



NOVEMBER 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



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



Renee Deroko
Head of HR, Investment Solutions
Invesko



Christine Eggensperger
Senior Director, Talent & Culture
Americold Logistics



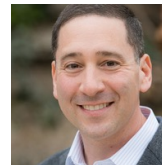
Jane Elliott
Chief People Officer
Veritiv



Kimberly Hartnett
HR Strategist
State Farm



Ebony Howell
VP, Global Talent, learning &
Culture
Newell Brands



Scott Katz
VP, Talent, Learning & Employee
Experience
NCR



Kyle Mitchin
Chief People Officer
Forward Air



Tony Norwood
EVP & CHRO
SAIA



Debbie Swan
VP, HR
Emory University Hospital Midtown



Megan Swany
Vice President, Talent Management – Global & Corp
HRBP
Emory University EVO Payments International



HRLF 2022 Organizational Chart

(revised 10/24/22)

(revised 10/24/22)



Executive Committee

Board of Directors (2022)

Co-Presidents
Monica Anderton
(2022)
Michelle Ansley
(2023)

VP, Board Development
David Malfitano
(2022)

Board Development
Committee
Monica Anderton
Michelle Ansley
David Malfitano

VP, Finance & Operations
Kim Fleming
(2022)

Finance Committee
Matt Duncan
Virginia Means
Polina Zlatev

Executive Director
Jack Friday
Alicia Gilbert

VP, Membership, Sponsorship & Engagement
Joe Garcia
(2022)

Member Recruitment &
Sponsorship Chair
Marilyn Draper

New Member
Recruitment
Travis Almy
Chris Lawrence
Tino Mantella
Brian McNeill
Ryan O'Leary
Emily Palik
Chad Strickland

Mentor
Stacie Hagan

Sponsorship
Marilyn Draper

Member Engagement Co-Chairs
Michelle Hairston
Mark Rankin

Karen Bennett
Jennifer Bristol
Guillermo Cremer
Leigh Dobbs
Anastacia Falconi
Kim Fleming
Stacie Hagan
Chris Lawrence
Jennifer O'Keefe
Elizabeth Spence
Chad Strickland
Karen Viera

Areas of Focus:
Benefits
Branding
New Member Onboard
Renewals
Social Networking
Website

VP, Programs
Valerie Norton
(2022)

Roundtable Meetings

Sr. HR Roundtable
Co-Leaders
Matt Getz
Malvika Jhangiani
Mari Sifo
Meredith Soree

Lean HR & Small Cap
Roundtable
Co-Leaders
Tiffany Dilworth
David Ellis
Tiffiney Ward

**Talent Management
Roundtable
Co-Leaders
Cheryl Middleton Jones
Michelle Salob
Kathryn Watts**

Service Provider
Roundtable Co-Leaders
Karen Doolittle
Eric Handler
Chad Strickland

Pop-up Meetings
Co-Leaders
Mark Rankin

Breakfast Programs

February Breakfast
Leader
Valerie Norton

May Breakfast
Leader
Valerie Norton

July Breakfast Leader
Valerie Norton

September Breakfast
Leader
Valerie Norton

November Breakfast
Leader
Joe Garcia & Valerie
Norton

Immediate Past President
OPEN
(2022)

Programs Planning Committee

Lindsay Bryant
Tiffany Dilworth
Karen Doolittle
David Ellis
Matt Getz
Eric Handler
Malvika Jhangiani
Cheryl Middleton Jones
Valerie Norton
Mark Rankin
Michelle Salob
Mari Sifo
Meredith Soree
Chad Strickland
Tiffney Ward
Kathryn Watts

Monica Anderton
Michelle Ansley
Karen Bennett
Matt Duncan
Kim Fleming
Joe Garcia
Matt Getz
Stacie Hagan
Michelle Hairston
David Malfitano
Virginia Means
Valerie Norton
Mark Rankin
Elizabeth Spence
Karen Viera
Polina Zlatev

Marilyn Draper (ex-officio)

SHRM Atlanta
Advisory Board Member

PARTNERS



a Landrum **HR** company

Website sponsor since 2021



**MarshMcLennan
Agency**

App sponsor since 2021





MEMBERSHIP REMINDERS

Don't let your membership lapse!

You can renew online today

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





The Great Convergence

Human Resource Leadership
Forum Breakfast

November 15, 2022

Market Realities – How This Moment is Different



Our Point of View

Benefits are more than a collection of programs. They're a promise to your team members; an opportunity to support your people now and in the future. You need a partner with the capabilities to deliver next generation reward solutions for the moments that matter to your people – now and in the future.

That partner is Aon.

Workforce Resilience


Building **resilience**, **agility** and **belonging** at individual and organizational level

Resilience




is the ability to weather change




 Resilient people make stronger teams. Resilient teams deliver stronger business performance.


- Encouraging positive health behaviours
 - Supporting mental health in the modern day
 - Developing financial security
 - Protecting physical health
 - Sharing responsibility and control
 - Fostering adaptable skills & benefits


Agility




is the ability to navigate change (open-mindedness, intellectually curious and positive attitude towards change and learning).




 An agile workforce is one that thrives on change, can develop future skills at speed and naturally pivots in order to stand out from the competition.


