



WELCOME to our November 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.



Human Resource Leadership Forum
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WELCOME Guests



Human Resource Leadership Forum
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Welcome New Members

Chris Awad

VP, Global Talent Strategy
Equifax Inc.

Kriston Fancellas

VP of Human Resources, Operations
Cumulus Media Inc.

Delta Mitchum

Director of Human Resources
Thomas Concrete

Richard Brady

VP, HR
LexisNexis, Risk Solutions

Melissa Hanna

Human Resources Director
United Rentals, Power & HVAC Division

Jennifer J. Morrow

HR Director
Asbury Automotive Group

Tony Brzezicki

Director, Human Resources
Extremity Healthcare, Inc.

Wendy Henderson

SVP & Chief People Officer
Exide Technologies

Jennifer Rinck

VP, Learning
Hilton

Anastasia Falconio

Chief People Officer
Kids II, Inc.

Margaux Kaynard

VP, Human Resources and Recruiting
Rural Sourcing

Melissa Smith

VP, Training and Leadership Development
Focus Brands



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Executive Committee

2018 Officers



Co-President

Keith Jackson

Human Resource Vice President, Mobility
and Consumer Operations
AT&T



VP Board Development

David Malfitano

CHRO
Wayne Farms



VP Finance

Monica Anderton

SVP, HR
Mondi (North America)



Co-President

Virginia Means

Chief People Officer
United Distributors



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Karen Bennett

Executive Vice President & CHRO
Cox Communications



VP Programs

Joanne McInnerney

VP, HR North America
Novelis, Inc.



Immediate Past President

Brad Cummings

VP, HR
Imerys



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2018 Directors



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VP, HR Network & Security
Solutions
First Data



Louise Cherry
Vice President, Culture and
Experience
Patientco



Matt Duncan
SVP & CHRO
Neenah Paper



Matt Getz
Chief People Officer
Encompass Digital Media



Stacie Hagan
Chief People Officer
Dell SecureWorks



Jim Link
CHRO
Randstad North America



Peeran Mukadam
CEO
Iconoclast Consulting



Randy Patterson
CHRO
BlueLinux Corporation



Member Engagement Chair
Jodi Weintraub
SVP, HR
Vesta Corporation



Brad Wilkins
VP, HR
Altisource



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



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Program Sponsor

HRLF would like to thank our program sponsor...



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HOW WE PARTNER



Individual Participants

- Enroll in single courses or series to build certificate
- Access to network of like-minded individuals facing similar challenges
- Faculty teach responsive curriculum, tailoring content to participant group
- Content focused on broad business challenges across industries
- Access to the Emory Executive Education community network for continued connection and learning



Organizational Partners

- Partner with Emory to identify courses that align to organizational needs
- Build strong relationships within the organization through common experience
- Can develop custom module to tie curriculum together and to organization needs
- Designated relationship manager facilitates additional connections
- Unique community for participants from the company to continue connection and learning specific to the partner organization

