



4TH EDITION  
**CHRO**  
EXCHANGE 

MAY 1-3, 2016 | PALM SPRINGS, CA  
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## WELCOME TO THE 4TH EDITION CHRO EXCHANGE

The August 2015 New York Times publication of "Inside Amazon" exposed multiple realities of the workforce environment from one of the largest US companies for the world to see. The general public saw perceptions and realities of the onboarding processes, work-life balance, the lean production environment, cultural pride in becoming an automaton, an emphasis on brutal critique, and more.

Bezos himself has characterized the culture as "friendly and intense, but if push comes to shove we'll settle for intense." In response to the NYT article he told workers: "Amazon won't tolerate 'callous' management practices" and "I don't recognize this Amazon and I very much hope you don't, either" while elsewhere stated "my main job today: I work hard at helping to maintain the culture."

I'm not sure that any company culture has been publicized so frankly in recent history ("bruising workplace"), but then if one steps back a bit, movies about Steve Jobs persist, and these are general perceptions of the workplace for many companies.

This case study raises questions:

- What are the internal and external perceptions of your company workforce, and of your internal and external brands? Are they recognizable as the same company?
- How do you effectively create, manage and recreate your company culture? Are the values aligned in the leadership and culture?

All of this press and policy changes indicate the changing nature of business in the US and globally, the pressures to drive productivity and capitalize on labor in an increasingly competitive labor market for high skills, and the roles that leadership, performance management and values have in leveraging culture change.

The opening keynote will set the stage for continuous discussion of these themes throughout the Exchange.

Contact us today to find how you might join this dynamic executive-level affair.

Kind regards,

Bryan St.Laurent  
*Exchange Producer*  
**2016 CHRO Exchange**

"Three words I would use to describe the Chief Human Resources Officer Exchange would be educational, entertaining and motivational!"  
EVP & CHRO, TIAA-CREF | Past Delegate

## TOP REASONS TO ATTEND

**Attendance is Exclusive** - Participation is strictly limited to senior executives from leading corporations to facilitate true peer-level networking for our delegation and speakers.

**Strategic Conference Sessions** - The intellectual content of the Exchange agenda is specifically designed for the seniority and maturity of the participants, and has been developed following 9 months of in-depth research.

**Maximizing your time out of office by Customizing your own Itinerary** - Select the conference sessions, BrainWeave® discussions, and business meetings that match your initiatives and current business needs ensuring you have full control of your time at the Exchange.

**Unsurpassed formal and informal Networking Opportunities** - Sharing and exchanging ideas and concepts with your true peers. Our capped attendance ensures highly interactive sessions and additional networking opportunities in an intimate setting.

**One-on-One Business Meetings** - The business meetings provide an exceptional opportunity for event participants to efficiently assess the solutions and services that are available to help them achieve their business objectives.



MAY 1-3, 2016 | [www.chroexchangeus.com](http://www.chroexchangeus.com)

## MEET THE SPEAKERS

We are honored to present an entirely new speaker faculty, comprised of some of the most accomplished and admired leaders in the industry.



Stephanie Lundquist  
EVP, & CHRO  
TARGET



Tom Gathers  
EVP, Chief People Officer  
Red Lobster



InaMarie Johnson  
SVP & CHRO  
Plantronics



Ron Peppe  
VP, Legal & HR  
Canam Steel Corp.



Paige Hinkle-Bowles  
Chief Human Capital Officer  
Department of Defense Civilian



Barbara Halverson  
SVP, Human Resources  
Combined Insurance



Terri Hoskins  
CHRO  
Hooters of America



Augie Schulke  
CHRO  
Veolia North America



Alan Kaye  
EVP, CHRO (Retired)  
Mattel



Krinschelle Tennesen  
SVP of HR  
Kum & Go, L.C.



## NEW TOPICS FOR 2016

**2**

What is Replacing Annual Performance Reviews and what are the Results? Six percent of F500 companies have discontinued performance review rankings, generally estimated to cost approximately \$35 million dollars to complete for 10,000 employees. This is just the beginning.

