



HRLF

HUMAN
RESOURCE
LEADERSHIP
FORUM

ATLANTA'S HR EXECUTIVE COMMUNITY

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

Andrew Bouldin
Manager,
Talent Management
Georgia Power

Andrea Carter
SVP, HR
Global Payments

Todd Edstrom
Assistant Director
Savills Studley

Lori Goldberg
Senior Director, Enterprise
Talent Management
Cox Enterprises

Merritt Henderson
Director of Human Resources
Kroger Atlanta Division

Lee Ann Lawson
VP, HR
MiMedx Group, Inc

Karen Morgan Matterson
SVP, Chief People Officer
Global Payments

James McDermid
SVP & CHRO
CryoLife, Inc.

Annette Rollins
EVP, CHRO
Atlantic Capital Bank

Karen J. Viera
Chief People Officer
Church's Chicken / Texas
Chicken

Ronnie Wade
Chief Talent Officer
Fulton County Schools

Rod Wedemeier
VP, HR
Mohawk Flooring

Polina Zlatev
Director, HR
Novelis

EXECUTIVE COMMITTEE



Co-President
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CHRO
Vrio



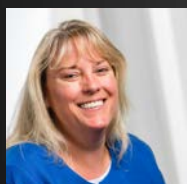
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United Distributors



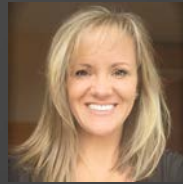
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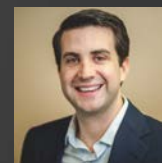
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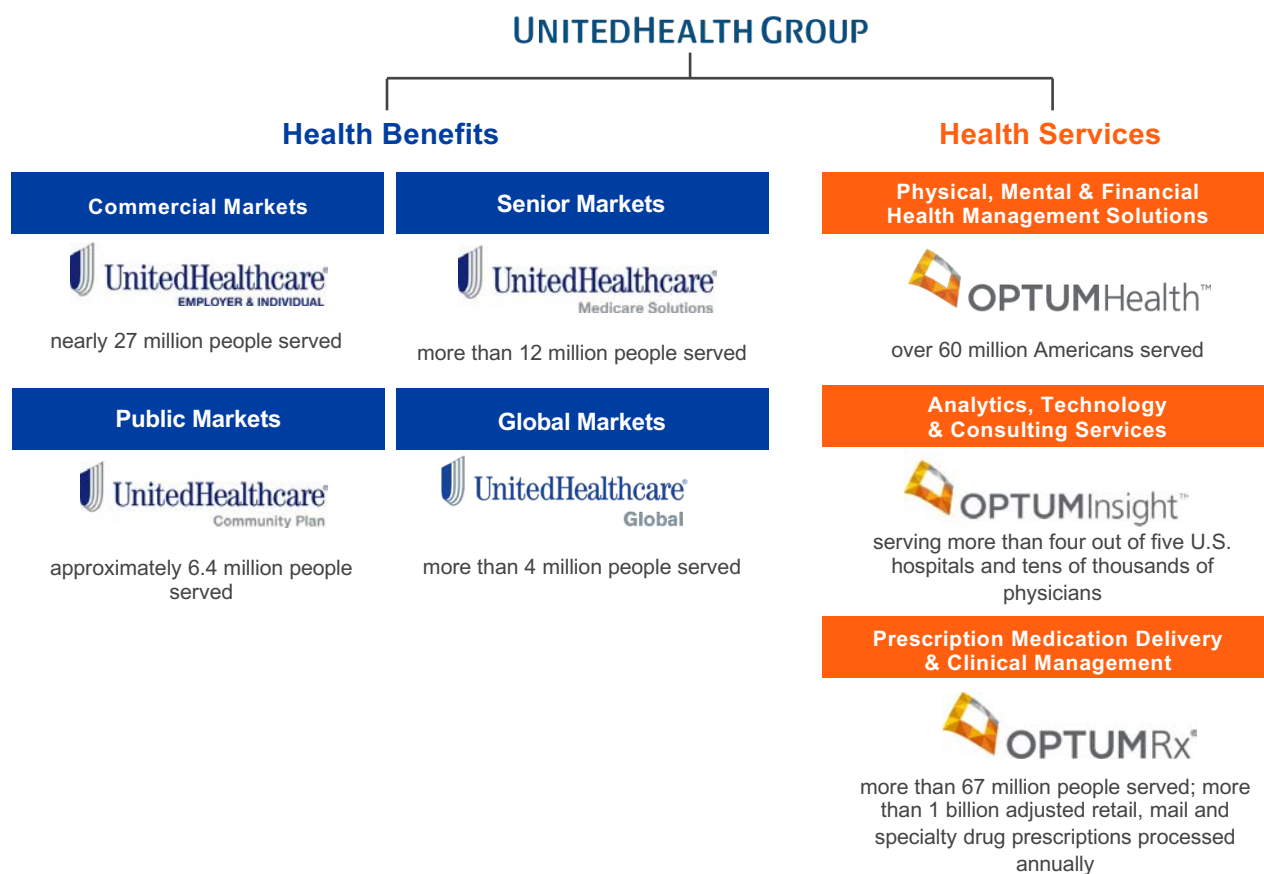
Marilyn Draper
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HRLF would like to thank our program sponsor...





