



HRLF

HUMAN
RESOURCE
LEADERSHIP
FORUM

ATLANTA'S HR EXECUTIVE COMMUNITY

ANNUAL MEMBERSHIP 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.

ELECTION RESULTS



Executive Committee



Co-President
David Malfitano
CHRO
Wayne Farms



VP Board Development
Keith Jackson
CHRO
Vrio



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



VP Membership & Sponsorship
Karen Bennett
Executive Vice President & CHRO
Cox Communications



VP Programs
Joanne McInerney
VP, HR North America
Novelis, Inc.



Monica Anderton
SVP, HR
Mondi (North America)



Karen Bennett
Executive Vice President &
CHRO
Cox Communications



Matthew Carlomagno
VP, HR Network & Security
Solutions
First Data



Brad Cummings
VP, HR
Imerys

Directors



Kim Fleming *NEW
SVP, HR
SunTrust



Keith Jackson
CHRO
Vrio



Valerie Norton *NEW
Chief People Officer
Habitat for Humanity

OUTGOING DIRECTOR



Jim Link

CHRO

Randstad North America

FACTS

Joined Board as a Director on January 1, 2010

Sr. HR Roundtable coordinator: 2010

VP, Programs: 2011 – 2013

Co-President: 2014 – 2015

Immediate past President: 2016

Retiring from HRLF Board December 31, 2018

Thank you for 8 years of dedicated service!

2019 EXECUTIVE COMMITTEE



Co-President
David Malfitano
CHRO
Wayne Farms



Co-President
Virginia Means
Chief People Officer
United Distributors



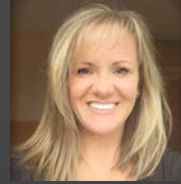
**VP Board Development &
Immediate Past President**
Keith Jackson
CHRO
Vrio



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Novelis, Inc.



2019 BOARD OF DIRECTORS



Michelle Ansley
VP, HR & CAO
Lingo Communications



Matt Duncan
SVP & CHRO
Neenah Paper
Member Engagement Chair



Valerie Norton *NEW
Chief People Officer
Habitat for Humanity



Matthew Carlomagno
VP, HR Network &
Security Solutions
First Data



Matt Getz
Chief People Officer
Encompass Digital Media



Jodi Weintraub
CHRO
Phobio



Louise Cherry
Vice President, Culture
and Experience
Patientco



Kim Fleming *NEW
SVP, HR
SunTrust



Brad Wilkins
VP, HR
Altisource



Brad Cummings
VP, HR
Imerys



Stacie Hagan
Chief People Officer
Secureworks



Marilyn Draper (non voting)
Senior Partner
Primodius LLC
*Membership & Sponsorship
Chair*



Joe Garcia
Head, Global Talent Management and Organ
Effectiveness
The Home Depot

HRLF FINANCIAL HEALTH



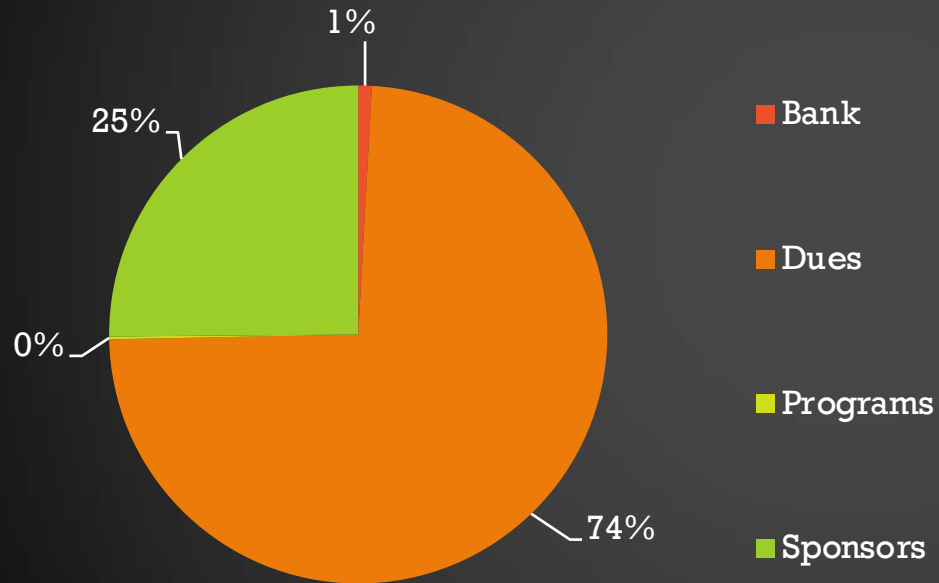
- Goals
 - HRLF maintains a checking and money market account
 - Maintain a minimum of \$10K in checking with the overages in money market
 - 2 -years of operating expenses
- Current bank balance: \$212K
 - Expected EOY Income: \$109,250
 - Expected EOY Expenses: \$89,703



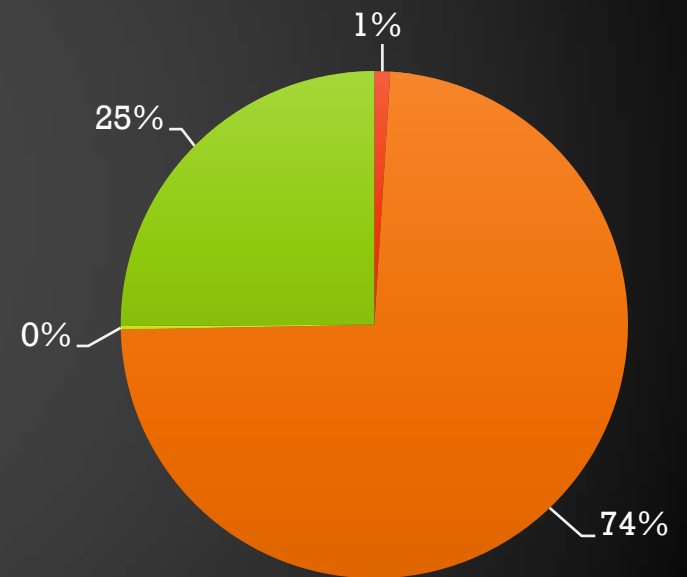
HRLF FINANCIAL HEALTH



YTD Income - \$109,055



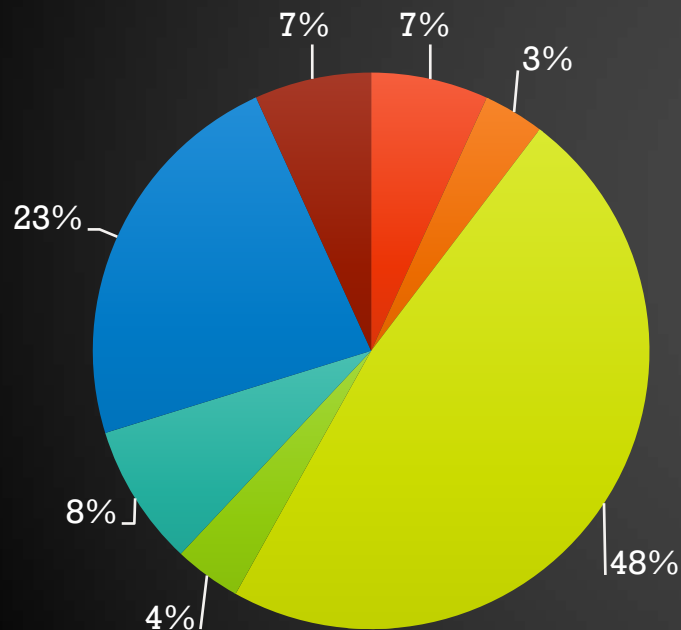
EOY Income Projection - \$109,250



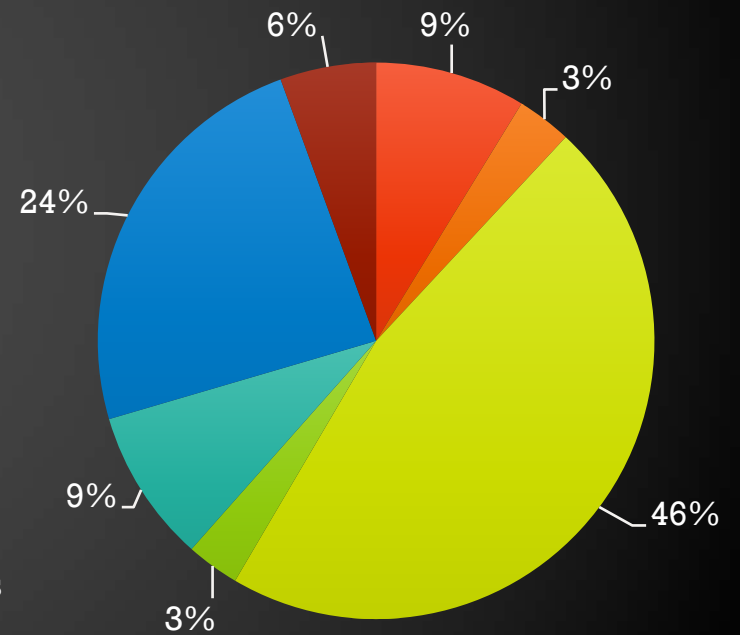
HRLF FINANCIAL HEALTH



YTD Expense - \$71,151



EOY Expense Projection - \$89,903



- Board
- Bank
- General Office
- Professional Fees
- Member /benefits
- Programs
- Website/Communications



25th ANNIVERSARY
YEARS





2018 PROJECTS

- New Breakfast Program location (Capital Grille)
- Bylaws revision
- New Small Cap HR Roundtable
- HRLF App
- Social Media options added (Facebook and Twitter)

2019 PROJECTS

- Biennial Membership Survey (February 2019)
- New Breakfast Program location (ROAM Perimeter Center)
- Additional HRLF App features





2019 PROGRAMS

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

NEW LOCATION: ROAM PERIMETER CENTER

- **Tuesday, February 12, 2019**
C-Suite Stories of Business Transformation: HR Partnership Leading to Big Impact
Panel discussion
- **Tuesday, May 14, 2019**
Leading Transformational Change: The Role of HR
(Daryl Conner, Chairman, Conner Partners (Author of Managing at the Speed of Change)
- **Tuesday, September 10, 2019**
HR Catching Up on Measurement & Analytics: Where Other Business Functions are Where We Should Be in Human Capital Analytics
Panel discussion
- **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**
 - Wednesday, March 20, 2019
 - Tuesday, June 18, 2019
 - Thursday, August 22, 2019
 - Friday, October 18, 2019
- **Small Cap HR Roundtable @ Savills Studley**
 - Thursday, March 7, 2019
 - Wednesday, June 12, 2019
 - Friday, August 30, 2019
 - Tuesday, October 22, 2019
- **Talent Management Roundtable @ UPS**
 - Friday, March 1, 2019
 - Thursday, June 6, 2019
 - Tuesday, August 13, 2019
 - Wednesday, October 2, 2019

SERVICE PROVIDER MEMBERS

- **@ Fisher & Phillips, LLP**
 - Tuesday, January 8, 2019
 - Tuesday, April 9, 2019
 - Tuesday, July 9, 2019
 - Tuesday, October 8, 2019

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!