**1**

Cultures and Business Transformation: An opportunity to continue the conversation initiated with the "Inside Amazon" story in the New York Times, and how this may relate to your company.

**3**

The Decline of Employer-based Healthcare in the US: With the ACA notwithstanding, employer-based healthcare as an engagement and retention tool is in demise. More and more costs are being shifted to the employee against a backdrop of **one of the most inefficient and expensive healthcare systems in the developed world.**

**4**

The Changing Nature of Work: The sharing economy is changing the employment and social landscape- most recently and perhaps in most vivid form, with Uber and their launch of a global business model with a mobile app and willing independent contractors. The validity of that 'independent contractor' status is being questioned and the business model has presented new enterprise risks and opportunities for further business growth while necessarily disrupting legacy businesses.

**5**

Driving Unsustainable Costs out of Healthcare with Engagement: Faced with rising healthcare costs, employers are turning to consumer-driven strategies to transform their employees from passive patients, to informed and actively-involved healthcare consumers.

**6**

Update on Major Policy and Legislation Fronts: Risk Mitigation and Compliance:

- Dodd Frank Pay Ratio Disclosure
- Cadillac Tax
- Overtime Rule
- ACA Reporting Errors
- Browning-Ferris NLRB Ruling

**7**

The GAP SA (Growth Acceleration Plan Stretch Assignment) Strategy for Leadership Development: There are many challenges to develop future leaders, especially in those companies with an accelerated growth. Does your company have the bench to open new markets on demand?

**8**

Insider Threats to Cyber Security: An HR Legal Perspective : Cyber security threats can emanate not just from outside sources but from company insiders as well — including employees, executives, directors and contractors. According to NetDiligence's 2014 Cyber Insurance Claims Study, roughly one-third of the reported events were attributable to insiders.

**9**

Creating a Risk Management Culture: Is the company succeeding? How well is HR involved? Should they be? The HR Literature is replete with emphasis on talent, leadership, culture, performance, innovation, business alignment, and more. Simultaneously, the failures to manage risk, to develop a risk management culture or a risk averse culture (without creating a "sales prevention" department in the process) produce debilitating blows to companies; if they survive then a new culture emerges that speaks of eras like BC and AD.



## MORE VALUE FOR YOUR TIME OUT OF THE OFFICE

The CHRO Exchange offers a variety of unique learning styles and sessions, which you can select from to build a customized itinerary that reflects your current initiatives, priorities, and future strategic objectives.

### CONFERENCE SESSIONS:

The highly crafted conference sessions reflect the strategic issues that senior HR executives have identified as priorities during our lengthy research process. You will choose from a selection of plenary and concurrent sessions covering a myriad of issues that will create the foundation of your agenda. Session formats include: Co-presented Case Studies, Panel Discussions, Case Reviews, Roundtable Discussions and Interactive Debates.

### MASTERCLASSES:

A MasterClass is an in-depth discussion led by a solution provider. The delivery format is flexible in that the solution provider may use a case study or present with a client to "bring the content to life". We discourage heavy PowerPoint presentations, as these take away from the level of interaction that is achieved with a case study or client.

**"In terms of value, it's a great way to spend time both with peers, but also in one-on-one meetings with providers. Rather than having 50 or 100 providers giving presentations, you come to a meeting that is a very efficient use of your time."**

Chief People Officer -  
 Americas, Hellmann WW Logistics | Past Delegate



**"I think a big element of the CHRO Exchange is about the different opportunities to network and get information...the atmosphere was very relaxed, very positive, very easy to share."**

SVP & CHRO, Hitachi Data Systems | Past Delegate

### ONE-ON-ONE BUSINESS MEETINGS:

- An integral part of your agenda is the one-on-one business meetings with leading solution providers. When you register for the CHRO Exchange, you will be asked to identify the solutions and services you are currently considering so that we can invite leading experts to the Exchange who will fit your business needs.
- Prior to the Exchange, you will be able to assess the solution providers who will be attending and select 6-8 who offer products and services that match your initiatives and priorities.
- Your selections are then incorporated into your customized agenda. These private thirty minute one-on-one meetings give you the opportunity to hear from leading specialists, whose industry knowledge and experience enable them to make a valuable contribution to the requirements of your business. They offer objective, flexible, and relevant strategies for success. This unique aspect of the CHRO Exchange serves to simplify the process for sourcing new solutions and external counsel, enabling you to discover strategies that are working for others and offer you early previews of emerging technologies.

