



# JULY 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

## (LAST 6 MONTHS)



**Janet Barnard**  
Former EVP & Chief People Officer  
Cox Automotive

**Lindsay Bryant**  
Vice President, Talent  
Insight Sourcing Group

**Guillermo Cremer**  
SVP & Chief People Officer  
Focus Brands

**Patrick C. Daniel**  
VP, HR  
Bonnell Aluminum

**Kirsten Garrett**  
SVP of HR  
QGenda

**Leslie Graham**  
VP, HR  
United Digestive

**Matthew Harrison, PhD**  
SVP, Talent & Development  
Jackson Healthcare

**Malvika Jhangiani**  
SVP, HR  
Newell Brands

**Tim Kennedy**  
SVP, HR  
Mannington Mills

**Kelly A. Knox**  
Senior HR Business Partner, CIG, Wealth and  
NCF&P  
Truist

**Aaron Lincove**  
VP and Head of Human Resources  
Kenco Group

**Michelle Meurer**  
SVP, HR  
Verint

**Mari Sifo**  
CHRO  
SWM International

**Jessica B. Steinberg**  
Sr. Director, US Human Resources Operations  
The Home Depot

**Towanna Tindall**  
VP & CHRO  
Trulite Glass and Aluminum Solutions™

**Michele Truhe**  
Director of Human Resources  
IDI Logistics

**Sam Westbrook**  
SVP, HR  
Holder Construction Company

**Whitney Woodward**  
CHRO  
Aaron's Inc.





# WELCOME 2021 NEW MEMBERS



**Kirsten Garrett**  
SVP of HR  
QGenda



**Leslie Graham**  
VP, HR  
United Digestive



# 2021 EXECUTIVE COMMITTEE



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



**Co-President**  
**Joanne McInerney, Ph.D.**  
VP, HR North America  
Novelis, Inc.



**Immediate Past President**  
**David Malfitano**  
CHRO  
Wayne Farms



**VP Board Development**  
**Keith Jackson**  
CHRO  
AT&T Latin America



**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**  
**Michelle Ansley**  
CHRO  
Classic Collision



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



# 2021 BOARD OF DIRECTORS



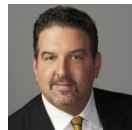
## Class of 2021



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



**Karen Bennett**  
EVP & CHRO  
Cox Communications



**Matthew Carlomagno**  
VP, HR – Issuer Solutions  
Fiserv



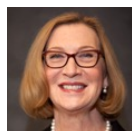
**Brad Cummings**  
VP, HR  
Imerys



**Keith Jackson**  
CHRO  
AT&T Latin America



**Kim Fleming, Ph.D.**  
SVP, People Strategy Executive  
Truist



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

## Class of 2022



**Michelle Ansley**  
CHRO  
Classic Collision



**Matt Getz**  
VP, HR  
CryoLife



**Stacie Hagan**  
HR Leader and Operations Executive



**Todd McCarty**  
CHRO and SVP HR  
Cumulus Media, Inc.



**Joanne McInerney, Ph.D.**  
VP, HR North America  
Novelis, Inc.



**DeRetta Rhodes, Ph.D.**  
SVP/Head of HR  
Atlanta Braves



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

## Class of 2023



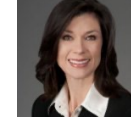
**Matt Duncan**  
EVP & Chief Administrative Officer  
Zep Inc.



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



**David Malfitano**  
CHRO  
Wayne Farms



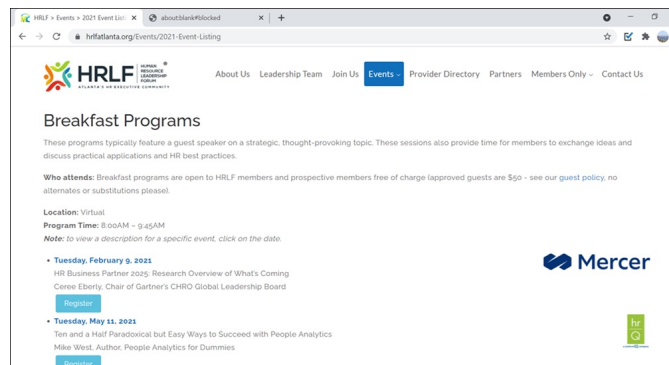
**Virginia Means**  
Chief People Officer  
United Distributors



# WEBSITE



*hrQ is proud to sponsor the HRLF website for 2021*



## 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



PROGRAM SPONSOR



# We shape the future of real estate for a better world.



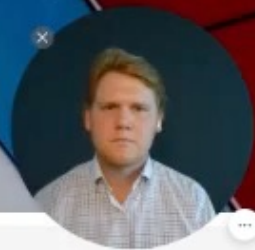
**Todd Edstrom**  
*Director, JLL Technology*



**Ryanne Pennington**  
*EVP, Office Advisory*



**Angela Brzezicki, SHRM-SCP**  
*SR HR, Southeast Region*



Finish recording (Alt+Shift+L)



0:00





## PROGRAM REMINDERS

- PDF file in the chat with program information, speaker handout, sponsor information, and website info.
- Keep yourself muted during the presentation.
- If you have a question, please raise your hand and we'll address questions as we can during and at the end the presentation.
- Submit your poll response at the end of the event.
- Join us for an open discussion after the program, 9:30am – 10:00am.