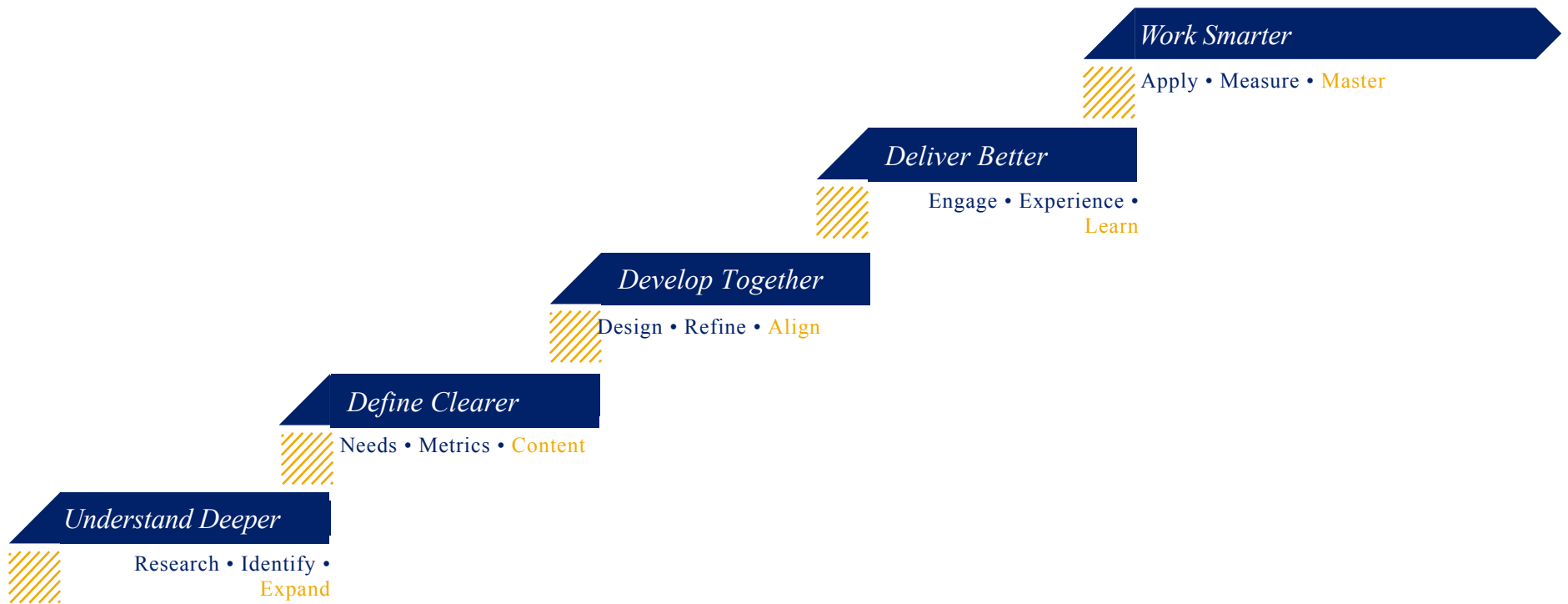


Custom Clients

- In-depth needs assessment to uncover specific organizational challenges
- Curriculum design based upon challenges
- Session content customized specifically to client and industry
- Access to course faculty for additional sessions and educational work
- Unique community for company participants to bind individual cohorts to one another and continue connection between participants and faculty



OUR PROCESS



2018 Programs

Breakfast Programs

(HRLF members, prospects and approved guests)

NEW LOCATION: Capital Grille Dunwoody –

7:30am – 10:00am

- **February 13, 2018**
Inclusion in the Workplace – Moving Beyond Awareness into Action
Facilitated Panel Discussion with Dr. Shelton J. Goode, DPA, Executive Director, Diversity and Inclusion, Office of Diversity and Inclusion, MARTA
- **May 8, 2018**
Leading with Purpose - How the Purpose Economy is Changing the way we Gauge Success
Arthur Woods, Co-Founder, Imperative
- **September 11, 2018**
Building Internal Organization Design Capability
Amy Kates, Kates Kesler Organization Consulting
- **November 13, 2018**
A Candid Conversation with the C-Suite: What They Really Want from HR
Facilitated Panel Discussion with Damon Elmore, Esq., EVP, People Strategy & General Counsel, Muncie Power Products, Inc.

Roundtable Meetings - 7:30am – 9:45am

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

- Friday, March 2, 2018
- Tuesday, June 19, 2018
- Wednesday, August 22, 2018
- Thursday, October 25, 2018

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

- Tuesday, March 6, 2018
- Wednesday, June 6, 2018
- Thursday, August 2, 2018
- Friday, October 5, 2018

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

- Tuesday, March 13, 2018
- Tuesday, June 12, 2018
- Tuesday, October 9, 2018



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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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NEW OFFERINGS FOR MEMBERS



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Networking

Table Introductions

Name, Company, & Role

Table Discussion

1. How do you think we tend to make decisions in business on a day-to-day basis? Is it an experimental approach, based upon testing a hypothesis, gathering evidence, and coming to a conclusion? Do you think this would work in business?
2. What do you envision when you hear the term business experimentation? Is it relevant to you?
3. How do you (or would you) use the “scientific method” and “experiments” in your day-to-day business operations? Would you? Think about examples where you’ve seen experimentation and the scientific method in use.
4. What was the result of the approach? Did it bring about change or a positive outcome?

Discuss at your table.