### BRAINWEAVE® DISCUSSIONS:

Our signature BrainWeave® sessions encourage discussion, debate and learning in an unscripted and informal setting. You can choose to participate in these interactive sessions on topics which are top of mind issues. You will be able to select from four possible BrainWeave® topics which will be incorporated into your personal itinerary. These discussions will be moderated to ensure that the discussions stay on-course and deliver maximum benefit to you. Ask questions, share experiences and ideas and find the right answers to your immediate concerns.

## WHO WILL YOU MEET?

To ensure the CHRO Exchange offers the highest degree of relevancy, only senior HR executives responsible for the strategy, vision, and long-term decisions for their organizations are invited to attend, including:

- Chief Human Resource Officers (CHROs)
- Chief People Officers
- SVPs of Human Resources
- SVPs and VPs of Human Resources

## WHO QUALIFIES TO ATTEND?

**Chief Human Resource Officers** will be attending from leading organizations. We qualify all attendees on job function, strategic responsibility, and budgeting authority to ensure you're guaranteed to meet and engage with an elite group within the HR landscape. The following are essential requirements:

- My company's annual revenues are \$1 billion or above
- I sit in the C-suite or report directly to the C-suite
- I control or directly influence where the HR budget is spent
- I manage corporate strategy at the regional, divisional, or group level

**If you have yet to receive an invitation and feel that you qualify to be one of the leaders at this prestigious event, email us at [inexchange@iqpc.com](mailto:inexchange@iqpc.com) or call us at 813-658-2539.**

## SEE WHAT PREVIOUS ATTENDEES HAD TO SAY ABOUT THE "EXCHANGE EXPERIENCE":



**WATCH!**

## A Sample of 2015 CHRO Exchange Attendees:

COMPANY:	TITLE:
24 Hour Fitness	EVP HR
Acosta	CHRO
Adidas	Global SVP HR
Airgas	VP HR
Allegis Global Solutions	Global Head of Innovation
American Bar Association	CHRO
Amtrak	Head of Human Capital Strategy
Apex Tool Group	CHRO
Apria Healthcare	SVP HR
Arby's Restaurant Group	VP HR & L&D
Astrazeneca	Head of HR, North America
Blue Cross Blue Shield FL	CHRO
Boehringer-Ingelheim	CHRO
Cablevision	EVP HR
Centene Corporation	VP HR
Cornell University	Head of HR
Corvesta Companies	SVP HR
DENTSPLY International	CHRO
Herbalife International of America	VP HR
Icon	EVP HR
LafargeHolcim	VP HR
Luxtottica	SVP HR
Marsh & McLennan Company	CHRO
MasterCard	Global EVP HR
Meijer	CHRO
NASA	CHRO, Shared Services Center
PepsiCo	VP TM
Philips Lumileds	CHRO
Samsung Electronics	SVP HR
Schnitzer Steel Industries	VP HR
Siemens Medical Solutions	VP HR Americas
Spectrum Brands Inc.	SVP HR, CHRO
Teleperformance USA	SVP HR
The Wills Group	CHRO
Toll Brothers Inc.	SVP HR
United Natural Foods	VP HR
Walmart	SVP HR
WellCare Health Plans	CHRO

## VENUE:

The 2016 CHRO Exchange will take place at the Omni Rancho Las Palmas in beautiful Palm Springs, California. All IQPC Exchange venues are carefully selected to maximize the value of the Exchange for our participants. We choose venues that encourage high-level thinking in a relaxed atmosphere to ensure you get the most out of your time away from the office.



