



Strategic CHRO Virtual Session Series



July 2020

Every Wednesday, select and attend relevant **Think Tanks and Panel Sessions** for you and your team to find actionable, best practices and answers.



True Peers, Intimate Setting | Practical Content | Maximize Limited Time

July Virtual Series Itinerary

Wednesday, July 8th

- ◆ *The Strategic CHRO: Leading and Measuring Success*
- ◆ *COVID-19: Strategies for the Next 12 Months*
- ◆ *Change Management: Preparing for Known Unknowns*

Wednesday, July 15th

- ◆ *The Future of Jobs: Strategic Workforce Planning Challenges*
- ◆ *It's Not Rocket Science: Building Innovation Into Your Corporate DNA*
- ◆ *The Future of Leadership: Development Best Practices*

Wednesday, July 22nd

- ◆ *Total Rewards: What Employees Really Want*
- ◆ *Diversity & Inclusion: Driving Performance*
- ◆ *Employer-Provided Healthcare: Innovations and Disruptors*

Wednesday, July 29th

- ◆ *Corporate Culture: Embracing Transformation*
- ◆ *New Compensation Models for an Uncertain Future*
- ◆ *Adaptive Space: Shifting from Human Capital to Social Capital*



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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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@ConnexHRBen



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Wednesday, July 8th

The Strategic CHRO: Leading and Measuring Success - 2:30 to 3:00 pm EST

The modern CHRO faces the sometimes-daunting responsibilities of leading both people and process, managing complex employer obligations, and simultaneously acting as a strategic business partner that improves the bottom-line through operational and commercial input. Building relationships with key stakeholders, anticipating new challenges and opportunities on the horizon, and finding innovative ways to engage employees at all levels around strategic imperatives are all critical within that context.

This Virtual Panel will cover:

- How the CHRO role is evolving to balance divergent, shifting, and increasingly complex responsibilities?
- How does a strategic CHRO both measure and drive success?
- What are the workforce planning, change management and other best practices needed to lead through crisis, and beyond COVID, that will be the key organizational threats to be preempted?
- What collaboration strategies are most effective in gaining C-suite confidence?

COVID-19: Strategies for The Next 12 Months - 3:30 to 4:20 pm EST

The COVID-19 pandemic is truly testing the limits and capabilities of Human Resource and Benefits leaders, as they must carefully align their strategic and tactical decision making to new and ever-changing responsibilities. Remote workforces and the communication challenges that come with them, advanced workforce planning and reductions against real economic uncertainties and financial constraints, and even just maintaining regular employee engagement must all be evaluated and optimized to both respond to immediate threats and begin planning for post-COVID course correction.

This Virtual Think Tank will address:

- What benefit and workforce changes have you made, which will still need to happen, and how have these altered your overall human capital strategy for the long haul?
- What financial considerations and workforce planning trade-offs do you foresee in the near future, how will your organization be responding to them, and how are you preparing for a potential second wave of infections?
- In the here and now, how are you measuring, accounting for, and alleviating employee stress to keep them safe and productive?
- What are your key reentry plans and considerations, especially with respect to recruitment and rebuilding your talent management and development strategies?

Change Management: Preparing for Known Unknowns - 4:30 to 5:20 pm EST

So far this year, most organizations have had to change through three distinct periods: the early year with clear plans set from last year's learns; a period of early COVID turmoil that required immediate course corrections; and finally, the present, where they must determine what, when and how to plan for an optimal reentry strategy. Those that are most successful are characterized by flexible cultures and organizational structures that enable them to continually evolve through such changes, driven largely by intimate leadership alignment with core company values and behaviors. In contrast though, most management teams actively avoid substantive change, and only acquiesce belatedly.

This Virtual Think Tank will address:

- Since change only works if it's embraced by the individual, what are the best practices for identifying the right levers, incentives, and communication techniques?
- What are the guiding practices, tools and techniques needed to sustain and accelerate change both at the leadership and employee levels?
- What traits are most important for establishing flexibility and enabling an organization to adjust on the fly, and manage unintended downstream consequences?
- As Churchill said, "Never let a good crisis go to waste" – what have you learned about yourself and your leaders amidst this crisis, and how are you channeling those lessons to effect change?

Wednesday, July 15th

The Future of Jobs: Strategic Challenges in Workforce Planning - 2:00 to 3:00 pm EST

Technological, economic and environmental disruption is changing the face of human capital management, with advancements in analytics, digital communications, and automation making some jobs obsolete and placing others in high demand. Now that work from home arrangements are increasingly widespread, the ability to communicate, engage, and assess performance using mobile technology and software tools is critical – and employees expect nothing less. Despite – or perhaps because of – the current headwinds, the gig economy, workforce transience, low-wage job disappearances, and highly-skilled talent competition are all accelerating. Striking the workforce planning balance between today's needs and tomorrow's expectations has simply never been more challenging.

This Virtual Panel will address:

- Social networking, a willingness to move from job-to-job, and demographic changes are creating a more diverse workforce that spans multiple generations - what are the implications and opportunities?
- How are the realities of remote work – primarily mobile learning, communication and performance management – shaping talent management strategies?
- Which key factors are driving strategies like automation, employee downsizing or redeployment, and staff upskilling or reskilling, and how are they leading to new roles and ways of working?
- How best can leaders be prepared to capitalize on the technological, demographic, and market-driven changes reshaping talent?

It's Not Rocket Science: Building Innovation Into Your Corporate DNA - 3:30 to 4:20 pm EST

NASA's unique mission consistently placed the Agency as the most innovative organization in Government. To build a Culture of Innovation, NASA used three key measures while focusing on six practices that every front-line leader can execute and by developing them to be receptive of change, supportive of employees' pursuits of new ideas, and willing to award and recognize innovative programs. 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 Virtual Think Tank:

- 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?

