and more importantly, which initiatives fail and why?

## **Recruitment & Engagement: Challenges and Best Practices**

Building an effective recruiting process capable of attracting, hiring, and ultimately retaining top talent has never been more challenging, as the digital era and a booming economy have created a hyper-competitive market that's fundamentally altered employee behaviors and expectations. Most organizations have unsuccessfully invested time, money, and energy into engagement programs in the hopes of improving results, only to find that even the most robust programs fall short; without a focus on accountability, they can even breed entitlement. It's only by fusing accountability with engagement under a unified culture, mission, and vision that organizations can transform a resource-sink into a competitive advantage and realize breakthrough results.

### **This session will analyze:**

- Which innovative recruiting and engagement strategies are effective in developing a truly diverse, inclusive, and accountable high-performing talent pipeline?
- How to measure the true costs of turnover, effectively retain talent, and how best to minimize talent loss.
- What is the source of workplace happiness, how is it different than engagement? How can they be leveraged to maximize retention performance?
- How is engagement influenced by culture, and in turn, how does culture drive business outcomes?

## **Leadership Development Strategies that Work**

Traditional leadership strategies are becoming increasingly archaic, and fail to both engage core demographics – such as Millennials and Gen Z – and arm them with the specific skills and aptitudes necessary for optimal performance in today's competitive landscape. It's critical that these strategies be updated to prepare rising leaders and high-potentials – especially amidst rising senior executive turnover – for the next steps in their careers, and in turn, develop their methods, content and philosophies in a way that's not only successful, but reflects their organization's culture, business needs, and aspirations.

### **This session will examine:**

- How several organizations have successfully augmented their leadership development approach to navigate these new realities.
- What specific approaches and strategies have worked, which haven't, and how have they accurately and meaningfully measured their progress.
- How to effectively make the ROI business case to the C-Suite to drive investment in HIPO and leadership programs.

# Think Tank Sessions | Off-the-Record, Focused Group Conversations

Participate in a peer-led, closed-door, round-table conversation to elicit candid answers to your specific questions. Learn about their organization's most effective ideas and strategies regarding what's truly working and what's not.

## **Automation & AI: Beyond Predictive-Performance**

We are experiencing a great technological revolution, a phenomenon that is as disruptive as it will be capable of creating extraordinary opportunities to improve efficiencies and maximize performance. While some technologies are being harnessed to save time across repetitive, menial tasks, others are helping measure employee health, analyze the workforce, and project future challenges. Successful advanced technology implementations require an honest review of the current environment, assessments of potential workflow disruptions, and collaborative roadmap development that engages key teams like HR. Equally important – but often overlooked – is the challenge of maximizing the value of new technologies without overwhelming employees. Proactively addressing concerns about what a new technology means for individual employees through robust communications, training, onboarding, and change management strategies is a critical component of technology adoption.

### **This session will focus on:**

- Implementation strategies for new technologies; what are the ethical challenges, potential future costs, and downstream implications?
- How to project the impact of new systems on employee performance and morale, as well as how to design proactive buy-in and alignment strategies.
- How to identify which technologies actually match your needs and avoid unnecessary adoption: Paying for more than you can actually utilize?

## **Coronavirus: Creating an Effective Response Strategy**

COVID-19 is suddenly the most critical economic challenge facing American enterprise, leaving executives scrambling to keep employees safe and informed without inadvertently stoking their anxieties. HR leadership must seize control of the narrative immediately to limit fear and confusion, provide access to valid sources of information – such as the CDC and state health departments – and ensure employees understand the steps being taken to protect their health and financial security. According to Prudential's recent COVID-19 Survey, more than half of employees believe it is their employer's responsibility to protect them in this crisis, so failing to get the response right has major implications whether or not your people get sick. Perception is everything, so you must be clear and coherent: Employees must understand what your plan is, why it's in their best interests, and how to receive new information as realities change and new guidelines emerge.

### **This Think Tank will explore the following action items:**

- Evaluating current CDC guidelines on COVID-19 and key learns from past outbreaks to develop best practices for ensuring the safety of employees.
- Rapid development of employee engagement and communication strategies – how to inform and educate without inspiring panic.
- Implementing remote/virtual work policies before there is an infection at the workplace, and considering alternatives like sick leave, pay continuation, PTO, emergency leave, furlough, etc. to keep people safe.
- Determining the viability of travel bans and mobility restrictions for your organization.
- Modeling worst-case scenarios, and conducting a sober assessment of how the current environment will influence profitability, competitive landscapes, and talent markets.