# 2021 PROGRAMS



## BREAKFAST PROGRAMS (5 per year)

HRLF MEMBERS, PROSPECTS AND APPROVED GUESTS

**Location:** Virtual

**Program Time:** 8:00AM – 9:45AM

- **Tuesday, July 13, 2021**

The Inside Gig: How Sharing Untapped Talent Across Boundaries  
Unleashes Organizational Capacity

Edie Goldberg, Ph.D., President, E.L. Goldberg & Associates  
Werner Buskermolen, SVP & CHRO, HERE Technologies

**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

- **Tuesday, September 14, 2021**

Based on the book "Save Your Asks."

Chris Tuff, EVP, Director of Content Marketing & Partnerships,  
22squared

- **Tuesday, November 9, 2021**

A Focus on Mental Health: Making Your Company's Well-being  
Strategy a Competitive Advantage

Dr. Monte Masten, MD, MBA, MPH, FACOG & Betsy Nota-Kirby, MS

## ROUNDTABLE MEETINGS

CORPORATE MEMBER ROUNDTABLES

### Senior HR Roundtable (4 per year)

**Location:** Virtual

- Wednesday, July 28, 2021 – COVID Return from Remote Implications

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

- Friday, December 10, 2021

### Small Cap HR Roundtable (4 per year)

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

- Thursday, August 12, 2021 – Capability Development Shifts in the New World
- Friday, November 19, 2021

### Talent Management Roundtable (4 per Year)

**Location:** Rheem Mfg Co, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328

- Friday, August 27, 2021– Building Trust in a Virtual or Hybrid Work Environment
- Tuesday, October 19, 2021

## SERVICE PROVIDER MEMBER ROUNDTABLE (4 per year)

**Location:** Virtual

- Tuesday, October 12, 2021





# OUR PROGRAM



The Inside Gig: How Sharing Untapped Talent Across Boundaries Unleashes Organizational Capacity



**EDIE GOLDBERG, PH.D.**

PRESIDENT

E.L. GOLDBERG & ASSOCIATES



**WERNER BUSKERMOLEN**

SVP & CHRO

HERE TECHNOLOGIES



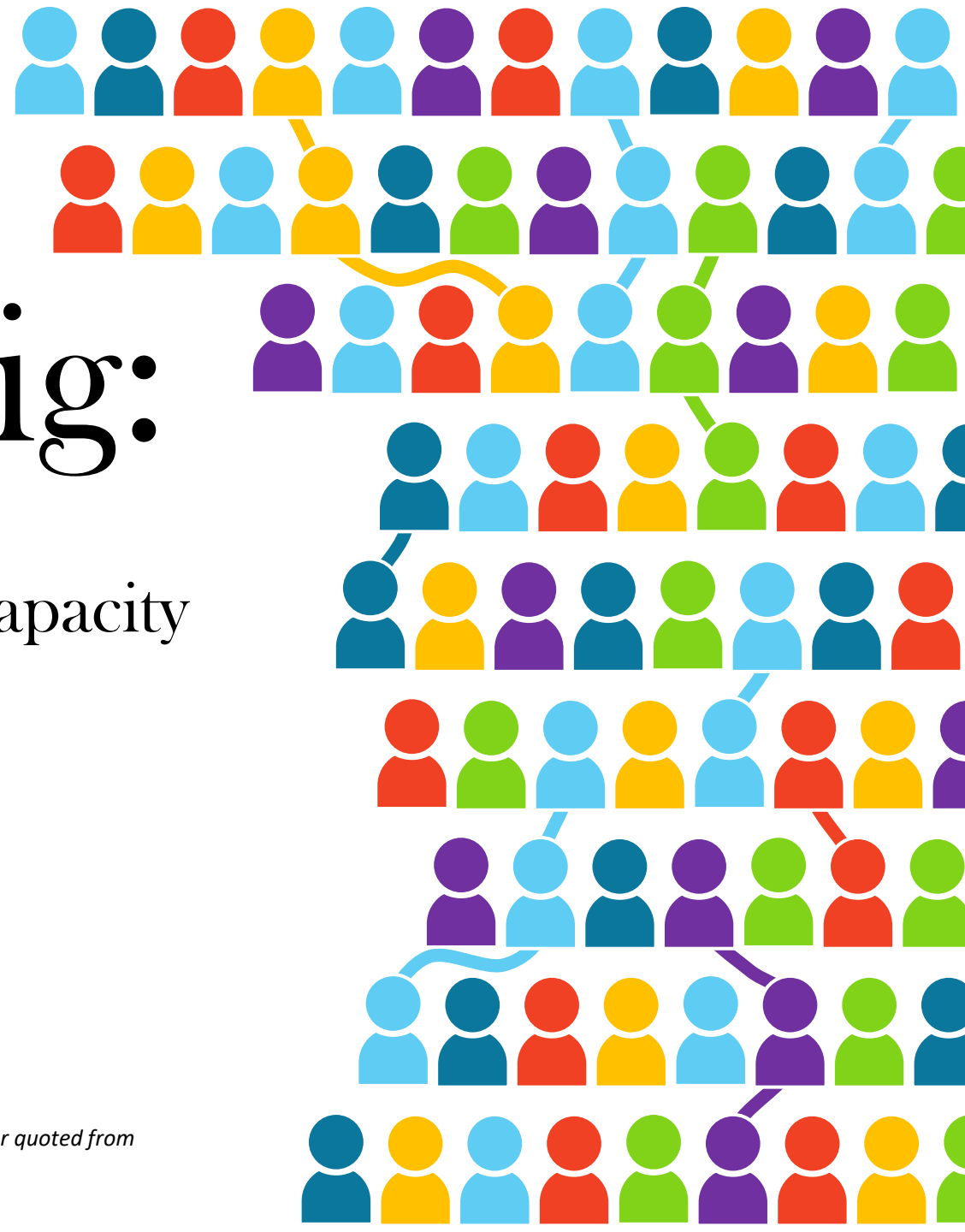
# The *Inside* Gig:

How Sharing Untapped Talent Across  
Boundaries Unleashes Organizational Capacity

Edie Goldberg. PhD  
E. L. Goldberg & Associates

July 13, 2021

*This document contains proprietary material and should not be reproduced, either in total or in part, circulated, or quoted from without proper attribution and the expressed permission of Edie Goldberg.*





Edie Goldberg, Ph.D.  
and Kelley Steven-Waiss

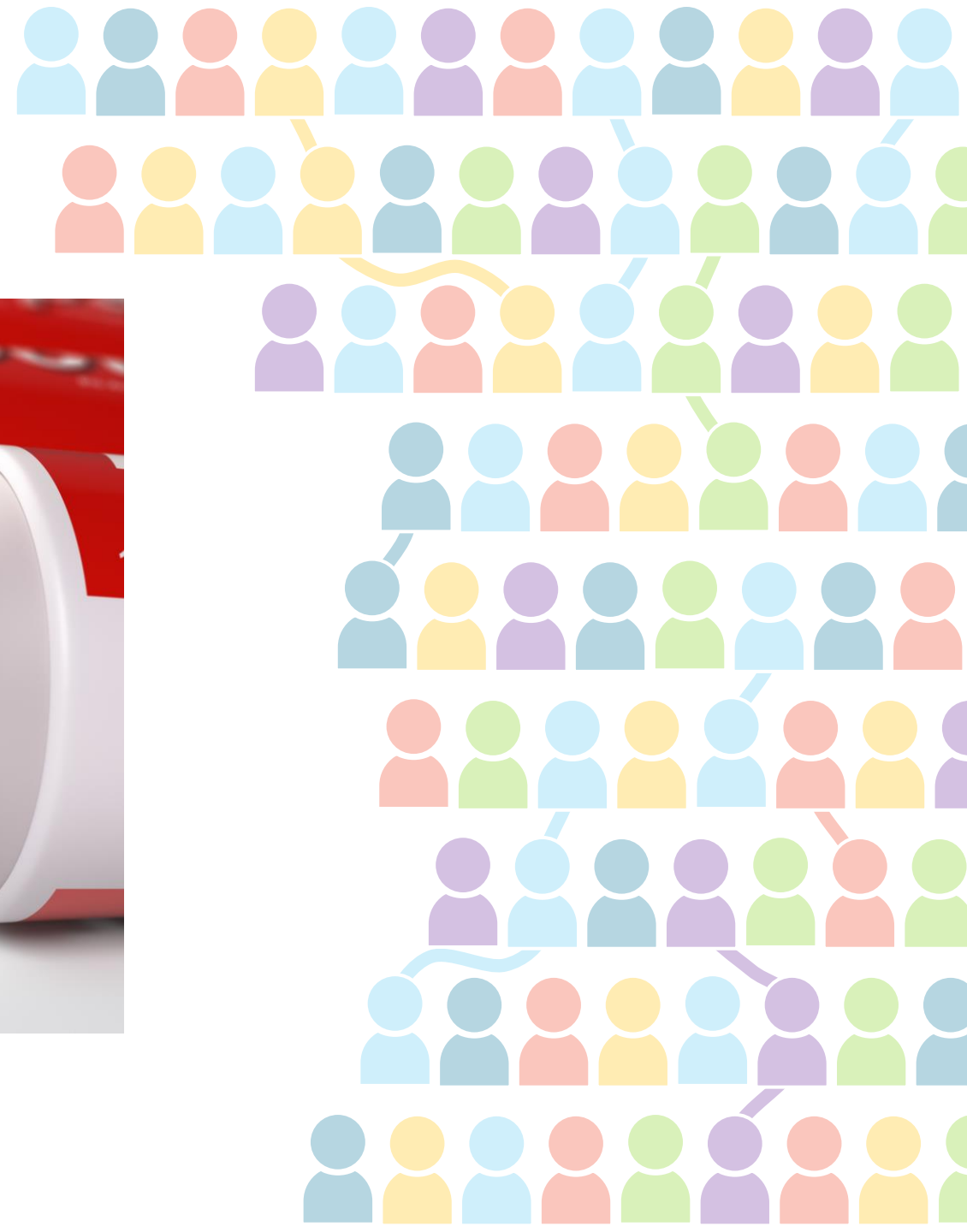
# The *Inside* Gig

How Sharing Untapped Talent  
Across Boundaries Unleashes  
Organizational Capacity

New Formula = More Fluoride



Innocentive Prize = \$25,000



# Polling Q1

## The ITM Journey

Internal Talent Marketplaces are a hot topic in many companies today. How familiar are you with this concept?

- a) This is new to me.
- b) I have heard about it, but I am not that familiar with how it works.
- c) I have a good understanding of the concept and how to implement it.
- d) I have helped companies implement an Internal Talent Marketplace.





