

WELCOME TO OUR MAY MEETING





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



Archana Arcot, Ph.D.

Associate Vice President - Human Resources Infosys BPM

Jennifer Cloutier

Sr. Consultant Businessolver

Pamela Duke

Consulting Partner Partners in Leadership

Cheryl L. .Middleton Jones

Chief People Officer Co-Op Financial Services

Camye Mackey

SVP & Chief People Officer Atlanta Hawks and State Farm Arena Rob O'Connell CHRO

Aaron's Inc.

Brian Rice

Global Strategic Account Manager Ultimate Software

Deborah Schwarz

VP. HR

Cousins Properties

Caitlin Shetter

VP, Head of People SPANX

Edward Welsh

Chief People Officer Edible Brands

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Marilyn Draper (ex officio)
Senior Partner
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2019 PROGRAMS



BREAKFAST PROGRAMS 7:30AM - 10:00AM (HRLF members, prospects and approved guests)

NEW LOCATION: ROAM PERIMETER CENTER

- Tuesday, September 10, 2019
 Bringing Performance Management and Talent
 Planning out of the Dark Ages: Gap Inc's Revolutionary
 Case Study
 - Rob Ollander-Krane, Head of Talent Planning & Performance, Gap Inc.
- Tuesday, November 12, 2019
 Finding Fulfillment In Life and at Work: Critical Choices to Deal with Increasing Stress & Complexity at Work
 William A. Schiemann, Ph.D., Principal and CEO of Metrus
 Group and Metrus Institute (Author of Fulfilled!: Critical Choices: Work, Home, Life)

ROUNDTABLE MEETINGS – 7:30AM – 9:45AM CORPORATE MEMBERS

- Senior HR Roundtable @ Novelis
 - Tuesday, June 18, 2019
 Sharing HR Wins: A Roundtable with Work Samples
 Thursday, August 22, 2019
 - Friday, October 18, 2019
- Small Cap HR Roundtable @ Savills Studley
 - Wednesday, June 12, 2019
 Private Equity Ownership: Investments and Buyout Lessons Learned
 Thursday, August 29, 2019
 - Tuesday, October 22, 2019
- Talent Management Roundtable @ UPS
 - Thursday, June 6, 2019
 Culture Transformation/Innovation
 - Tuesday, August 13, 2019
 - Wednesday, October 2, 2019

SERVICE PROVIDER MEMBERS

- © Fisher & Phillips, LLP
- Tuesday, July 9, 2019
- Tuesday, October 8 2019

HRCI



As part of the HR Certification Institute's support for continuing education programs for human resource professionals, we have joined with HRLF to remind certified members of the self-reporting option available to them for recertification credits based on the criteria outlined in the Recertification Handbook. For those sessions that meet the stated program requirements, members can self-report using the online recertification application!







Remember to join us on:

- HRLF App (Take a minute to download now)
- Social Media
 Join our private groups on Facebook, LinkedIn & Twitter
 (@hrlfatlanta)

Use the handout provided at your seat for more information.

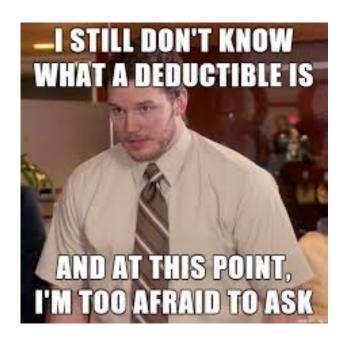
PROGRAM SPONSOR

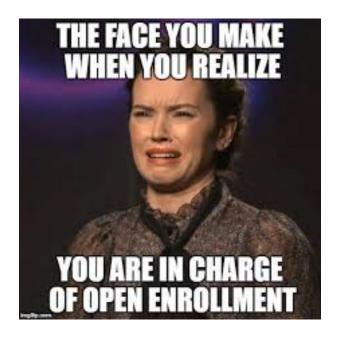


HRLF would like to thank our program sponsor...









Lockton BCI Partners



Georgia

Seven organizations using strategy as a competitive edge.

