



# MAY BREAKFAST PROGRAM





# MISSION

## About Human Resource Leadership Forum (HRLF Atlanta)

The Human Resource Leadership Forum (HRLF Atlanta) is a nonprofit professional association and network of human resource executives and senior level professionals. The association consists of more than 200 members in the Atlanta area.

- Our Mission
  - Provide programs and roundtables that enrich the professional development of our members.
  - Provide networking opportunities that foster the sharing of innovative concepts and exceptional practices.



**WELCOME  
GUESTS**



# WELCOME NEW MEMBERS



**Jennifer Bristol**  
Senior Director, Global Talent Management  
Habitat for Humanity International

**Caroline K. Cochran**  
Vice President & Chief People Officer  
Secureworks

**Katherine Creek**  
VP, HR  
Shepherd Center

**T.J. Crosby**  
Head of Human Resources  
Wood Partners

**Sham Das**  
VP, HR North America  
Novelis Inc.

**Steve Davis**  
Regional Sales Director  
Workday

**Dawn McCrickard**  
Vice President, Human Resources  
WestRock Company

**Emily Palik**  
SVP, Atlanta Market Sales Leader  
Aon

**Alisha Penick**  
Chief People Officer  
YMCA of Metropolitan Atlanta

**Jackie Perez**  
SVP, HR  
Iconex, LLC

**Wendy Race**  
VP, HR  
Graphic Packaging

**Karin Shaban**  
CHRO  
Ashton Woods Homes

**Beth Strickland**  
CHRO  
PDI Software

**Mat Winer**  
Director, Global Talent Management  
Rheem Manufacturing Company



# 2022 EXECUTIVE COMMITTEE



**Co-President**  
**Monica Anderton, SPHR**  
CHRO  
DS Smith North America



**Co-President**  
**Michelle Ansley**  
CHRO  
Classic Collision



**VP Board Development**  
**David Malfitano**  
CHRO  
Wayne Farms



**VP MS&E**  
**Joe Garcia**  
Head, Global TM and Org  
Effectiveness  
The Home Depot



**Ex-Officio**  
**Marilyn Draper**  
Senior Partner  
Primodius LLC  
*Member Recruitment & Sponsorship  
Chair*



**VP Finance & Operations**  
**Kim Fleming, Ph.D.**  
EVP, Head of Human  
Capital Strategy, Analytics  
and Insights, Human  
Resources  
Truist



**VP Programs**  
**Valerie Norton**  
Chief People Officer  
Habitat for Humanity



# 2022 BOARD OF DIRECTORS



## Class of 2022



**Michelle Ansley**  
CHRO  
Classic Collision



**Matt Getz**  
VP, HR  
CryoLife



**Stacie Hagan**  
HR Leader and Operations  
Executive



**Karen Viera**  
Chief People Officer  
Church's Chicken/Texas Chicken



**Polina Zlatev**  
VP, Talent, Learning & Culture  
Emory Healthcare

## Class of 2023



**Matt Duncan**  
EVP & Chief Administrative Officer  
Zep Inc.



**Joe Garcia, Ph.D.**  
Head, Global TM and Org Effectiveness  
The Home Depot



**David Malfitano**  
CHRO  
Wayne Farms



**Virginia Means**  
Chief People Officer  
United Distributors



**Marilyn Draper (ex officio)**  
Senior Partner  
Primodius LLC  
*Membership & Sponsorship Chair*

## Class of 2024



**Monica Anderton, SPHR**  
CHRO  
DS Smith North America



**Karen Bennett**  
EVP & CHRO  
Cox Communications



**Kim Fleming, Ph.D.**  
EVP, Head of Human Capital Strategy,  
Analytics and Insights, Human Resources  
Truist



**Michelle Hairston**  
SVP, HR  
PulteHomes



**Valerie Norton**  
Chief People Officer  
Habitat for Humanity



**Mark Rankin**  
CHRO  
Beyond Trust



**Elizbeth Spence**  
CHRO  
Graphic Packaging





*Website sponsor since 2021*



# WEBSITE



## Landing Page Members Launch Pad:

- Postings from Community Resources
- Links to Previous Recordings, Member Directory, and Event Registrations
- Plus – FAQs, Policies, & Job Postings



## What to do:

- Log in to new site and bookmark
- Make sure your profile is up to date
- Register for Events

**hrQ – Your People  
Equation. Simplified.**

HR Search

HR Interim Staffing

Human Capital  
Consulting



## New App!

The new HRLF app is NOW available – download TODAY

Stay up-to-date with HRLF news and content, collaborate in discussion forums, register for events, renew membership and message with other members all in one place! Use the QR code to download now and start connecting!