- Providing structure and control
 - Promoting agile behaviours
 - Defining future skills
 - Creating value
 - Optimizing people spend and investment
 - Minimizing People risk


Belonging



feeling of connection, and support from a community in the working environment.



 A workforce with a shared belief that the environment is one where people are accepted and appreciated for themselves and one where people thrive.

- Creating a psychologically safe environment
 - Inclusive leadership
 - Delivering clarity and purpose
 - Embracing inclusivity
 - Operating with compassion and engaging community
 - Understanding and managing employee expectations

2022-23 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 - 9:45am

- **Wednesday, February 15**
The Secret Sauce for Leading Transformational Change
Ian Ziskin
- **Thursday, May 11**
The Future of Effective Hybrid Work
- **Tuesday, July 11 (VIRTUAL)**
Executive Succession
- **Tuesday, September 12**
Economics and the Labor Market
- **Friday, November 17**
Workforce Planning – New Paradigms
Bill and Valeria Schiemann. The Metrus Group

POP-UP MEETINGS

SCHEDULED AS NEEDED

ROUNDTABLE MEETINGS

CORPORATE MEMBER ROUNDTABLES

SENIOR HR ROUNDTABLE

In-person Location: Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Friday, December 9, 2022
- Wednesday, January 25 (Virtual)
- Friday, April 14
- Tuesday, July 25 (Virtual)
-

LEAN HR & SMALL CAP ROUNDTABLE – VIRTUAL ONLY

- Tuesday, March 14
- Wednesday, May 17
- Thursday, August 3
- Friday, November 3

TALENT MANAGEMENT ROUNDTABLE – VIRTUAL ONLY

- Thursday, February 2
- Wednesday, April 26
- Friday, August 25
- Tuesday, December 5

SERVICE PROVIDER MEMBER ROUNDTABLE

- January 17 (Virtual)
- March 21 @ TRC
- June 20 (Virtual)
- October 17 @ AON



NETWORKING



- Introduce yourself to the group
- Discuss the following questions:
 - What are the biggest changes you've observed in your organization when it comes to people/ employee experience?
 - What are the biggest people-related challenges you are faced with in this environment? (e.g., RTO, attracting new talent, reskilling, retaining top talent, DEI, etc.)
 - What measurements/ metrics does your organization use to identify and make progress against these changes and challenges?



OUR PROGRAM



Leveraging Employee Experience Metrics to Understand and Drive Change



BEN GRANGER, PH.D., XMP

CHIEF WORKPLACE PSYCHOLOGIST, HEAD OF EX
ADVISORY SERVICES
QUALTRICS





Leveraging Employee Experience Metrics to Understand & Drive Change



Benjamin Granger, PhD., XMP

Chief Workplace Psychologist |
Head of EX Advisory Services

Major Research Streams

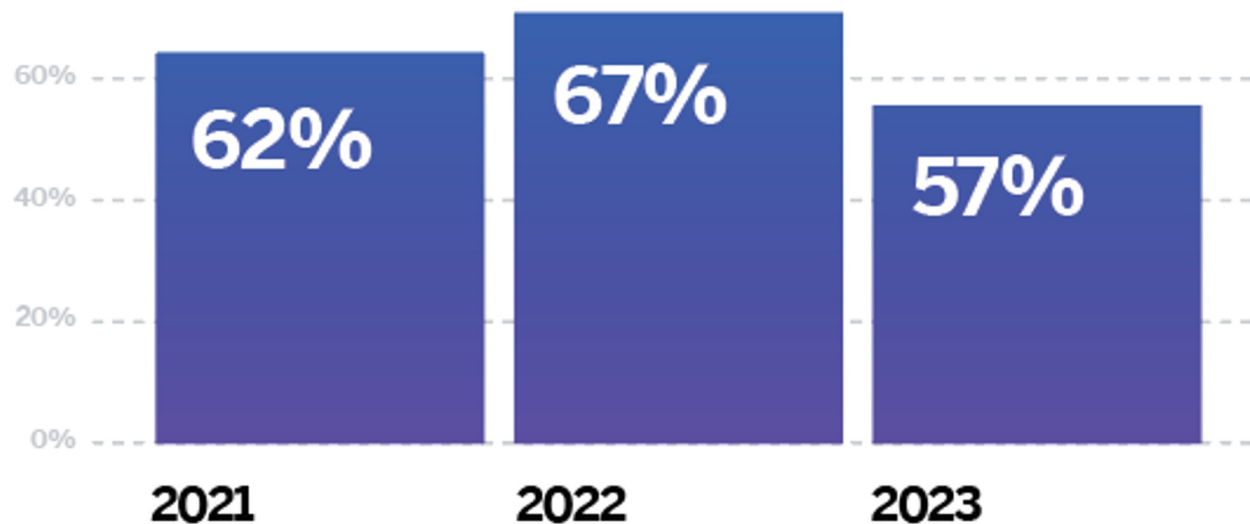
- ❑ **Global EX Trends:** How are employee expectations & experiences changing?
- ❑ **Remote & Hybrid Work:** How do employees feel about remote, hybrid, & onsite work? And are they productive?
- ❑ **Future of Work:** What will employees need & expect in the future?
- ❑ **EX Drivers of CX:** What EX levers can organizations pull to sustain strong CX & business performance?