MEMBERSHIP REMINDERS



Don't let your membership lapse!

Membership renewal email will be sent on 11/15/18.

Remember to renew your membership no later than 12/31/18.

Remember 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.



QUESTIONS?





HRLF

HUMAN
RESOURCE
LEADERSHIP
FORUM

ATLANTA'S HR EXECUTIVE COMMUNITY

WELCOME TO OUR NOVEMBER MEETING



**WELCOME
GUESTS**



WELCOME NEW MEMBERS



Andrea Carter
SVP, HR
Global Payments

Regina Hartley
UPS

Merritt Henderson
Director of Human Resources
Kroger Atlanta Division

Mark Jones
Regional Vice President
Collective Health

Lee Ann Lawson
VP, HR
MiMedx Group, Inc

Karen Morgan Matterson
SVP, Chief People Officer
Global Payments

Annette Rollins
EVP, CHRO
Atlantic Capital Bank

Ronnie Wade
Chief Talent Officer
Fulton County Schools

Rod Wedemeier
VP, HR
Mohawk Flooring

Polina Zlatev
Director, HR
Novelis, Inc.

2018 EXECUTIVE COMMITTEE



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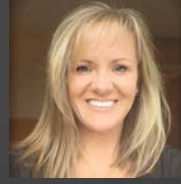
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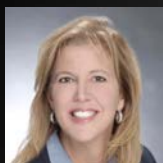


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Neenah Paper
Member Engagement Chair



Jim Link
CHRO
Randstad North America



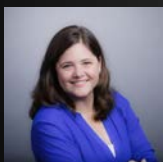
Matthew Carlomagno
VP, HR Network &
Security Solutions
First Data



Matt Getz
Chief People Officer
Encompass Digital Media



Jodi Weintraub
CHRO
Phobio



Louise Cherry
Vice President, Culture
and Experience
Patientco



Stacie Hagan
Chief People Officer
SecureWorks



Brad Wilkins
VP, HR
Altisource



Joe Garcia
Head, Global Talent
Management and Organ
Effectiveness
The Home Depot



Marilyn Draper
Senior Partner
Primodius LLC
*Membership & Sponsorship
Chair*

PROGRAM SPONSOR



HRLF would like to thank our program sponsor...

slalom



Slalom Core Values



Do what is right,
always



Fuel growth and
innovation.



Focus on
outcomes.



Build and shape
A better future.



Drive connection
and teamwork.



Take ownership.
Get it done.



Inspire passion
and adventure.



Celebrate
authenticity.



Stay humble
and curious.



Smile.

#loveyourfuture

Slalom Organizational Effectiveness

We are passionate about helping our clients maximize their greatest investment – **their people**.



NETWORKING



Table Introductions
Name, Company, & Role

1. Does your organization have a consistent method for implementing corporate strategies? If so, who leads this effort and how is HR involved in the process?
2. For your organization, what are the biggest challenges when implementing change?

Discuss at your table.



OUR PROGRAM

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

Turning Strategy into Reality

A proven roadmap for bridging the strategy-execution gap

About me...

Education

- Computer Science Degree from Michigan State
- PMP and PMI-ACP certified
- ATD Improving Human Performance certificate

Career

- 3 years at Accenture
- 11 years at PeopleSoft
- 13 years at SAP

Roles

- Project Management – Led over 20 projects
- Learning – Led Corporate Universities
- Currently – Leading SAP's Strategic Program Office

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Ari Katanick

Vice President, Strategic Programs



Turning Strategy into Reality

The Agenda

The Challenge



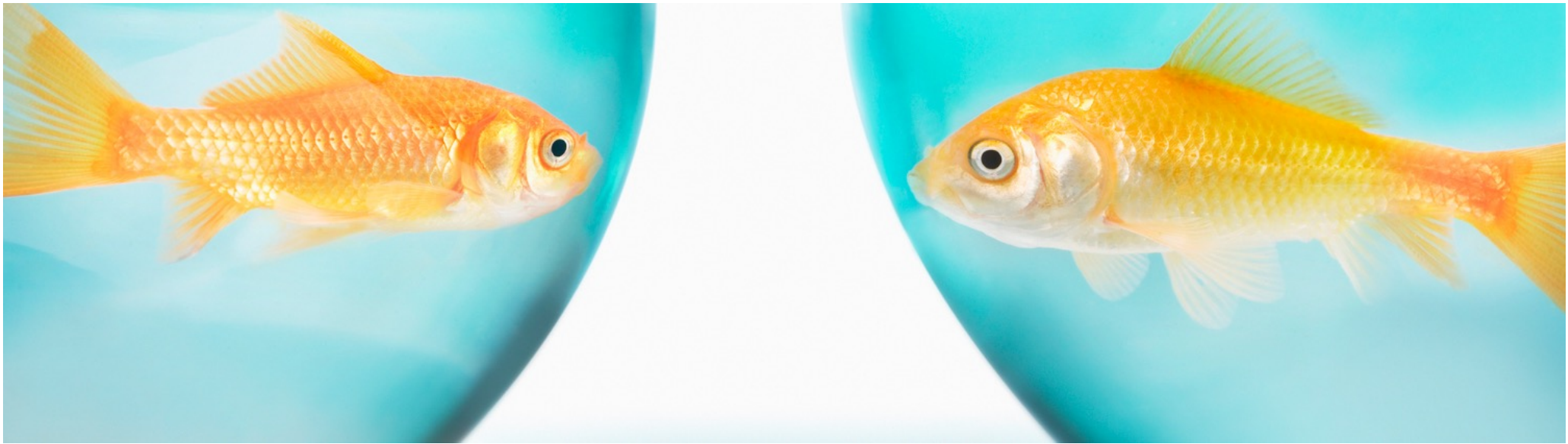
The Solution



Summary



The Challenge



The Problem

82% of Fortune 500 CEOs feel their organization did an effective job of **strategic planning**. Only **14%** of the same CEOs indicated that their organization did an effective job of **implementing** the strategy.

Source: Forbes, 2011

In 6 out of the last 9 annual CEO Challenge Surveys, successful **strategy execution** has consistently been the **#1 or #2 challenge** identified by global Chief Executives.

Source: Conference Board

72% of CEOs see the **next 3 years** as **more critical** than the past 50 for their industries.

Source: 2016 KPMG global CEO Outlook

The Problem

82% of Fortune 500 CEOs feel their organization did an effective job of **strategic planning**. Only 14% of the same CEOs indicated that their organization did an effective job of **implementing the strategy**.
Source: Forbes, 2011

There is a strategy execution problem

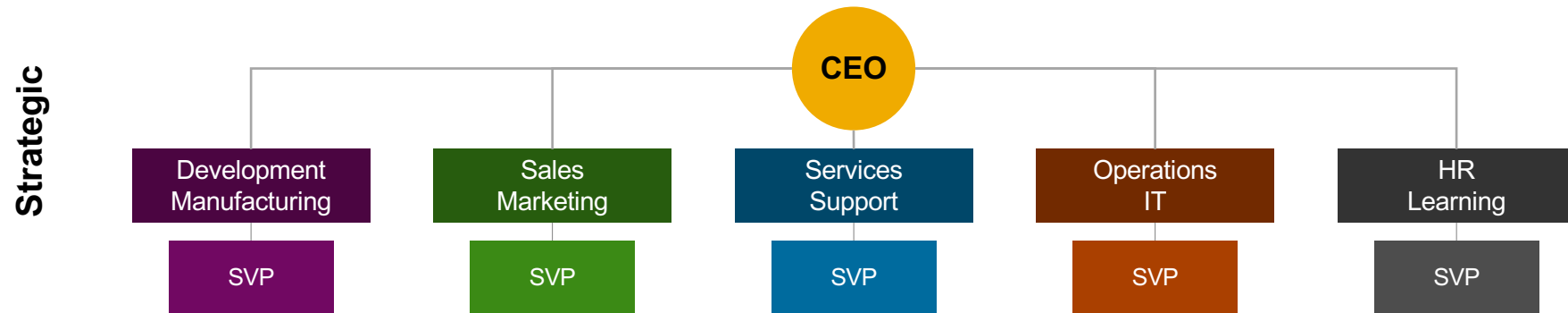
In 6 out of the last 9 annual CEO Challenge Surveys, **successful strategy execution** has consistently been identified by global Chief Executives as the most successful challenge.
Source: Conference Board