Apple iOS



Android



### Next steps and what to do:

- Delete the old HRLF app and install the new app using the QR code above
- Login with your website credentials
- **One time setup:** Go to More (iOS) or the three lines in the top left-hand corner of the screen (Android) and **Membership Directory**, login again and choose the “remember me” option to keep your connection current
- Reach out to [info@hrlfatlanta.org](mailto:info@hrlfatlanta.org) if you need assistance

Marsh McLennan Agency is proud to sponsor the HRLF app for 2022.

Your future is limitless. Let us take you there.

- Employee Health & Benefits
- Business Insurance
- Private Client Services
- Retirement



# 2022 MEMBERSHIP SURVEY

## 5 MINUTES OF YOUR TIME



- We are conducting this survey to understand membership sentiment, what you value and identify ways to improve the membership experience.
- Once you respond, you will be included in a drawing for a chance to receive one of several items, including **4 Braves tickets (behind the dugout!)**, one of three **\$250 restaurant gift cards**, or one of the five **\$100 gift cards**.

Your response is needed no later than May 20<sup>th</sup>.

The survey reminder email went out yesterday!

Check your junk folder.





**Welcome, HRLF!**

# 2022 PROGRAMS



## BREAKFAST PROGRAMS

(HRLF members, prospects and approved guests)

**In-person Location:** ROAM Perimeter Center, 1151 Hammond Dr. #240, Atlanta, GA 30346

**Program Time:** In-Person Hybrid (includes virtual participation option) - 7:30am - 10:00am, breakfast will be served / Virtual Program 8:00am - 9:45am

- **July 12, 2022 (VIRTUAL)**  
Changing Labor Dynamics: Should Employers Rethink What They're Offering Workers?  
Peter Cappelli, George W. Taylor Professor of Management & Director - Center for Human Resources, The Wharton School and Professor of Education, University of Pennsylvania
- **September 13, 2022**  
The Future of Work  
Jay Jamrog, Co-Founder and Futurist, Institute for Corporate Productivity (I4CP)
- **November 15, 2022**  
Digital Transformation: How to prepare for HR's role in the digital transformation of our organizations  
Ben Granger, Ph.D., Employee Experience Principal Consultant, Qualtrics

## ROUNDTABLE MEETINGS

### CORPORATE MEMBER ROUNDTABLES

#### Senior HR Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Wednesday, July 27 (VIRTUAL)
- Friday, December 9

#### Lean HR & Small Cap Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Wednesday, May 18
- Thursday, August 11 (VIRTUAL)
- Friday, November 18

#### Talent Management Roundtable

**In-person Location:** Rheem, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328

- Friday, August 26
- Tuesday, October 18 (VIRTUAL)

### SERVICE PROVIDER MEMBER ROUNDTABLE

**In-person Location:** Marsh McLennan Agency, 5555 Glenridge Connector, Ste 600, Atlanta, GA 30342

- Tuesday, April 12
- Tuesday, June 7 (VIRTUAL)
- Tuesday, October 11

## POP-UP MEETINGS

SCHEDULED AS NEEDED



# NETWORKING



- Introduce yourself to the group
- Discuss the following questions:
  - How is your culture communicated internally and externally?
  - How are the important aspects of your culture story integrated into the total employee experience?
  - Do your business leaders have the tools they need to effectively and authentically speak to your culture?