**What's
Changed?**

Compensation is more salient now

Percentage of respondents who indicate they are satisfied with their pay and benefits



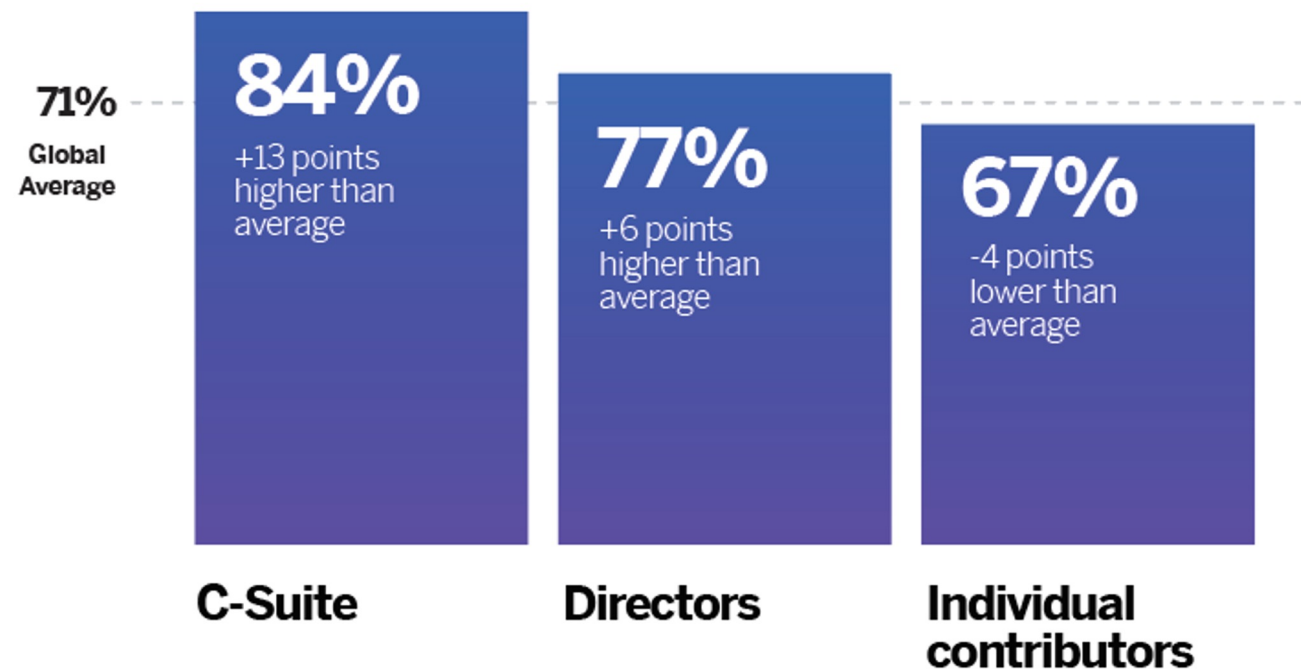
Base: 28,800 employees across 27 countries and 28 industries

Source: Qualtrics EX Trends 2023 Report

- + Compensation predicts **intention to stay** & whether **employees' expectations are met** more so than engagement
- + Humans are very sensitive to **injustice/ inequity**
- + **Procedural justice** > distributive justice

ICs are struggling more with work-life balance

Percentage of employees who are satisfied with their work-life balance



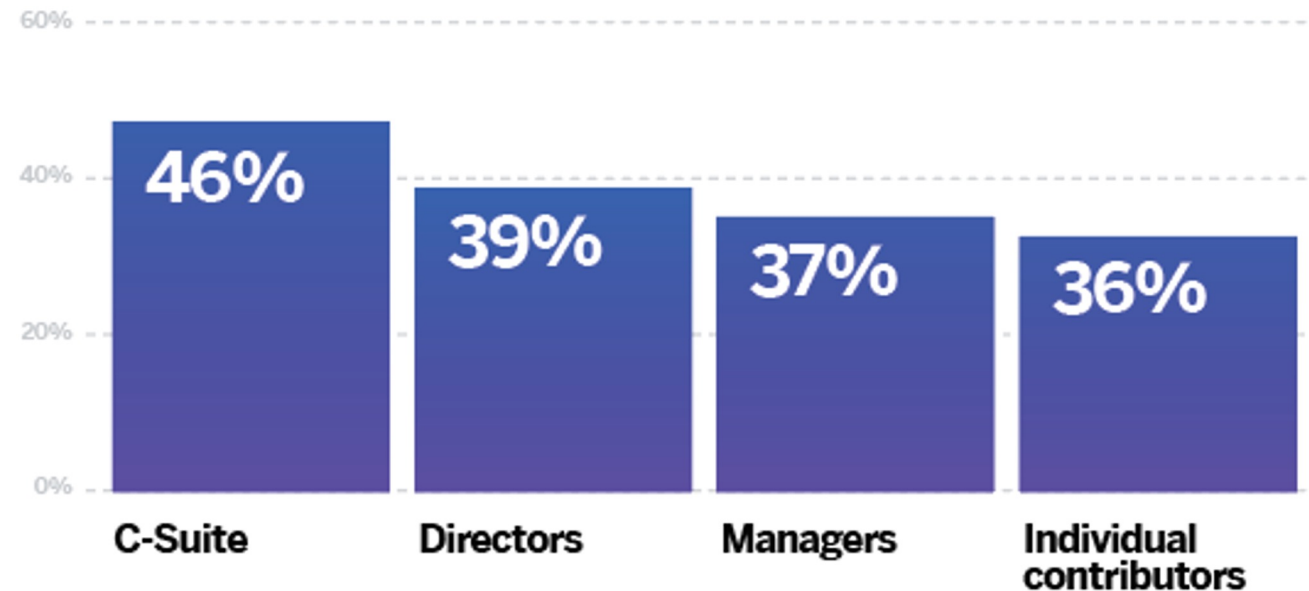
Base: 28,800 employees across 27 countries and 28 industries