The problem has persisted a long time

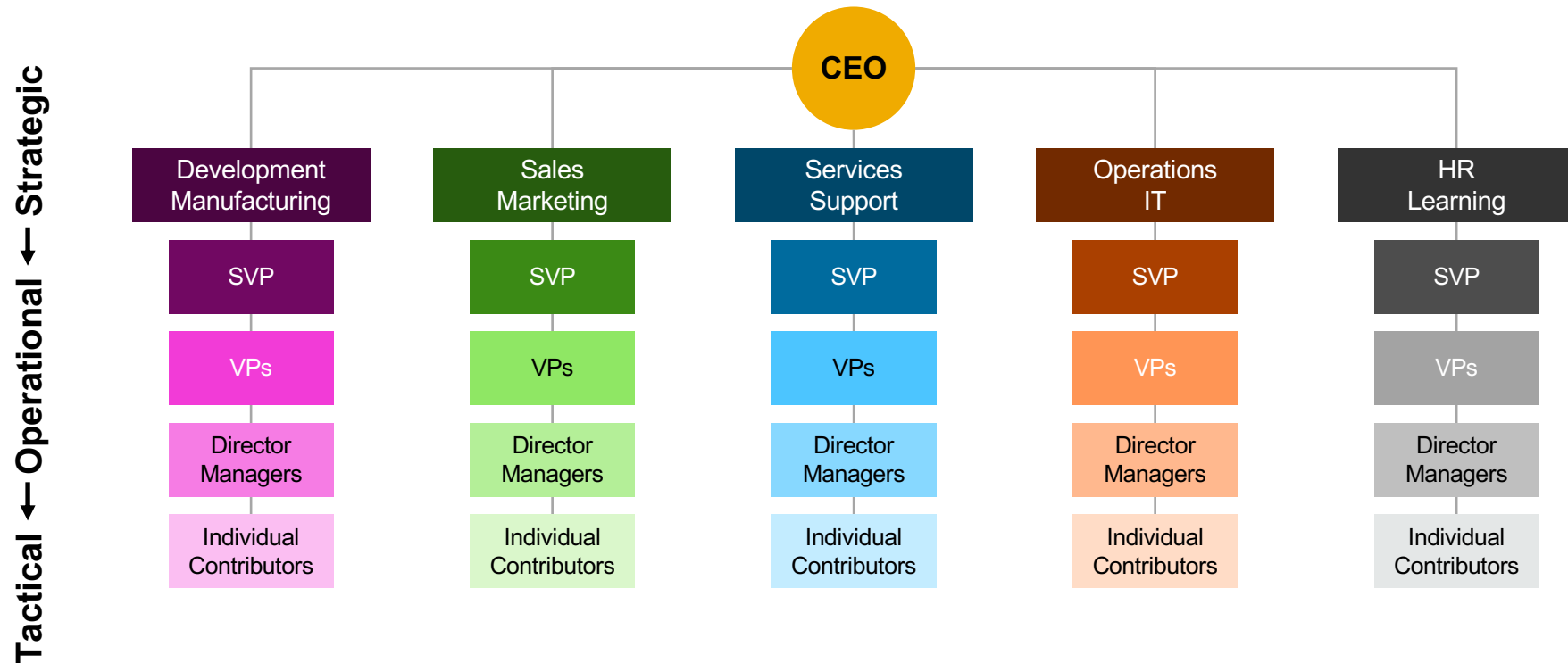
72% of CEOs see the next 3 years as more critical than the past 50 for their industries.
Source: 2016 KPMG global CEO Outlook