# The world of work is changing

# The world of work is changing

## Economic Game Changers



Cloud Technology



Artificial Intelligence

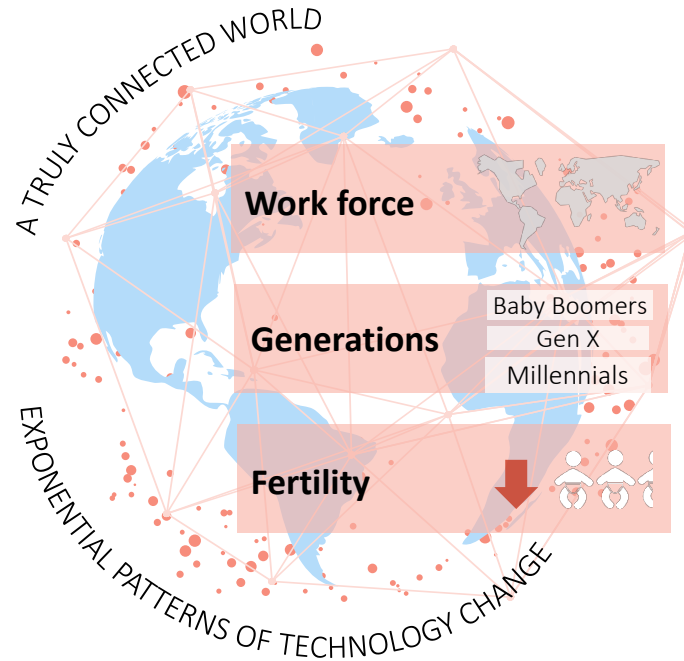


High Speed Mobile Internet



Big Data Analytics

## Population



## New Work Ecosystem

Democratization of work



Technological empowerment

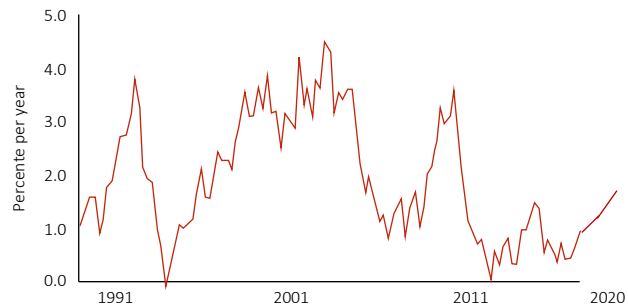


All inclusive global talent market



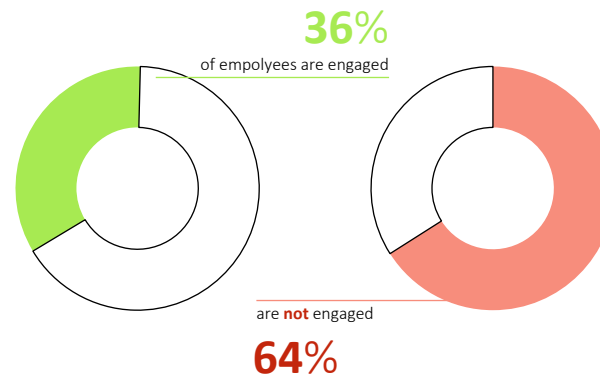
# Productivity, Engagement & Talent Shortages

**Productivity increased during the pandemic, but in general growth has slowed**



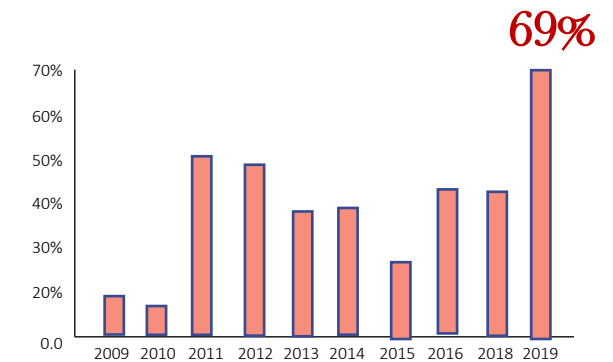
Non-Farm Labor Productivity Growth  
(Bureau of labor Statistics)

**Employee engagement remains stubbornly low**



Employee Engagement Low  
(Gallup, 2020)

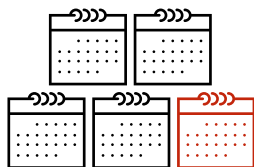
**Talent Shortage is at a 10-year high**



U.S. Talent Shortages  
(ManpowerGroup, 2021)

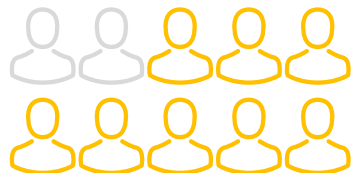


# The Desire to Continuously Learn and Grow



5 years

**Half-Life** of Skills



8 of 10

Managers View **Learning as Important**



1 of 3

Agree **Using Skills** Well



42%


**Likely to Leave** if Not Learning



93%

Would **Stay Longer**

Deloitte, Global Human Capital Trends 2016: The New Organization; Different by Design  
Bersin by Deloitte proprietary research with Glassdoor, cited in 2017 Deloitte Global Human Capital Trends, p. 29  
LinkedIn 2018 Workplace Learning Report.



The reason why it is so difficult for existing firms to capitalize on disruptive innovations is that their  
**processes and their business model**  
that make them good at the existing business actually makes them  
bad at competing for the disruption.

- Clayton Christensen

The background image shows two women in a home office. One woman is seated at a desk, looking at a laptop screen. The other woman is standing next to her, laughing heartily. The scene is overlaid with a semi-transparent green filter. The text 'The Rise of the new Talent Operating Model' is centered over the image in a large, black, serif font.