Source: Qualtrics EX Trends 2023 Report

- + In the heart of the pandemic, **people leaders** were feeling the squeeze
- + **ICs now report more challenges** with work-life balance/ integration
- + These challenges are exacerbated by **poor technology**

Employee burnout is increasing sharply

Percentage of work groups experiencing burnout



Base: 28,800 employees across 27 countries and 28 industries

Source: Qualtrics EX Trends 2023 Report

- + Employees can be **highly engaged** and *still* be burnt out and leave!
- + ~50% of American employees **work at least 1 hour a day** while on vacation
- + Nearly 1/3 of global employees **work while sick** (during a pandemic!)
- + Inefficient processes are the **biggest driver** of burnout



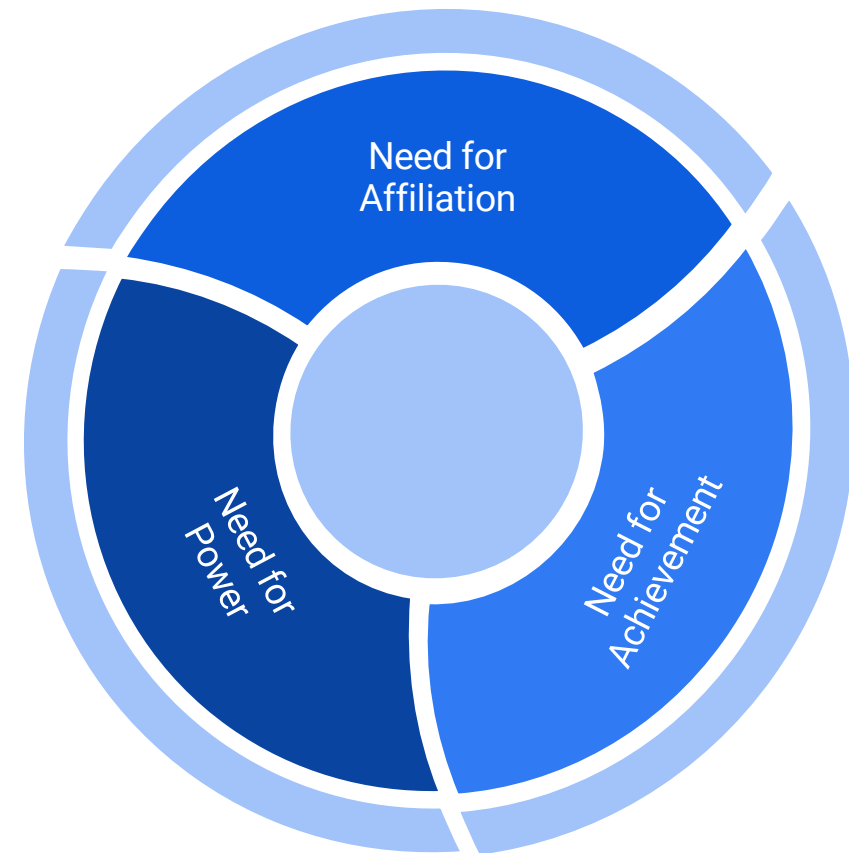
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**What hasn't
changed?**

Theories of Human Motivation



Maslow's Hierarchy of Needs

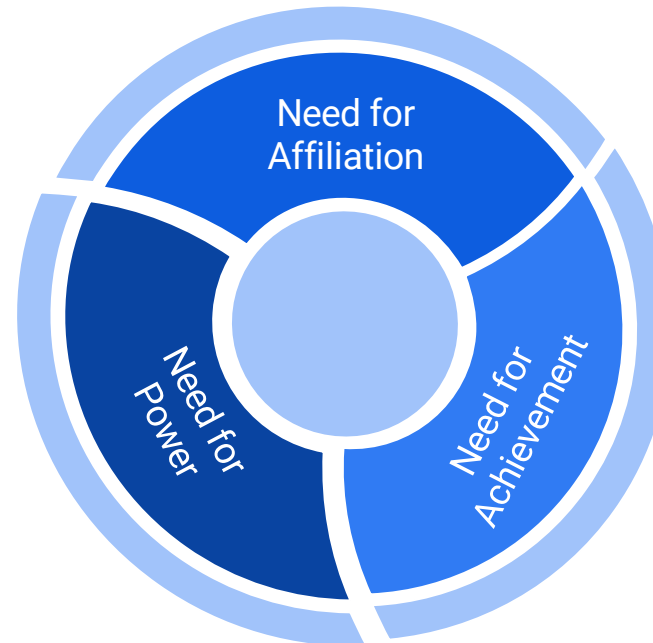


McClelland's Needs Theory

McClelland's Theory: Modern research findings

- + Remote/ hybrid employees just as likely to have strong friendships as in-office employees
- + Employees value in-person collaboration

- + Employees place high value on being heard/ included in decision making
- + Candidates are more comfortable than employees having tough conversations about pay/ compensation



- + Work is one of the best (but certainly not the only) avenues to pursue personal achievement & growth
- + Employees define growth more broadly than promotion/ vertical movement

Group Discussion:

In your organizations, what has meaningfully changed vs. what has not?