Successful strategy execution is more critical than ever

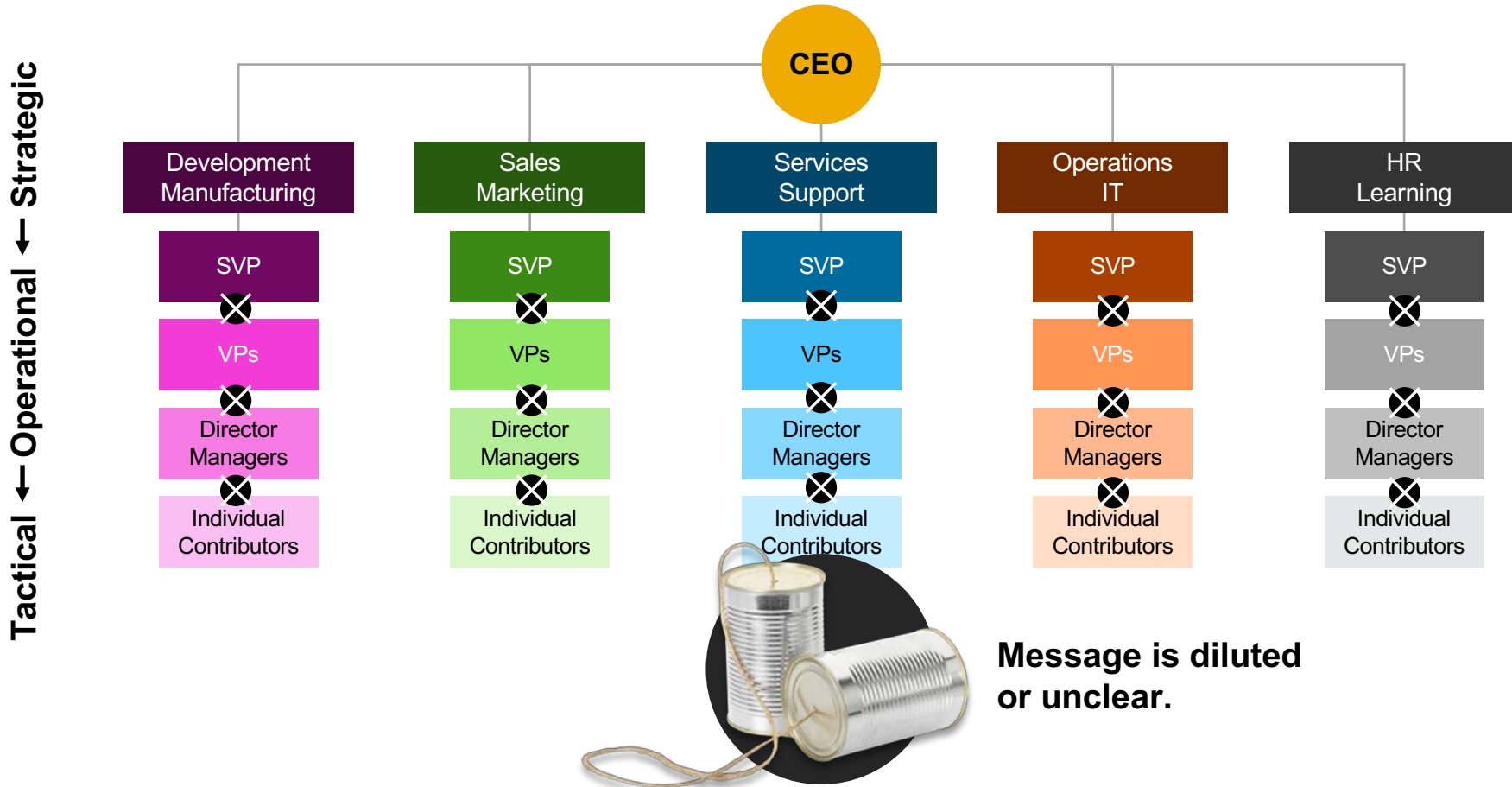
How Strategy is Implemented Today



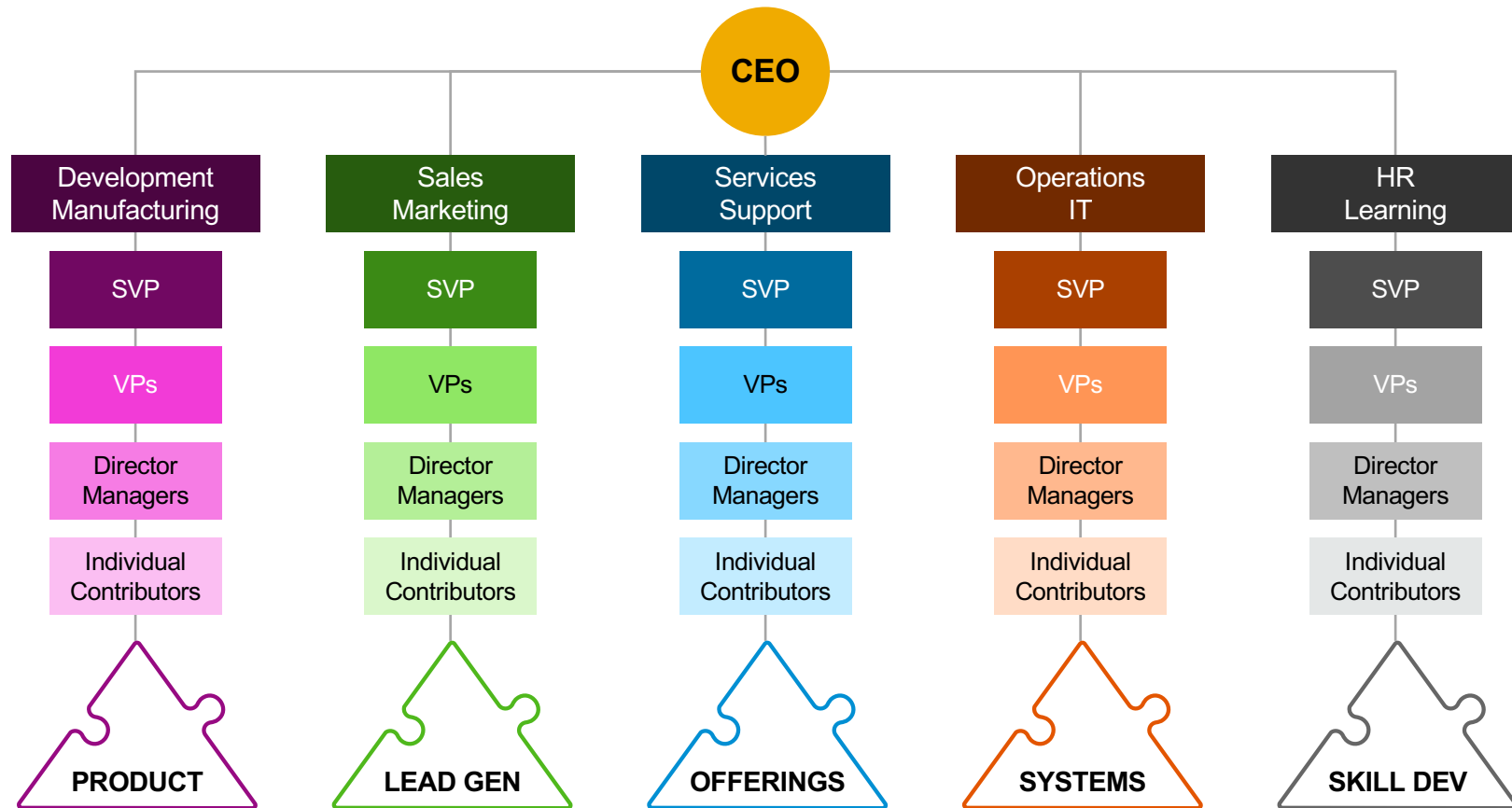
How Strategy is Implemented Today



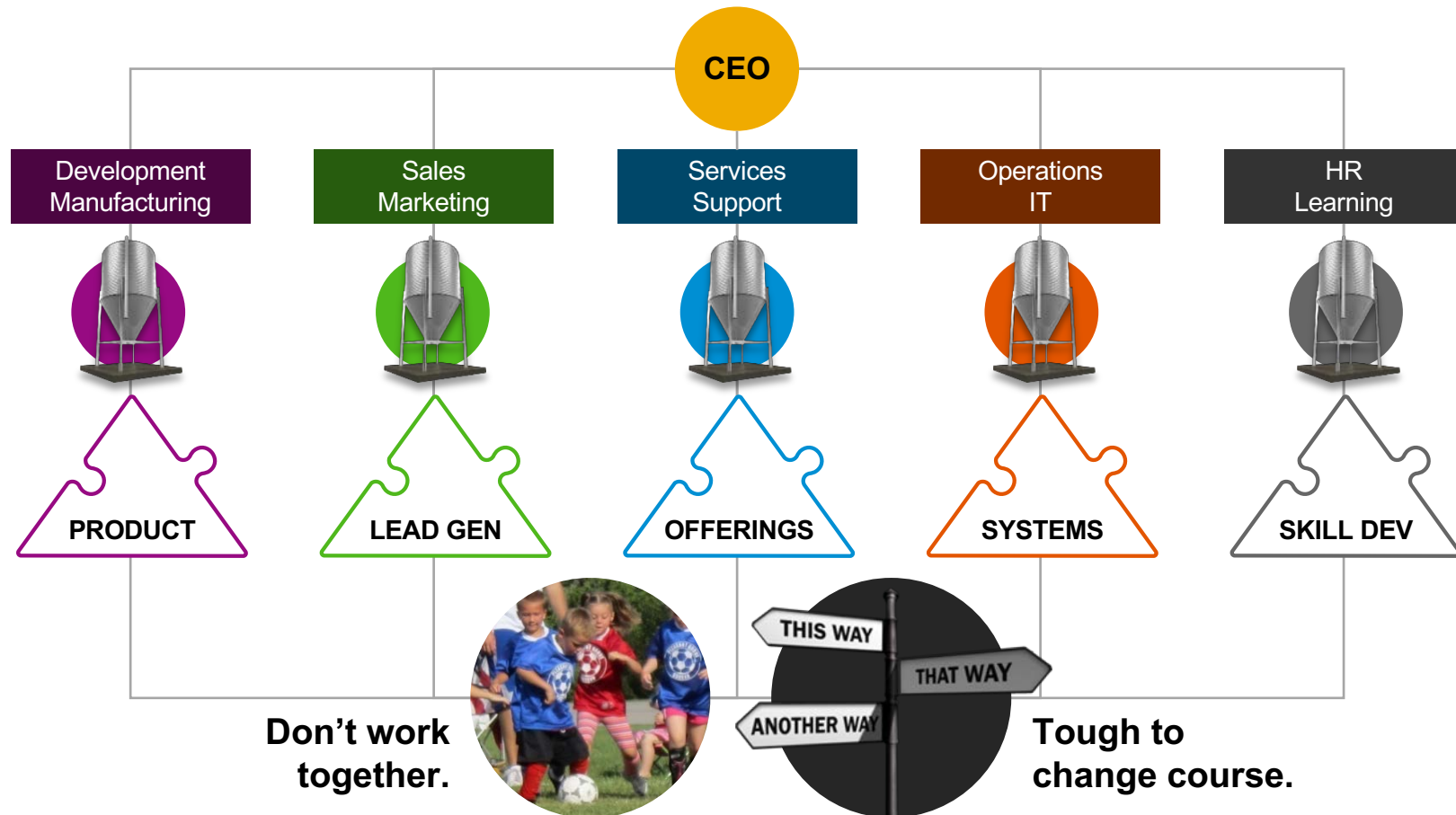
How Strategy is Implemented Today



How Strategy is Implemented Today

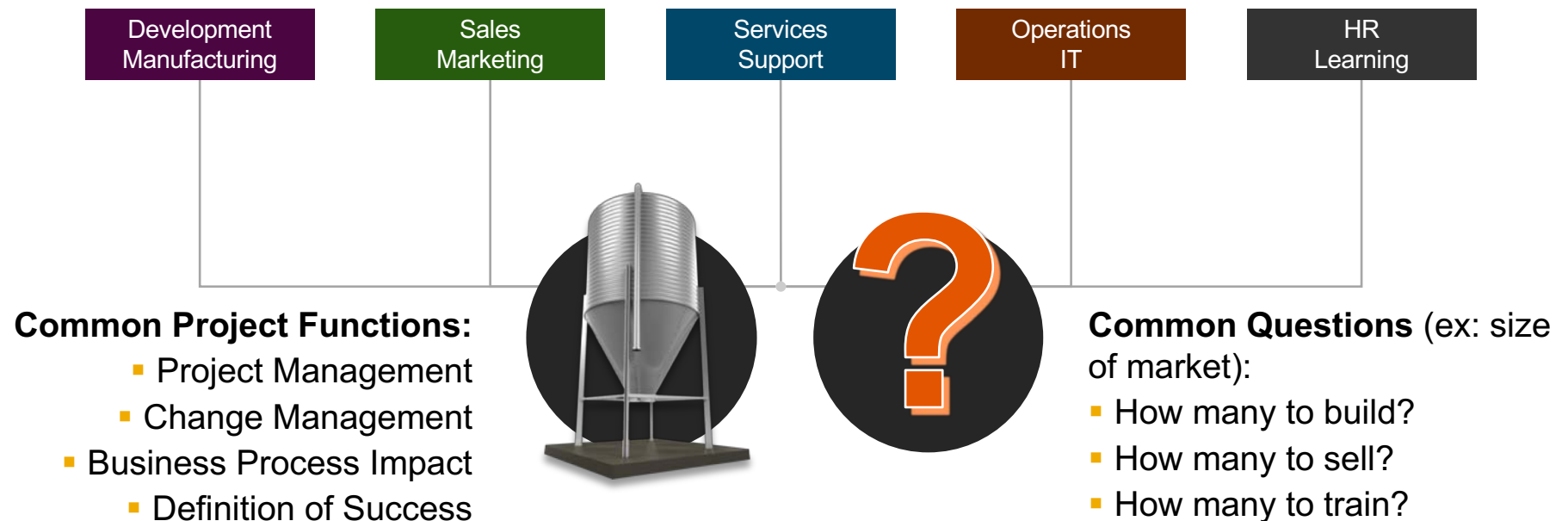


How Strategy is Implemented Today



How Strategy is Implemented Today

Uncoordinated / Duplicated Work on Common Functions and Questions



How Strategy is Implemented Today

No corporate-wide alignment

No overall go-to-market process (concept to customer)

No single view of customer or customer experience

No shared definition of success

Each team rolls out their siloed solution and accomplishes their team's goals.

How Strategy is Implemented Today

More
silos

No corporate-
wide alignment

No overall
go-to-market
process
(concept to
customer)

