SEPTEMBER 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

Edgar Acosta Chaparro
Corporate & R&T Sr Director HR
Novelis, Inc

Travis Almy
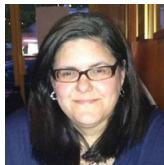Chief Growth Officer
TRC Staffing Services, Inc.

Eden Alvarez-Backus
Head of Global VP, Talent
Management
WestRock

Tessa L. Carey
Head of Global Talent Management
Novelis, Inc.

Keisha Duck
CHRO
Ryan Companies US, Inc.

Marilen Endicott
Director of Global Learning
and OE
Novelis, Inc.
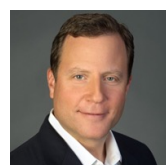
Laura Frazzetta
VP, HR
Beazer Homes
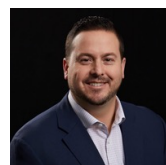
Michele Grisez
Head of Talent
UPS

Karen Henry
VP, HR
LeasePlan USA

June Marrick
SVP HR Business Partner
ABM | Business & Industry

Jed Milstein
CHRO
Asbury Automotive Group

Kyle Mitchin
Chief People Officer
Forward Air
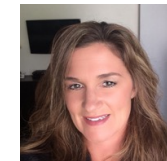
Jodi Null
VP, HR
Tegra Global

Emily Palik
SVP, Atlanta Market Sales Leader
Aon

Barbara Paul
VP, HR
Norfolk Southern Corporation

Linda Skorb
VP, HR
Mativ

Lisa Steele
EVP/Senior HR Business Partner
Truist

Tony Ventry
VP, Total Rewards, HR Operations/HRIS,
and Labor Relations
Veritiv

2022 EXECUTIVE COMMITTEE

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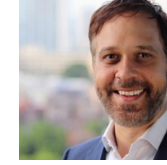**Monica Anderton, SPHR**
CHRO
DS Smith North America

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

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Capital Strategy, Analytics
and Insights, Human
Resources
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Valerie Norton
Chief People Officer
Habitat for Humanity

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Chief People Officer
Habitat for Humanity

Mark Rankin
CHRO
Beyond Trust

Elizbeth Spence
CHRO
Graphic Packaging

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

Website sponsor since 2021

hrQ – Your People Equation. Simplified.

HR Search

HR Interim Staffing

Human Capital Consulting

| ![HRLF — Human Resource Leadership Forum, Atlanta's HR Executive Community logo](#)

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 if you need assistance

Marsh & McLennan Agency LLC

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

MEMBERSHIP REMINDERS

Don't let your membership lapse!

You can renew online beginning 10/3

Remember to renew your membership no later than 12/31/21.

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 – 945am

- **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
  - Friday, December 9

Lean HR & Small Cap Roundtable
  - Friday, November 18 (VIRTUAL)

Talent Management Roundtable
  - Tuesday, October 18 (VIRTUAL)

SERVICE PROVIDER MEMBER ROUNDTABLE

  In-person Location: Marsh McLennan Agency, 5555 Glenridge Connector, Ste 600, Atlanta, GA 30342
  - Tuesday, October 11

POP-UP MEETINGS

SCHEDULED AS NEEDED

NETWORKING

- Introduce yourself to the group
- Discuss the following questions:
  - Has your organization implemented a flexible work strategy? What outcomes are you observing after implementing workforce flexibility or other solutions?
  - What are some of the challenges you have had (and maybe overcome) in creating an internal talent marketplace?
  - What are the critical elements of the people leader role, given the demands of the modern worker?
  - How important is the relationship between purpose, culture & brand?

OUR PROGRAM

The War for Talent is Over... Talent Won

JAY JAMROG

FUTURIST & CO-FOUNDER

INSTITUTE FOR CORPORATE PRODUCTIVITY (I4CP

Next Practice Defined:

Market Performance

1. Revenue Growth
2. Market Share
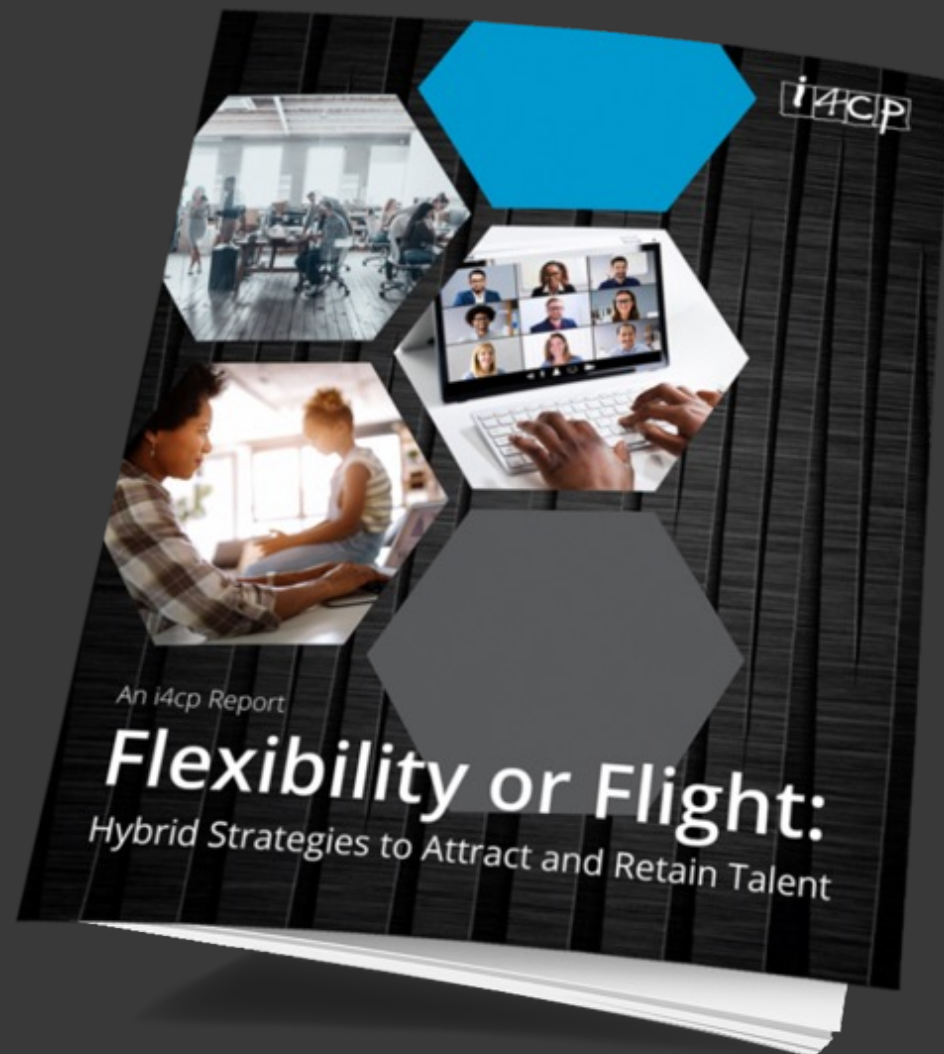3. Profitability
4. Customer Satisfaction

Over a 5-year period

Practices that are highly correlated with market performance,

but only a few organizations are implementing it.