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Our Program

Experimentation as a Driver of Business Innovation



Ryan Hamilton
Professor, Goizueta Business School



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Business Experimentation for Fun and Profit!



EMORY
GOIZUETA
BUSINESS
SCHOOL

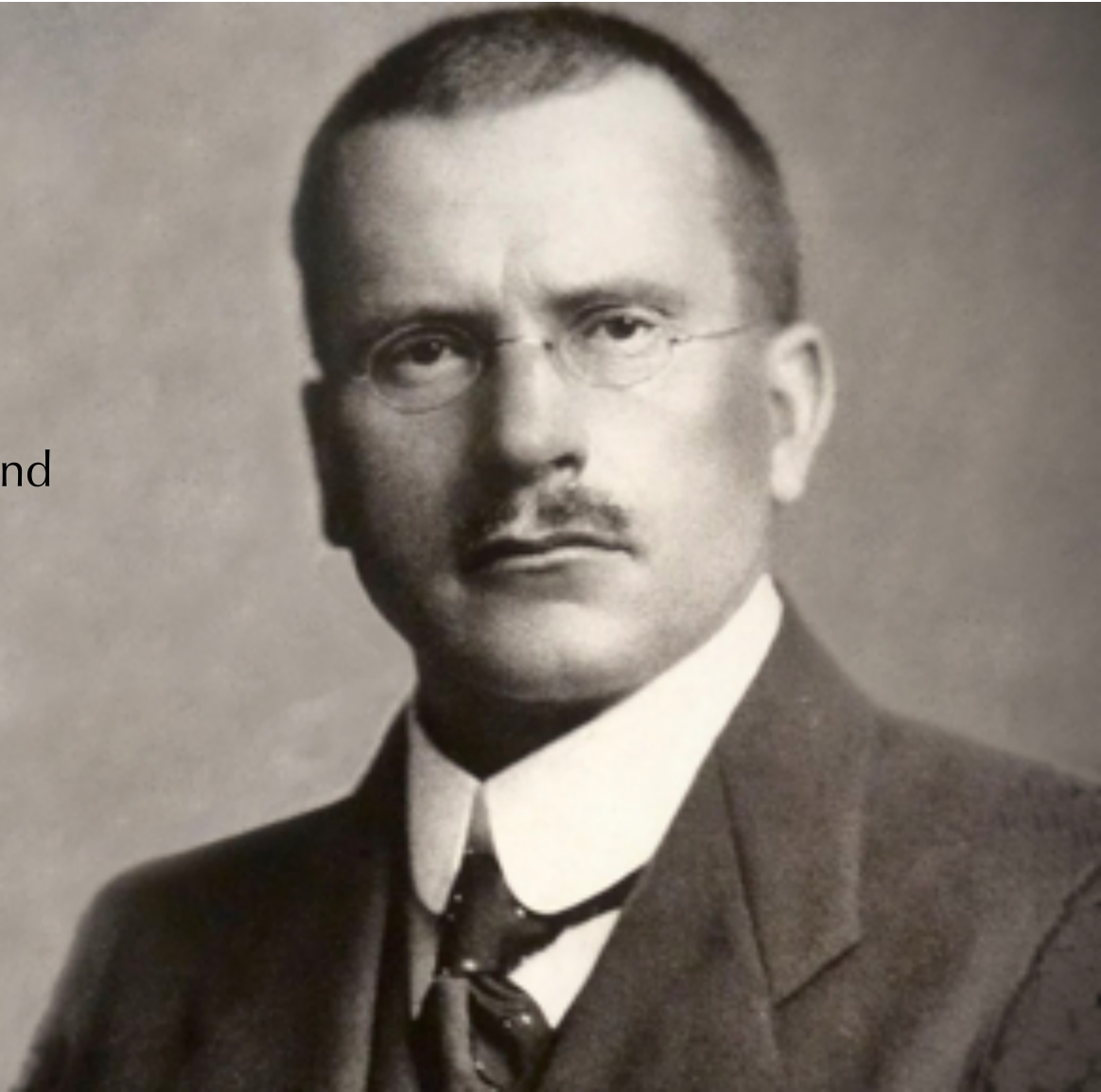
Ryan Hamilton

Associate Professor of Marketing

Carl Jung

1875-1961