UnitedHealth Group by the numbers.

Trusted by 139 million people	Claim accuracy of 99.9%	Call accuracy of 99.4%
Network access to over 704,000 physicians	UNITEDHEALTH GROUP®	#1 On FORTUNE's 2018 World's Most Admired Companies list (in our sector)
Serving individuals in 50 states and 130+ countries	Network access to 6,100 hospitals	Trusted by 162 companies on the FORTUNE 500
Investing nearly \$3.3 billion annually in technology and innovation	Workforce includes 86,000+ clinical professionals focused on helping people live healthier lives	More than 285,000 employees committed to the enterprise with their entrepreneurial spirit and commitment to quality



2018 PROGRAMS

BREAKFAST PROGRAMS 7:30AM – 10:00AM

(HRLF members, prospects and approved guests)

NEW LOCATION: CAPITAL GRILLE DUNWOODY –

- **November 13, 2018**

Turning Strategy into Reality: Unleashing your HR Organization for Bridging the Strategy- Execution Gap
Ari Katanick, PMP, PMI-ACP, Vice President, Project Management Office, SAP

ROUNDTABLE MEETINGS – 7:30AM – 9:45AM

CORPORATE MEMBERS

- Small Cap HR Roundtable @ Savills Studley
 - Wednesday, October 17, 2018
Compensation
Facilitated Discussion
- Sr. HR Roundtable @ Novelis
 - Thursday, October 25, 2018
Board Expectations...changing needs and expectations
A Facilitated Mini-Panel
- Talent Management Roundtable @ UPS
 - Friday, October 5, 2018
Driving Results: Performance Management and Analytics
Facilitated Discussion

SERVICE PROVIDER MEMBERS

- @ Fisher & Phillips, LLP
 - Tuesday, October 9, 2018
Case Study Sharing: How are you adding value to your clients?

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!



NEW OFFERINGS FOR MEMBERS



Reminder to join us on:

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

Use the handout provided at your seat for more information.

NETWORKING



Table Introductions
Name, Company, & Role

1. What are the organization design questions that your line leaders are raising?
2. How confident are you that your HR team can guide a leadership team through a robust org design process?
3. What are the biggest gaps – tools and frameworks, experience and confidence, HR engagement model, line leader knowledge, other?

Discuss at your table.



OUR PROGRAM

Building Internal Organization Design Capability



Amy Kates
Managing Partner
Kates Kesler Organization Consulting



HRLF Atlanta

*Building Internal Organization Design
Capability*

September 11, 2018

Amy Kates
amy@kateskesler.com

Our topics for this morning...

- ✓ Trends in organization design
- ✓ Core frameworks
- ✓ Improving organization decision making
- ✓ Building internal capability

Trends in Org Design

Organization life is getting more complex and faster

- ☐ More dimensions to the organization (function, product, category, market, channel)
- ☐ More complex strategies requiring sophistication of linkage and separation of organizational elements
- ☐ Pressure for faster decision making and cycle times
- ☐ Power shifted to the customer in B2B and B2C
- ☐ Need to connect middle managers globally for work
- ☐ New competitors – local is more important, scale is not always an advantage anymore
- ☐ Mergers, acquisitions, spins, and internal start-ups
- ☐ Interest in configurability – agile, small teams, networks

Agility – the hot word in organization design

Local, Small and Separate

- Locally responsive to differences
- Focus by customer, region, etc.
- Vertical approach to business units
- Clear accountability for P&Ls

vs.

