

WELCOME TO OUR SEPTEMBER MEETING

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



Dipankar Bandyopadhyay

VP. HR

Anthem, Inc.

Kerri Eskin

Sr. VP, HR

Cotiviti

Michelle Hairston (No)

SVP. HR

PulteGroup, Inc.

Jerrold R. Hill (Cancelled)

VP. HR

PowerTeamServices

Tino Mantella

President & CEO

Turknett Leadership Group

Michelle Nichols

Senior Director, Culture, Diversity and Talent Aaron's, Inc.

Jennifer Nicol*

EVP, Global HR

Rheem Manufacturing Company

Rob O'Connell*

SVP. Human Resources Aaron's Inc.

Caitlin Shetter

VP, Head of People SPANX

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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...





Businessolver at a Glance

PURPOSE

We create technology that reinvents benefits — transforming annual enrollment from a once-a-year event into a year-round, personalized journey.

PROMISE

Delivering delight means making it right together.

MISSION

Grow our business. Delight our clients.

VISION

Be the trusted advisor in the benefits industry.



PERFORM

We perform at the top of our game.

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ENGAGE

We engage with heart and solver soul.

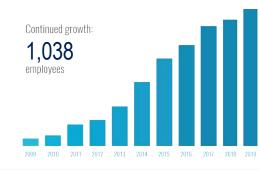


Winner of the Malcolm Baldrige National Quality award Bronze Level: 2018 Silver Level: 2019



members everyday







INNOVATE



We innovate to benefit you.



We give back in attitude and actions.

Industry-leading **SECURITY & COMPLIANCE**











the Businessolver Foundation





2019 AE Service Center Performance

Calls Taken 90.8% Resolved 1st Call 3,936 Calls last year

> **17.5%** Decrease in Call Volume Compared to last year



Chats Taken 97.9% Resolved 1st Call

300 last year

84% Decrease in Chat Volume Compared to last year

Sofia Chats Taken 71% Resolved 1st Call 44 last year

> 6x Increase in Sofia Volume Compared to last year

System Access

MyChoice



53.9%



56.4%



3.4%

Population Insights And Opportunities

Most employees in a similar industry are confused about benefits (86%) while also afraid of high deductible costs (66%). However, they are also not planning for life events (91%) even though statistically 2 in every 5 will end up having one.

HealthCare Knowledge I'm a pro Deductible Risk **656** (41%)







I'd feel panicked I could do it.

.091 (70%)

Planned Event

No worries, I'm fully prepared

Nothing

Surgery

Marriage

1,422 (91%)

70%

How did they enroll?



MOBILE ONLINE

SERVICE CENTER













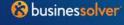
Increase Unique Users



Increase



Decrease Admin Transactions



2019 PROGRAMS



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

NEW LOCATION: ROAM PERIMETER CENTER

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
 - Friday, October 18, 2019
 Partnering with a Big Ego: The Risk of an Ego Unchecked and Best Ways to Influence a Mr/s. Know-It-All
- Small Cap HR Roundtable @ Savills Studley
 - Tuesday, October 22, 2019
 Partnerships That Accelerate and Support the HR Function
- Talent Management Roundtable @ UPS
 - Wednesday, October 2, 2019
 Talent Mobility Roundtable Dialogue

SERVICE PROVIDER MEMBERS

- @ Fisher & Phillips, LLP
- Tuesday, October 8 2019
 Centers of Influence

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!







Table Introductions Name, Company, & Role

- 1. When you reflect on your company's performance management process, what business outcomes is it driving? Employee performance? Team performance? Company performance? Employee retention and engagement? Employee retention? Fair and equitable compensation? Something else? What should it be driving?
- 2. What percentage of your open roles are filled through your talent planning (succession) process? Is it consistent at all levels of your organization? If the percentage is low, why?

Discuss at your table.

OUR PROGRAM



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.

Bringing Performance Management and Talent Planning Out of the Dark Ages

Rob Ollander-Krane
Director
Talent Planning and Performance

Gap Inc.