- Swiss Psychologist and Psychoanalyst
- Father of Analytical Psychology



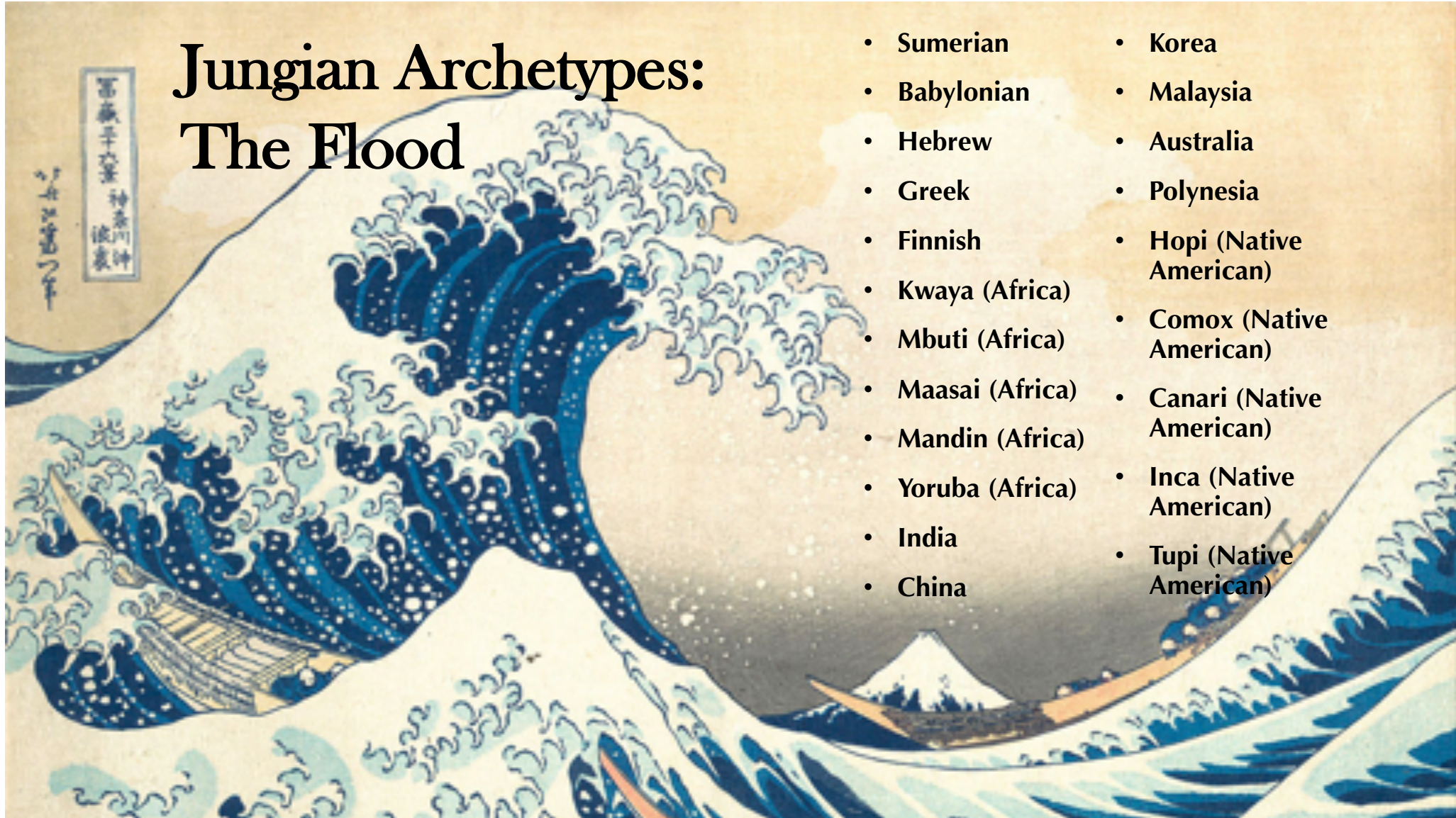
Jungian Archetypes

- Elements of the collective unconscious, the structures of the unconscious mind shared by all people
- Universal patterns, themes, character types, and images found in stories, myths, and art
- “The archetype is the introspectively recognizable form of a priori psychic orderedness.” – Carl Jung