Global, Scaled and Integrated

- Fewer, bigger bets
- Center-led where it makes sense
- Share resourcing and services
- Global reach as source of value

**Good
News**



Adapt to market
variations
Business unit speed
Decentralized,
'vertical'

Adapt to new enterprise priorities
Enterprise speed, portfolio shifts
Harmonized, consolidated

**Bad
News**



Duplicate resources
P&L complexity
High cost, lower RoA

Bureaucratic
Distance from customer
Less accountability

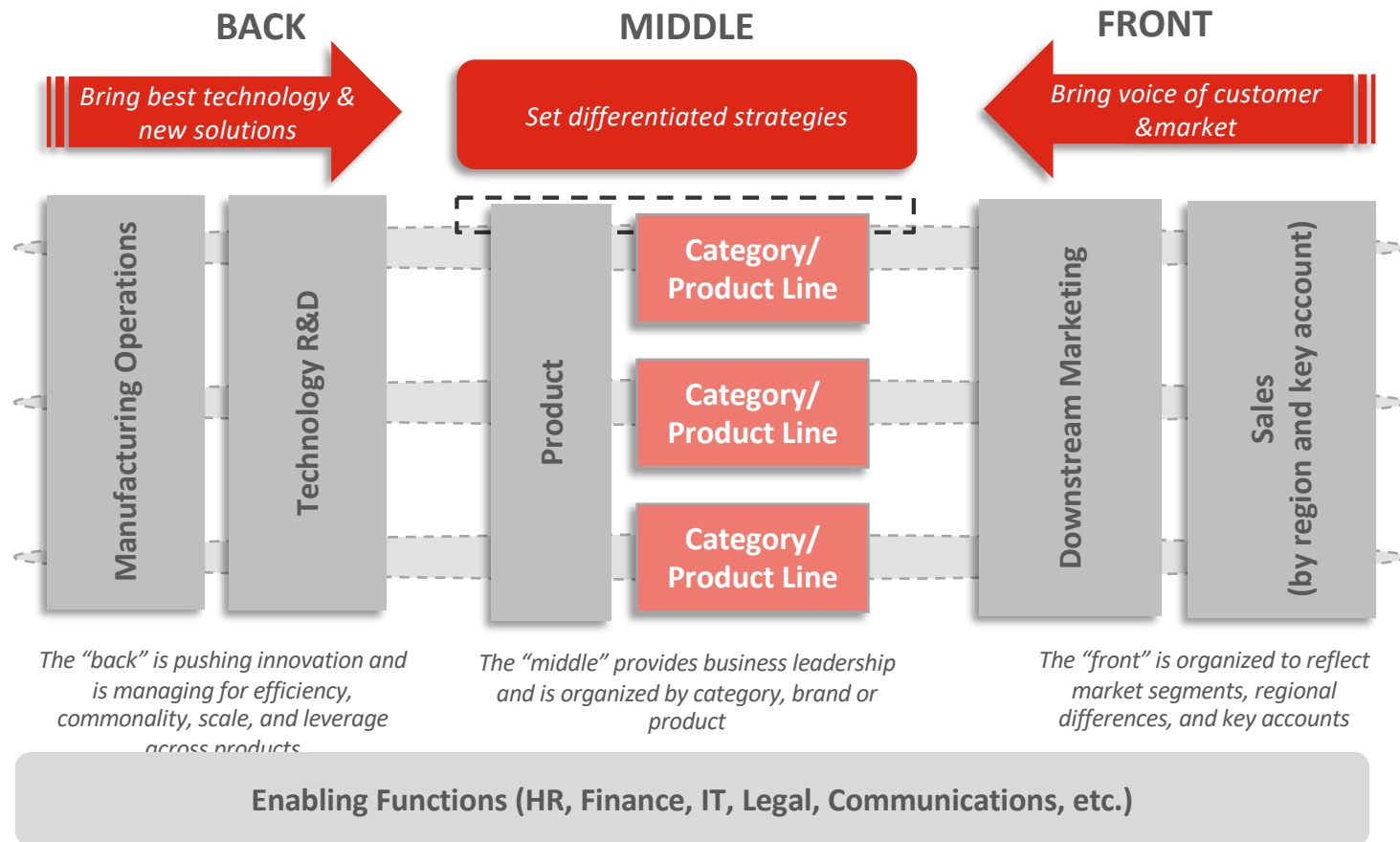
Characteristics of both:

- ✓ Sense the external environment
- ✓ Strong networks
- ✓ Continuous innovation
- ✓ Fluidity of talent and knowledge
- ✓ Purposeful organization alignment

*The Three A's of
Organizational Agility, i4cp
Report, 2018*

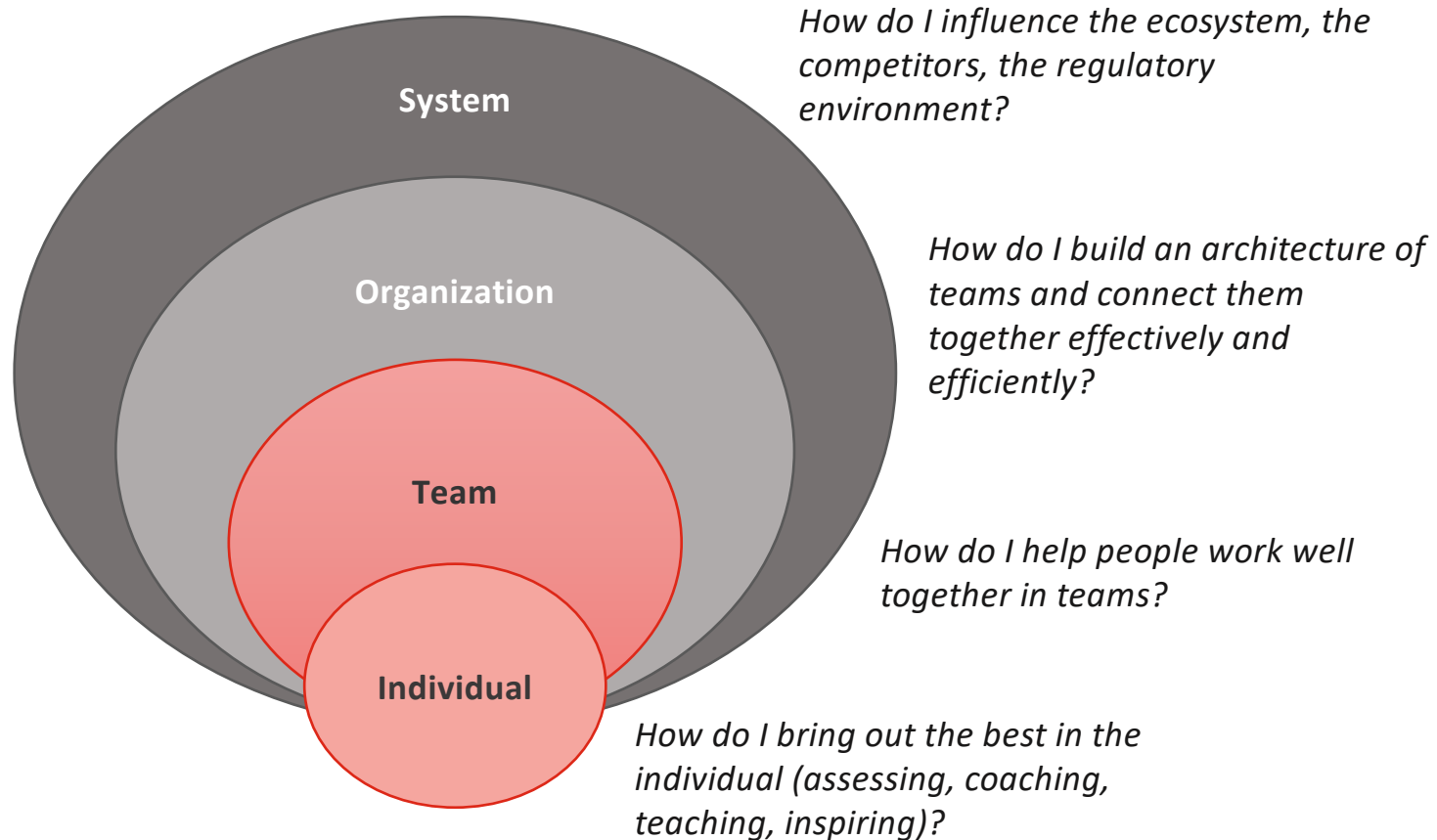
***Agility comes in different forms – Our work is to help our clients put
speed in the right place.***