i4cp Enterprise **Members** (partial list)

COMCAST · amazon · BRIDGESTONE · DOW · Google · patagonia · mastercard · McKinstry · xerox

Northwestern Mutual · accenture · SAMSUNG · Bristol Myers Squibb · BATTELLE · MGIC · Dell · Crate&Barrel

Foresters Financial · Dutch Bros Coffee · Alaska AIRLINES · Microsoft · BNSF RAILWAY · f5 · Froedtert · TIFFANY & CO. · BESTBUDDIES

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EQUITABLE · splunk · BiC graphic · BlackRock · DANONE · JLL · LAND O'LAKES, INC. · GILEAD

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nielsen · aeso · 3M · DTE · Humana · TJX · DINE BRANDS · ZIMMER BIOMET · RED WING SHOES · Spectrum Health

Ford · twitter · Consilio · BorgWarner · Grant Thornton · Mondelēz · Abbott · citibank · BLUE ORIGIN

savers · VISA · PRISMA HEALTH · vf · Jack in the box · St. Jude Children's Research Hospital · PEMBINA · Nintendo · rh Robert Half · KAISER PERMANENTE

HID · zymeworks · POLARIS · BY Byline Bank · DQ · BAE SYSTEMS INSPIRED WORK · BARRICK · Adaptive biotechnologies · KELLY SERVICES
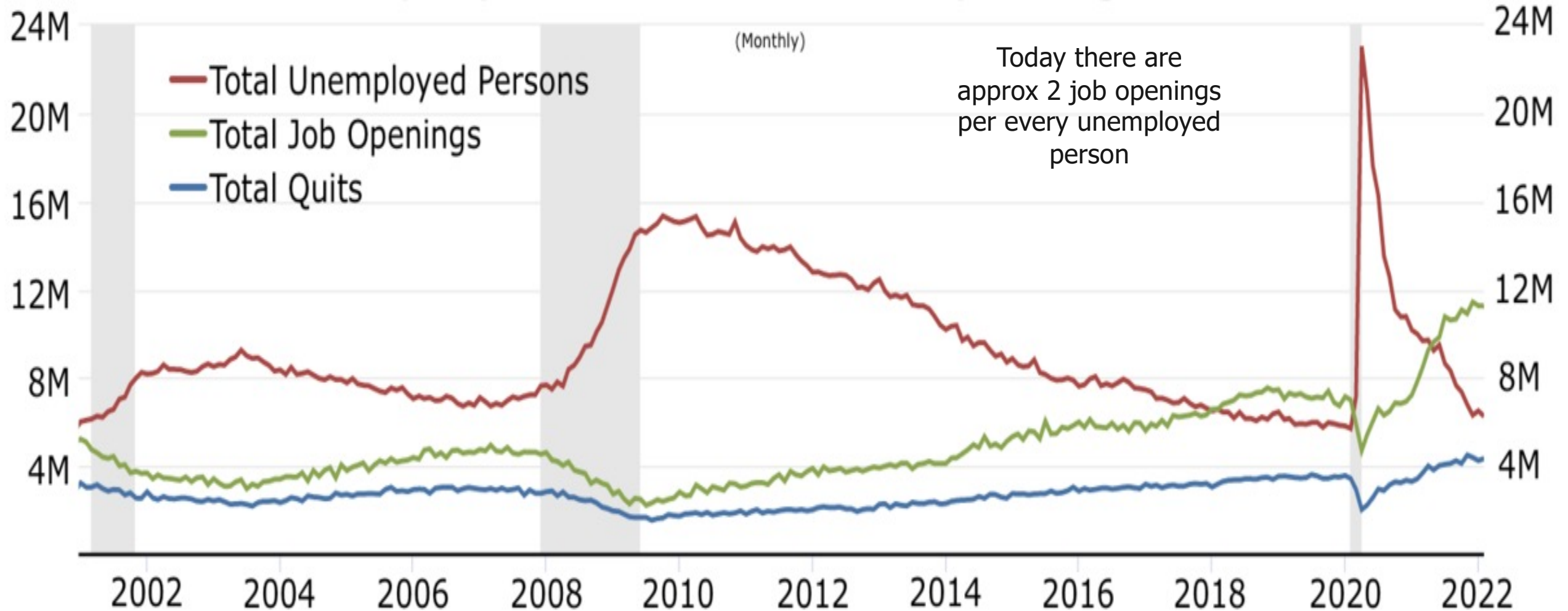
ONE SIZE FITS ONE

The Talent Imperative is Now Top of the Agenda

Labor and skills shortages pose the greatest potential for disruption to business—ahead of inflation, supply chain interruption, geopolitical instability, and other factors.

71% of respondents from large organizations ranked it above other factors.

Total Unemployed Persons, Job Openings, and Quits

(Monthly)

Today there are approx 2 job openings per every unemployed person

- Total Unemployed Persons
- Total Job Openings
- Total Quits

24M — 24M
20M — 20M
16M — 16M
12M — 12M
8M — 8M
4M — 4M

2002 2004 2006 2008 2010 2012 2014 2016 2018 2020 2022

In March 2020 the labor market had an earthquake and the aftershocks have given workers more leverage

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Who's Leaving?

By Age

41% of those surveyed cited workers ages 18 to 24 have the highest attrition rate

By Gender

43% of survey respondents reported that in their organizations, **women** have the highest attrition rate

By Organizational Level

68% said that frontline workers have the highest attrition rate

By Tenure

42% reported that employees with **1-3 years' tenure** have the highest attrition rate

What They Want?