# The Rise of the new Talent Operating Model

# The New Talent Operating Model



Growth mindset  
culture



Skill Inventory  
Management



Agile Organization  
Design



Self-directed,  
micro-learning



Crowd-Sourced  
Feedback



Talent-sharing



Project-based  
work



Team-based  
Goal setting



Skill  
Communities



Personalized  
Rewards





# The Six Principles of The *Inside* Gig

01

# You Get What You Give

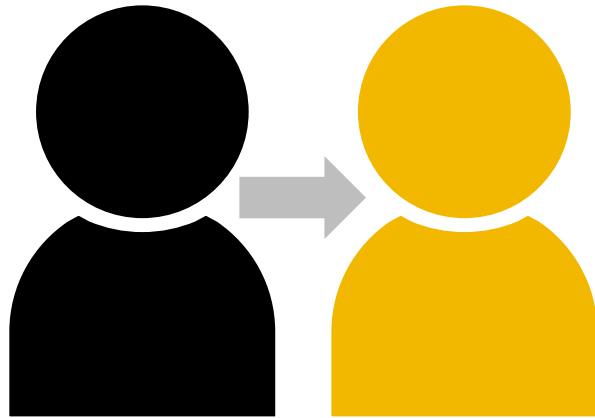


# Internal Talent Mobility

---

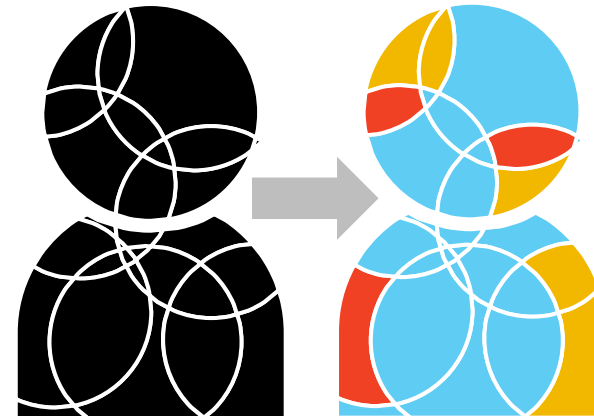
From

moving **employees to different jobs**  
within the company to create  
learning opportunities