# OUR PROGRAM



## Hotdogs and Ice Cream: Crafting the Authentic Culture Story



**MICHELLE HAIRSTON**

*SVP/CHRO of PulteGroup*

*Member HRLF Board of Directors*



**CHAD STRICKLAND**

*Co-Founder*

*NICH + Culture*



# QUESTIONS?





*Hello*

**MICHELLE HAIRSTON**

**CHAD STRICKLAND**





# Workforce Crisis

## GREAT RESIGNATION

- 14 Million Resignations Q4 2021
- 1 in 2 Report Looking for New Job
- Unemployment 3.6% (March 2022)
- Most Open Jobs in History
- Average Tenure: 3 Years
- Average person will work for 10-12 organizations by 38



# Workforce Crisis

## SOLUTION: CULTURE

- Purpose (Meaningful Work)
- Career Enrichment



# Post COVID Metrics

## TURNOVER

Historically: ~25%  
2020: 13%  
2021: 17%  
(Voluntary 10%)

## FINANCIAL

\$16B Rev (+26.9%)  
\$3.78B Gross Profit (+36%)  
\$4B Land Investment  
32,000 home/yr



# Recognition





# *Our Journey*

## **CULTURE AS A COMPETITIVE ADVANTAGE**





# Project Foundation

## CONSIDERATIONS + EXPECTATIONS

- Led and Championed by Business
- Authenticity = Voice of the Employee