Flexibility

Where they work
When they work
How they work

i4cp

DAVID BURRITT

CEO, U.S. Steel

"If anybody... doesn't want to be flexible, tell me your company name, and **I'll be happy to recruit your employees.**"

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High-performance hybrid requires flexibility—not rigidity

Dictating a specific hybrid structure is negatively correlated to:

- Ability to attract top talent
- The extent to which the organization is prepared to adapt quickly to future disruption
- Employer brand
- Organizational performance
- Employee turnover
- Employee productivity
- Employee engagement

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Are Organizations Listening?

33% of large organizations consider employee input to a high extent when determining *where* work should be done (25% for *WHEN* work should happen).
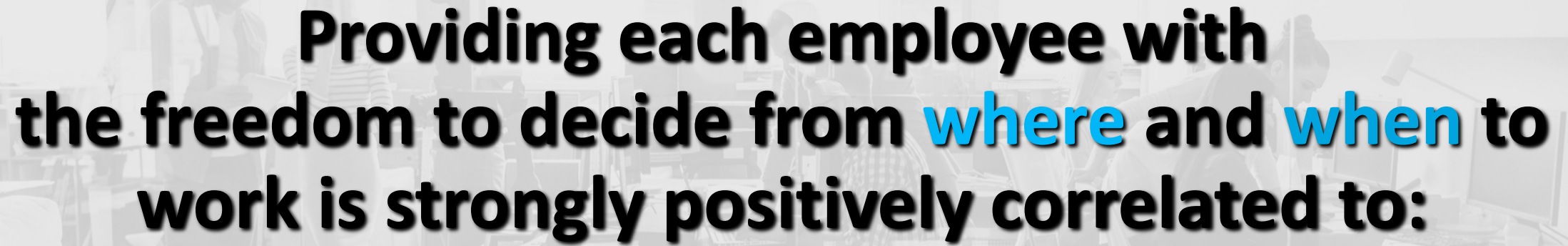
High-performance organizations are *3X* more likely to consider employee input to a high extent in deciding where work happens compared to low-performance organizations

INSIGHT 💡

3M - "Work Your Way" initiatives based on trust and wholly flexible models

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On-site workers need flexibility too:

- Lack of flexibility for on-site or frontline workers can, and often does, create an inequitable culture of "haves and have nots."

- Equitable flexibility directly translates to equitable employee experience

- Requires intention and innovative thinking but possible

High-performance organizations are almost **2X more likely** to offer employees the ability to swap shifts with co-workers as a means toward greater flexibility.

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Top 10 Roles 2025 across industries

1	Data Analysts and Scientists
2	AI and Machine Learning Specialists
3	Big Data Specialists
4	Digital Marketing and Strategy Specialists
5	Process Automation Specialists
6	Business Development Professionals
7	Digital Transformation Specialists
8	Information Security Analysts
9	Software and Applications Developers
10	Internet of Things Specialists

50% of all employees will need reskilling by 2025.

Only 12% perceive their re-skilling efforts as highly effective

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The Future of Jobs Report 2020

CAUTION

WORLD ECONOMIC FORUM

Overall, Few Believe Their Organizations Are Ready

70% believe that their organizations' workforce **does not** currently have the skills necessary to advance strategy over the next 1-3 years.

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Organizations largely don't know the skills and capabilities of their current employees.

53% *#1 Barrier!*

Insufficient data about the current skills and capabilities of the workforce.

22%

Effective at breaking down jobs into smaller tasks and skills.

18%

Have a skills database that includes all employees (10%) or critical roles (8%).

27% LinkedIn

Said that LinkedIn knows more about their workforce than their organization does.

Organizations are not strong at identifying the **skills that will be required in the future.**

47% *#3 Barrier!*

Lack of **clarity about the skills and capabilities** that will be most important going forward.
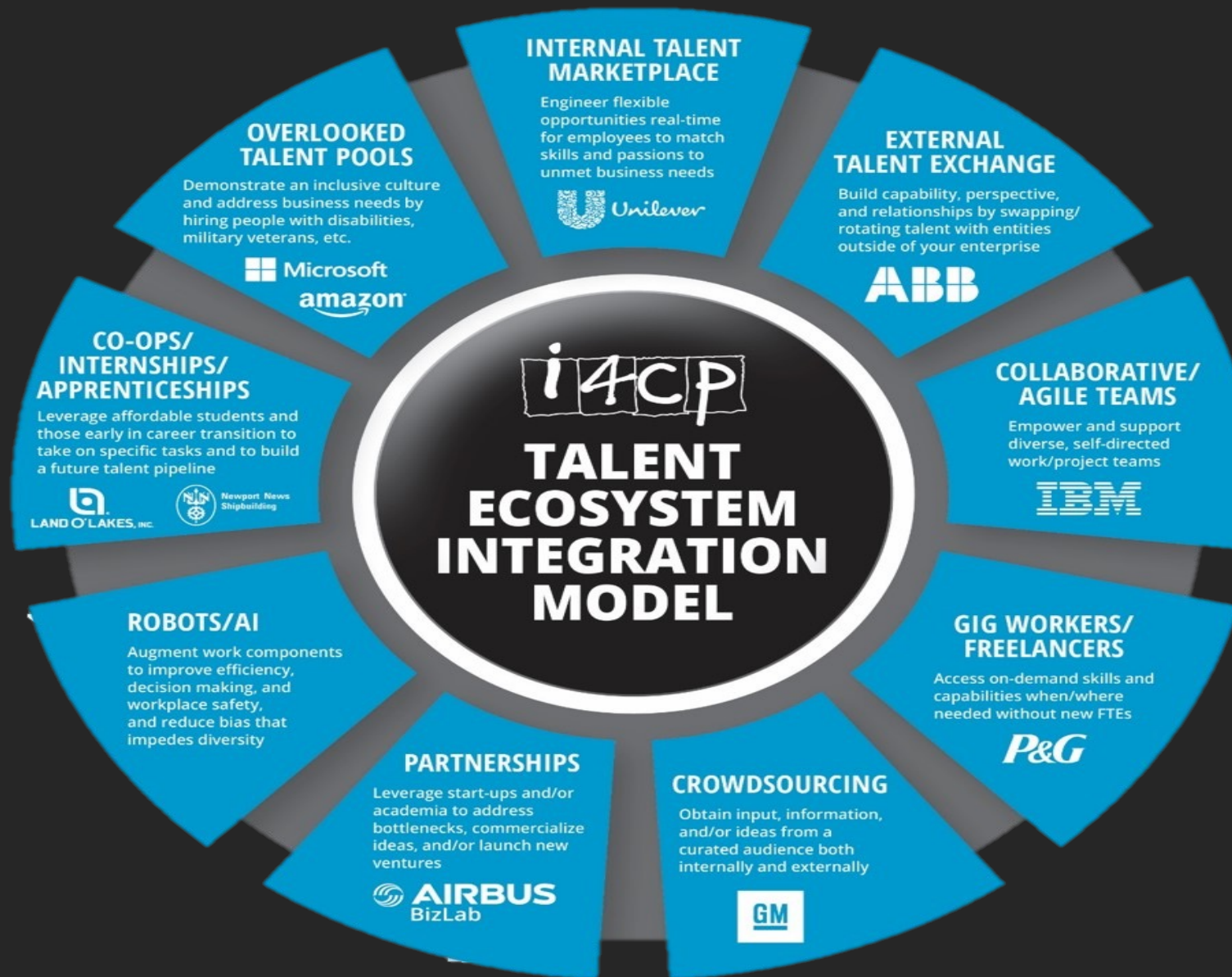
16%

