



# WELCOME to our September Meeting



Human Resource Leadership Forum  
"Atlanta's Premier Community of HR Executives"



# 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.



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# WELCOME Guests



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# Welcome New Members

**Chris Awad**  
VP, Global Talent Strategy  
Equifax Inc.

**Ellen Bailey**  
SVP, HR  
Primerica

**Richard Brady**  
VP, HR  
LexisNexis Risk Solutions

**Jaime Clark**  
SVP, HR  
Printpack

**Bill Dunphy**  
Vice President People  
Chick-fil-A

**Kriston Fancellas**  
VP of Human Resources, Operations  
Cumulus Media Inc.

**Takiyah Gross-Foote**  
VP, Talent Development  
LexisNexis, Risk Solutions

**Melissa Hanna**  
Human Resources Director  
United Rentals, Power & HVAC Division

**Jennifer J. Morrow**  
HR Director  
Asbury Automotive Group

**Ana Rosado**  
VP, HR  
Assurant

**Tina Simmons**  
SVP, HR  
Comcast

**Melody Smalls**  
Chief Human Resources & Compliance Officer  
Weather Group

**Melissa Smith**  
VP, Training and Leadership Development  
Focus Brands



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# Executive Committee

## 2017 Officers



**Co-President**  
**Brad Cummings**  
VP, HR  
Imerys



**VP Board Development**  
**Leslie Joyce**  
Retired



**VP Finance**  
**Monica Anderton**  
SVP, HR  
Mondi (North America)



**Co-President**  
**Keith Jackson**  
Human Resource Vice President, Mobility  
and Consumer Operations  
AT&T



**VP Membership & Sponsorship**  
**Virginia Means**  
Chief People Officer  
United Distributors



**VP Programs**  
**Cindy Baerman**  
Retired



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



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# Board of Directors

## 2017 Directors



**Michelle Ansley**  
VP, HR & CAO  
Birch Communications



**Stacie Hagan**  
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Dell SecureWorks



**Randy Patterson**  
CHRO  
BlueLinx Corporation



**Karen Bennett**  
Executive Vice President &  
CHRO  
Cox Communications



**Jim Link**  
CHRO  
Randstad North America



**Brad Wilkins**  
VP, HR  
Altisource



**Matthew Carlomagno**  
VP, HR Network & Security  
Solutions  
First Data



**Joanne McInerney**  
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Novelis, Inc.



**Member Engagement Chair**  
**Jodi Weintraub**  
SVP, HR  
Vesta Corporation



**Matt Getz**  
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**Peeran Mukadam**  
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Iconoclast Consulting



**Membership & Sponsorship  
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# Program Sponsor

**HRLF would like to thank our program sponsor...**



**Know what works at work.®**



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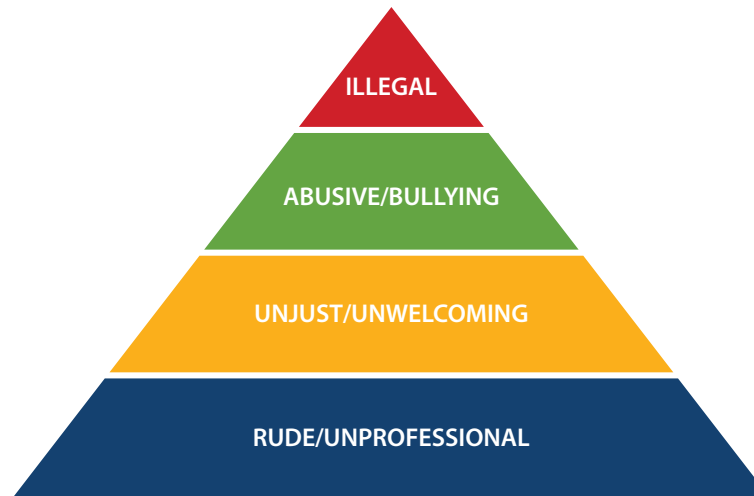


**Know what works at work.™**

ELI is a training company that helps organizations solve the problem of bad behavior in the workplace.