The Future of Leadership: Development Best Practices - 4:30 to 5:20 pm EST

Organizations without a well-developed talent bench risk future sustainability gaps, attrition, lowered employee engagement, and a lack of strategic resource alignment. It's crucial that leadership development strategies engage Millennials and Gen Z to arm them with the specific skills and aptitudes necessary for optimal performance in today's increasingly competitive landscape.

This Virtual Think Tank:

- Which specific leadership and high potential development strategies are working, which are falling short, and how must this change in a remote setting?
- Why is there so little unanimity regarding the correct structure, implementation, and overall value of performance appraisals, and what are you finding is working best for you?
- Online coaching and mobile-enabled microlearning – what are the most cost efficient approaches to development?

Wednesday, July 22nd

Total Rewards: What Employees Really Want - 2:00 to 3:00 pm EST

Employers have strived for years to construct competitive and attractive total rewards packages that reflect employee preferences, encourage engagement, and prevent turnover. But in the face of COVID – as financial margins contract, the labor market radically shifts, and both sides prepare for health plan rate and spend increases – priorities and strategies are rapidly changing.

This Virtual Panel will address:

- What are the key costs, trade-offs, and implications of reducing or changing compensation and total rewards amidst a crisis?
- How best can benefits be redesigned to address now front-of-mind concerns like mental health, stress reduction, elder and childcare, and remote workplace recognition?
- How best can those changes account for different employee demographics, and how can you please everyone in a cost-efficient manner?
- What communication tools and strategies have proven to best educate and engage employees, and how might those need to shift in the post-COVID world?

Diversity and Inclusion: Strategies for Driving Performance - 3:30 to 4:20 pm EST

Modern organizations are building D&I into the framework of their staff training, leadership development, and cultural transformation initiatives, often with an emphasis on inclusivity as a strategic tool that drives innovation, growth, and diverse clientele engagement. Likewise, they're working to identify unconscious biases to foster workplace engagement and safety, encourage honest conversations, and move away from the detrimental behaviors limiting performance. Those seeing success have embraced refreshing alternatives to "blame and shame" diversity training, emphasized individual empowerment and fully leveraged the multicultural, multigenerational workforce they have. After all, building an organization that prizes unique thinking and experiences is a crucial step in attracting the best, most diverse talent base possible.

This Virtual Think Tank will address:

- What are the measured effects inclusivity has on recruitment, engagement, culture and bottom-line performance, and what best practices have you employed to achieve them?
- What are the key trainings, developmental considerations, and cultural changes that need to be made to foster that supportive environment?
- What impact, if any, COVID has had on D&I and ensuring that it remains a strategic imperative through the crisis?

Employer-Provided Healthcare: Innovations & Disruptors - 4:30 to 5:20 pm EST

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 Virtual Think Tank will cover:

- What are the best partnerships and technologies for simplifying how healthcare is provided at the employer level, as well as how it's received and utilized by the employees themselves.
- What strategies most effectively reduce employer Healthcare and Pharmacy costs while still maintaining quality in ways that employees genuinely appreciate?
- How to design a sophisticated holistic wellness strategy that actually reduces healthcare costs and produces a measurable ROI?

Wednesday, July 29th

Corporate Culture and Transformation - 2:00 to 3:00 pm EST

Cultural excellence hinges on staff embodiment of enterprise values. Without alignment and buy-in, your vision will be resisted, core strategies won't be executed, and bottom-line performance will fall short. Successful organizations assess their culture from multiple perspectives by focusing on how employees experience onboarding, how performance is evaluated and celebrated, how actively you engage employees, and how expertly your front-line managers model inclusive, supportive, and developmentally powerful behaviors – this is doubly true in uncertain and stressful times.

This Virtual Panel will cover:

- How can employers best assess employee alignment with their organization's purpose, values, current policies and processes to ensure everyone appreciates, embodies, and integrates with their culture?
- What key ingredients have you uncovered for successfully driving cultural transformation, and more importantly, sustaining it?
- Which past cultural initiatives failed to work as anticipated, how was that measured, and what were the key takeaway lessons?
- How has COVID impacted culture and your ability to change it, and more importantly, how are you applying your experience with past transformations to realign your organization despite these uncertain times?

New Compensation Models for an Uncertain Future - 3:30 to 4:20 pm EST

There are a large number of uncertainties driving market volatility, and compensation design needs to take a long-term view that balances your unique needs, industry, and financial reality with the larger macroeconomic, environmental, generational and competitive forces.

This Virtual Think Tank will address:

- How COVID has affected short and mid-term compensation planning and market benchmarking analysis?
- Gen X-ers and Millennials each have their own very specific compensation expectations, preferences and motivators so how do you satisfy both?
- What are the best practices for designing innovative compensation plans that both differentiate while minimizing unnecessary costs?
- Which targeted incentive strategies like gain sharing, knowledge & merit-based, or pay-for-performance will effectively motivate and engage in today's environment?
- How to effectively communicate compensation information to your employees.

Adaptive Space: Shifting From Human Capital to Social Capital - 4:30 to 5:20 pm EST

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, striking a necessary balance 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.

This Virtual Think Tank will address:

- How can network analysis enable organizations to better understand how social capital initiates, develops and amplifies ideas?
- More specifically, how best can organizations facilitate the interplay between the three specific network roles – brokers, connectors, and energizers – to enable agility?
- Likewise, how can employees be most effectively inspired to explore new ideas, empower their teams, and confidently operationalize an entrepreneurial spirit?