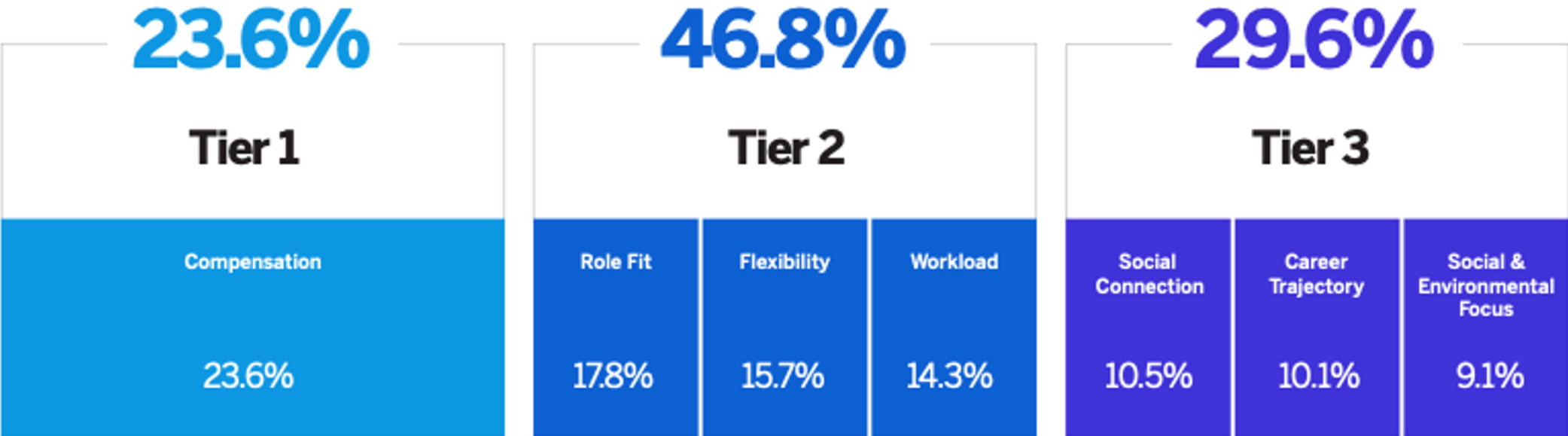
The Destination Workplace Study

(1/8) Which of the two positions would you prefer?

	Position 1	Position 2
Compensation	Below market	At market
Workload	Light	Light
Career Trajectory	Slow	Average
Role Fit	Decent match for inerests/skills	Great match for interests/skills
Social Connection	Average	Poor
Socially and Environmentally Focused	Very focused	Somewhat focused
Location/Schedule Flexibility	Some	None
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- + Summer, 2022
- + 8,000+ participants
- + US, UK, Australia
- + 10 industries (Tech, CPG, Manufacturing, etc.)
- + 7 attributes
- + 3 levels per attribute
- + 1 question: *Which of the two positions would you prefer?*
- + 8 scenarios / 64,000+ data points

Modern research findings: What’s most important?



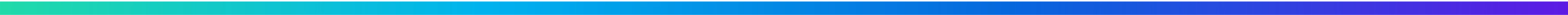
*People hate losses more than they
love gains*

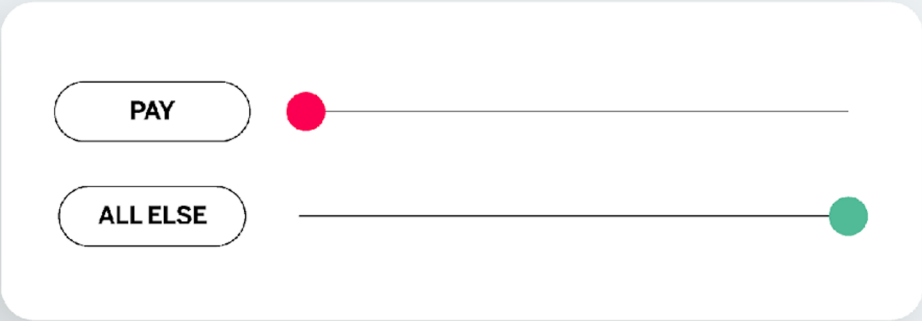
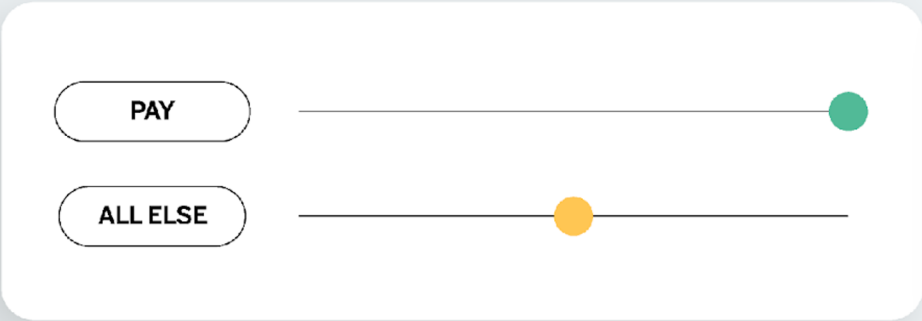
*Pay is more salient right now, but it's
still a hygiene factor*