Effective at **identifying skills that will be required in the future.**

15%

Effective at analyzing the gap between the organization's future workforce requirements and our current workforce skills and capabilities.

TALENT ECOSYSTEM INTEGRATION MODEL

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INTERNAL TALENT MARKETPLACE
Engineer flexible opportunities real-time for employees to match skills and passions to unmet business needs
Unilever

OVERLOOKED TALENT POOLS
Demonstrate an inclusive culture and address business needs by hiring people with disabilities, military veterans, etc.
Microsoft
amazon

EXTERNAL TALENT EXCHANGE
Build capability, perspective, and relationships by swapping/rotating talent with entities outside of your enterprise
ABB

CO-OPS/ INTERNSHIPS/ APPRENTICESHIPS
Leverage affordable students and those early in career transition to take on specific tasks and to build a future talent pipeline
LAND O'LAKES, INC.
Newport News Shipbuilding

COLLABORATIVE/ AGILE TEAMS
Empower and support diverse, self-directed work/project teams
IBM

ROBOTS/AI
Augment work components to improve efficiency, decision making, and workplace safety, and reduce bias that impedes diversity

GIG WORKERS/ FREELANCERS
Access on-demand skills and capabilities when/where needed without new FTEs
P&G

PARTNERSHIPS
Leverage start-ups and/or academia to address bottlenecks, commercialize ideas, and/or launch new ventures
AIRBUS BizLab