Expertise

- 50+ clients using the BCI model.
- Commonalities in industries 250+ benefit specialists operating
 - find multiplication in the bangas due to
 - geographic spread, shift work and More than 455,000 individual language barriers, employee benefit education
 - Highiony concluded massive ar.
 - 98% stirentementing. efficiencies.
 - Employee retention is a critical element to success.





Table Introductions Name, Company, & Role

- 1. Under what circumstances are senior executives most receptive to HR leader's input?
- 2. Why do some HR leaders enjoy access and influence with the top echelon while others in similar positions don't?
- 3. From your experience, what does it take to be seen by senior executives as their trusted advisor, not just an HR expert?

Discuss at your table.

OUR PROGRAM



Leading Transformational Change: The Role of HR



DARYL CONNER CHAIRMAN, CONNER PARTNERS

(AUTHOR OF MANAGING AT THE SPEED OF CHANGE)

HR Business Partners as Trusted Advisors to Senior Leaders

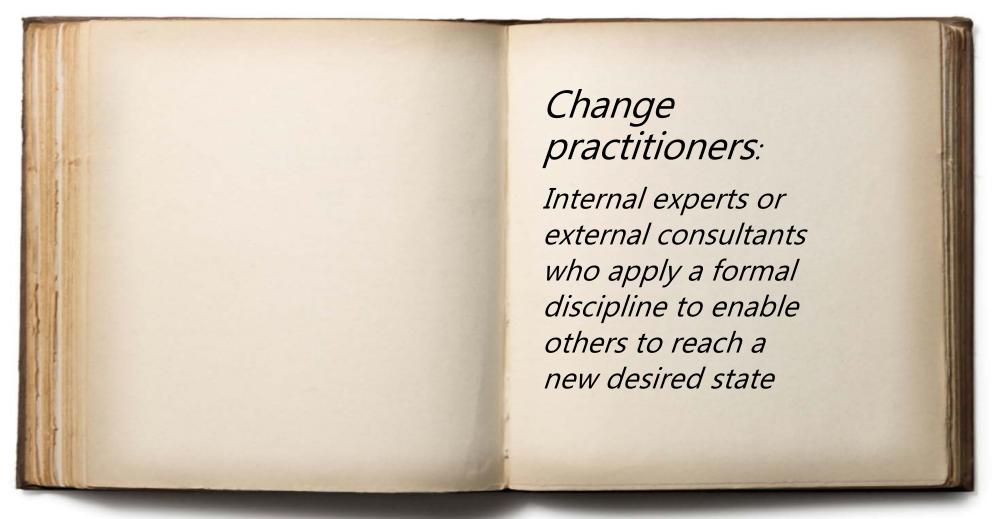
Conner Academy May 14, 2019 **Human Resource Leadership Forum**

Question:

What is the secret to HR professionals having extraordinary influence with top executives?

Answer: Most won't.

Spoiler Alert: This will not be an uplifting motivational talk.

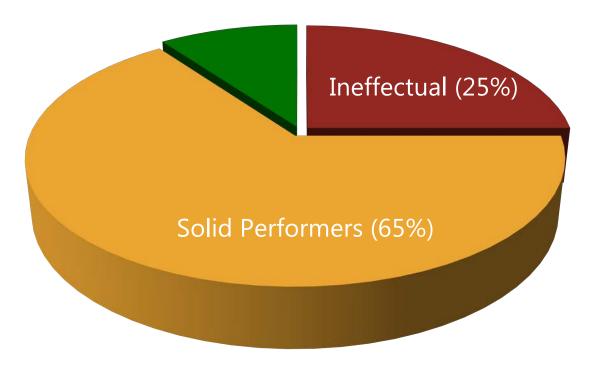


Role Filled by Professionals from a Wide Array of Disciplines

- Human Resources/Talent Management
- Change Management
- Organizational Development,
- Leadership Development
- Strategic Planning
- Organizational Design
- Project Management
- Coaching
- ... and more

Categories of Change Practitioners

High Impact (10%)



Ineffectual

- Haven't finished their training / inexperienced
- Fully trained / ample experience but poor chemistry with client
- Fully trained / ample experience but just plain inept



Solid Performers: Contributions

- Deliver what is expected
- Satisfactory results
- Comfortable relationships
- Honorable contribution



Solid Performers: Limitations

- Tactical assignments
- Marginal influence
- Conflict/controversy minimized
- Candor filtered