More and more... front/back models connected through horizontal teams



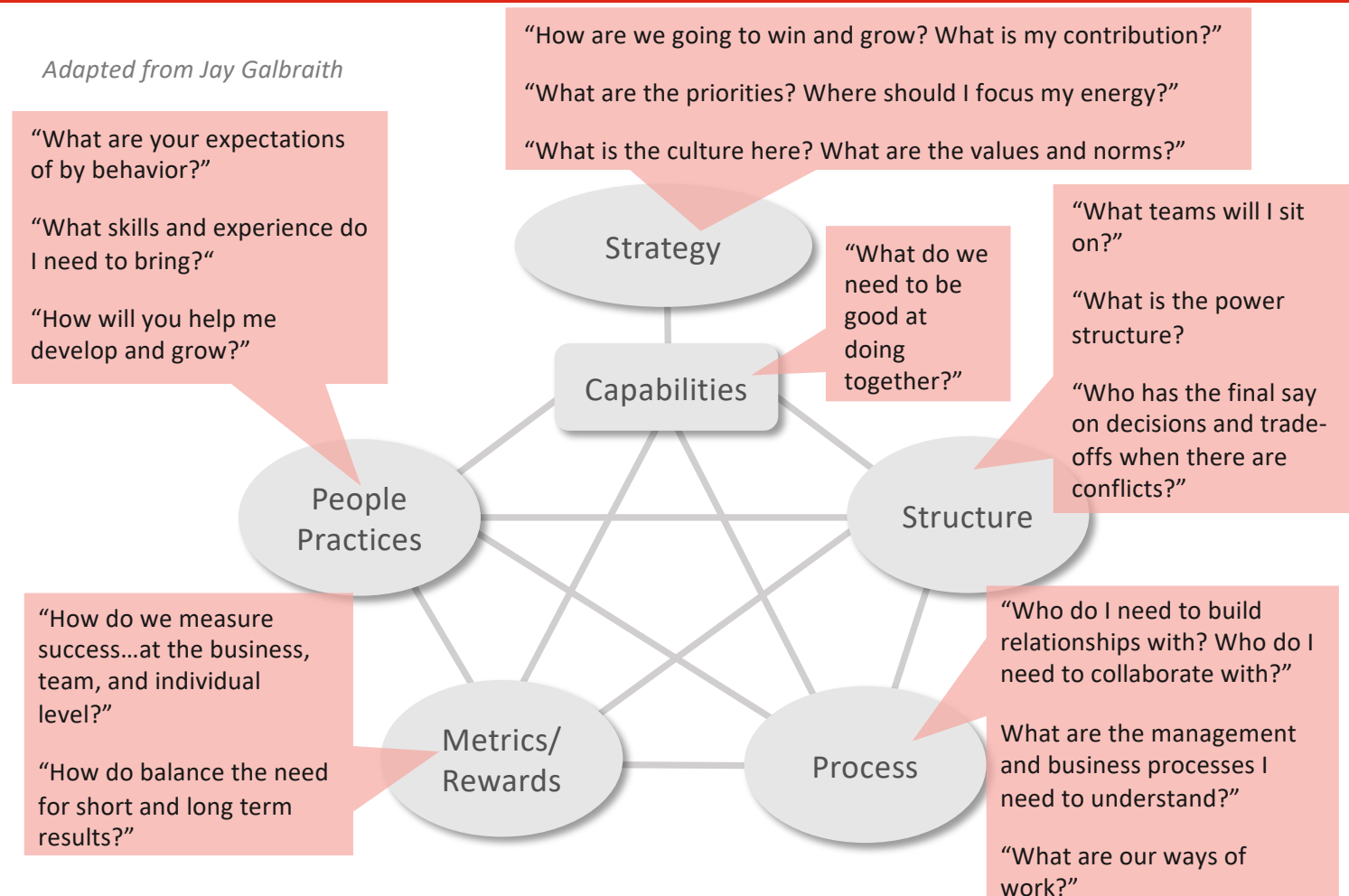
Core Frameworks

The lenses we can bring to our work

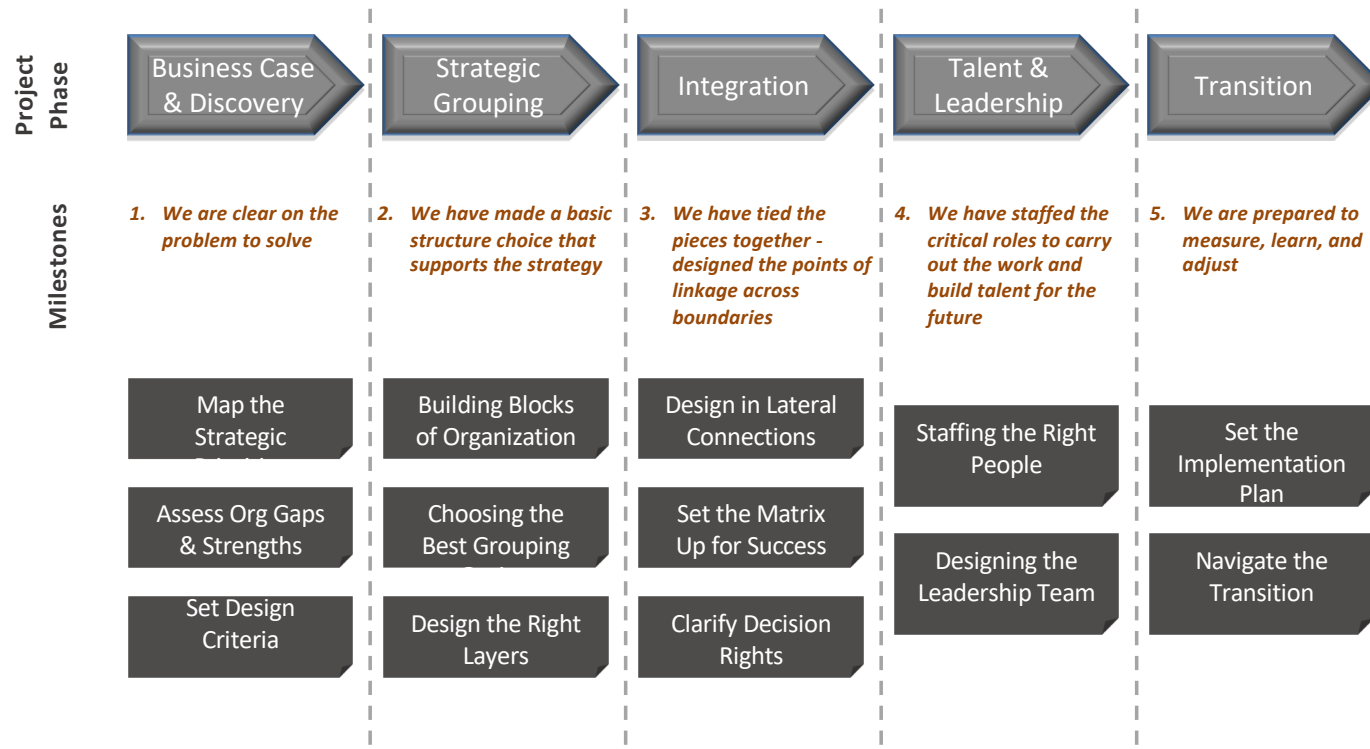


The Star Model answers the questions people ask of their leaders

Adapted from Jay Galbraith



The five milestones ensure a logical, efficient, and inclusive process



Improving Organization Decision Making

Decisions come in different forms – focus on the high-value tension areas

Types	Examples	Risk
1. Operational choices , routine areas with a clear owner	Sales targets, functional priorities, business performance management	Over-complicate, slow down without value
2. High-value tension areas , with a 51% designated golden vote	Product development, go-to-market models, customer management, demand forecast and inventory levels, advertising and promotion, matrixed talent	Consensus instead of structured collaboration
3. Mega-choices , strategic bets for the enterprise, top executive team	Business portfolio, capital allocation, major enterprise investments, major M&A transactions	Underinvest in the debate

The bigger pay-off when each is done right? Visibility, ownership, faster execution.