This means more than just preventing discrimination and harassment lawsuits.

It's about addressing the bigger costs of lost productivity, turnover, and brand damage caused by all forms of uncivil behavior.



#### **OUTCOMES OF UNCIVIL BEHAVIOR**

- Decreased Efficiency
- Low Morale
- Brand Damage
- Low Productivity
- Reduced Engagement
- Decreased Performance
- Turnover
- Distrust
- Increased Disruption
- Accidents or Safety Concerns
- Decline in Quality
- Lawsuits and Claims







Instructor-Led  
Training



Virtual Instructor-  
Led Training



Online  
Training



# Strategic Partnership

*CEO is internationally recognized as the leading authority on a broad range of issues critical to organizational effectiveness and serves as a bridge between research and practice. CEO partners with organizations to translate knowledge about organizational effectiveness into action. We are excited to bring this new benefit to our members.*

CEO Established 1979  
Center for Effective Organizations



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# 2017 Programs

## **Breakfast Programs**

*(HRLF members, prospects and approved guests)*

### **@ Cumberland Maggiano's - 7:30am – 10:00am**

- **Tuesday, November 14, 2017**  
Return on Character  
Fred Kiel, co-founder, KRW International

## **USC Center for Effectiveness Webinars**

- **October 3, 2017 1:00PM - 2:00PM (ET)**  
**HRLF Members Only - Share with your team!**  
How to Measure, Reward, and Foster a Culture of Innovation  
Soren Kaplan
- **January 15, 2018 9:00am - 10:00am (PT)**  
Beyond Change Management  
Sue Mohrman and Chris Worley

## **Roundtable Meetings - 7:30am – 9:45am**

**Sr. HR Roundtable @ Novelis** *(corporate HRLF members and prospects only)*

- **Friday, October 27, 2017**  
**New Models for Employee Communications: What's 'New', What's 'Old but New', and What's Just 'Old'**  
*Facilitated Discussion*

**Talent Mgmt Roundtable @ UPS** *(corporate HRLF members and prospects only)*

- **Friday, October 13, 2017**  
**Too Busy to Learn...**  
*Facilitated Discussion*

**Service Provider Roundtable @ TBA** *(HRLF service provider members only)*

- **Tuesday, October 10, 2017**



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# 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!*



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# Networking

## **Table Introductions**

Name, Company, & Role

## **Table Discussion**

1. Take a few minutes to talk about your company's growth journey - from start up through today.
2. What are your top three challenges in terms of current or future growth?
3. How is HR helping drive growth or contribute to the business strategy for growth?
4. f you could do more to support growth in your organization, what would it be?

Discuss at your table.



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# Our Program

## Managing the Paradoxes of Business Growth



**Theresa Welbourne**  
**Executive Director, Alabama Entrepreneurship Institute, The University of**  
**Alabama &**  
**President and CEO, eePulse Inc.**



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# Managing the Paradoxes of Business Growth

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**Theresa M. Welbourne, PhD**

*Executive Director, Alabama Entrepreneurship Institute and  
Will and Maggie Brooke Professor in Entrepreneurship*

*President and CEO, eePulse, Inc.*

*Affiliated Research Scientist, Center for Effective Organizations  
University of Southern California*



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## Grow What?





## Goals for Today

Creating the right environment for growth  
Learn from the living and the dead



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## Understand the Paradoxes of Growth

What we think predicts growth often does not



## Examples from Earlier Research

- Women on top management team?
- HR executive reporting to CEO?
- Founder being part of senior team at IPO?
- CEO with finance background?



## **The Research**

*Large-scale research project on  
growth, innovation and high  
performance.*



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# Today's Question

## Which Resources Really Matter?



Focus on the  
**determinants of  
long-term  
sustainable growth  
and firm level  
performance**



## Initial Public Offerings

**Data Sources =**

**Prospectus (archival data),  
surveys to executive teams,  
and archival data for financial  
and survival status**



**“Fruit flies of management”**

- Selected cohorts of firms by year that went IPO
- 1988, 1993, 1996 (biggest year), 2011, 2012, 2013
- Case studies with firms that went public (deep dives)





## Diverse Samples



## What is Valued?

### Business driver culture diagnostic tool



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## Review your answers and dialogue

### BUZZ GROUP

What are your top 3 scoring items?