## YOUR REGISTRATION INCLUDES:

- Access to the secure Exchange pre-event website to customize your schedule during the Exchange
- Selection of executive roundtables, keynote presentations and conference sessions
- Selection of one-on-one business meetings with solution providers
- Breakfast, lunch and refreshments
- Gala Welcome Dinner on Day 1 and Networking Dinner on Day 2
- Personal copy of the event catalogue, including participant details and speaker documentation
- Exchange Operations Manager dedicated to pre-event, on-site and post-event assistance

Contact us for more details at [inexchange@iqpc.com](mailto:inexchange@iqpc.com) or at 813.658.2539

## KEEP CONNECTED WITH US!

The CHRO Exchange doesn't just provide you with a once-a-year opportunity to meet with your peers. Through a range of online channels we're delighted to be able to facilitate all year round learning and networking for the global HR community. Stay connected through Twitter, YouTube, LinkedIn, Facebook, and our online resource library to get the latest news, event updates, exclusive videos, whitepapers and more.



## UPCOMING EVENTS:

If you like the format of the Exchange, take a look at what else the HR Exchange Portfolio has to offer in 2016:



April 10 - 12, 2016 | Austin, TX



April 13 - 15, 2016 | Greensboro, GA



July 24 - 26, 2016 | East Coast, US



November 13 - 15, 2016 | FL



December 2016 | CA

**Day 1:** Sunday, May 1, 2016

10:45 AM - 11:45 AM	<b>Registration</b>
11:45 AM - 12:00 PM	<b>Orientation</b>
12:00 PM - 12:15 PM	<b>Ice Breaker</b>
12:15 PM - 12:20 PM	<b>Chairperson's Opening Remarks: Jim Arnold, Founder and CEO, finHealth</b>
12:20 PM - 1:05 PM	<p><b>Opening Keynote Address</b></p> <p><b>Rebuilding Leadership Development from Scratch: Values and Culture at an Iconic American Brand</b></p> <p>After thirty years in business Hooters began an introspective evaluation of its brand promise and how their culture and values impact that both internally and externally and how those intangibles were represented in the brand. This was important both for guests and fellow employees.</p> <p>This journey necessarily involved many moving parts that inevitably coalesced around leadership development from the management level up.</p> <p>After providing a brief foundational understanding of the current context at Hooters, Terri will lead a deep dive conversation around what you would do differently if you had the opportunity to rebuild your leadership development from the ground up after decades of being in business at your company.</p> <p>You will have a blank slate:</p> <ul style="list-style-type: none"> <li>• What are the necessary ingredients?</li> <li>• What new business goals must be achieved in the next 5-10 years which LD will enable?</li> <li>• What are best practices?</li> <li>• What mistakes have you learned from the past?</li> <li>• What would prevent you from rebuilding LD from the ground up today?</li> <li>• And more!</li> </ul> <p><b>Presented by: Terri Hoskins, CHRO, Hooters</b></p>
1:05 PM - 1:45 PM	<p><b>Session: Key Human Capital Strategies that align with high growth business plans</b></p> <ul style="list-style-type: none"> <li>➤ Whether your organization has a plan for steady, incremental growth or hyper growth, there are common organizational and human capital levers that drive growth</li> <li>➤ What are the unique drivers and levers of a growth plan? Examples to generate discussion:             <ul style="list-style-type: none"> <li>○ Resourcing- talent and financial</li> <li>○ Pace- response to market opportunities, innovation, execution on plans, etc.</li> </ul> </li> </ul>



- Organizational Structure aligned with growth
- Scalable infrastructure
- What are the Human Capital levers that align with growth and its uniqueness? Examples to generate discussion:
  - Competency Models/Assessment- by function, business unit, etc. What will drive growth? Ex. in HR I have a high focus on accountability, execution and project management competencies
  - Talent Alignment
  - Organizational Structure- assessing current and future needs, appropriate decision making structure, ability to pivot quickly
  - Organizational Competency- key competencies identified, linked to performance goals and development
  - Engagement
  - Communication
  - Change Management
- What are examples of success?
- What are the lessons learned?
- Is the group interested in an ongoing peer group to share information, tools, etc?