The key to faster, better decisions

Less consensus

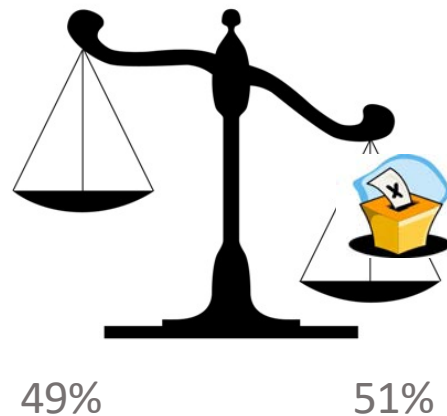
More structured collaboration

For every significant decision there is a responsible captain of the ship who makes a judgment call after digesting others' views. We avoid committees making decisions because that would slow us down, and diffuse responsibility and accountability. We "farm for dissent." Dissent is not natural or easy, so we make a concerted effort to stimulate it. Many times, groups will meet about topics and debate them, but then afterwards someone needs to make a decision and become that "captain."

jobs.netflix.com/culture/#introduction

Create clear decision accountability

- Focus on the critical few high risk/high value decision areas
- Don't try to figure out the answer; design the conversation
- When the players cannot agree – one holds the **golden vote** for a given issue (49/51%)



The golden vote

One role is always held accountable for the **quality** of the decision. That role brings the right perspectives and data into the decision process and facilitates collaboration to make a good decision.

Think of the relationship as a joint venture. Work together as equals, but if there is disagreement, then one partner has the 51% stake.

Agreement and alignment is the goal. If this can't be reached, the accountable role has the "golden vote," to be used sparingly.

Design the conversation

Example: Global use of a standard analytics tool

Scenario:

Should we standardize the use of this CRM tool globally?

If we get it wrong:

Impacts decision making regarding customer relationship management

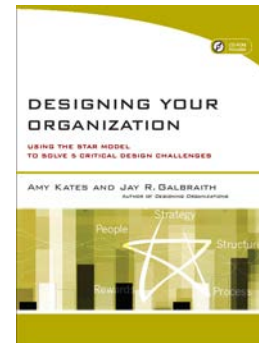
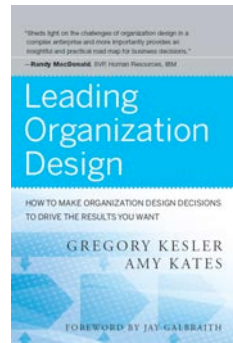
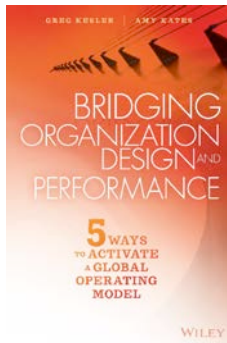
Partners in the Decision	CMO, Head of Integrated Digital, Digital Commerce, Regional Managers
Likely Sources of Conflict (What can we anticipate?)	Markets are already familiar and comfortable with tools in use Cost Ease of use Availability in a market (language) Reasons to not use standard
Conversations (Issues to be Discussed)	Business outcome that's the context for the tool Objective of each tool How uniform is "standard" Cost/benefit of standardization
Golden Vote (If We Can't Agree)	Head of Integrated Digital

Building Internal Capability

Five-prong approach

- ☐ Don't reinvent... use a common set of frameworks, terms, and tools
- ☐ Learn and practice... workshops, case studies, toolkit, coaching, communities of practice, reflection
- ☐ Insist on a clear engagement model across the HR team... and with your internal partners
- ☐ Create demand... educate your line managers
- ☐ Act like a consulting firm... diagnostics, proposals, contracts, teams, shared repository of deliverables

Kates Kesler



LinkedIn Organization Design
Videos
(17 videos, 55 min)

www.KatesKesler.com
(articles, blogs, videos)

QUESTIONS?



FEEDBACK

PLEASE COMPLETE OUR ELECTRONIC PROGRAM EVALUATION VIA
THE LINK SUPPLIED IN THE EMAIL YOU WILL RECEIVE LATER TODAY.

THANK YOU.