CROWDSOURCING
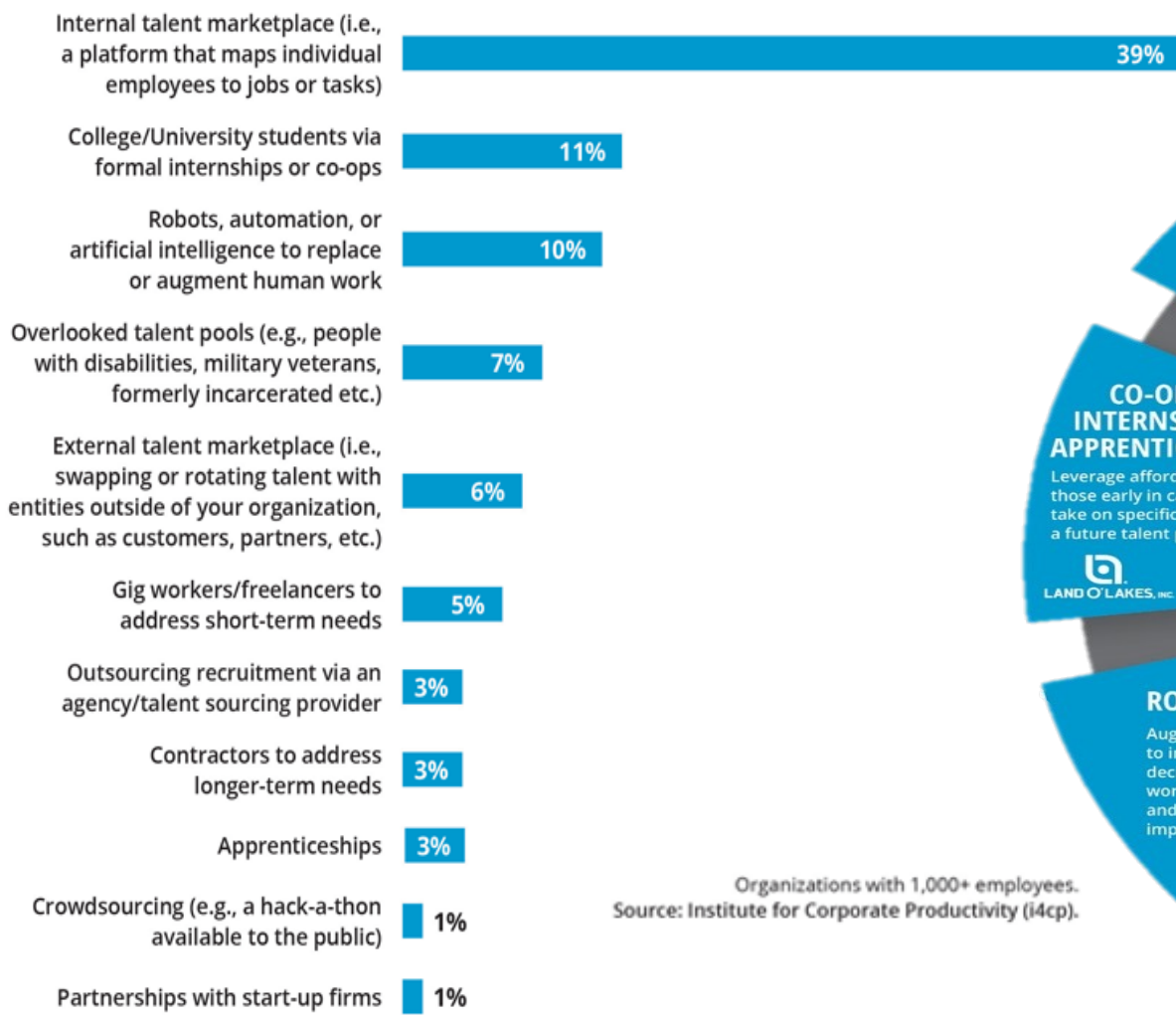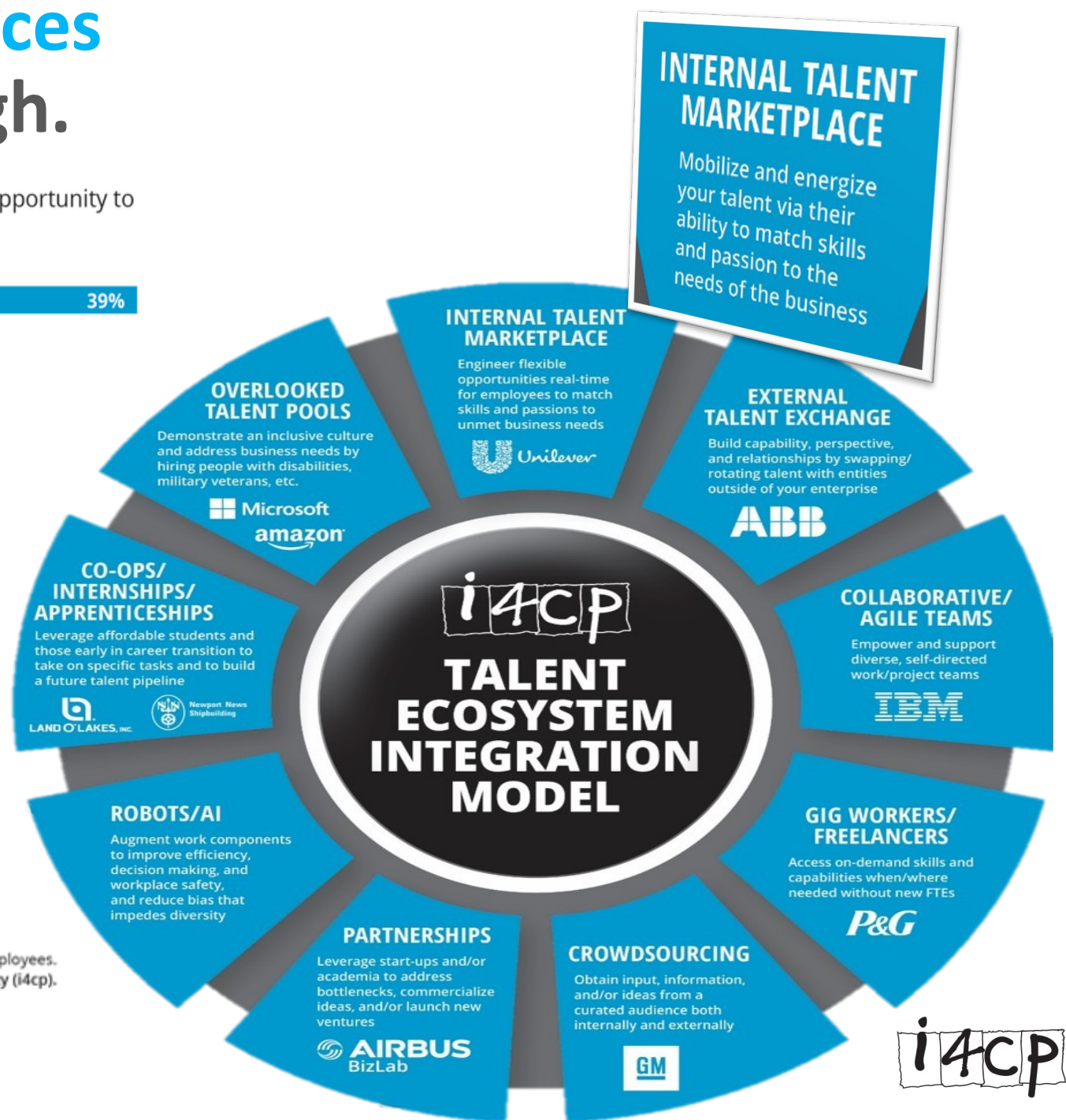Obtain input, information, and/or ideas from a curated audience both internally and externally
GM

Changing a manager's mindset from scarcity of talent to sources of talent

Internal talent marketplaces can't be built soon enough.

Which of the following sources of skills and capability presents the greatest opportunity to your organization in the next 1-3 years?

Source	%
Internal talent marketplace (i.e., a platform that maps individual employees to jobs or tasks)	39%
College/University students via formal internships or co-ops	11%
Robots, automation, or artificial intelligence to replace or augment human work	10%
Overlooked talent pools (e.g., people with disabilities, military veterans, formerly incarcerated etc.)	7%
External talent marketplace (i.e., swapping or rotating talent with entities outside of your organization, such as customers, partners, etc.)	6%
Gig workers/freelancers to address short-term needs	5%
Outsourcing recruitment via an agency/talent sourcing provider	3%
Contractors to address longer-term needs	3%
Apprenticeships	3%
Crowdsourcing (e.g., a hack-a-thon available to the public)	1%
Partnerships with start-up firms	1%

Organizations with 1,000+ employees.
Source: Institute for Corporate Productivity (i4cp).

INTERNAL TALENT MARKETPLACE

Mobilize and energize your talent via their ability to match skills and passion to the needs of the business

i4cp TALENT ECOSYSTEM INTEGRATION MODEL

INTERNAL TALENT MARKETPLACE
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Unilever

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LAND O'LAKES, INC.   Newport News Shipbuilding

OVERLOOKED TALENT POOLS
Demonstrate an inclusive culture and address business needs by hiring people with disabilities, military veterans, etc.
Microsoft   amazon

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Survey participants who believe their organizations' **workforce currently has the skills necessary** to advance strategy over the next 1-3 years are...

17.5X

more likely to currently have an internal talent marketplace

19%

Organizations **currently leverage internal talent marketplaces** to access needed skills or capabilities.

Skills in Context: Jobs, Roles, Capabilities, and Competencies

What are skills?

A **skill**, in short, is the ability to perform an activity.

Skills often leverage **attributes**, the inherent characteristics people have, and **knowledge**, the understanding of facts, concepts, principles, etc., they have acquired.

Skills can be learned via **training** and **experience**, and can be improved by **practice**.