No single
view of customer
or customer
experience

No shared
definition of
success

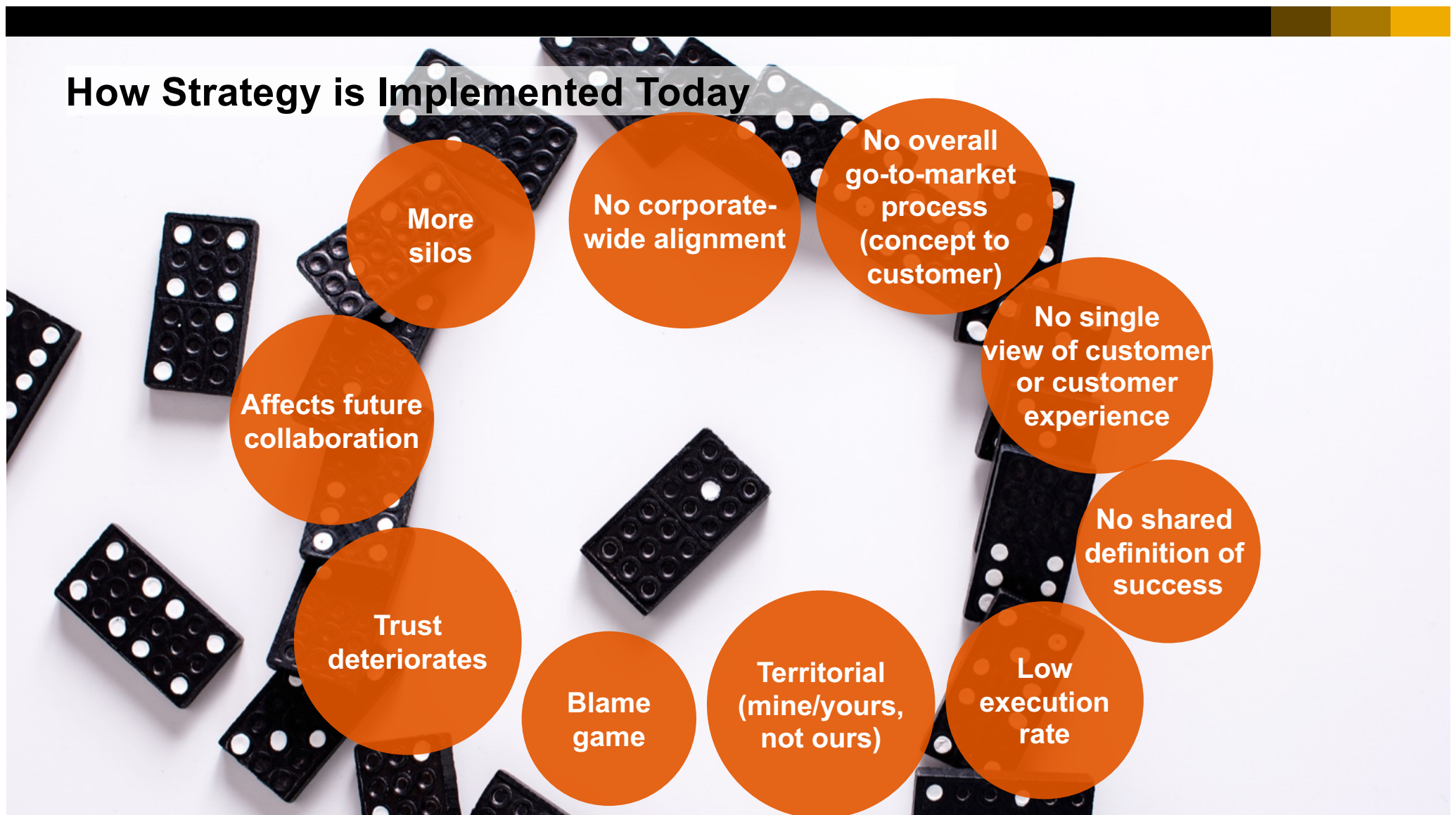
Low
execution
rate

Territorial
(mine/yours,
not ours)

Blame
game

Trust
deteriorates

Affects future
collaboration



How Strategy is Implemented Today



22 bicycles
20 teams



How Strategy is Implemented Today

CEO's Single greatest challenge to executing their company's strategy?

70% said failure to align and coordinate across units



Manager survey results:

84% can rely on their teams

9% can rely on their colleagues in other functions



Employee self-ranking:

98.5% top 50%

70% top 10%

Researchers asked employees of 20 major corporations with clearly articulated public strategies to identify their employer's strategy from among six choices.

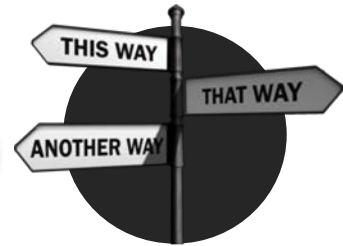
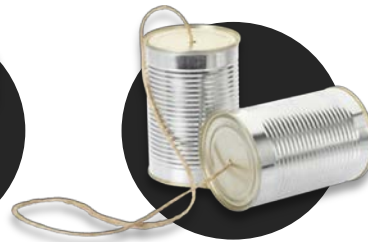
Just 29% answered correctly

Just guessing would yield 17% (one out of six)



Source: HBR research 2015

Summary of problem



So... How do we break this cycle?



The Solution



Strategy to Execution in four steps



1

Build Your Team



2

**Determine Initial
List of Projects**



3

Manage Projects



4

Manage Change

Strategy to Execution in four steps



1

Build Your Team



2

**Determine Initial
List of Projects**



3

Manage Projects

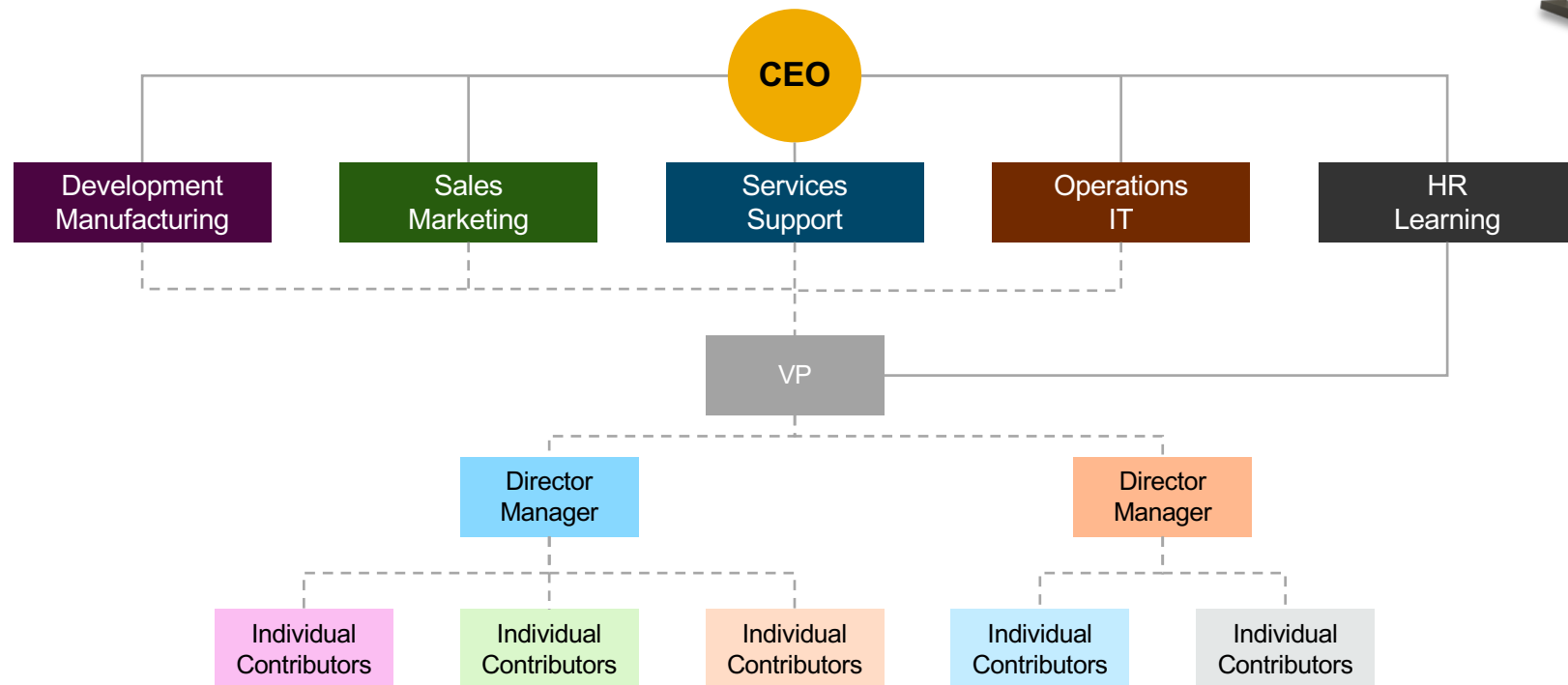


4

Manage Change

How Strategy Should Be Implemented

Forming the PMO SWAT Team



Strategy to Execution in four steps



1

Build Your Team



2

**Determine Initial
List of Projects**



3

Manage Projects

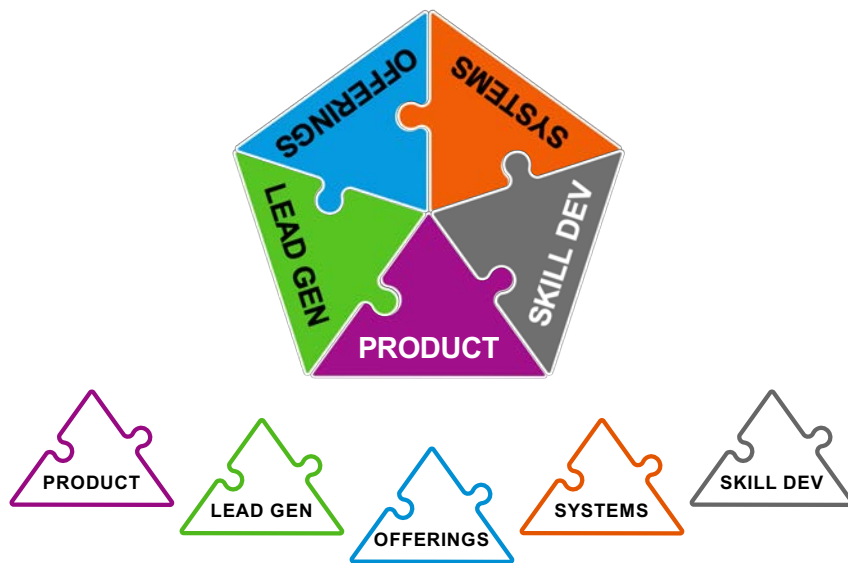


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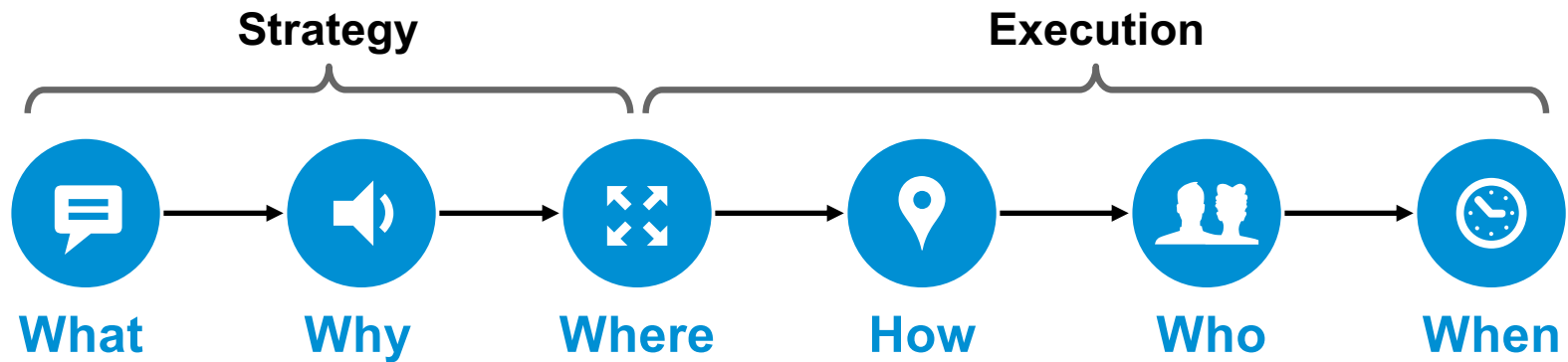
Manage Change