Jungian Archetypes: The Flood

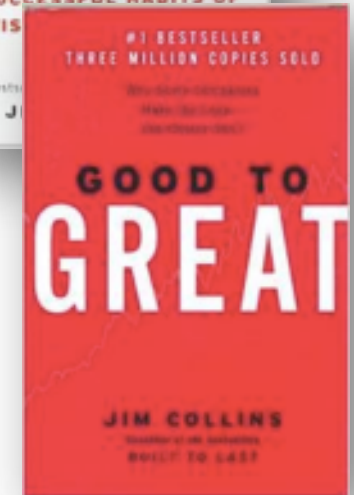
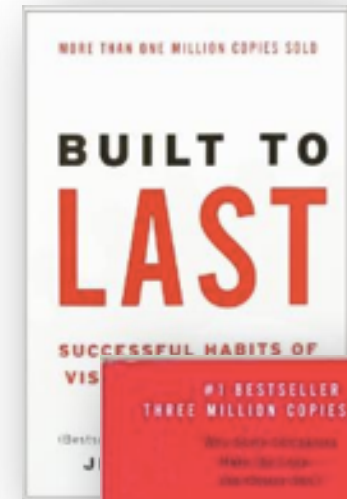
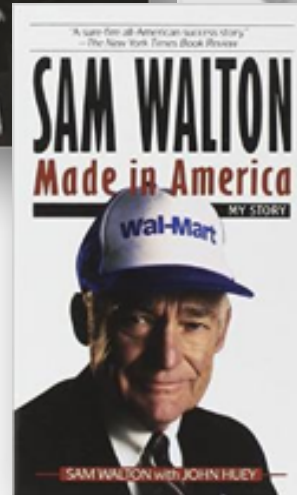
- Sumerian
- Babylonian
- Hebrew
- Greek
- Finnish
- Kwaya (Africa)
- Mbuti (Africa)
- Maasai (Africa)
- Mandin (Africa)
- Yoruba (Africa)
- India
- China
- Korea
- Malaysia
- Australia
- Polynesia
- Hopi (Native American)
- Comox (Native American)
- Canari (Native American)
- Inca (Native American)
- Tupi (Native American)



Jungian Archetypes: The Hero



Archetypes in Business: The Hero

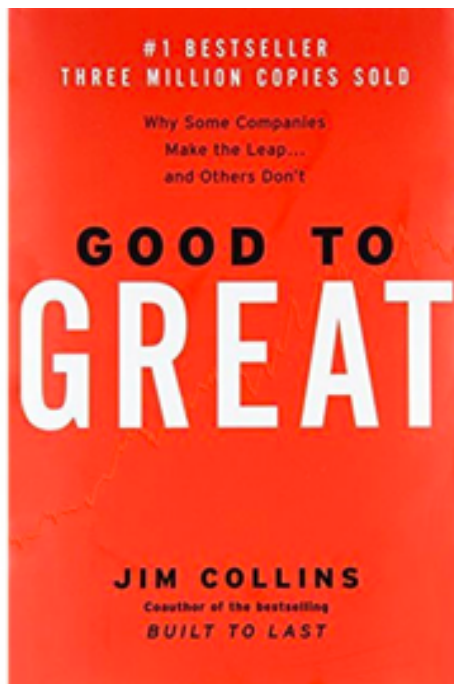


The Rules of The Hero

- There are specific strategies for success (i.e., secrets that can help you slay the dragon)
- Learn the strategies by observing the Heroes (i.e., how did they slay the dragons?)
- Follow the strategies



The Problem With The Hero



“Overall, a portfolio of the ‘good to great’ companies looks like it would have underperformed the S&P 500.”

FREAKONOMICS
BY STEVEN D. LEVITT
AND STEPHEN J. DUBNER



The Problem With The Hero



“Ten years on, almost half of the visionary companies on the list have slipped dramatically in performance and reputation... Each has struggled in recent years, and all have faced serious questions about their leadership and strategy. Odds are, none of them today would meet BTL's criteria for visionary companies.”