Some skills are **binary** (you can either do something or you can't) but others have **levels of proficiency and expertise.**

There are various **types** of skills, with common categories being:

• physical, mental, interpersonal

• hard/technical vs. soft/power

Connecting **jobs**, **roles**, **capabilities**, **competencies**, and **skills**

Careers have traditionally been viewed in discrete units called jobs. Many jobs involve a person performing one or more roles in the organization. Jobs and roles involve activity, the performance of tasks. Some are physical, some are mental, most are mix of both. Tasks require capabilities or competencies, which involve both knowledge and finer-grained skills, which can be gained by experiences or training, and improved through practice. Some skills have relationships with each other, such as prerequisite or adjacency.

EXAMPLES

Job	Role	Capability / Competency	Skill examples

Job

Role
Role
Role

Capability / Competency
Capability / Competency
Capability / Competency
Capability / Competency
Capability / Competency

Skill Skill Skill Skill
Skill Skill Skill Skill
Skill Skill Skill Skill
Skill Skill Skill Skill

Sr. Project Manager — Project Lead — Project Management — Meeting Facilitation, Risk Management, Task tracking, etc.

Sr. Software Engineer — Full Stack Developer — Agile Development — SCRUM, Kanban, SAFe, Azure DevOps, etc.

How to **build a skills database** for success

Clearly there is no lack of benefits and goals for creating a skills database. But how do you do it successfully? Many organizations have created skills databases in the past, only to see them flounder in subsequent years due to poor planning, poor change management, and other preventable issues.

There are some guidelines for creating a skills database that are similar to other major enterprise initiatives. Make sure the CEO and senior leadership team more broadly back the move to a more skills-centric approach to talent and organizational practices—otherwise it will be seen as an HR project rather than a business project. You also need to determine early and how much funding will be needed for the project, where it will come from, and how solid it is.

Beyond those general guidelines, the following is the journey you will need to follow to successfully create a skills database, and to more broadly shift the culture of your organization to one that is more skills-centric:

1 Identify **stakeholders** (providers and consumers of skills data) and skills taxonomy governance

2 Identify the **scope** of the data

3 Identify **technology** that will house the skills data and technologies that will **integrate** it with other systems

4 Identify **success** metrics

5 Codify a process for **gathering, verifying,** and **maintaining** skills data

6 Identify **mindset** and **culture changes** needed

7 Codify a process for identifying **future-needed skills**

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Internal Talent Marketplace

- **Concept, not a product.**
- **No one size will fit all.**
- **Manage talent risk.**
- **Help people thrive and do what lights them up.**

More high-performance companies are implementing technology platforms that connect work to workers and/or allows workers to share knowledge.

gloat

hitch™

fuel 50 career pathing platform

phenom people™

Oleeo

ENCUBE

i4CP

The Emerging People Leader

Leadership Redefined

Overview of Study

This study explores which leadership behaviors have become "***more***" or "***less***" important since 2020, as well as new behaviors that have emerged.

5 dependent variables

- Market performance
- Performance compared with industry
- Culture
- Purpose
- Engagement

69 Leadership Behaviors

673 Respondents

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Leadership has been Redefined

Well-Being — Creates a sense of community, connection and belonging among the workforce

Transparency — Keeps others informed on matters that affect them

Understanding — Practices active listening and seeks to understand others' points of view and concerns

Digital Mindset — Models the use and application of technology / new media to connect and collaborate with others

Agility — Freely shares learning and best practices across the organization

Identifies and breaks down structural silos

Talent Developer — Develops talent to address changing business needs

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The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

(Alvin Toffler)

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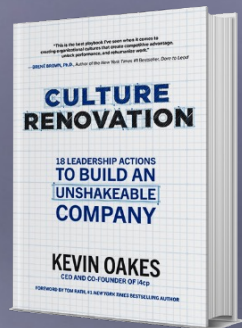
Toxic company culture is the No. 1 reason workers are quitting jobs

A toxic culture is 10.4X times more likely to contribute to attrition than compensation

Source: CultureX

DISRESPECTFUL

Lack of consideration, courtesy, and dignity for others — (.66)

NONINCLUSIVE

LGBTQ inequity — (.65)

Disability inequity — (.59)

Racial inequity — (.58)

Age inequity — (.44)

Gender inequity — (.40)

Cronyism and nepotism — (.40)

General noninclusive culture — (.33)

UNETHICAL

Unethical behavior — (.62)

Dishonesty — (.59)

Lack of regulatory compliance — (.44)

CUTTHROAT

Backstabbing behavior and ruthless competition — (.61)

ABUSIVE

Bullying, harassment, and hostility — (.50)

It's not you – it's your toxic corporate culture

Working environments that contribute to higher levels of burnout and unhappiness among workers persist across industry.

Opinion: With global stock markets in turmoil, a healthy corporate culture counts more than ever. Here's what to know.

> How remote staff will build a new corporate culture

3 ways to keep your company culture intact after the pandemic

As employees return to the office, focus on showing sensitivity versus initiating too many team-building activities.

Corporate Culture: The Bottom Line Of The Great Resignation

Staffing Shortage? There's A Startup For That, Corporate Culture Detox And More For C-Suite Leaders

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CULTURE **RENOVATION**®

"This is the best playbook I've seen when it comes to creating organizational cultures that create competitive advantage, unlock performance, and rehumanize work."