**Presented by: Barbara Halverson, SVP Human Resources, Combined Insurance**

1:50 PM - 2:20 PM

**Session: Solve these 5 Team Challenges and Transform your Business**

We are all in the people business, and we know that in every industry people are our business. We also know that when people work together there is an exponential impact on the mission and production of the organization. Identifying talent is often the easiest part of our job, connecting and maximizing that talent is the key. In this session we will look at the 5 most significant team challenges and share ways to engage these issues and solve them to create dynamic teams and extraordinary outcomes.

Those 5 challenges are:

- Contentious Teams
- Accelerating Effectiveness of New Teams
- Maximizing High Performing Teams
- Navigation of Change and Impact on Team Dynamics
- Selection and Development of High Potential Teams

**Presented by: Lyle Wells, Senior Consultant, The Flippen Group**

2:25 PM – 2:55 PM

**Business Meetings**

2:55 PM - 3:25 PM

**Business Meetings**

3:25 PM - 3:40 PM

**Networking Break**

<p>3:40 PM - 4:40 PM</p>	<p><b>MasterClass A</b></p> <p><b>Eliminating Engagement Barriers to Drive Better Performance</b></p> <p><i>We have all heard how many “actively disengaged” employees there are in the workforce. Despite years of companies trying to drive engagement, the number of disengaged workers hasn’t changed much, if at all. Why is it that most employee engagement programs don’t show results? Employees want to be heard; they want to be valued and they want to make a difference. Employers want – in fact, need – productive, engaged workers. Perhaps there is a different way to think about employee engagement.</i></p> <p><i>In this session we will share a transformational approach to employee engagement that actually works. These simple and effective methods can yield engagement and performance improvements broadly across the organization. In this session, we will cover:</i></p> <ul style="list-style-type: none"> <li>• The key link between engagement, performance and success (both personal and business)</li> <li>• The single most important...and often overlooked...element in employee surveys</li> <li>• The most common mistakes companies make before, during and after an employee survey and how to avoid them</li> </ul> <p><b>Presented by: Jack Morehouse, COO and EVP, Perceptyx</b></p>	<p><b>Brainweave A</b></p> <p><b>Leading in the Digital Age</b></p> <p>The work of every organization is being transformed by digital technologies, providing new opportunities and challenges. Digital is changing the way that markets work, shifting customer expectations and demanding that we all engage with rapidly shifting advancements. Fifty-one percent of senior executives believe it is critical to implement digital transformation in the next 12 months, and twenty-seven percent rate digital transformation as being a ‘matter of survival’!</p> <p>For companies to thrive they must move on from a sense that the familiar, linear, rational, and stable view of the world is the most effective approach in navigating the competitive environment. Getting skilled in relevant technologies is partly the answer, but if that was enough then we would just need to read a few key books and all would be well.</p> <p>Instead we need to unlearn some of the things we believe. We need to examine our assumptions about change, and we need to transform our ability to act. The largest taxi company in the world, doesn’t own any cars. The largest hotel company in the world, doesn’t own any accommodations.</p> <p>All of this is creating an entirely new strategic landscape that demands a new digital mindset for leaders, and a new bias for leadership action.</p> <p><b>Presented by: Jeremy Benton, President &amp; CEO, ImpactUSA</b></p>
<p>4:40 PM - 5:25 PM</p>	<p><b>MasterClass B</b></p> <p><b>Changing Demands for HR Leaders: HR’s Critical Role in the Future Organization</b></p> <p>More than ever before the business world needs strong HR leaders. The workforce in the developed world and China is rapidly aging. New first-time workers are barely replacing workers who are retiring. And, despite increasing automation, in the next 20 years there will be a</p>	<p><b>Brainweave B</b></p> <p><b>Effective Alternatives to Annual Performance Reviews</b></p> <p>By September 2015 Accenture will begin disbanding its annual performance review and ranking process and ‘implement a more fluid system in which employees receive timely feedback from their managers on an ongoing basis following assignments’ in essence moving toward a more continuous process. Six percent of F500 companies have gotten rid of rankings, generally estimated to cost</p>