- Genuine Insights into the Entire Experience
- Holistic + Sustainable (More than an Event)

# Culture Story Framework

**WHAT WE DO**  
The Business

**WHY WE DO IT**  
Purpose

**OUR GOALS**  
Priorities

**WHAT SUCCESS  
LOOKS LIKE**  
Vision

**OUR COMMITMENTS**  
Employee Promise (EVP)

**OUR GUIDING PRINCIPLES**  
Values



# Methodology

1

## INSIGHTS

Qualitative  
Quantitative

## ASSESSMENT + REPORTING

2

3

## THEME DEVELOPMENT

## CREATIVE Iterative Testing

4

5

## ROLLOUT

## SUSTAINABILITY

6



# Insights Approach

## QUALITATIVE

- Operating Divisions
- Focus Groups
- Panel Interviews
- Individual interviews

## OBJECTIVE

- Capture the True Experience
- Common Language and Voice
- View Through Operational Lens
- Ops has Role in Development



**TRUST IN ORGANIZATION**  
Transparency, Empathy, Purpose

**LEADERSHIP**  
Visibility, Influence, Inspiration

**RECOGNITION + APPRECIATION**  
Organization Programs

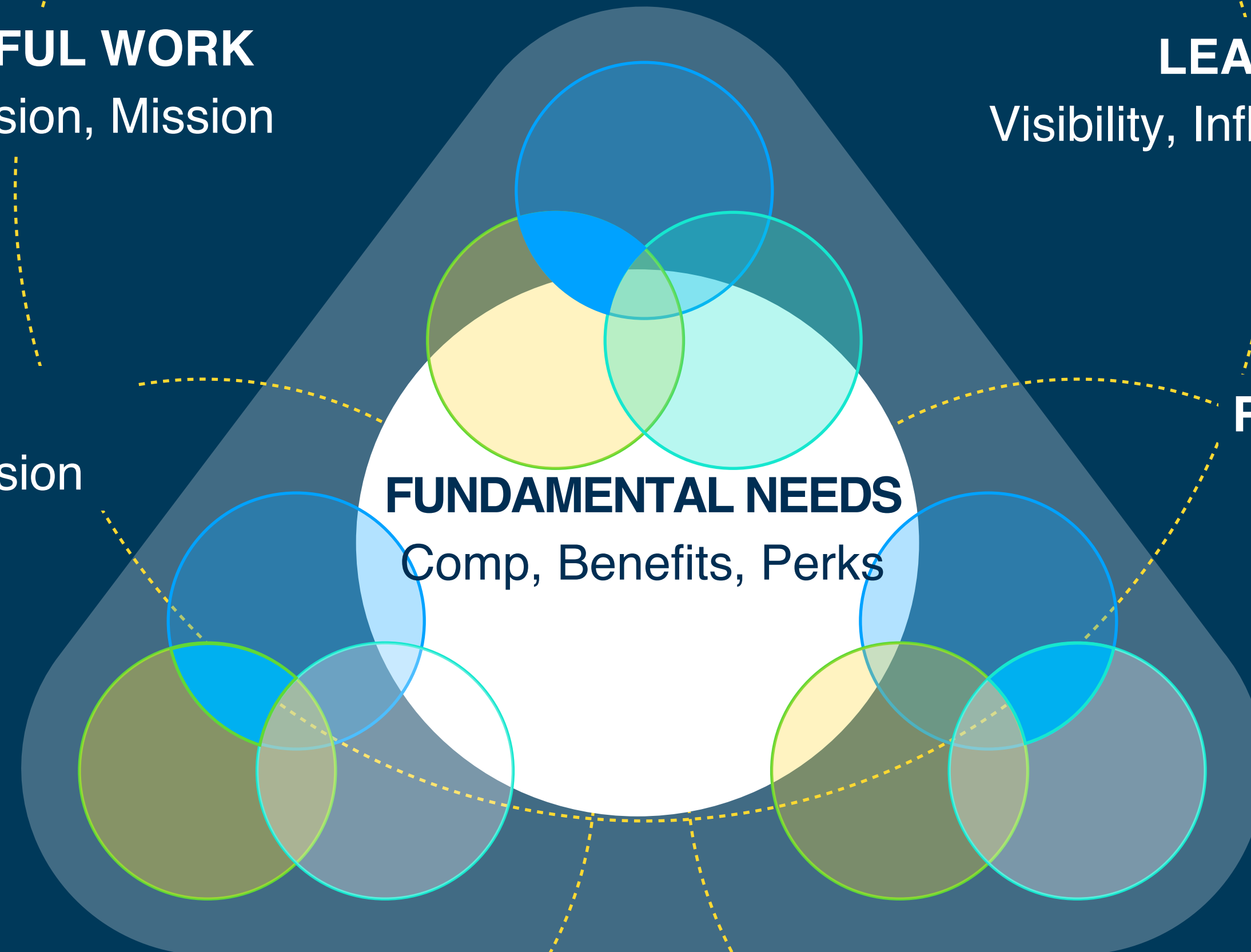
**DEVELOPMENT + GROWTH**  
Career path, Role Mobility