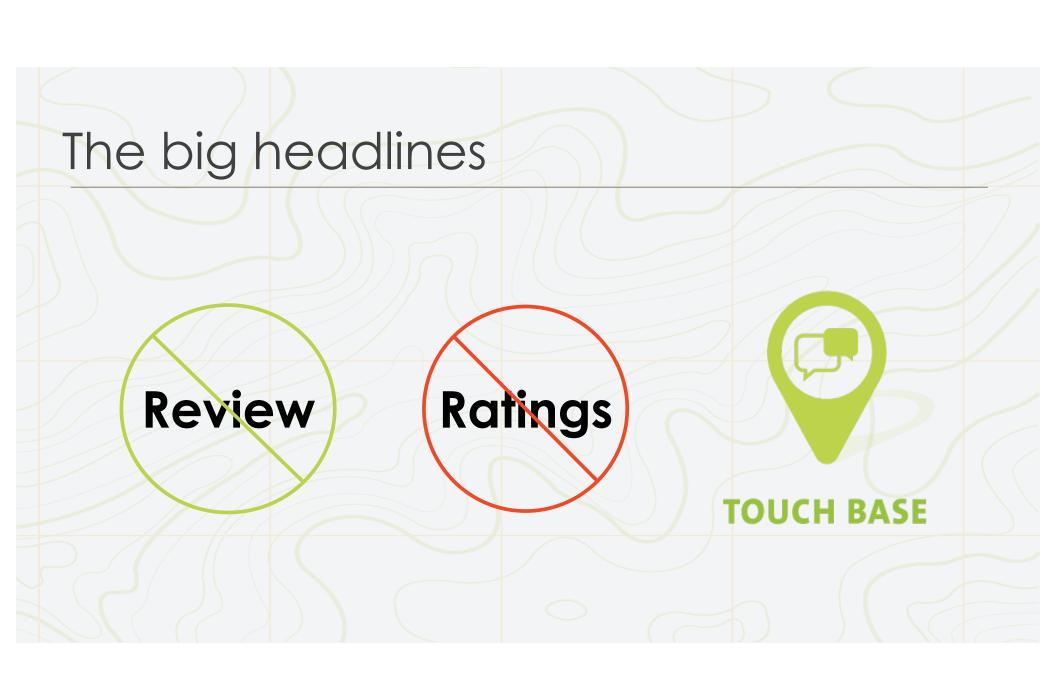








JANIE AND JACK



Why we did it

- Business performance was erratic
- Process was complex, time consuming and expensive
- Employees disliked the process

130K hours

\$3.3M payroll

"I think the annual review and rating is a waste of an employee's time...causes unnecessary stress...and is really an old way of thinking in this modern day and age."

- Gap Inc. Employee



- Company going global
- Thought leaders were saying... change

How we did it

Analysis

- Conducted research
- Benchmarked
- Asked leaders

Design

- Assembled a team
- Developed a process and brand
- Created a flexible change plan

Implement

- Communicated
- Launched
- Built capability

Continuous Improvement

- Measured
- Refined

What the research told us

There is a gap between what science knows and what business does

Daniel Pink — Drive

 Traditional performance management drives productivity but squelches creativity and innovation

Samuel Culbert — Get Rid of the Performance Review!

- Reviews, ratings and forced distribution curves are demotivating
- Frequent informal performance conversations are key to driving performance

Dr. David Rock — Coaching with the Brain in Mind

 Neuroscience points to the need to rethink how we give feedback to minimize threat and unlock creativity

Dr. Carol Dweck — Mindset

- A Growth Mindset drives performance intelligence can be developed
- Embrace challenges, persist in the face of setbacks, see effort as the path to mastery, learn from feedback, find inspiration in others' success

Benchmarking: it works











What our leaders told us

Ensure managers take accountability for assessing, developing and rewarding performance