	<p>serious shortage of skilled workforce everywhere.</p> <p>It is commonly understood that companies with Workforce Intelligence capabilities outperform their peers in quality of hire, retention, and leadership capabilities. Yet recent research by Harvard Business Review and Harris Poll has found a large gap between what companies expect from HR -- data-driven insight and action -- and the capabilities that are necessary to deliver it.</p> <p>In this session, John Schwarz, CEO of Visier, the leading innovator in Workforce Intelligence, will discuss:</p> <ul style="list-style-type: none"> <li>• The results of these recent studies</li> <li>• The path HR leaders can take to deliver data-driven strategic value to the business and more.</li> </ul> <p><b>Presented by: John Schwarz, CEO, Visier</b></p>	<p>approximately \$35 million dollars to complete for 10,000 employees.</p> <p>Dissatisfaction is high: “CEB found that 95 percent of managers are dissatisfied with the way their companies conduct performance reviews, and nearly 90 percent of HR leaders say the process doesn’t even yield accurate information.”</p> <p>Other companies have and are following suit. This session will provide an opportunity to share challenges around past performance management processes, challenges in shifting to a new more continuous process and personal and business outcomes.</p>
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5:30 PM - 6:00 PM	<b>Business Meetings</b>
6:00 PM - 6:30 PM	<b>Business Meetings</b>
6:30 PM - 7:00 PM	<b>Business Meetings</b>
7:00 PM - 7:30 PM	<b>Welcome Reception</b>
7:30 PM	<b>Networking Dinner</b>

**Day 2: Monday, May 2, 2016**

7:15 AM	<b>Networking Breakfast</b>
8:15 AM	<b>Chairperson’s Opening Remarks: Jim Arnold, Founder and CEO, finHealth</b>
8:20 AM - 9:00 AM	<p><b>Session: Improving the “Health” of Your Human Capital Strategy</b></p> <p>Having the right healthcare benefits strategy will enable CHRO’s to attract talent, retain talent, improve employee productivity and reduce healthcare costs. The healthcare system is highly fragmented, confusing and is only becoming more complex as a whole new generation of innovative technologies, care delivery models and self-service tools flooding the health benefits market. Why aren’t current programs living up to their full potential? What can CHROs do to help employees make sense of their options — and make better care decisions? How can you achieve both higher program utilization and higher ROI on employee health and well-being investments without relying on incentives? Session attendees will learn how innovative companies are implementing a totally new approach that improves employees’ health, saves millions in healthcare costs each year and delights employees &amp; their families in the process.</p>

**Presented by: Elizabeth Napolitano, Chief People Officer, Accolade**

9:00 AM – 9:40 AM

**Session: Managing the Civilian Workforce at the Department of Defense**

People are the most valuable asset to any corporation and this is no less true at the Department of Defense (DoD). The DoD employs 900,000 civilians in more than 600 occupations, in over 3,000 locations, to include nearly 100 foreign countries and territories, around the world. The past few years have been challenging for the Department, and there will always be new challenges, so how do we look forward and focus on the opportunities that the future will bring when we have such a large and diverse workforce?

The DoD continues to focus on what we must do to change and adapt to maintain superiority well into the 21<sup>st</sup> century. In the coming years, the Department has many opportunities to build upon the strengths of our civilian workforce by:

- Focusing on the future through Strategic Workforce Planning
- Implementing and evaluating a new performance management system
- Continuing to attract, recruit and retain the “best and brightest”

**Presented by: Paige Hinkle-Bowles, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, Department of Defense**

9:40 AM - 10:10 AM

**Session: Next Gen: Performance Management & Succession**

**Rethinking Performance Management: how companies are redefining performance management to identify and reward their high performers without making other employees feel like losers**