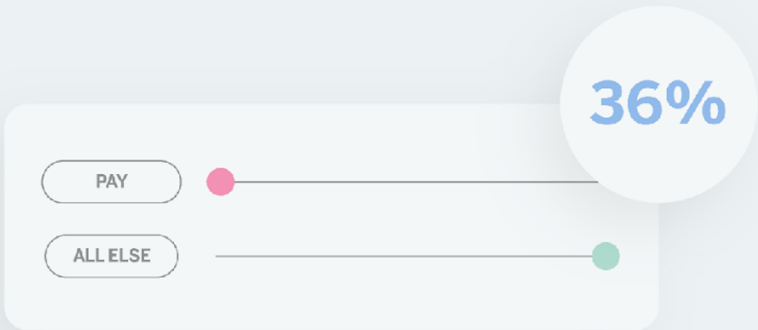
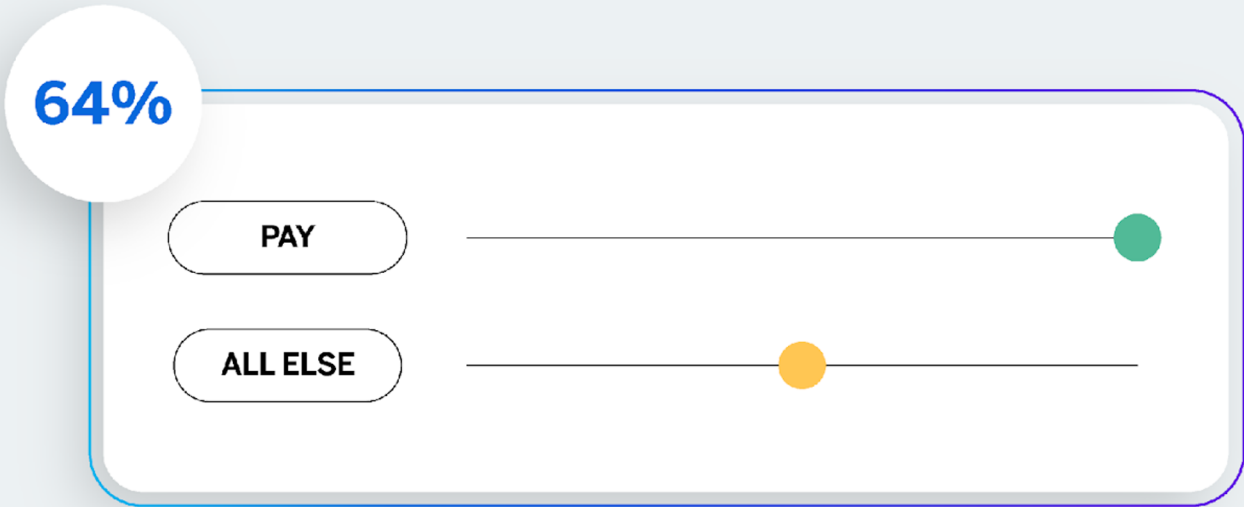
*Low pay is tough, but not impossible,
to overcome*

Modern research findings: Pay

Scenario: Your organization pays below market and you know that you cannot compete for talent on pay. What other levers can you pull to attract top talent?

-
- + Provide a high level of flexibility
 - + Foster a welcoming environment where people genuinely enjoy each other's company
 - + Deliver on stated corporate values that align with employees' values
 - + Offer a decent work-life balance
 - + Work with employees to explore and fulfill their passions
 - + Offer opportunities for rapid learning and growth
- 





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36%

Will prefer your company to another that pays above-market but that is “mid-level” in the other six factors