Support a shift in culture from nice to nice AND honest

Raise the bar on performance

Be simple

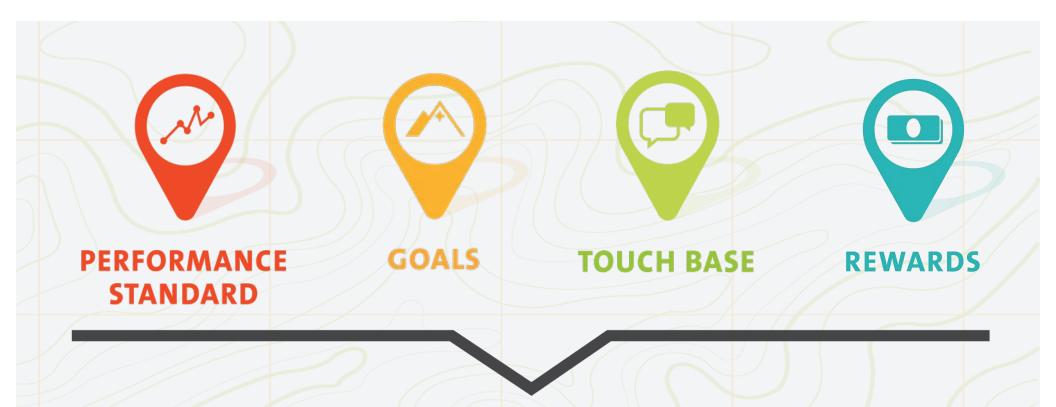
Provide meaningful reward for exceeding plan and consequences for missing



GROW. PERFORM. SUCCEED.

Gap Inc.'s approach...

More of the **performance**, less of the **management**



Growth Mindset

(Intelligence can be developed)





STANDARD

- We set tough objectives and work hard to exceed our goals.
- We do what it takes to win in the marketplace with integrity.
- We **live the values** of our company.
- If we fall short of hitting our goals, we quickly learn from our experience and strive to win.
- Managers inspire and drive
 performance of their teams through
 regular coaching and feedback.



- No more than 8 goals
- Use SMART
- Create outcomes... not lists of tasks
- Have a stretch component
- Determine appropriate timeframe
- Documented
- Dynamic





TOUCH BASE

- Don't wait until the end of the journey
- Regular cadence of discussion
- Topics include
 - goals
 - performance against the standard
 - key relationship effectiveness
 - **development** plans
 - career



- Separate process from performance
- Based on goal achievement and performance against the standard
- Not tied to ratings
- New concept: pre-calibration



- Growth Mindset
- Goal Setting
- Feedback People Can Hear
- Rewards





- Overall
- Growth Mindset
- Performance Standard
- Goals
- Touch Base
- Rewards



Frequency:

• 90% of surveyed employees are having monthly TBs

Quality

- Want more feedback 4.1
- See better performance 4.2
- Are learning 4.2

WHAT WE LEARNED:

Have a philosophy that aligns with the cultural values of your organization. Teach the philosophy first and then the tactics.

WHAT WE LEARNED:

Package the research in a way that is consumable and share it broadly. It's the why you should change.

WHAT WE LEARNED:

Don't underestimate people's attachment to the traditional process, especially HR leaders.

WHAT WE LEARNED: Hold managers accountable.



GROW. PERFORM. SUCCEED.

More of the **performance**, less of the **management**

Performance Management

In the last few years, innovations in performance management have move the needle...

| From | То |
|------------------------------------|---------------------------------------|
| Annual discussion | Frequent discussions |
| Documented and formal | No documentation and informal |
| Feedback that creates a threat | Feedback that creates a reward |
| A process meant to allocate reward | A process meant to develop and engage |

Talent Planning

Its time to make the same innovations to talent planning...

| From | То |
|--|---|
| Cumbersome, time consuming data collection | Minimal, critical, relevant data collection |
| 9 box focused on potential and performance | 4 categories focused on current capability and capacity |
| A threat producing assessment of low or no potential | Only identifying high potential |
| Majority of time spent placing employees in the right box; a bit of bench but never really getting to a development discussion | Majority of time spent discussing bench and development |
| Focusing on either high potential employees only OR focusing on all employees | Focusing on "enterprise" employees that we need to take immediate action on |
| A bunch of names in a bench chart | Real, actionable bench |

Introducing...