## Is Your Culture as Healthy as it Needs to Be?

If you don't understand your company's culture, even the most brilliant initiatives are doomed to fail. Your vision will be resisted, plans won't get executed properly, and seemingly basic strategies will fall short. The challenge is that many leaders only see their culture from one point of view - their own. Successful organizations assess their culture from multiple perspectives; company policies, communication styles, codes of conduct, office setting and design, and organizational structure must all come under scrutiny and be examined from employee perspectives at all levels. Crucially, leaders need to be prepared to diagnose their culture and develop coherent strategies for engendering change.

### This session will cover:

- Key components of culture – company policies, communication style, codes of conduct and organizational structure – and how to size up where you are with each of them today.
- How to use interviews to get insight into what your employees think about your organization's culture.
- The differences between culture, engagement, and employee satisfaction surveys and when each tool is most appropriate for your needs.
- How to check alignment between your organization's purpose, values, current policies and processes.

## An In-Depth Look at Talent Management & Succession Planning

Organizations without a well-developed talent bench risk future sustainability gaps, attrition, lowered employee engagement, and a lack of strategic resource alignment. As such, it's crucial that organizations develop a succession management strategy that accounts for their on-the-ground realities, as well as projected and emerging needs. It must reflect the cultural values and expectations of its organization, and consistently integrate enterprise-wide.

### This session will explore:

- Why are performance appraisals and 360 reviews such divisive topics, and why is there so little unanimity regarding their correct structure, implementation, and overall value?
- What are the best practices for implementing talent reviews and building a robust sustainable succession pipeline, optimized across roles, responsibilities, and employee type?
- What are barriers to executive buy-in for robust succession planning programs and effective strategies for overcoming these?

## Moving Beyond Storytelling: Managing Diversity, Inclusion & Gender Parity in the Modern Workplace

In today's global marketplace, having a diverse workforce is arguably more important than ever. A diverse workforce, which not only encompasses gender and race, but experience, skill, background, and opinions, helps a company navigate and adapt to the diverse, perpetually changing world around us. Organizations must move beyond paint-by-numbers diversity, and begin to prioritize inclusivity, unconscious bias recognition, and workplace cultures that are attractive to, and supportive of, traditionally underrepresented groups within their ranks. Determining how best to achieve these goals within your unique context can be a challenge, but the business case underpinning these efforts and their importance have never been clearer.

### This session will examine:

- The structural advances and concrete initiatives necessary to address challenges such as pay inequity, lack of diverse recruiting, D&I-related leadership gaps, as well as how these produce measurable improvements to the bottom line.
- How to mitigate unintended consequences, such as marginalizing one community by trying to uplift another.
- What are the barriers to building an inclusive culture, and what are leading organizations doing to challenge unconscious bias, overcome unintentionally discriminatory behaviors or practices, and make their workplace as welcoming, respectful and supportive as possible?

## **Jobs of the Future: The State of the Workforce**

The Institute for the Future notes that 85% of jobs in 2030 will be new positions, and consequently, “the workforce may be totally unrecognizable.” Social networking has changed the way we hire, manage, support and develop people; it’s made organizations more transparent and contributes to the new social contract developing between employers and employees. Millennials in particular plan to work for many more employers during the course of their careers than their parents, leading to the emergence of the gig economy. Employers must shift their talent strategies accordingly to account for these shifts, in addition to the growing demand for greater work-life balance.

### **This discussion will address:**

- How both the workforce and jobs are changing, and what key challenges and opportunities are sure to follow. How is the increased transience of Millennials and their expectations for flexibility and personal development impacting talent management and workforce planning strategies?
- Social media, digital technologies, and AI are all changing how organizations operate, so what workforce implications and how should talent management leaders prepare?
- With Millennials now anticipating a gig economy, how should your strategic planning and decision-making respond?

## **The Business Case for Mental, Physical & Financial Well-being**

A straight line can be drawn from the myriad social issues that affect employees and their relative wellness, productivity, and engagement levels. An increasing number of employers have realized that traditional Wellness programs have failed to produce sustained behavioral change, despite garnering early participation. This expensive failure is multifaceted and complex, but the crucial takeaway is that employers must accept their role – or even, obligation – to be more involved in employees’ holistic well-being, physical, mental, financial, and even spiritual health included.