PMO Definitions and Relationships

Strategic Programs, Projects, Deliverables, and Tasks

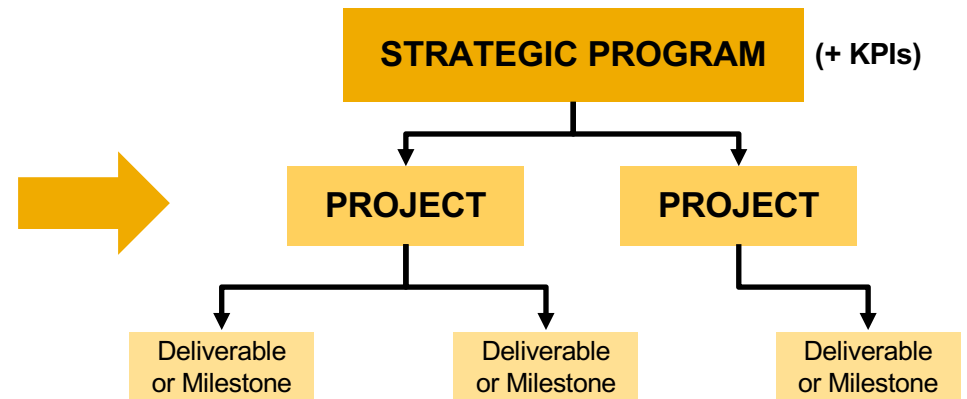
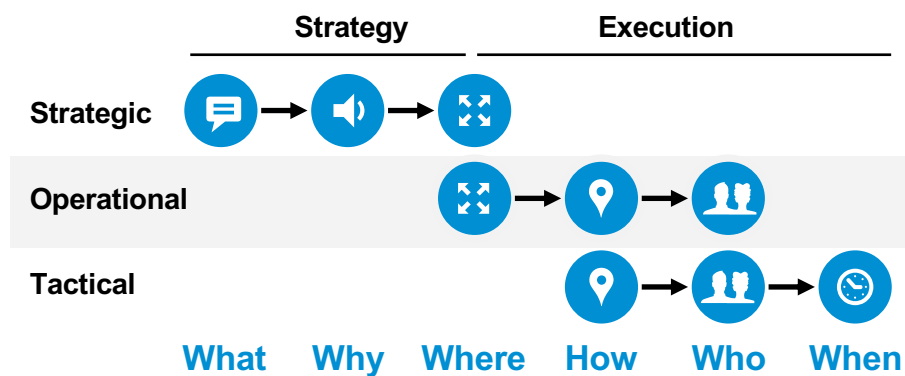


The Strategy to Execution Basics



Generating your initial ideas – aka Building your Backlog

Design Thinking or Vision Workshop Process



Strategy to Execution in four steps



1

Build Your Team



2

**Determine Initial
List of Projects**



3

Manage Projects

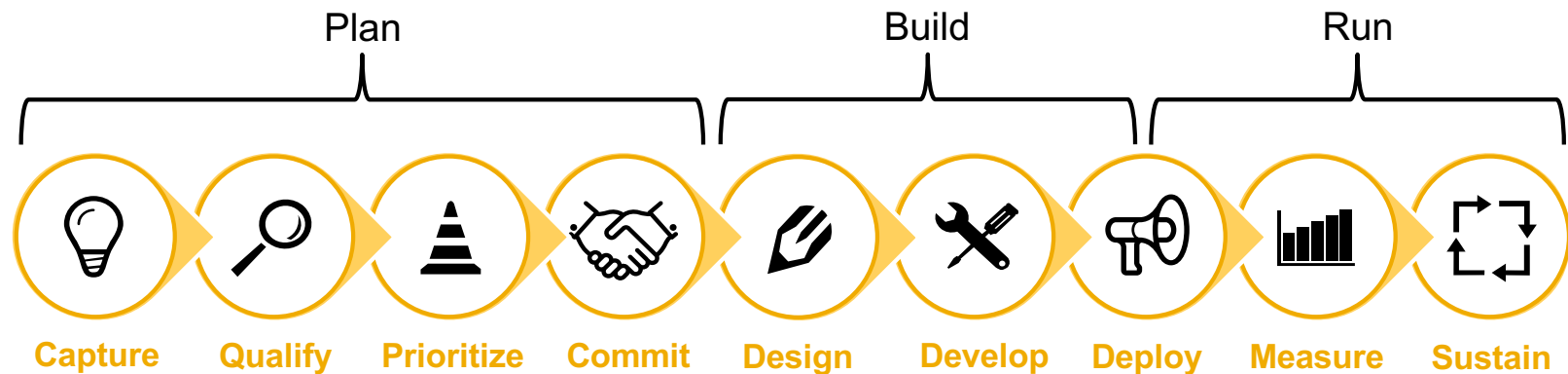


4

Manage Change

Managing your Project Deliverables

PMO Process and the PMO Status Tool



We built this for managing Strategy to Execution projects...
It is used for **all Projects**.

Plan Stage

Capture Step



Capture step's meta-data:

- Project Name
- Description
- Business Impact (+KPIs)
- Target Audience
- Strategic Program



Plan Stage

Qualify Step

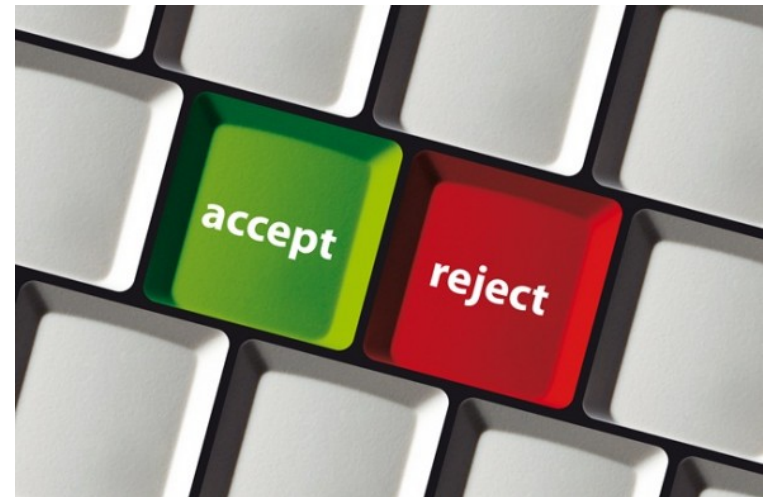


Capture step's meta-data:

- Project Name
- Description
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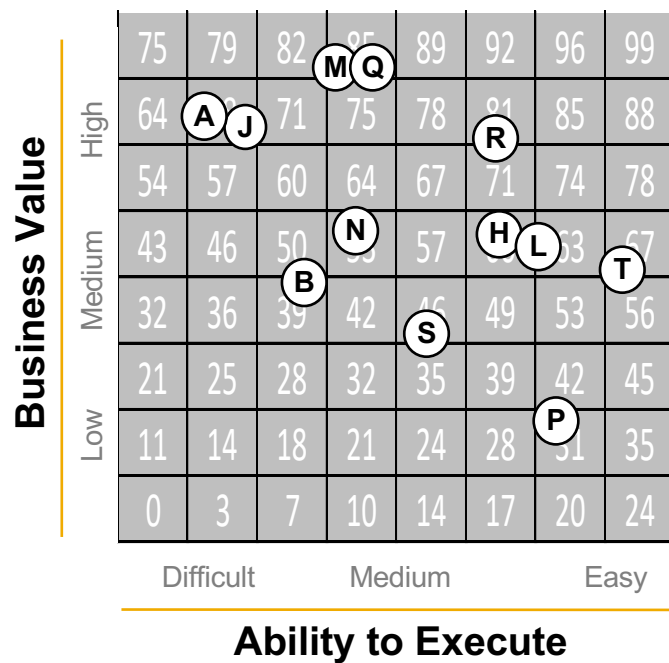
Qualify step's meta-data:

- Project Type
- Team Lead
- Works Council
- Data Protection
- Budget Potential



Plan Stage

Prioritize Step

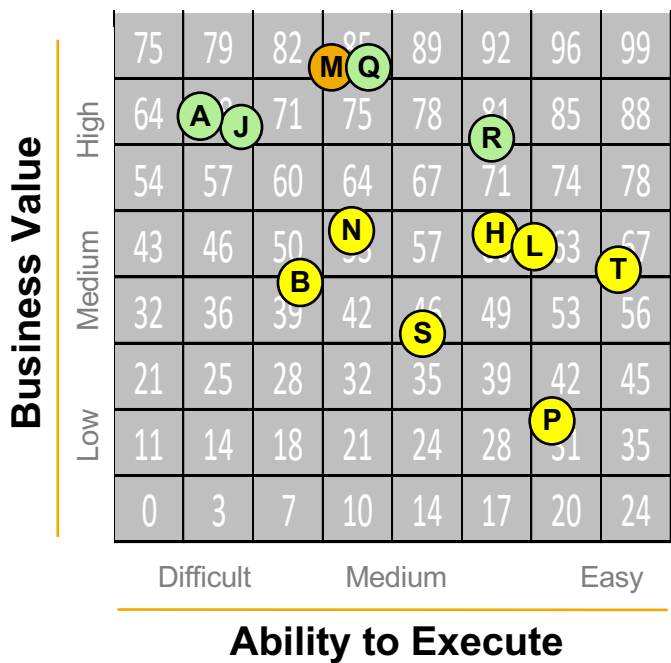


Qualified Projects:

- Ⓐ Name of Project A
- Ⓑ Name of Project B
- Ⓗ Name of Project H
- Ⓙ Name of Project J
- Ⓛ Name of Project L
- Ⓜ Name of Project M
- Ⓝ Name of Project N
- Ⓟ Name of Project P
- Ⓢ Name of Project S
- Ⓡ Name of Project R
- Ⓣ Name of Project T