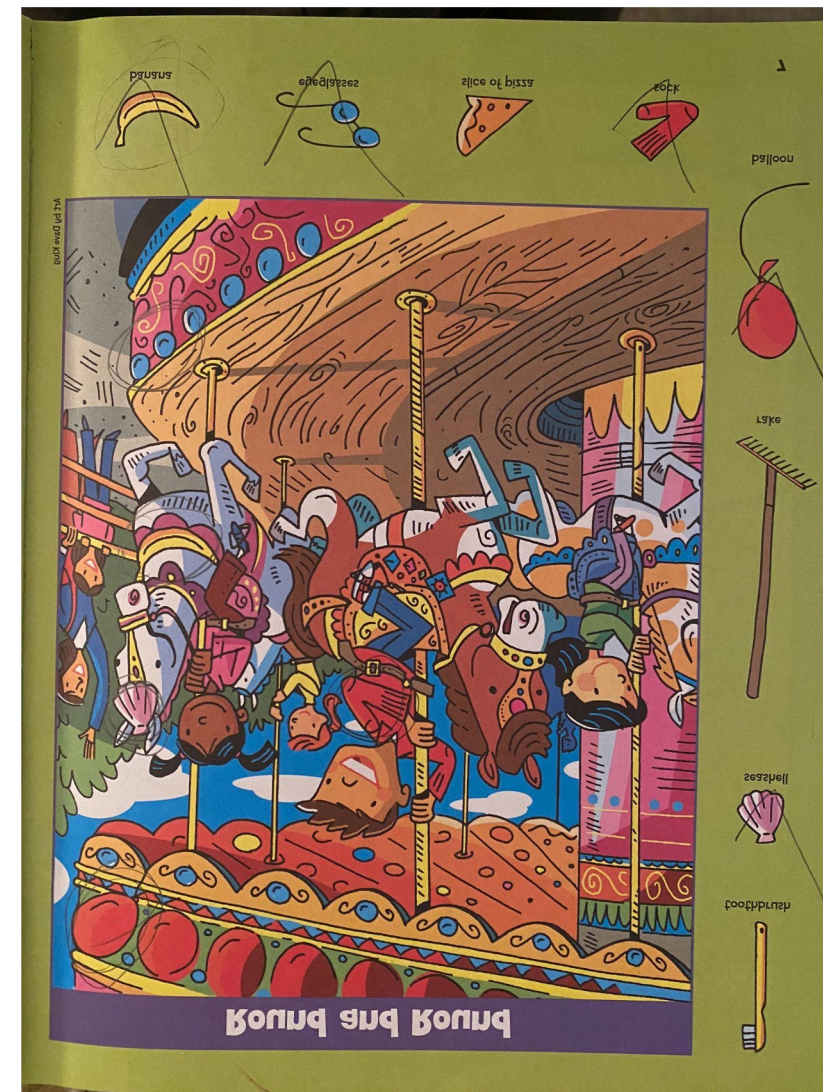
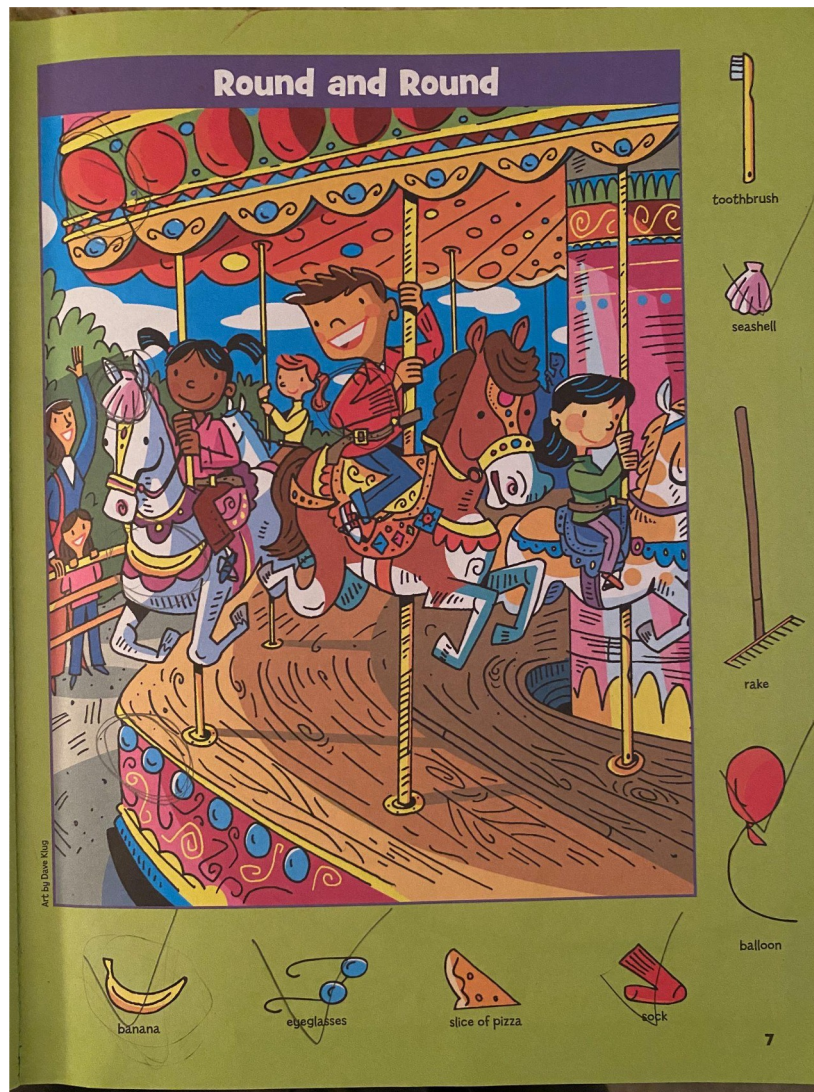
*Humans are good at dealing with
change; they are not good at
dealing with uncertainty*



3

**What should
we do
differently?**

Look at the world of work...upside down?