What are your lowest 3 scoring items?



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## CEO and Executive Team Results

*Review first page of handout*

Received survey data in early 1997 from the senior executives in the 1996 IPO sample.

## What Really Matters?

- The class of 1996 ***ten years out.***
- 38% of the firms survived as of 2006. **ALIVE**
- 22% of the firms survived and had a stock price at least at what it went out at. **WINNERS**



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## Analysis of Factor Scores

FACTOR	Survival and Performance Status Mean score for each group (sorted high to low on alive scores)		Difference Statistically significant (green)
	Winners	Dead (or near death)	(Winners - Dead)
Human capital	4.55 ↑	4.47	.08
Strategic direction	4.38 ↑	4.26	.12
Energy and urgency	<b>4.22 ↑</b>	<b>4.05</b>	.17
Core strength	4.06 ↑	3.97	.09
Offering niche	4.00 ↓	4.13	-.13
Marketing and sales	3.94	3.94	.00
Rewards	3.78 ↑	3.72	.06
Risk profile	3.59 ↓	3.64	-.05
Economics	3.42 ↓	3.52	-.10
Structure	3.54 ↑	3.39	.15



## Regression, Predict Winners with Controls

What predicts winning after ten years, with all factors and controls in the equation?



## 2016 The 20-Year Anniversary

- 1996 – biggest IPO cohort to date
- **20 years later**, how many are left?
- What happened to them?