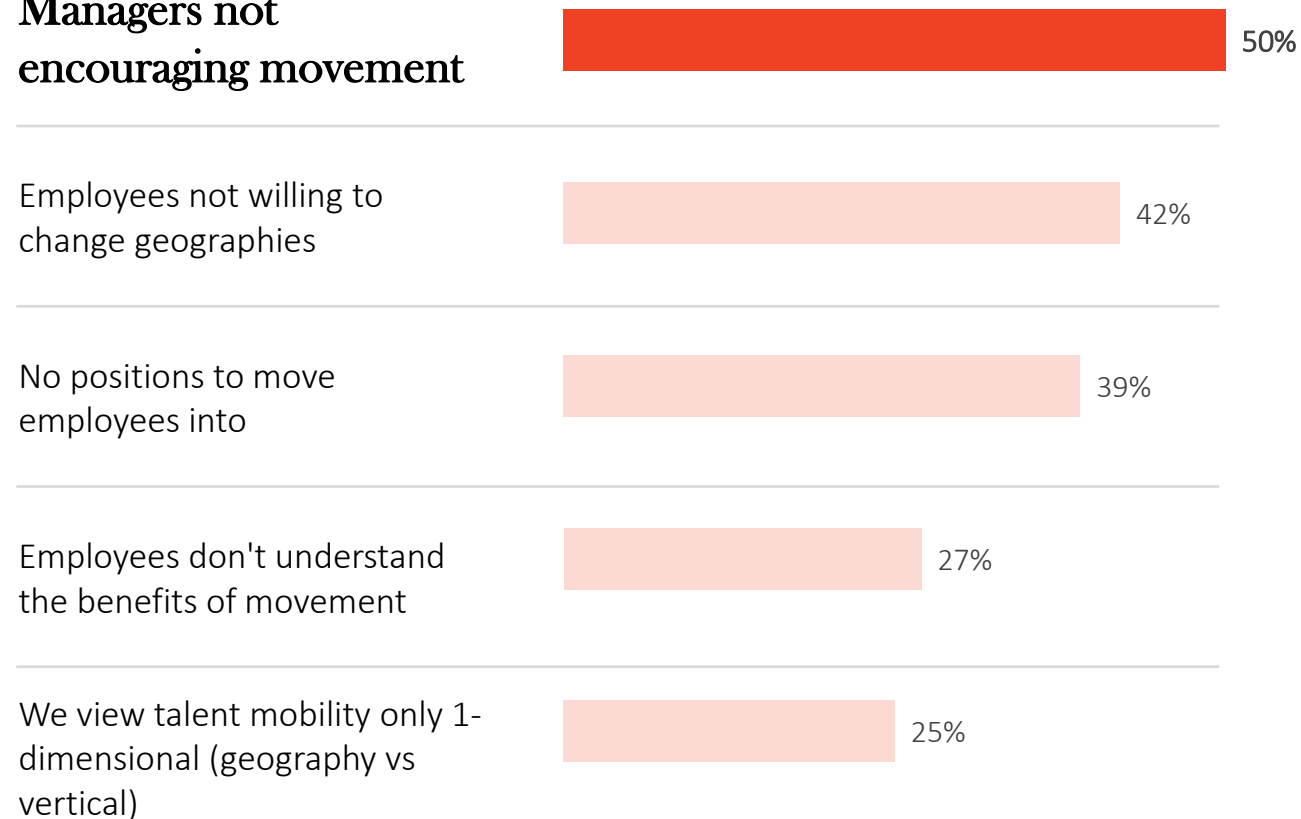
To

breaking **jobs into projects** –  
and then making room for an  
extra project

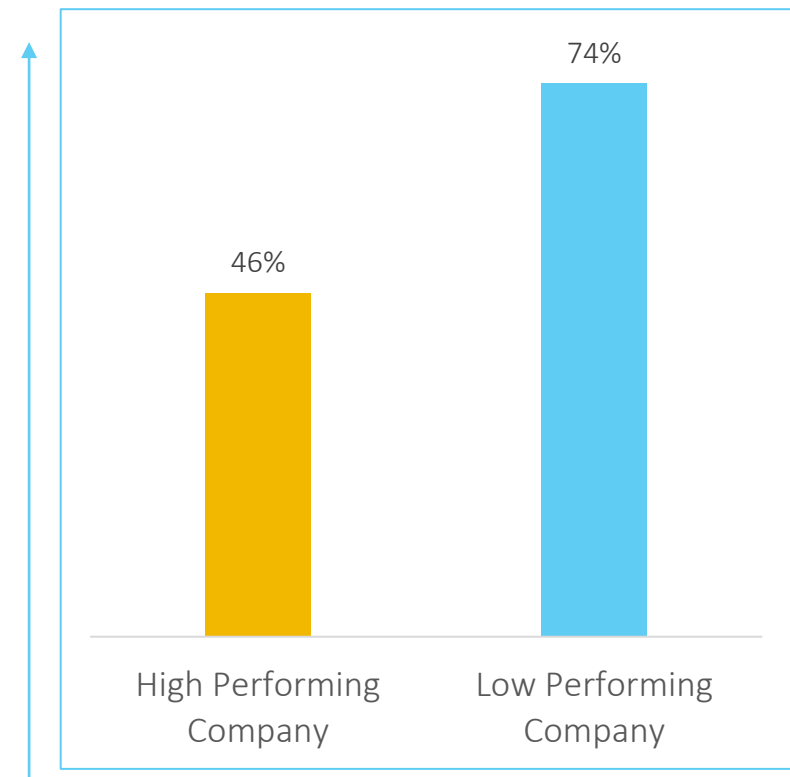


# “What inhibits your organization to move talent?”

## Managers not encouraging movement



Strong negative correlation to TMRI



Source: i4cp



# Sharing Talent Across Boundaries

---

## Internal Redeployment/Agility

- ✓ Verizon
- ✓ GM/Ford/3M making Ventilators

## Ecosystem Talent Sharing

- ✓ Disney – Siemens
- ✓ Sysco loaning furloughed employees to Kroger
- ✓ People + Work Connect

# Polling Q2

## Sharing Talent

Has your company shifted work or talent around given the current business conditions?

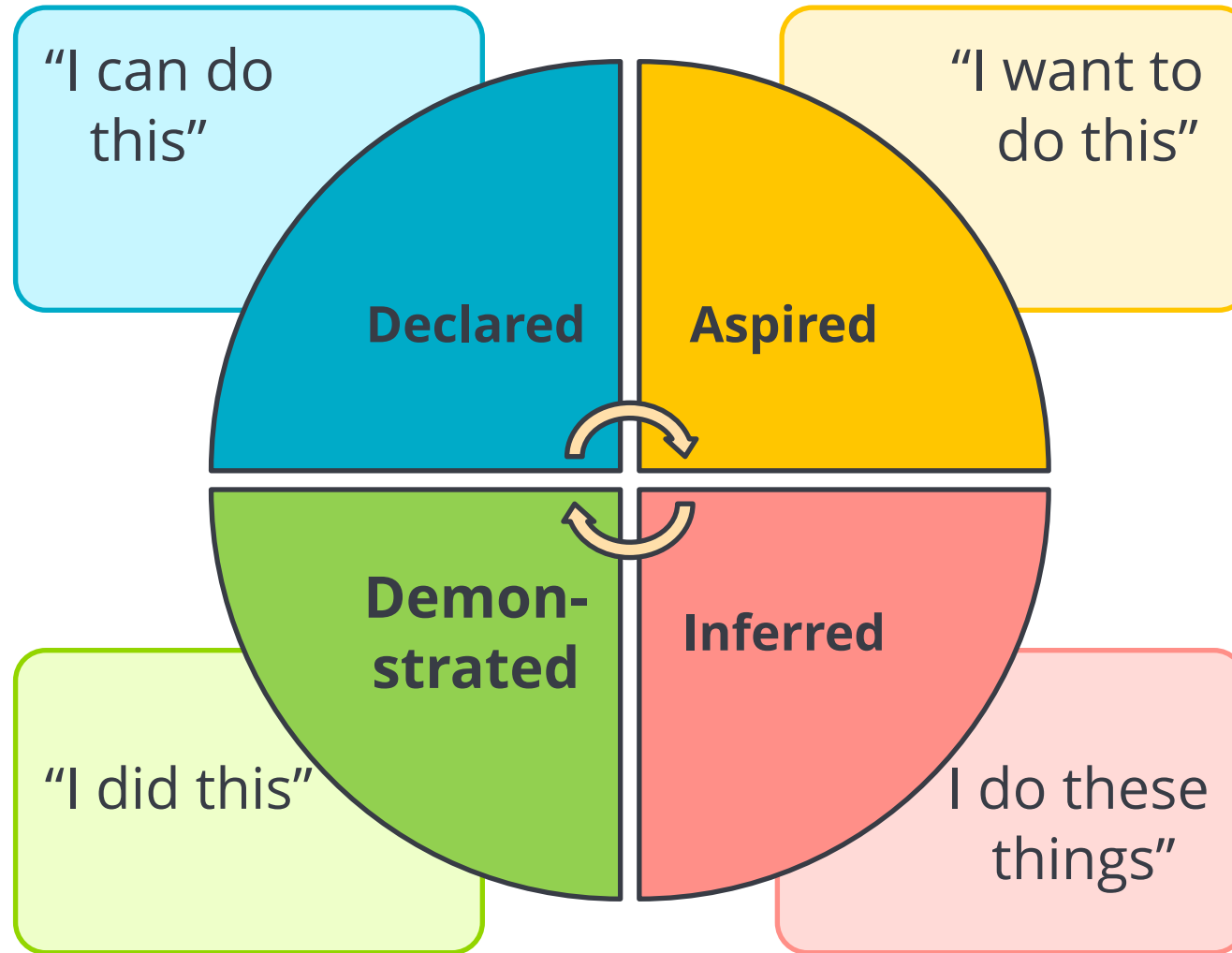
- a) No.
- b) Yes – Shifting work/employees within our company.
- c) Yes - - Sharing talent across our business ecosystem (external)
- d) Yes – We are both moving talent internally and loaning talent to external partners.