**POSITIVE WORKPLACE**  
Camaraderie, Flexibility, Inclusion

**HEALTH + WELLBEING**  
Wellness, Safety, Security

**FUNDAMENTAL NEEDS**  
Comp, Benefits, Perks

**MEANINGFUL WORK**  
Purpose, Vision, Mission



*Employee Experience Framework*

# *Creative*

## CONCEPT THEMES

- Bottom Up
- Identifying Common Experiences
- Voice of Employee
- Consider Use Cases and Challenges
- Commitment and Alignment





# Our Culture Story

## Our Vision:

BE CONSIDERED THE MOST RESPECTED  
HOMEBUILDER IN AMERICA

## Our Goals:

  
INSPIRED  
EMPLOYEES

★★★★★  
EXCEPTIONAL  
CUSTOMER  
EXPERIENCE

  
SUPERIOR  
OPERATIONAL  
EXECUTION

  
FORESIGHT  
FOR THE FUTURE

## Our Commitment:

  
WORK THAT  
MOVES YOU

  
TRUST THAT  
EMPOWERS YOU

  
A COMPANY THAT  
BRINGS YOU PRIDE

  
OPPORTUNITIES  
TO GROW

## Our Guiding Principles:

  
DO THE  
RIGHT THING

  
COMPASSION FOR  
THE CUSTOMER

  
CARE ABOUT  
QUALITY

  
TEAM-FIRST  
MENTALITY

## Our Purpose:

BUILDING INCREDIBLE PLACES WHERE PEOPLE CAN LIVE THEIR DREAMS



# What We Do



## by the Numbers

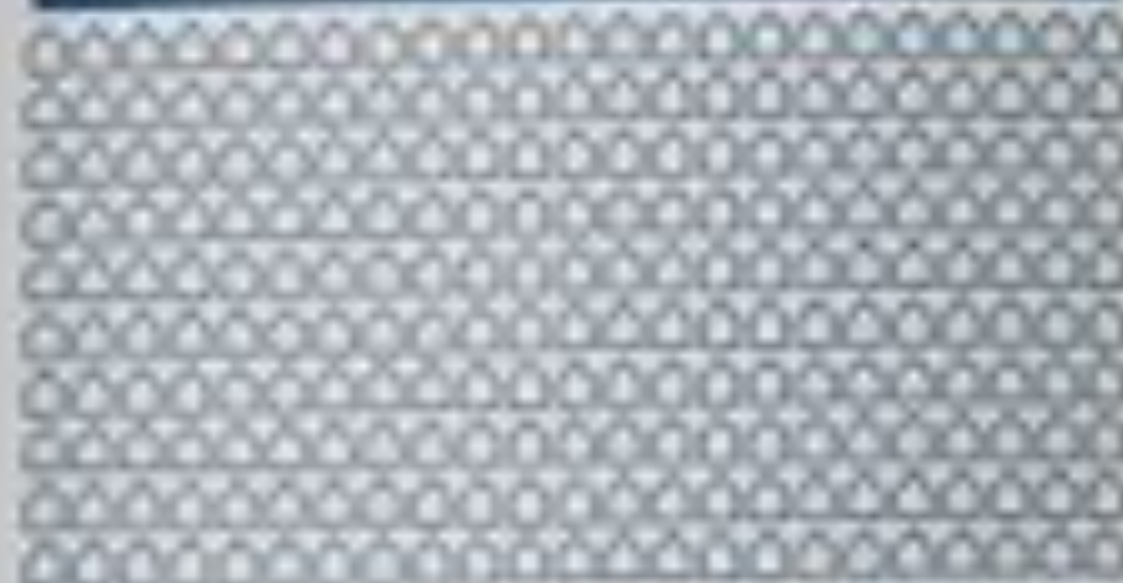
2.7 Houses Built Per Hour



69 Houses Built Per Day

69 Houses Built Per Day  
69 Houses Built Per Day  
69 Houses Built Per Day  
69 Houses Built Per Day  
69 Houses Built Per Day

23,000 Houses Built Per Year



\*2014 Data

© 2015 PulteGroup

Our talented teams are there every step of the way!

### 1. Find And Obtain Land

Tap into mutual interests to identify the best places to build new homes.

### 2. Think Like The Customer

Listen, learn and connect. Understand and respond to the right homes.

### 3. Make Houses Into Homes

Design and build homes that create a sense of community.

### 4. Full-Service Financing

Offer financial services that meet buying and selling a home need.

### 5. Support The Team

Working to help support sales to ensure a smooth process and an outstanding customer experience.

## What We Do

We do more than build houses – we build the places that people can call home.

It's an important job and it takes a lot of people to make it happen. Our teams play specialized roles while working to deliver a seamless process, bringing it all home for the customer.





# Our Vision





# Our Commitment:

WORK THAT



MOVES YOU

TRUST THAT



EMPOWERS YOU

A COMPANY THAT



BRINGS YOU PRIDE

OPPORTUNITIES



TO GROW



# Our Goals

## Our Goals

Now that we know what success looks like, let's talk about how we'll get there.

We understand that being an industry leader is a journey – and we're in it for the long haul. That's why we've come up with the top four goals that will guide us year after year.



After all, we achieve more by putting our people and our culture first:



### Inspired Employees

Making a tangible and meaningful commitment to our people



### Exceptional Customer Experience

Being empathetic and responsive every step of the way



### Superior Operational Execution

Delivering on quality and the playbook with unwavering commitment every day



### Foresight For The Future

Staying ahead of the curve through ideas and innovation

## *Our Guiding Principles:*

DO THE  
RIGHT THING



COMPASSION FOR  
THE CUSTOMER



CARE ABOUT  
QUALITY



TEAM-FIRST  
MENTALITY





# Our Purpose

## Why We Do It

To some, a house is just four walls, a foundation and a roof. There is some windows and a front door and call it quits. But we know the real meaning of a house. In fact, we don't call them houses at all - we call them homes. And a home is where special moments happen. Where lives are built and memories are made. At the end of the day, that's why we do it better than anyone else.