### **This session will focus on:**

- Practical steps for making employees healthier and more engaged in life outside the workplace by striking a more meaningful work-life balance.
- Strategies for promoting personal accountability and healthcare consumerism, as well as how to make physical wellness programs actually work.
- Which financial and mental well-being programs are worth investing in and why?

## **Innovations & Disruptors in Employer Provided Healthcare**

Amazon, Berkshire Hathaway, and JPMorgan Chase have partnered and built an independent company called Haven that focuses on slashing healthcare-related costs and improving service for their workers. While most organizations lack their resources and connections to do the same, their willingness to take firm, collective action can be instructive for companies of all sizes. Identifying innovative opportunities to get in front of rising healthcare costs and improving employee outcomes in a sustainable fashion is a critical challenge. However, determining the right combination of technology, external partnerships, and behavioral education can be a daunting, seemingly impossible task.

### **This session will cover:**

- Partnerships and technologies that could simplify how healthcare is addressed at the employer level and how it’s received at the employee level.
- Real world strategies that are proving to be the most effective at mitigating both employer and employee healthcare and PBM costs
- Balancing the immense internal pressure to reduce healthcare costs while developing creative solutions for improving plan design and quality in ways that your employees actually appreciate — high deductible plans are likely here to stay, so how can employers creatively reduce the burden on employees?



## Change Management Best Practices: Preparing for Known Unknowns

Many successful companies are characterized by flexible cultures and organizational structures that enable them to continually evolve. In contrast, the average management team actively avoids substantive change, and only acquiesce belatedly. While organizations can often overcome first step in change management -- devising an organizational plan that addresses scale, magnitude, duration, and strategic importance -- the human-focused second step is much more challenging. Exploiting the value-driving potential of change requires management to be intimately aligned with and drive their company's culture, values, and behaviors.

### This session will explore:

- Best practices for systematically executing on the human side of change, aligning your leadership and management and onboarding your employees — change only works if it takes place at the individual level, so identifying the right levers, incentives, and communication techniques for your unique context is critical.
- The key guiding practices, tools, systems, and techniques to sustain and accelerate change once the process is in motion; how do you establish the flexibility necessary to adjust on the fly, and manage unintended downstream consequences?

## The Future of Benefits: What Do Employees Really Want?

Today's employees examine more than just their paycheck when deciding to stay or seek greener pastures elsewhere. In addition to culture, advancement opportunities, and company mission, this more informed breed of employee is placing substantial weight on benefit packages and the perceived commitment of the employer to their happiness and satisfaction. As a result, more robust, strategically deployed benefit and reward packages that reflect the interests and priorities of employees have become significant differentiators in the ongoing, high-stakes battle for talent.

### This session will cover:

- How to build cutting-edge and sophisticated benefits strategies in an era of younger, more informed, more transient employees amidst the emergence of the gig economy.
- How to balance internal cost pressures with employee pressure for more appealing benefits.
- What are the most frequently requested benefits and what underlying motivations drive that interest; crucially, how are they best leveraged, and which are actually worth the price of admission?

## The Employee Value Proposition: How Experience Begets Engagement

Employee engagement is as crucial as it is complex; it is not a task to be completed by HR, but an overarching state of being shared by a whole organization, and driven by the employee experience. This too is a dynamic system, comprised of every interaction an individual has with an employer. Rather than a metric that can be improved by introducing simple perk programs, flexible schedules, and gamified breakrooms, it's a series of interactions that include their own cultural and motivational levers. In order to improve the employee value proposition and cultivate a culture of engagement, this system-level thinking needs to be applied to every core HR function. The modern HR team must operationalize employee interactions, giving them compelling processes for engaging with the company and what it offers throughout their lifecycle

### This session will examine:

- What are the employee experience hallmarks of a highly engaged culture, and what are successful HR teams doing to operationalize them?
- What is the experience of your average employee, and putting yourself in their shoes, what would you want to see changed?
- Seeing as experience is about more than just total rewards, what roadblocks outside of cost need to be planned for and what are the best strategies for overcoming them?

# Human Resources Meeting Contributors