FAST COMPANY

Survivorship Bias

- Threat to internal validity caused by selecting cases based on successful (or unsuccessful) outcome of some process
- Survivorship bias can lead to overly optimistic beliefs because failures are ignored





**In business, there are no heroes.
No one has it all figured out.**

A Better Archetype: The Jungle

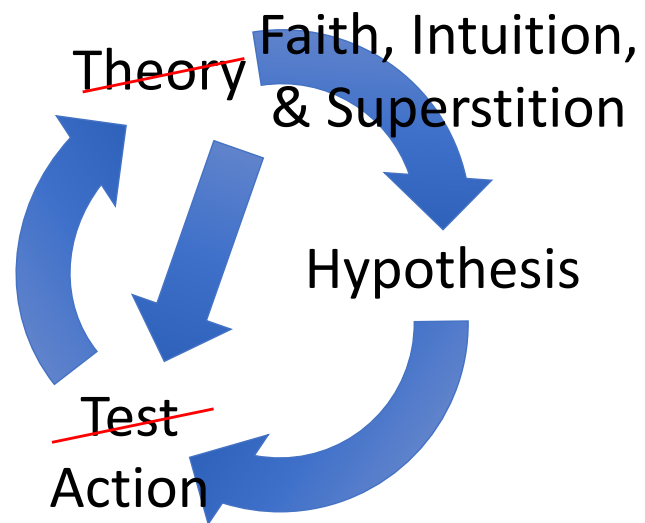


Rules of the Jungle

- *Biology*
 - There are some very basic principles that govern how all the plants and animals interact
- *Evolution*
 - Strategies that have worked in the past may or may not work in the future
 - If a strategy works, the rest of the jungle will adjust to that



Business Method
~~Scientific Method~~



Comforting Self Deceptions

We already understand the underlying drivers of other's behaviors.

We will know whether our actions have been successful or not.

Does government spending stimulate the economy?



John Maynard Keynes
1883-1946

“Yes”



Friedrich Hayek
1899-1992

“No”

Does government spending stimulate the economy?

American Recovery and Reinvestment Act of 2009 (aka "The Stimulus")



- \$787 B (est. at time of passage)
- \$831 B (updated est.)
- Infrastructure, education, healthy, energy, tax incentives, expanded unemployment benefits and other social welfare programs

Did it work?

Did the stimulus work?



November 4, 2011



NO — Weak unemployment numbers prove stimulus spending does not work

VERONIQUE DE RUGY, Senior Research Fellow with the Mercatus Center at George Mason University | [Comment](#)



NO — Stimulus spending during a time of major national deficit does more harm than good

CHRIS PAPPAS, Former Special Assistant for Domestic Policy to President George W. Bush | [Comment \(1\)](#)



YES — Stimulus works, but only when it is big enough

DEAN BAKER, Economist at Center for Economic and Policy Research | [Comment](#)



YES — Partisan politics gets in the way of stimulus creating jobs

TAMARA DRAUT, Author of "Strapped: Why America's 20- and 30-Somethings Can't Get Ahead" | [Comment \(1\)](#)



YES — Stimulus spending creates jobs

HEATHER BOUSHEY, Economist at Center for American Progress | [Comment \(3\)](#)

Did the stimulus work?

**The
Washington
Post**

August 24, 2011

- **YES**

- Feyrer & Sacerdote (2011) NBER
- Chodorow-Reich, Feiveson & Woolston (2011)
- Wilson (2011) FRBSF
- Congressional Budget Office (2011)
- Council of Economic Advisors (2011)
- Zandi & Blinder (2011)

- **Sort of**

- Oh & Reis (2011) NBER

- **NO**

- Conley & Dupor (2011)
- Taylor (2011)

Did the stimulus work?

YES

“I’m absolutely convinced, and the vast majority of economists are convinced, that the steps we took in the Recovery Act saved millions of people their jobs or created a whole bunch of jobs.”

- President Obama*

“By any of the usual standards of evidence and debate, this has been a very one-sided victory for Keynesian ideas. If you want to understand why so many people refuse to see it that way, you have to turn to political explanation.”

- Paul Krugman*

NO

“It is a triumph of hope over experience to believe that more government spending will help the U.S. today.”

- James Buchanan*

- Edward Prescott *

- Vernon Smith *

“It would be unfortunate if the best Team Obama can offer is an unvarnished version of Keynes’s 1936 ‘General Theory.’ The financial crisis and possible depression to no invalidate everything we have learned about macroeconomics since 1936.”