Because we know our work  
truly has PURPOSE:

*Building incredible places where people can  
live their dreams.*

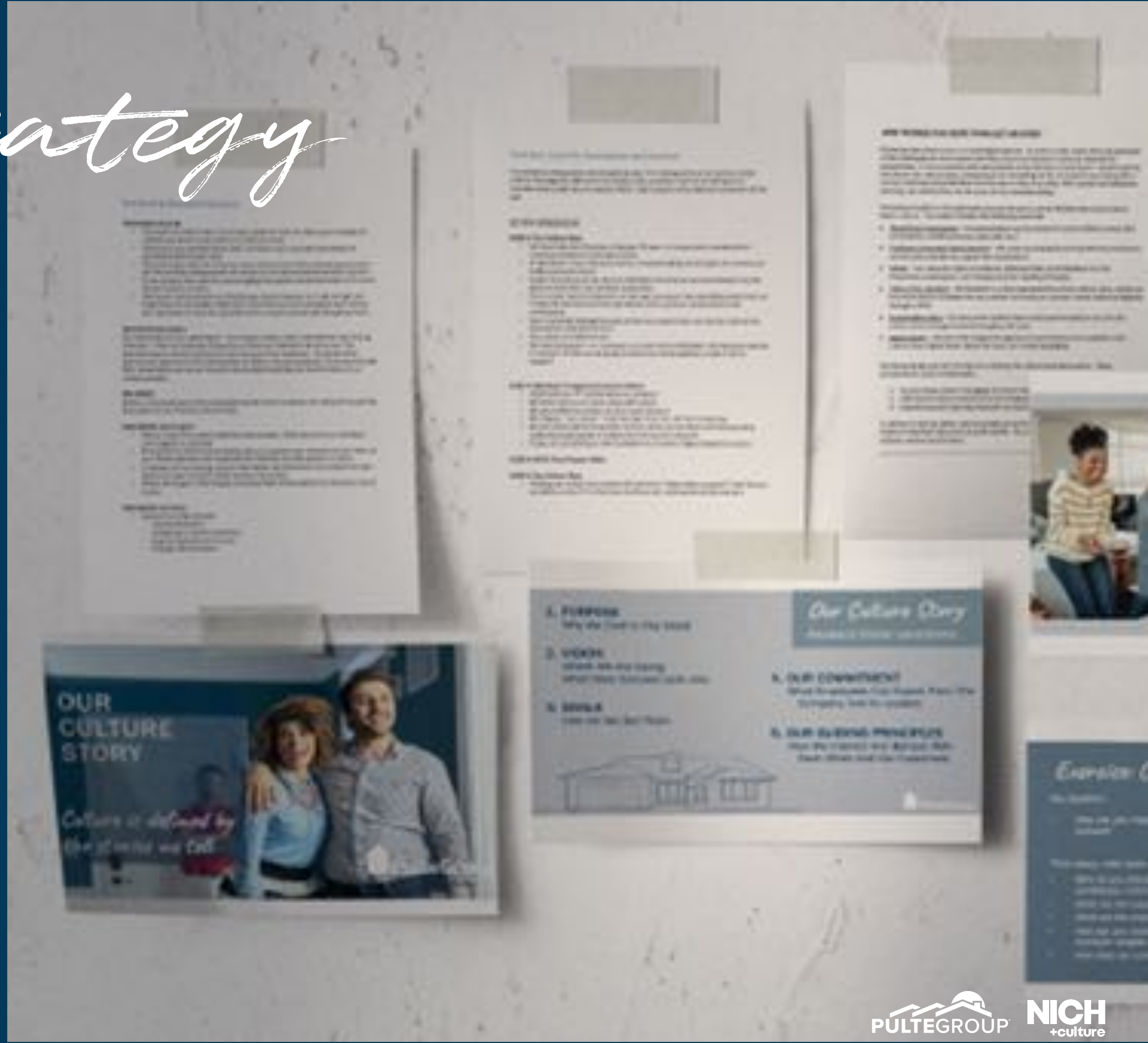




# Rollout Strategy

## OBJECTIVE

- Beyond an Event – Sustainability
- **Utilize the Power of Storytelling**
- Delivered by Business Leaders
- Authentic + Memorable
- Connect Through Emotion





# *Sustainability*

## EMPOWER LOCAL LEADERS

- Toolkits, Activities and Exercises
- Topical Presentations, Calendar, Instructions, Talking Points and Scripts



# Summary

1. VULNERABILITY AND COMMITMENT IS REQUIRED
2. MORE THAN AN HR INITIATIVE
3. WHAT YOU DO IS CRITICAL
4. SHOW THAT YOU CARE THROUGH CONNECTION AND AUTHENTICITY