—Brené Brown, PhD, author of New York Times #1 bestseller Dare to Lead
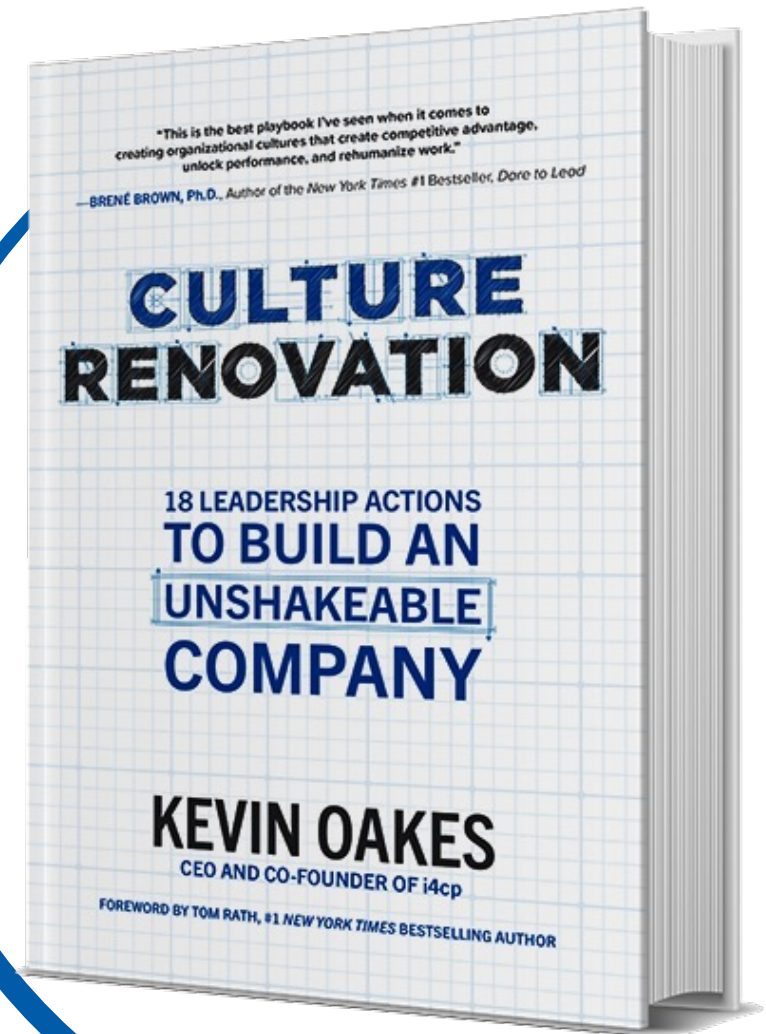
www.culturerenovation.com

PLAN → **BUILD** → **MAINTAIN**

7,662
global respondents

976
companies > 50,000 employees

64%
have experience with a culture change

15%
companies with **highly successful change**

CULTURE RENOVATION
18 LEADERSHIP ACTIONS TO BUILD AN UNSHAKEABLE COMPANY
KEVIN OAKES
CEO AND CO-FOUNDER OF i4cp
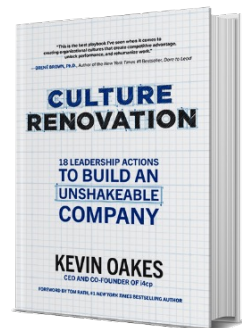
Featuring insights from executives at:

f5
T··Mobile
Microsoft
abbvie
zumiez
Ford
servicenow
3M
Booz | Allen | Hamilton

i4cp

Traits of a **Healthy Culture**

Trait	High-performance	Low-performance	Multiplier
Obsessed with delivering value to external customers	79%	54%	1.5x
Values execution and accountability	77%	38%	2x
Actively supports diversity and inclusion	70%	43%	1.5x
Supports continuous learning and development of all its employees	66%	34%	2x
High priority on speed-to-market	66%	45%	1.5x
Values societal impact as much as financial impact	64%	39%	1.5x
Highly collaborative	63%	23%	3x
Nurtures innovative thinking and its application	62%	24%	2.5x
Values transparency	61%	28%	2x
Brings out the best performance in employees	51%	15%	3.5x
Views failure as an opportunity to learn and grow	48%	21%	2.5x
Employee empowered	45%	12%	4x
Is a top-down, command and control organization	45%	66%	1.5x

■ High-performance organizations
■ Low-performance organizations

Organizations indicating high/very high extent with 1,000+ employees. **Source: i4cp**

i4cp

The CEO *is* the culture champion

89%

Commitment from CEO for time and resources to see it through

81%

CEO modeled the desired behavioral change

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Renovate your company…

first renovate yourself

i4cp

Have a **listening** strategy

67%

Gathered data / sentiment to understand the existing culture

30%

Used always-on feedback technology

70%

Monitored internal social sentiment

NEXT PRACTICE

Every workday at Microsoft, subsets of employees are surveyed so that the company can learn from them and measure their sentiments, including how they are experiencing the culture.

Are you aware of the growth mindset CEO Satya Nadella seeks to build at Microsoft?

Do we, as leaders, exhibit the growth mindset?

Scores are shared with leaders and teams to offer ongoing visibility and tracking toward deeper culture engagement.

"Is your manager a *simplifier*...or a *complexifier*?"

amazon

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"It's kind of fun at my age to go back and talk to business-school people. I tell them I can summarize **how I succeed as a leader**: **Listen to your employees, listen to your customers**, shut the f*** up, and do what they tell you."

John Legere
Former CEO
T-Mobile

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Define Clear **Measures** Upfront

66%
of organizations that have had successful culture renovation set clear success measures upfront.

90%
of those who were unsuccessful did not do this.

'*Boards should set the expectation with management that regular assessments of culture will include qualitative and quantitative information and incorporate data from sources outside the organization*'.

Source: NACD, *Culture as a Corporate Asset*

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Brand & Culture Indexes

Brand Index

Component	Q4'20	Q3'20	Q2'20	Q1'20	Q4'19	🎯
Glassdoor CEO ratings ᵠ	98	96	95	95	96	90
Employer NPS ᵠ	64	58	67	53	55	50
Universum campus rating ᴬ	71	71	71	71	48	78
Engagement survey index ᴬ	85	83	83	83	83	80
Voice of customer rating ᴬ	80	80	78	78	78	80
Brand index	80	78	79	76	72	76
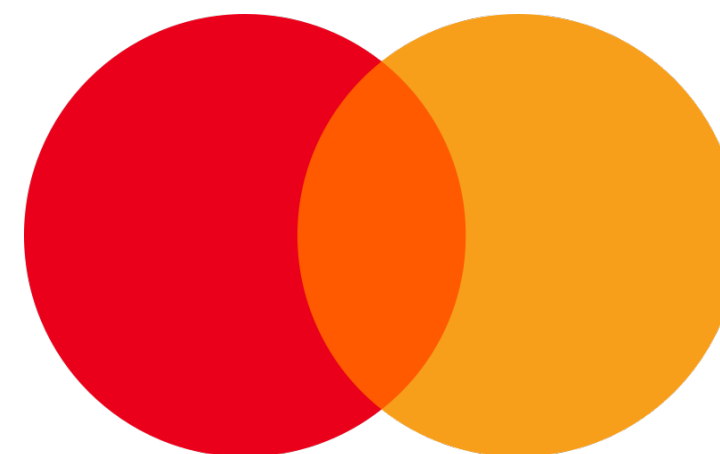
Culture Index