Plan Stage Commit Step



Legend:

● In-Progress ● In-Queue ● On-Hold

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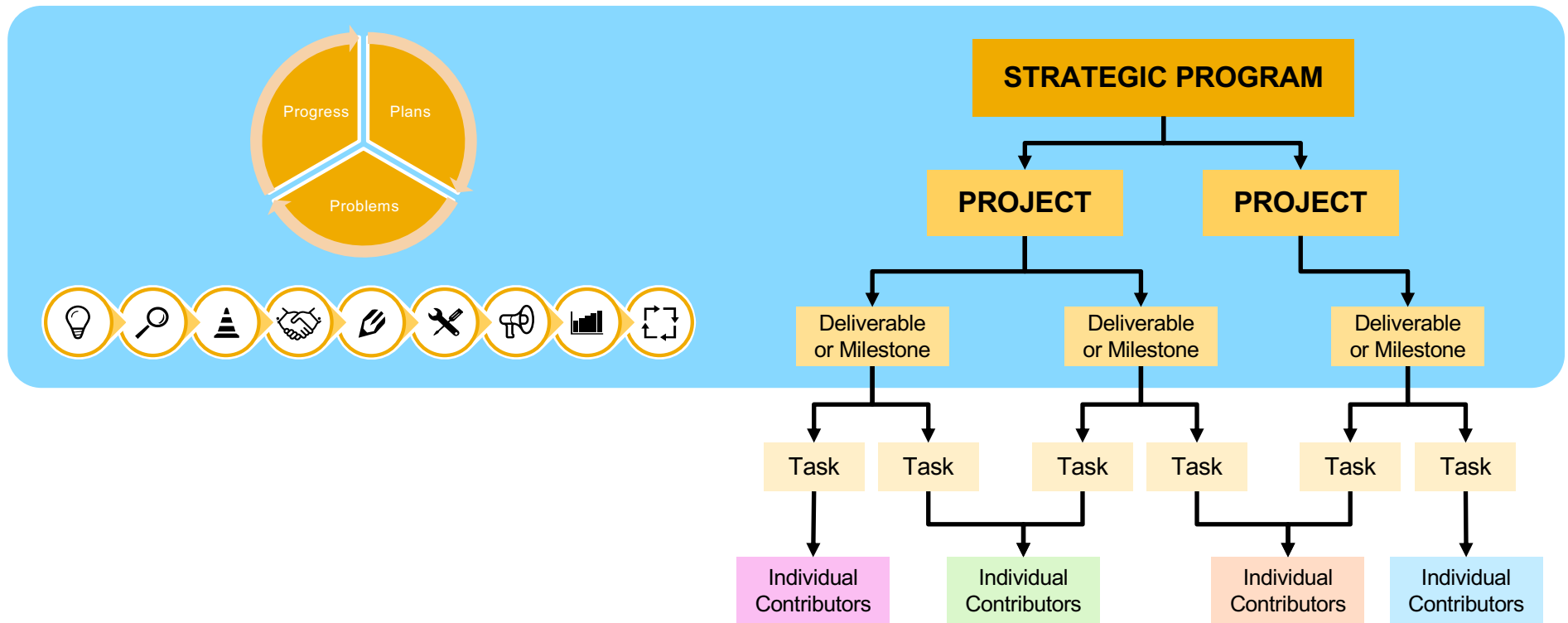
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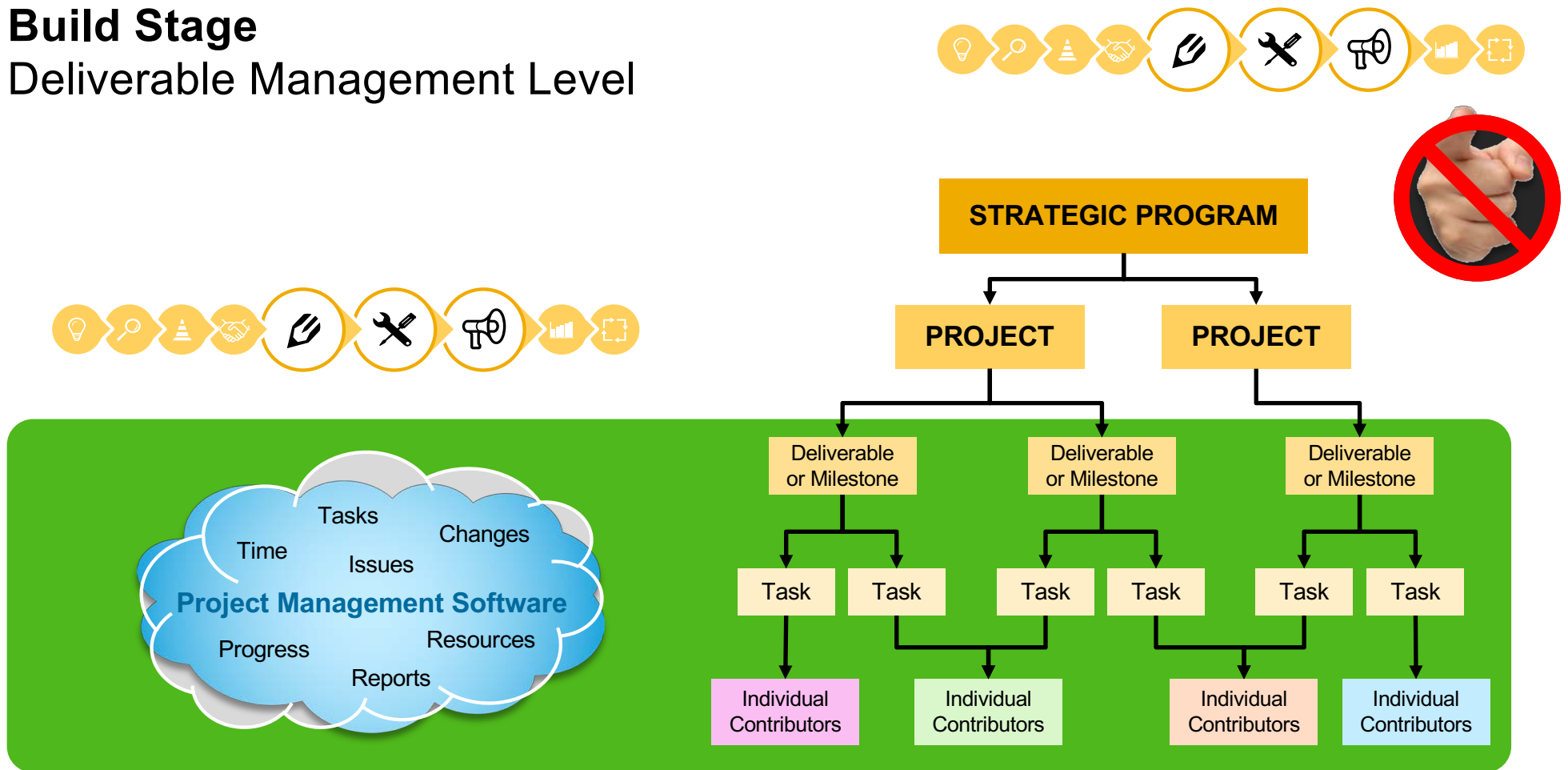
Build Stage