02

# Know What You Have



# AN EQUAL "OPPORTUNITY" PLATFORM



03

# Create a Learning Organization





04

# Democratize the Work



05

# Create an Agile Organization



# Polling Q3

Creating Adaptive Organizations

Has your organization moved away from traditional hierarchy to more of a team-of-teams model?

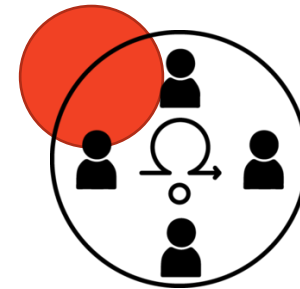
a) Yes

b) No



06

# Bust the Functional Silos



*Talent Optimization*

*Improved Outcomes*

*Personalized Learning*

*Increased Engagement*







# Big Journeys begin with Small Steps

What Steps will you take to unleash the capacity of your organization?

# The Inside Gig In Action

---



**Werner Buskermolen**

Senior Vice President and Chief  
Human Resources Officer

The  
*Inside*  
Gig

Thank  
You!



**Edie L. Goldberg**  
E. L. Goldberg & Associates

[www.elgoldberg.com](http://www.elgoldberg.com)  
[edie@elgoldberg.com](mailto:edie@elgoldberg.com)

[www.TheInsideGig.com](http://www.TheInsideGig.com)





# Edie L. Goldberg, Ph.D.

President, E. L. Goldberg & Associates

**Edie Goldberg, PhD**, is the president of E.L. Goldberg & Associates in Menlo Park, California. She is a nationally recognized expert in talent management and organization development. Her practice focuses on designing human resources processes and programs to attract, engage, develop, and retain employees. Dr. Goldberg has published and presented at numerous conferences on the future of work, performance management, building management capability, career management and succession planning. She earned her doctorate in industrial/organizational psychology from the University of Albany, SUNY. Currently, she serves on the board of directors of the SHRM Foundation; she is the past chair of HR People + Strategy (HRPS) and past-president of the California HR Strategy Forum (HRSF). She is the recipient of the HRPS Lifetime Achievement award to honor the impact she has made to her profession and is a Fellow of the Society for Industrial & Organizational Psychology.