Performance management is hard because it requires dealing with the reality that all employees are valuable but some employees are more valuable than others. This session explores the fundamental challenges of performance management and how companies are starting to overcome them. We discuss several misconceptions about what does and does not work when it comes to performance ratings and rewards based on experience working with thousands of companies around the world. We then share three key lessons learned from finalists in a competition to find the best performance management methods from over 100 organizations:

- What works there won't work here – the importance of creating a performance management approach tailored to your company's specific needs, resources and constraints.
- Its about creating conversations, not getting rid of ratings – methods for creating ongoing employee-manager dialogue.
- Not everyone gets a trophy - making decisions about pay, promotion and development that motivate high performers without disengaging others in the organization

We also talk about innovations in performance management technology and how they are changing what is possible when it comes to supporting this difficult but necessary part of human capital management.

	<b>Presented by: Dawn Runge, HR Business Transformation Expert, SAP SuccessFactors</b>
10:15 AM - 10:45 AM	<b>Business Meetings</b>
10:45 AM - 11:15 AM	<b>Business Meetings</b>
11:15 AM - 11:30 AM	<b>Networking Break</b>
11:30 AM - 12:15 PM	<p><b>CHRO Power Hour I</b></p> <p>It's not often that you have the opportunity to sit with other CHROs and ask them the one question that's burning in the back of your mind. The CHRO Power Hour will be just that time. Bring that one question that you would like to discuss to this open-ended CHRO conversation.</p> <p>Certainly two topics that have had a great deal of press over the past year are corporate culture as discussed in the August 2015 New York Times article on Amazon, and other press around companies re-evaluating performance reviews and extending parental leave for top talent, but these are just two.</p> <p><b>Panelists:</b>  <b>Stephanie Lundquist, CHRO, Target</b>  <b>Tom Gathers, EVP, Chief People Officer, Red Lobster</b>  <b>Krischelle Tennessen, Senior Vice President of Human Resources, Kum &amp; Go</b>  <b>Larry Kihlstadius, Solutions Czar, Kinetix, Moderator</b></p>
12:20 PM - 12:50 PM	<p><b>Session: <u>DISTINCTION: Aligning strategy, leadership and culture for business transformation</u></b></p> <p>Companies are battling to differentiate their products from competitors in order to increase sales and stimulate growth. Key to this effort is the need to distinguish their cultures in order to attract top talent.</p> <p>Distinguishing your company's culture and making it a "talent magnet" is your opportunity as CHRO to move your role from transactional support to strategic center-stage. <i>Distinction</i> is the mechanism to do so.</p> <p><i>Distinction</i> breaks the silos of strategy and leadership and integrates these previously separated disciplines. It gives CHROs and their CEO colleagues a common framework by which to work and communicate. <i>Distinction</i> becomes the aligning force to drive revenue growth, spur innovation, and attract/retain great talent. It's the integrative, binding force that synergizes an array of otherwise disjointed efforts.</p> <p>Participants will be challenged to develop a trans-functional perspective using four key strategic questions every CHRO should ask, with an action plan to answer them. Moreover, participants will gain insight on how to break the artificial silos between strategy execution and leadership development.</p> <p><b>Presented by: David Lapin, CEO, Lapin International</b></p>
12:55 PM - 1:55 PM	<b>Networking Lunch</b>



2:00 PM – 2:55 PM

**Roundtables: The C-Suite’s Impact on Culture and Engagement**

McLean and Company’s research demonstrates that the senior management team’s relationship with employees has a high impact on engagement, however it consistently scores poorly. Often this relationship has negative consequences to the organization – especially when the senior management team’s words and actions helps shape organizational culture.

Furthermore, the senior management team frequently underestimates their impact or is unmotivated to change. As a result, employees see them as uninspiring and untrustworthy.