## Quick Glance Stats



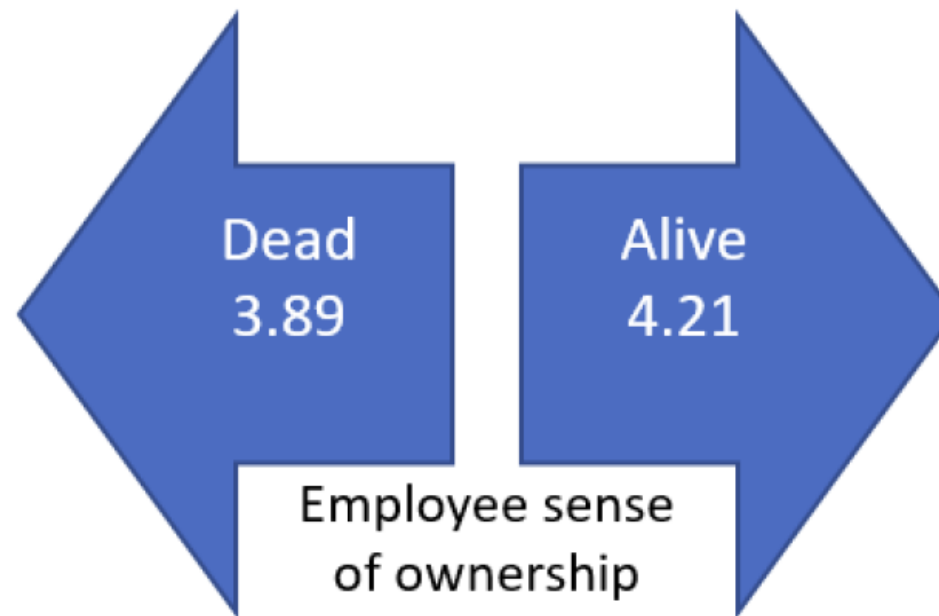


## When?





## What differentiates 20-year survival?

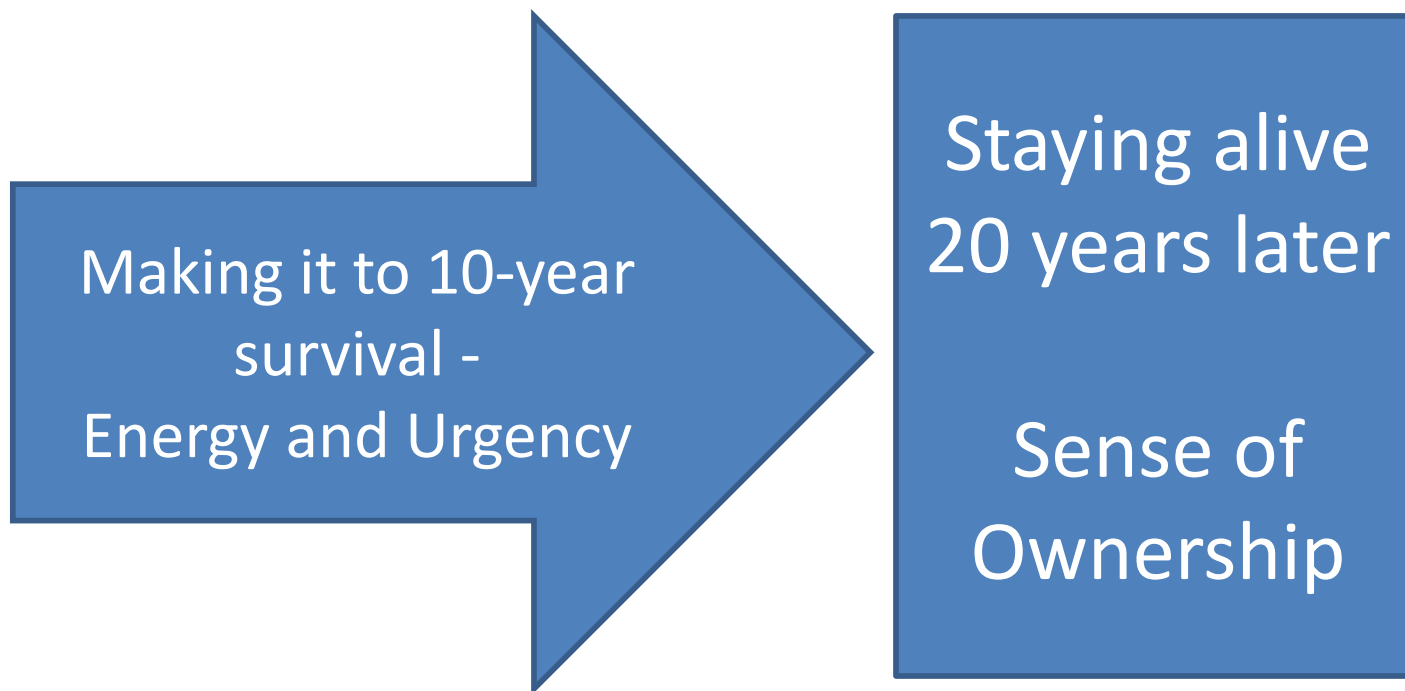


## What Does NOT Differentiate

- Information about the leadership and management teams
- Data on finances and controlling costs
- Technology and product characteristics
- Board of directors
- Venture capital involvement
- Controlling costs
- Budgeting processes



## Here's what we know ...



## Structural Cohesion

“An employee generated synergy that propels the company forward”



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## Stericycle: One of the 100