- Robert Barro

* Nobel Prize Winner

Did the stimulus work?

WE WILL NEVER KNOW



Making Experiments Work for You

1. A Culture of Experimentation

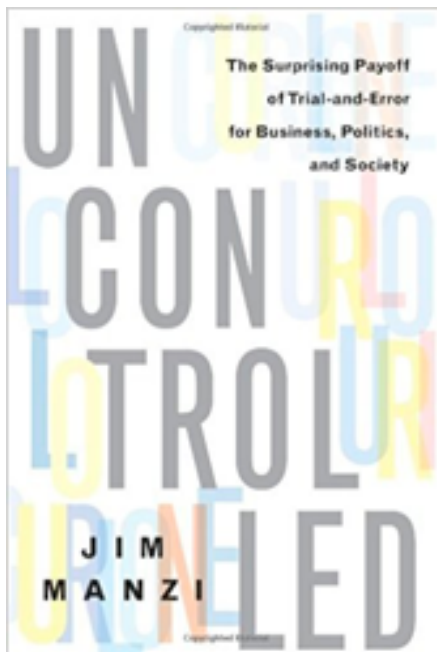
2. The Skills of Experimentation

Making Experiments Work for You

1. A Culture of Experimentation

2. The Skills of Experimentation

A Culture of Experimentation

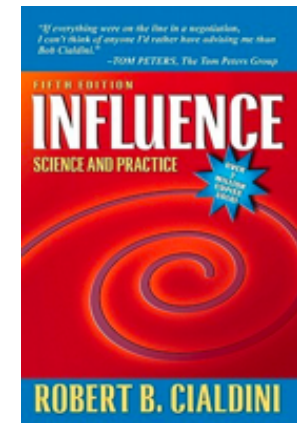
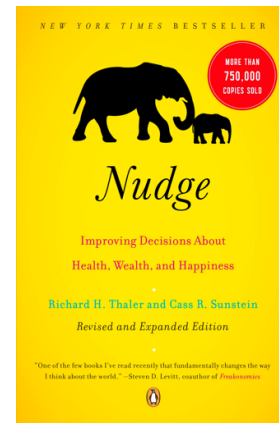
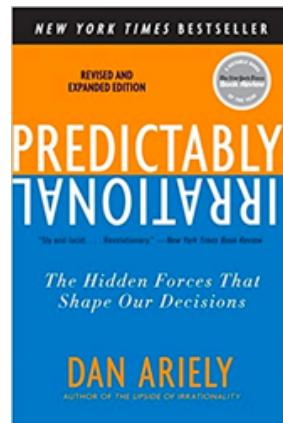
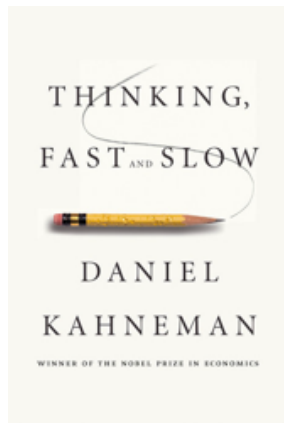


“I have observed the results of thousands of business experiments. The two most important substantive observations across them are stark. First, innovative ideas rarely work. Second, those that do work typically create improvements that are small compared to the size of the strategic issues they are intended to address, or as compared to the size of the dreams of those who invent them.”

- Jim Manzi, *Uncontrolled*

A Culture of Experimentation

- In order for experiments to be valuable THEY MUST BE ALLOWED TO FAIL
- Experiments disempower experts and promote protocols
- Experiments allow you to use science properly!



Social Science

Science
reported in the
popular press



**NO ONE IS
DOING THIS**



Type of
information
you want



Drug Approval Process



Lab research

Initial identification of phenomenon



Animal trials

Testing in tightly controlled, complex environment



Clinical trials
(Phase I)

Testing for side-effects and negative consequences



Clinical trials
(Phase II)

Efficacy testing (small scale); dosage, frequency, drug interactions



Clinical trials
(Phase III)