Final Tips



Listen to your people, especially during times of disruption



Acknowledge the power of the environment



Provide certainty during times of uncertainty



Train (and model) leaders to be vulnerable



Final Tips



Listen to your people, especially during times of disruption



Acknowledge the power of the environment



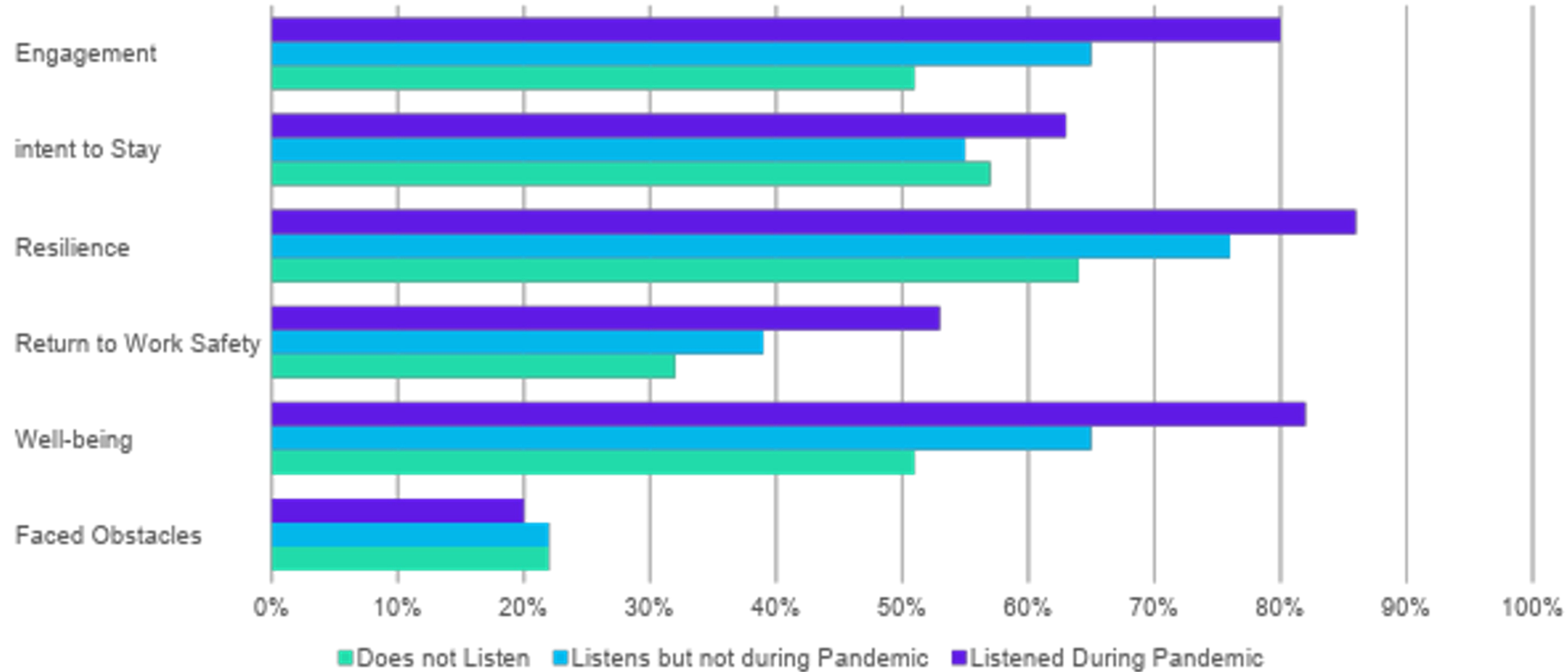
Provide certainty during times of uncertainty



Train (and model) leaders to be vulnerable



Importance of Listening during Disruption



Base: 17,012 full-time employees across 26 countries

Source: Qualtrics 2020 Global Workforce Resilience Report

EX KPIs

ENGAGEMENT

EXPERIENCE VS
EXPECTATIONS

INTENT TO
STAY

INCLUSION

WELL-BEING

The EX25 model

DRIVERS OF EX

QUARTERLY SIGNAL	Authority & Empowerment	Collaboration	Communication	Managing Change	Performance & Accountability
	Psychological Safety	Recognition	Resources	Respect	Role Fit
	Safety	Survey Follow-Up	Trust in Leadership	Trust in Manager	Work-Life Balance
	CSR	Customer Focus	Ethics	Growth & Development	Innovation
BI-ANNUAL SIGNAL	Living the Values	Pay & Benefits	Strategic Alignment	Training	Work Process

Final Tips



Listen to your people, especially during times of disruption



Acknowledge the power of the environment



Provide certainty during times of uncertainty



Train (and model) leaders to be vulnerable



Final Tips



Listen to your people, especially during times of disruption



Acknowledge the power of the environment



Provide certainty during times of uncertainty



Train (and model) leaders to be vulnerable



Communicate with Certainty, during times of Uncertainty

**Make the Uncertain,
Certain**

**Clearly share what
is Certain**

**Provide a path for more
Certainty**

Acknowledge the uncertainty or possibility of uncertainty

- + “We have not made a decision about...”
- + “At this time, we are not sure about...”

State what you DO know

- + “What we do know at this time is that...”
- + “We won’t be able to make a final decision until...”

Share the factors or sources you are using to make decisions

- + “We are using ____ to help inform our decisions”
- + “You can access more information here...”

Final Tips



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Acknowledge the power of the environment



Provide certainty during times of uncertainty



Train (and model) leaders to be vulnerable





Benjamin Granger, PhD., XMP

Chief Workplace Psychologist |
Head of EX Advisory Services

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- ❑ **Linkedin:** <https://www.linkedin.com/in/benjamin-granger-7147991b/>
- ❑ **xminstitute.com**

- ❑ **Destination Workplace Report**
- ❑ **EX Trends 2023 report (TBD)**