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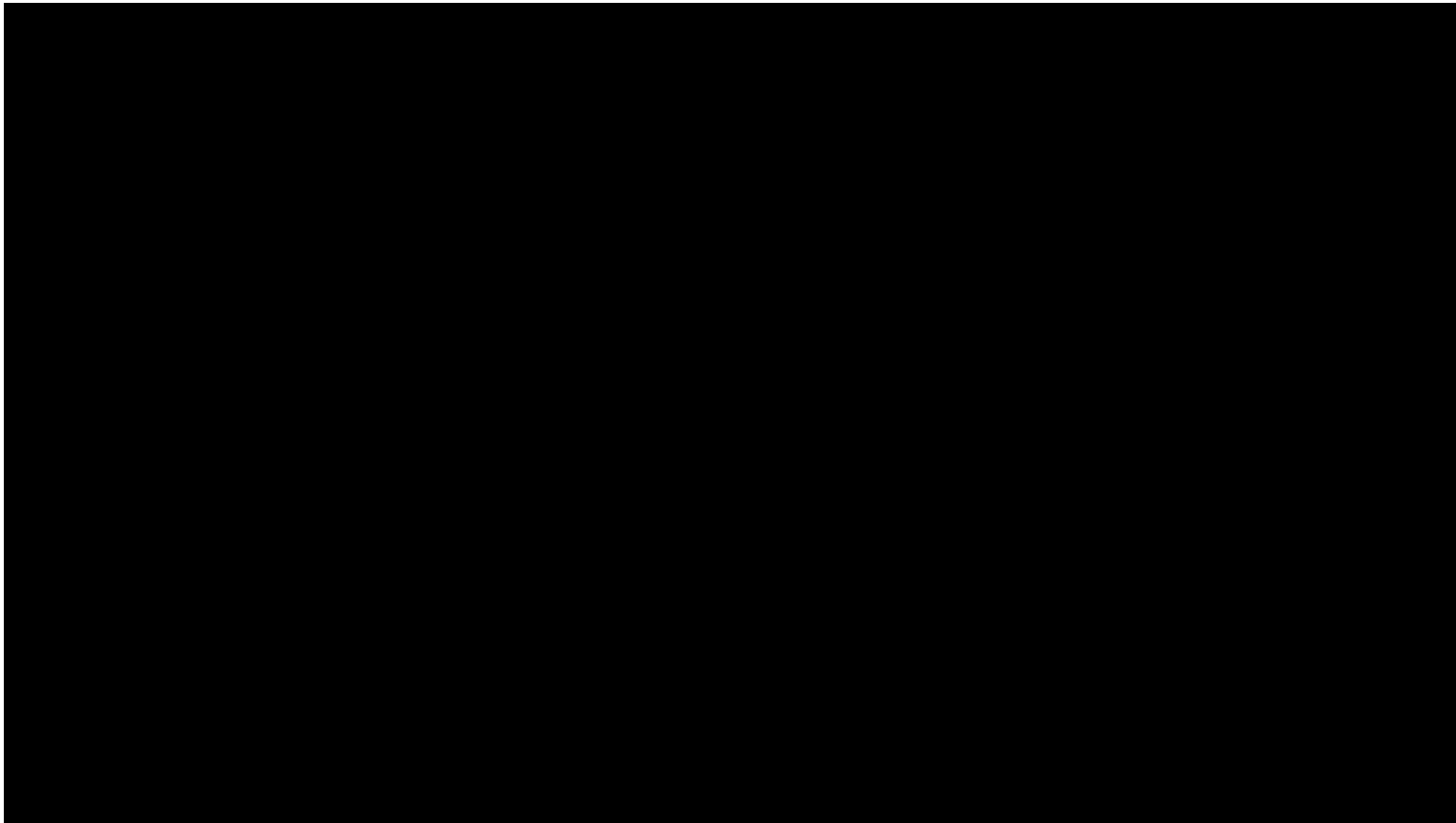


Recalls



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## From an Interview with Mark Miller