Efficacy testing (large scale); dosage, frequency, drug interactions



Drug goes to market

Ongoing effectiveness testing

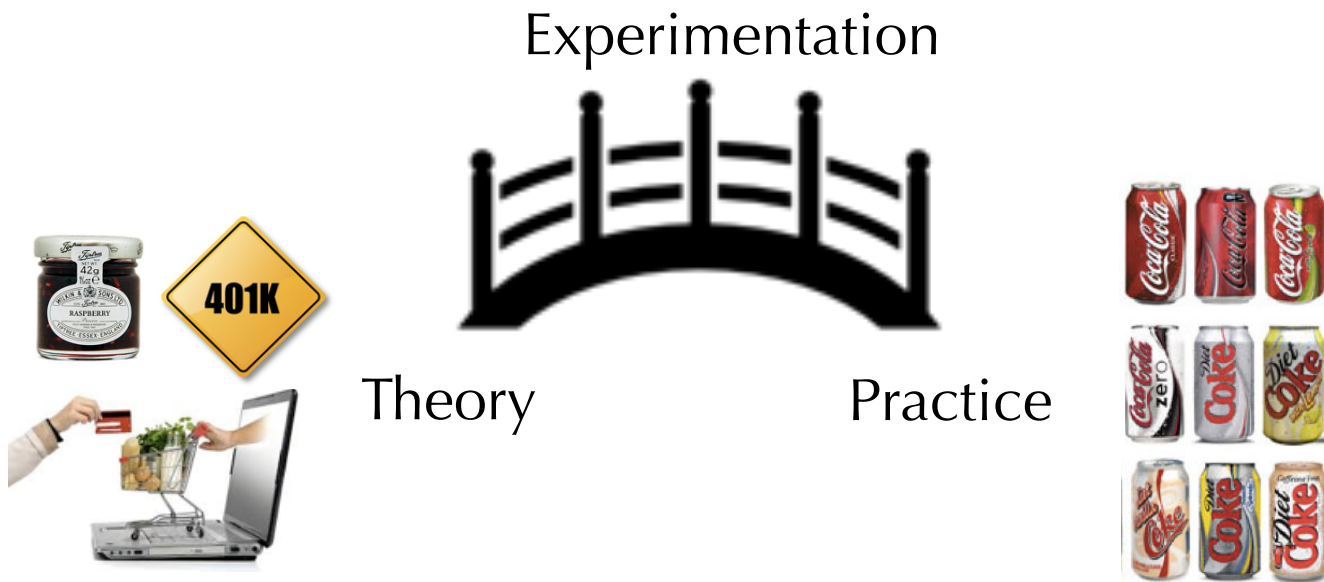


Post-market surveillance

Testing for long-term effectiveness and side-effects



Example: Choice Overload



A Culture of Experimentation

- In order for experiments to be valuable THEY MUST BE ALLOWED TO FAIL
- Experiments disempower experts and promote protocols
- Experiments allow you to use science properly!
- No one should have skin in the game – process vs. outcomes
- Failure to find evidence is NOT the same as finding evidence of failure

Making Experiments Work for You

1. A Culture of Experimentation

2. The Skills of Experimentation

Designing Experiments

- Pick your Dependent Variables
- Pick your Independent Variables
- Pick your Design
- Randomize!

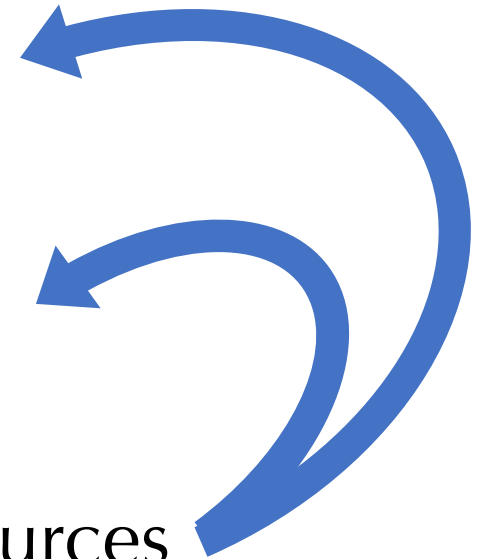


Making Experiments Work for You

1. A Culture of Experimentation

2. The Skills of Experimentation

Human Resources



Thank you!



EMORY
GOIZUETA
BUSINESS
SCHOOL

Ryan Hamilton

Associate Professor of Marketing

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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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