High Impact Practitioners

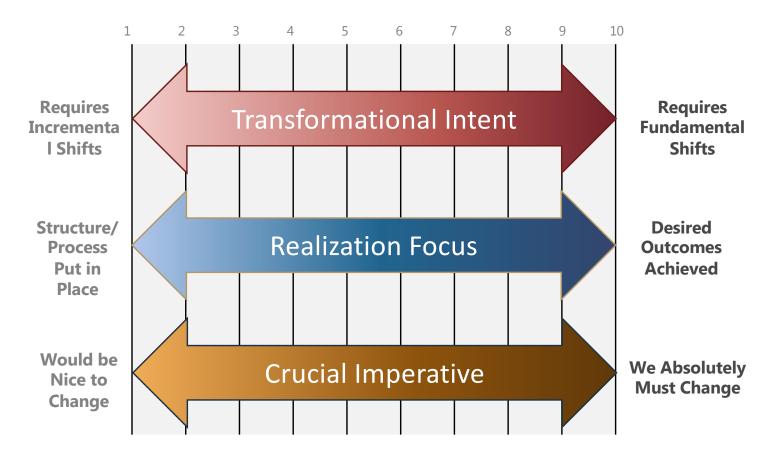
- Critical to imperative change
- Observations, interpretations, and feedback respected
- Considered a rare/valuable resource



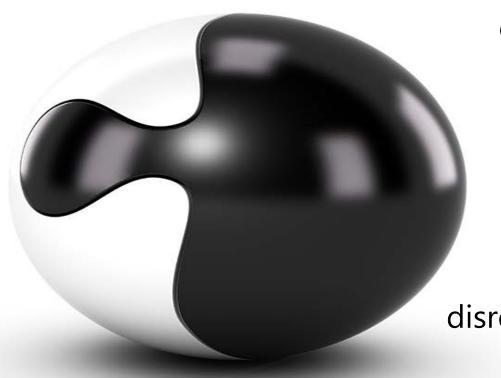
High Impact Trusted Advisors (HITAs)

HITAs are 10%ers Who Support Senior Leaders During Crucial Transitions

Prerequisite Conditions



Leader Impressions



Strategic:

considered vital to critically important initiatives

Invaluable:

Not easily disregarded or replaced

Senior Officer Influence

Practitioner's views are listened to and respected, even when (particularly when) the interpretations or recommendations offered are out of sync with the leader's original perspective

LITMUS TEST:

Input is highly regarded despite being contrary to what the executive expected, agrees with, or wants to hear

HITA is an earned status



Currencies:

What you do

(expertise/deliverables)

Who you are

(character/presence)

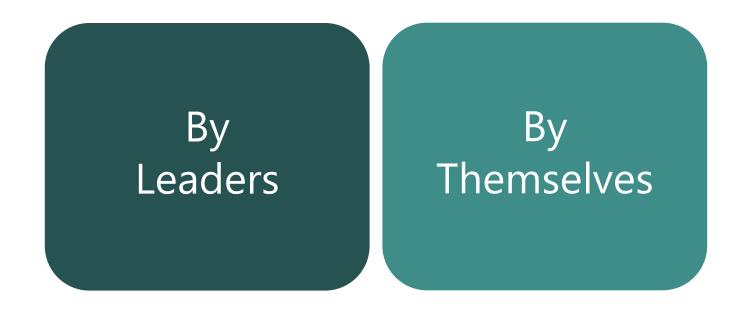


When it Comes to Serving as a HITA. . .

It is <u>not</u> the **content of the guidance you** provide that is the differentiator,

it's the **nature of the relationship** within which the guidance is conveyed that makes the difference.