The Talent Exchange (TEx) gives managers the opportunity to get to know their talent by capturing relevant employee data and meeting periodically to **exchange information** and **agree on the development** of their teams.

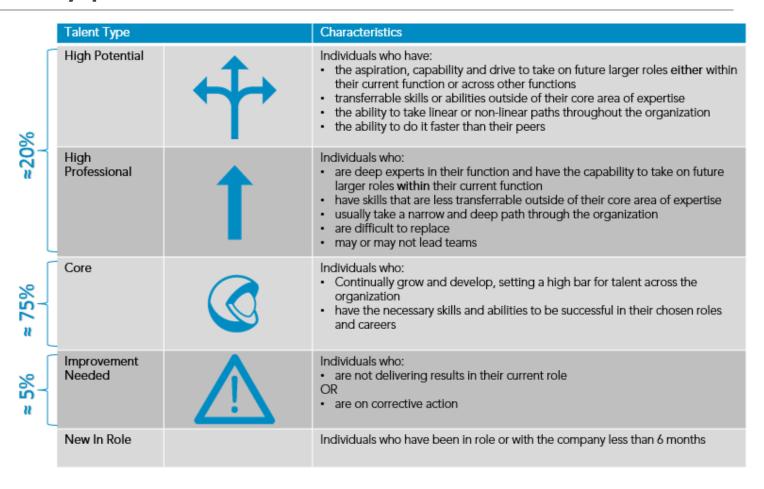


Four steps...

- 1. Talent Type
- 2. Development 4Square
- 3. Bench
- 4. Development Plan

1. Talent Type

A bit of not threat producing segmentation.



2. Development 4Square

Its about current capacity or capability.



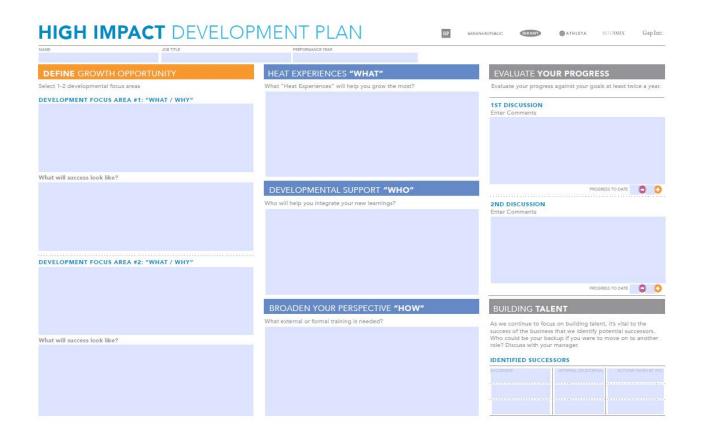
3. Bench

Real, actionable bench.

| | Position | Position | Position | Position | Position | Position | Position | Position | Position | Position |
|--------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Current | Incumbent | | | | | | | | | |
| Ready Now | Name | | | | | | | | | |
| 1-2 Yrs | Name | | | | | | | | | |
| 3-5 Yrs | Name | | | | | | | | | |

4. Development

Creating a path for development.



Talent Metrics

- 70% of Critical Roles must have 0-2 year bench
- Quarterly meetings with business and HR

| | Position |
|--------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Current | | | | | | | | | | |
| Ready Now | | | 7 | | 77 | | | | | |
| 1-2 Yrs | | | | | 0 | | | | | |
| 3-5 Yrs | | | | | | | | | | |

Results

Widely adopted at all levels of the company

Significantly less time discussing which "box" the employee belongs in... we trust the manager

Metric is driving leadership behavior

Development is actually happening

Bench is healthy and actionable

83%

Bringing Performance Management and Talent Planning Out of the Dark Ages

Rob Ollander-Krane
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QUESTIONS?

FEEDBACK

PLEASE COMPLETE OUR ELECTRONIC PROGRAM EVALUATION VIA THE HRLF APP.

TAP ON EVENTS, GO TO TODAY'S EVENT AND TAP THE SURVEY PROGRAM LINK.

THANK YOU.