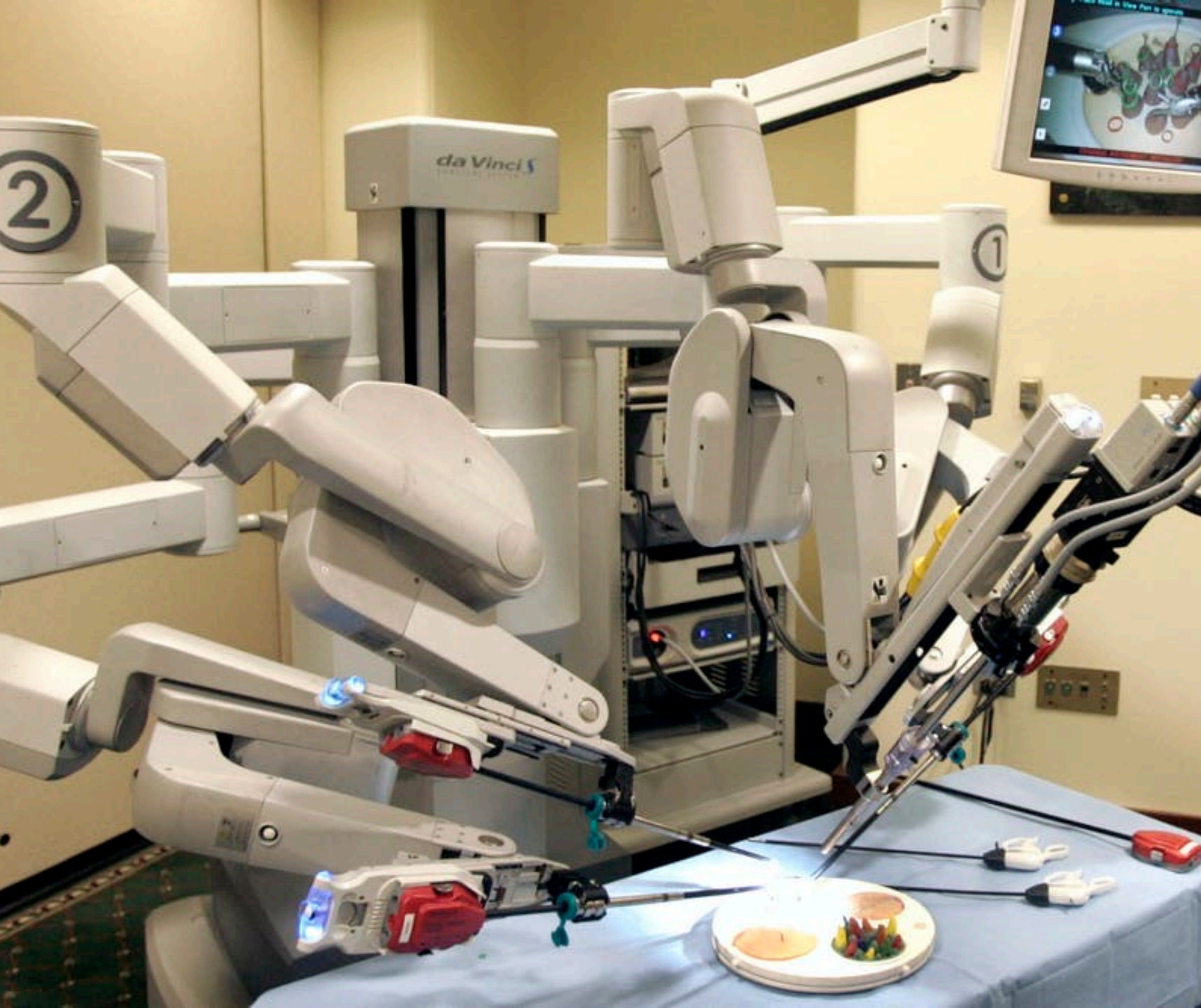


# Talent Mobility within HERE

Werner Buskermolen  
CHRO, HERE Technologies







## Business case: Using the right skills @ the right place

We noticed there was a **constant need** for **specific skills** and consistent shortage in some areas. We learned;

- We have a lot of underutilized skills, but also had to upskill & reskill.
- Availability of additional skills within the organization
- We sometimes use the right skills in the wrong place / Better match of talent to the work
- Manage Cost
- Become more agile



## Business Case: Employee engagement

On the employee side we learned **people get “bored”** if they are not able to use their full potential

- Consistent feedback on development
- Different ways of working and learning lead to engagement
- A lot of “hidden” skills due to an outside gig / hobby.
- People would like to do more project based work

“The best way to sharpen your skills is to use them”.





## Critical Change factor: Culture

**Thougst challenge** in the change mangement was (and still is) driving a **talent mobility culture**

- Let go of talent 'ownership'
- Incentivize and make role modeling a KPI for leaders
- Focus on the "gain" in skills for leaders (versus the loss)
- Share success stories

"If you're offered a seat on the rocket ship, you don't ask what seat. You just get on."  
(Facebook Chief Operating Officer,  
Sheryl Sandberg)





## Critical Change factor: Culture

Change management on **culture** is needed **for both Managers and Employees**

- My boss says...take ownership of your career
- Evangelize the “jungle gym” career” vs the “ladder”
- Focus on employees that are open for Mobility (some people are happy in their role)

“You can’t climb the ladder of success with your hands in your pockets.”

*(Arnold Schwarzenegger)*





## How it has changed: continuous development of people

The focus moved to **Evolving our Culture** and **Systematically develop talent**

- Leaders start to acknowledge the strength of cross functional skill sharing (Talent Marketplace)
- Building HERE Academies to support continuous re- and upskilling.
- Develop leaders to effectively coach, mentor & sponsor.
- Showcase and promote career trajectories (not ladders) driving mobility.

*“The right people, with the right skills, in the right place, at the right time”*





## Results in mobility

HERE developed tooling to identify mobility opportunities

- 33% internal mobility in 2021 vs 28% in 2020 and 19% in 2019
- HR leading the way with cross-functional hires in Academy leads and even the lead for the Talent mobility 'Mission' (from sales)
- 177 cross functional opportunities closed in 2020
- 76 finished projects ytd, 77 open
- Next iteration on talent mobility with:
  - ❖ Skills strategy
  - ❖ Academies
  - ❖ Internal first approach
  - ❖ LXP

## PROVEN BUSINESS IMPACT – OVER THE FIRST YEAR

Productivity / Savings  
FTE worth of capacity

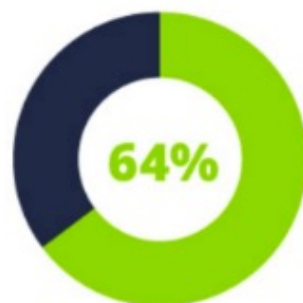
111 FTE  
in Savings

Engagement

HERE Promoter  
Score Increased

9% 

Global Projects



● Global ● Local

Type of Projects



● Tech ● Non-Tech

Cross-Org Teams



● 2 or more units ● Same unit

# Thank you

**HERE Technologies**  
**Werner Buskermolen**