How HITA Practitioners are Perceived:



Leaders' View of Practitioners

(*Partners* functioning as *Trusted Advisors*)

How Leaders Relate to Practitioners

As Vendors	As Partners
Often reluctant to accept practitioner's guidance	Usually eager to capitalize on practitioner's experience and expertise
Expects practitioner to generate value through fast, easy, simple, cheap solutions	Expects practitioner to generate value by helping create the most efficient and effective path to realization
Put off by feedback or recommendations that run counter to the status quo	Expects practitioner to be direct , explicit , and candid during all exchanges
Wants practitioner to "fix" the problem on his/her own	Expects practitioner to work collaboratively with the leader to jointly solve problems/exploit opportunities
Views practitioner as "extra pairs of hands" to help out in areas outside of expertise	Vigilant about using practitioner where the greatest value will be created
Grants practitioner as little access as possible	Ensures practitioner has ample access

TRUSTED

Extraordinarily influential, highly relied upon

ADVISOR

Helping to make informed decisions

Practitioners' View of Themselves

(precious resource with responsibilities)

How Practitioners Think of Themselves

As Helpful	As a Precious Resource
Easily replaced	A rare and valuable asset
Self-worth requires external validation	Self-worth is internally validated
Most important thing is to protect job security	Most important thing is to protect the integrity of professional standards
Feel under pressure to accept all assignments regardless of the likelihood of success	Decline assignments if high value can't be generated
Seldom explicitly contracts expectations (project's prognosis, requirements of the leader, and what the practitioner needs to deliver high value)	Always explicitly contracts expectations (project's prognosis, requirements of the leader, and what the practitioner needs to deliver high value)

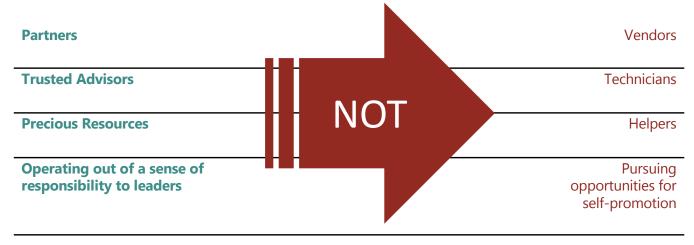
HITAs Believe . . .

- Their profession is <u>critically important</u> . . .
- They are exceptionally good at it . . .
- There is more than an opportunity for them to provide their talents to senior officers . . .

They have an obligation to do so.

What is Necessary to Establish and Maintains HITA Status?

HR Professionals must see themselves and be viewed by the leaders they serve as:



Sober Reality

Good News

What it takes for HR professionals to have extraordinary influence with senior executives is not a mystery . . . HITA characteristics are clearly evident.

Bad News

Many people who aspire to HITA status lack the predisposition to function in this manner . . . and this is no less true for HR professionals.

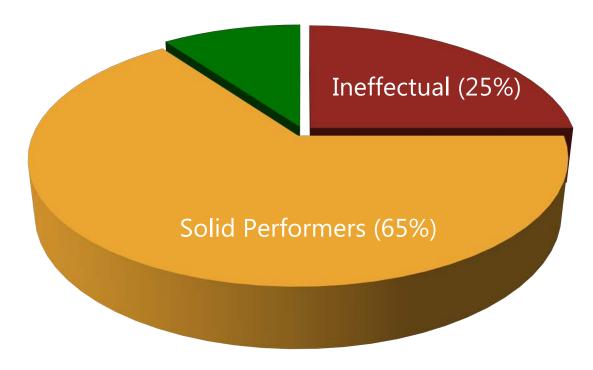
The Importance of Predisposition

Aspiring to be something you're not isn't a bad thing; it just doesn't work.

- It's a disservice to the HR profession to pretend desire and determination are all that is required to rise to the top of the influence ladder.
- You don't "become" a HITA—you stop inhibiting yourself from thinking and acting like one.
- You don't "develop" 10%er instincts that didn't exist before—you liberate what has been lying dormant.

Like it or not

High Impact (10%)



Call to Action

- If HITA predisposition is not evident, **maximize your leverage** as a 65% practitioner:
 - This is what the **majority** of leaders are **seeking**.
 - Serving in this capacity makes an **important contribution** to organizational success.
- If you have an unrealized predisposition for 10%er work, accept your responsibilities and invest in preparing yourself to fulfill the role.
- If you are already serving as a HITA:
 - Continue to advance in both what you do and who you are.
 - **Be vigilant** about where you practice your craft.

QUESTIONS?

FEEDBACK

PLEASE COMPLETE OUR ELECTRONIC PROGRAM EVALUATION

VIA THE HRLF APP.

THANK YOU.