Status Reporting Level



Build Stage

Deliverable Management Level



Strategy to Execution in four steps



1

Build Your Team



2

**Determine Initial
List of Projects**



3

Manage Projects



4

Manage Change

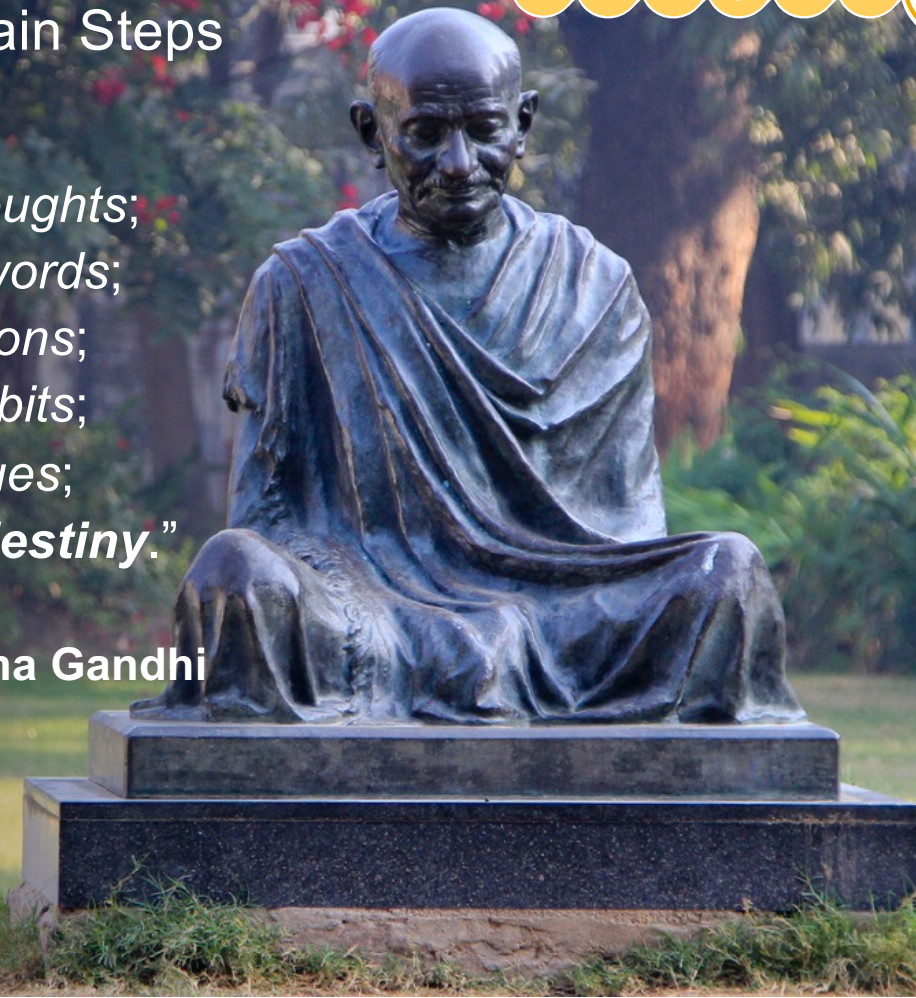
Run Stage

Deploy, Measure and Sustain Steps



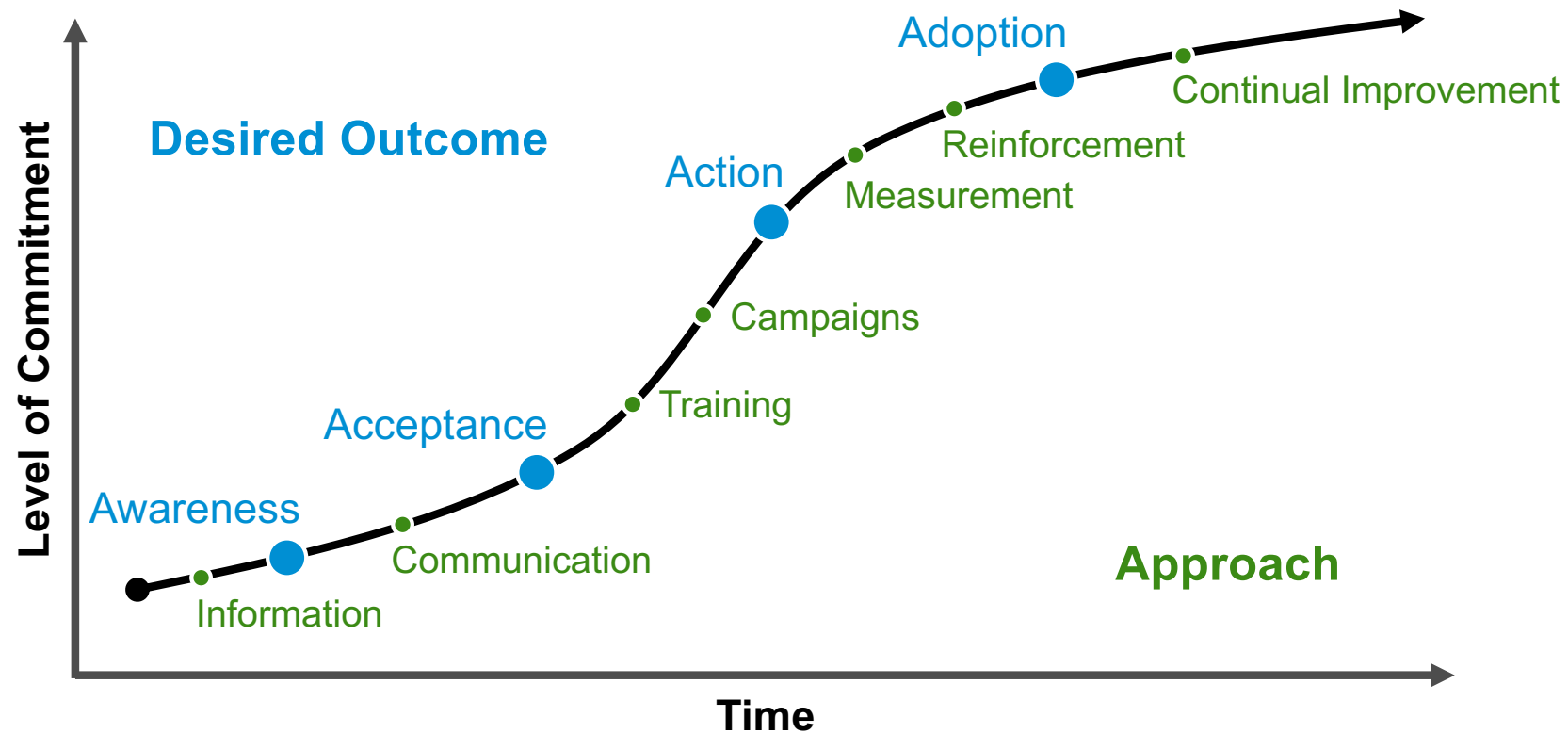
“Your *beliefs* become your *thoughts*;
Your *thoughts* become your *words*;
Your *words* become your *actions*;
Your *actions* become your *habits*;
Your *habits* become your *values*;
Your *values* become your *destiny*.”

-- Mahatma Gandhi



Run Stage (Change Management)

Deploy, Measure and Sustain Steps

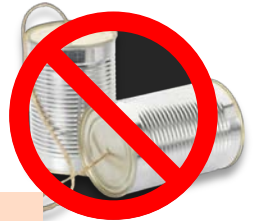


Run Stage (Change Management)

Deploy, Measure and Sustain Steps



Tactical ← Operational ← Strategic



Individual Level

Local Level

Regional / Line of Business Level

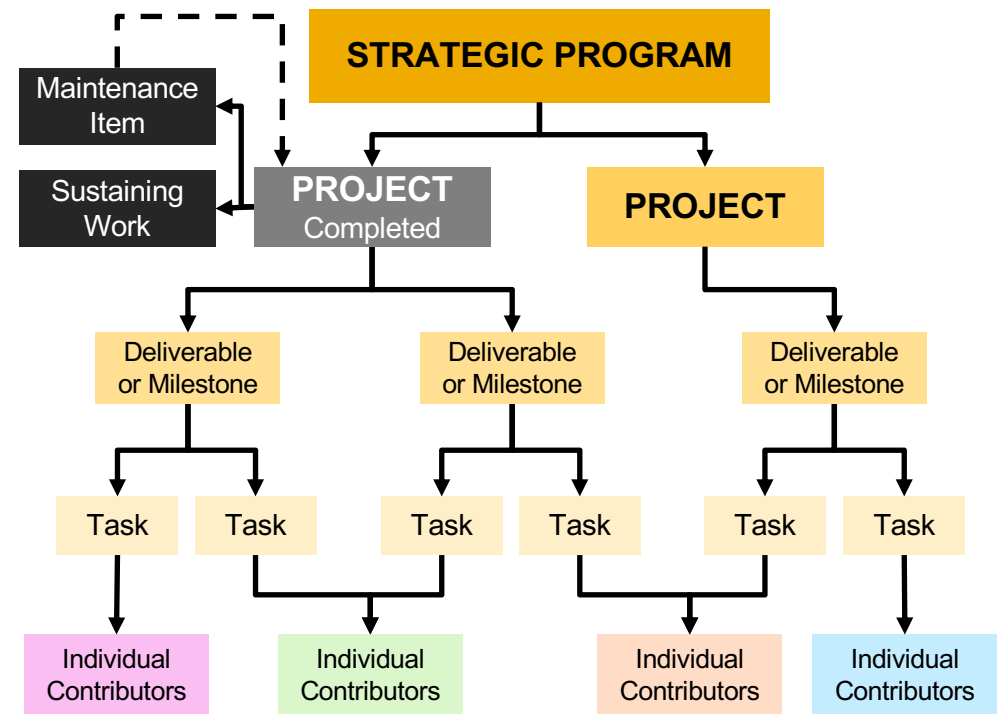
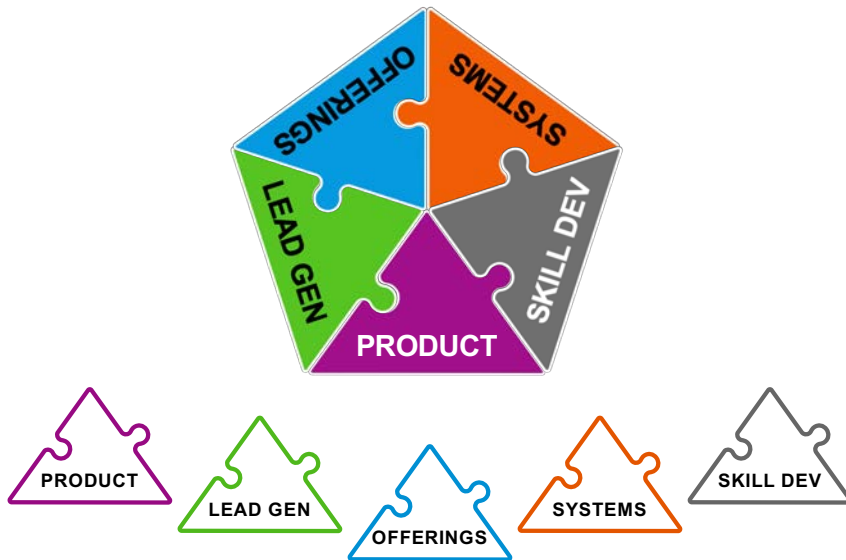
Global Level

Run Stage Measure Step



Run Stage

Sustain Step



Summary



Remember this...

The Challenge



The Solution



Remember this...

~~The Challenge...~~ The Outcome

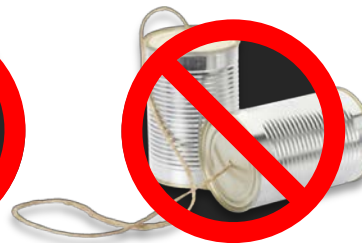


The Solution



Remember this...

~~The Challenge~~ ... The Outcome

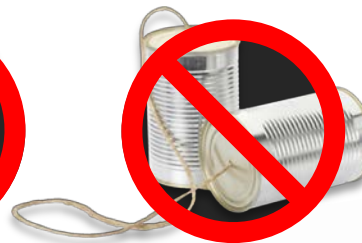


You break the cycle



Remember this...

~~The Challenge~~ ... The Outcome



Your Questions?

The Microphone is Open!



THANK YOU



Ari Katanick

Vice President
Strategic Programs

SAP

Office	+1 (216) 393-1905
Mobile	+1 (440) 570-3767
E-mail	ari.katanick@sap.com

QUESTIONS?



FEEDBACK

PLEASE COMPLETE OUR ELECTRONIC PROGRAM EVALUATION
VIA THE HRLF APP.

THANK YOU.