Component	Q4'20	Q3'20	Q2'20	Q1'20	Q4'19	🎯
MC successor retention rate ᵠ	99	100	100	95	96	98
Critical role retention rate ᵠ	97	98	99	97	99	98
Brand index ᵠ	80	78	79	76	72	76
Inclusion index ᵠ	90	92	90	88	97	92
Innovation index ᴬ	73	66	66	66	66	80
Culture index	88	87	87	84	86	89
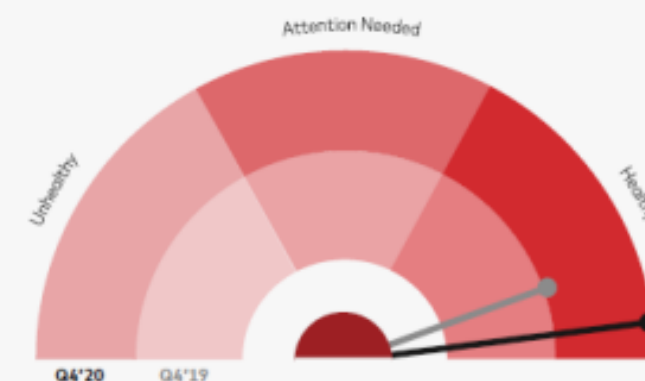
Carefully ferret out skeptics and non-believers early

Only

38%

Replaced senior leaders not able/willing to embrace and model the change

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Culture Types

	Leader Traits	Employee Traits	Example
Performance 63%	Goal-oriented, Relentless	Merit-based, Competitive	NETFLIX
Agile 47%	Boundaryless, Visionary	Flexible, Multi-talented	amazon
Collaborative 48%	Facilitator, Transparent	Open-minded, Team oriented	(Twitter logo)
Inclusive 48%	Sincere, Cooperative	Diverse, Relationship-focused	accenture
Innovative 52%	Entrepreneurial, Resourceful	Creative, Persistent	3M
Learning 36%	Intellectually curious, Open-minded	Aspirational, Ambitious	Microsoft
Safety 26%	Procedural, Structured	Compliant, Risk adverse	(Shell logo)
Customer-focused 66%	Consultative, Trustworthy	Relationship-driven, Proactive	T·Mobile
Quality 29%	Systems-oriented, Objective	Accountability, Caring	Disney
Purpose/Mission 45%	Altruistic, Philanthropical	Compassionate, Unselfish	patagonia

What Culture Type is your organization?

Many organizations will have more than one culture type, but none will have all.

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54%

Focus succession planning on those who exhibit the right behavior.

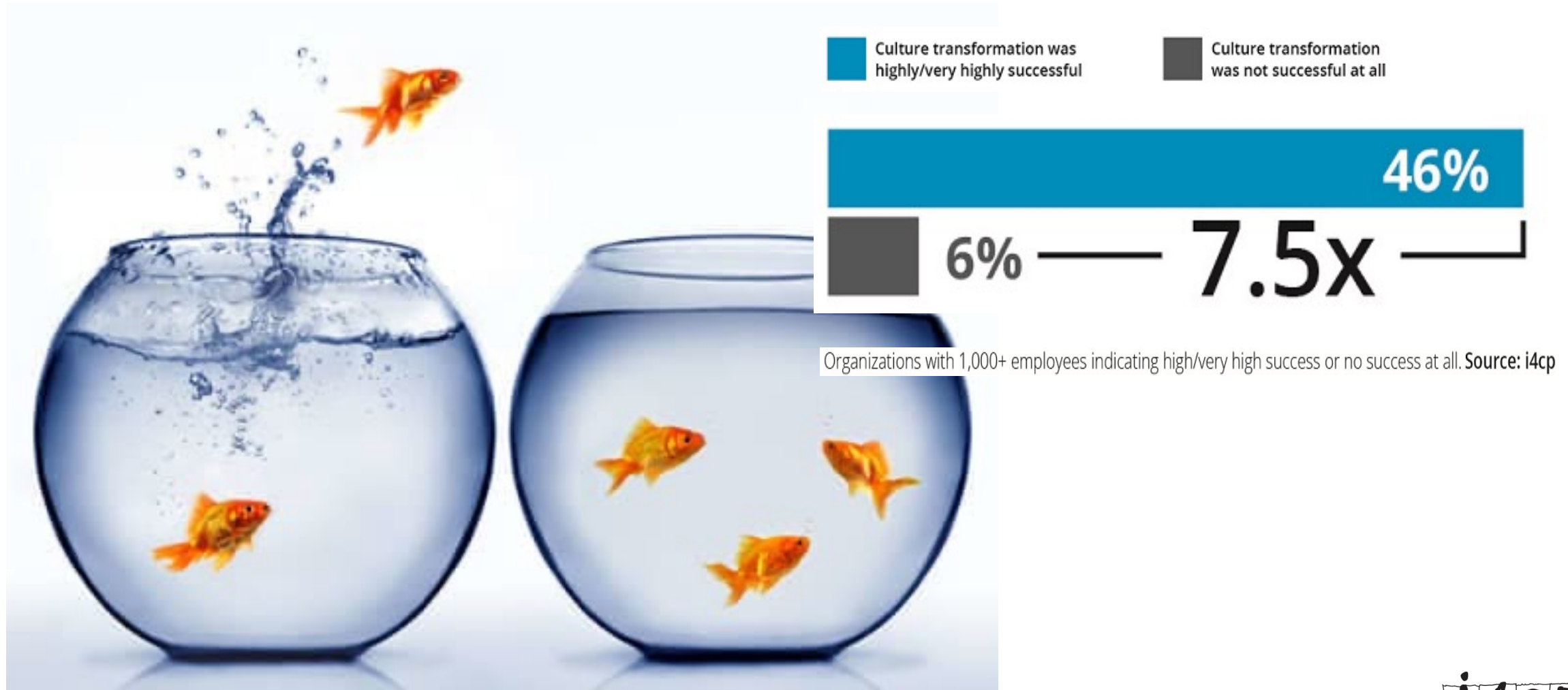# 49%

Promote those who best embody the right behaviors

Promote the Right Talent

Increase Emphasis on Talent Mobility

Culture transformation was highly/very highly successful

Culture transformation was not successful at all

46%

6% — 7.5x

Organizations with 1,000+ employees indicating high/very high success or no success at all. **Source: i4cp**

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Parting Thoughts

1. You get what you give
2. Know what you have
3. Create a learning organization
4. Democratize the work
5. Create an agile organization
6. Bust the functional silos

Q&A

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