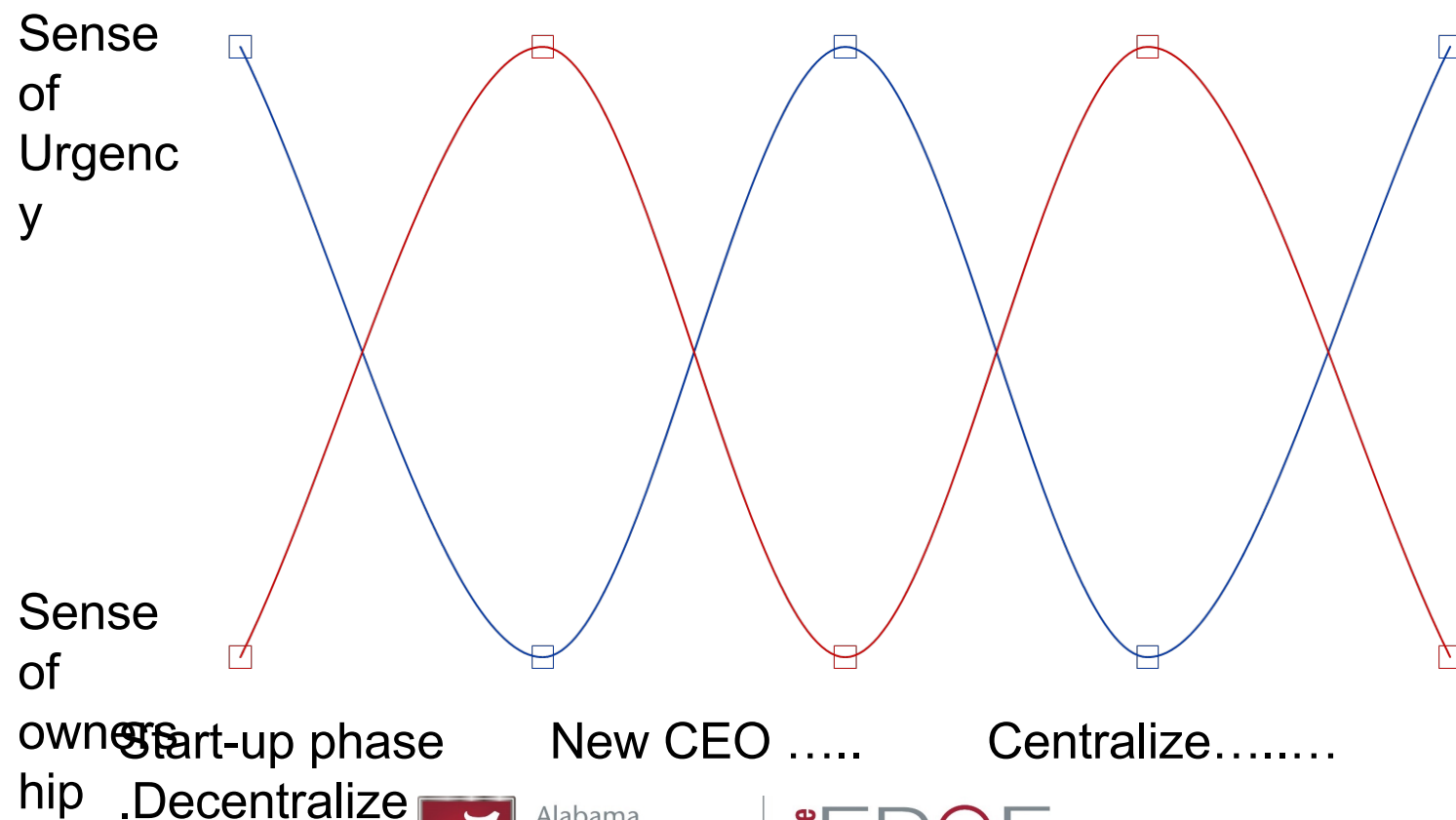
“Stericycle was unique because we were constantly trying to improve our business and trying to figure out a way to get to the next level — ***keep moving and move quickly***, and learn, learn, and learn — we were on this momentum path.

We had people inside the company that were ***energized***.

We set a tone, teaching everyone that joined to act and ***behave like this is your own company***. We’re not going to have company cars, there’s not going to be corporate planes. If you want a good parking spot, get there early.”



## What we learned from case studies



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## Energize Employees to Keep the Balance

Optimize and  
direct energy  
of employees  
by balancing  
sense of  
urgency with  
sense of  
ownership



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## 4 Tips for Creating Balance

### *Ask to Lead*

- Ask questions of a wide audience on a regular basis
- Use trend data to ignite conversations
- Ask questions to influence
- Ask employees to start asking

<https://www.inc.com/springboard/ask-to-lead-driving-innovation-and-growth-through.html>



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## The Paradox of Growth

It may not be a paradox to this audience



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## Speaking of asking, what questions do you have for me?

Email: [twelbourne@cba.ua.edu](mailto:twelbourne@cba.ua.edu)

Twitter: @[TheresaWelbourn](https://twitter.com/TheresaWelbourn)

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

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



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# Questions?



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# Feedback

Please complete your program evaluation and  
leave it at the registration table.

*Thank you.*



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