This session will provide an opportunity to:

- Further understand the C-Suite’s impact on culture and engagement
- Have a candid discussion on how the CHRO can influence change in the relationship between the senior management team and employees

**Presented by: Susanna Hunter, Senior Director, Organizational Effectiveness - McLean & Company**

2:00 PM – 2:55 PM

**Roundtables: Bump Up Productivity and Innovation**

What’s going to keep your organization one step ahead of the competition? How about always building better products or services faster than the other guy? No matter what industry you’re in, only a strong workforce can get you there. To get the most out of your employees, you need a way to keep your finger on the pulse of employee engagement. Stay informed on the natural ups and downs of employee sentiment, so you won’t be caught off guard by personnel issues that can throw your business off course.

Consider these stats from Gallup and the CEB about how engagement impacts business performance:

66% of engaged employees say their current job brings out their most creative ideas

Companies with engaged employees outperform their peers’ revenue growth by 2X

This session will provide an opportunity to discuss engagement challenges and pathways to rapid improvement.

**Presented by: Brooks McMahon, Head of Business Development, TINYpulse**

2:00 PM – 2:55 PM

**Roundtables: Transforming HR with Cloud Technologies**

Advances in technology are transforming the business of HR. From intuitive and mobile self-service software to predictive analytics and integrated talent management suites, technological solutions are changing the way leaders acquire, develop and engage their employees. New applications, enhanced

functionality and fierce competition among software providers make it difficult to stay on top of this ever-evolving space. This session will provide an opportunity to discuss the key success factors that your HR transformation strategy should address-- selecting the right HR technologies, building supporting delivery structures, driving user adoption and leveraging data and decision tools.

**Presented by: Deborah Card, Partner, Information Services Group (ISG)**  
**Julie Fernandez, Partner, Information Services Group (ISG)**

3:00 PM - 3:30 PM

**Session: How to Convert a Diversity Recruitment Strategy into Measurable Results**

Many organizations today struggle with building a sustainable pipeline of diverse talent to achieve long-term representation goals. This session will highlight the importance of weaving diversity recruitment best practices, and tactics to uncover top talent. We will highlight a financial services case study example of a client who tasked us to increase diverse slates. Join our session to hear about the enhancements we implemented that connected their diversity recruitment strategy to notable results within a 12-month period.

**Presented by: Jennifer Sutton, Director of Diversity Recruitment, Allegis Global Solutions**

3:35 PM - 4:20 PM

**MasterClass C**

**Emerging Trends in the HR Technology Landscape**

The \$15 billion dollar HR technology industry may be on the verge of developing new disruptors in the market. HR tech financing is at an all time high, deal activity has doubled in recent years and areas as banal as payroll are seeing new entrants along with companies focused on employee onboarding and culture building, wellness solutions, financial wellness and communicating how benefits options really work.

This session will provide an opportunity for the audience to discuss barriers/challenges to desired embedded systems integrations for business outcomes.

**Brainweave C**

**Three Cs to Business Success**

Human Resources leaders are at the intersection of competitiveness, cost & complexity – three Cs that keep all business leaders up at night. And in today’s globally mobile world, talent management and the deployment of that talent are strategically essential. This session will provide the opportunity to network with peers and explore:

- Leveraging your mobility program as a tool for competitive advantage to attract, retain and develop essential talent
- Maximizing the return on investment and reducing expensive attrition by adopting best practice policies to keep your high potentials with you, instead of the competition
- Navigating complexity and aligning business objectives to achieve overall goals

Session attendees will have renewed perspective about mobility’s potential to win the war for talent and drive business success.

**Presented by: Greg Stewart, Executive Vice President, Client Development, Global Sourcing & Commercial Officer;**  
**Jennifer Thomas, Senior Vice President, Global Client Services Americas, Brookfield Global Relocation Services**

4:25 PM – 5:00 PM

**Business Meetings**

5:00 PM – 5:30 PM

**Business Meetings**

5:30 PM - 6:10 PM	<p><b>Session: The NLRB Has Some Rules for You: Labor Issues Applicable to even Non-Unionized Employers</b></p> <p>While many employers do not think of themselves as subject to most rules issued by the National Labor Relations Board, the NLRB has aggressively reached into many new areas and issued requirements that affect many more companies, including companies with no unionized workforce. This session will examine the risks posed by some of these new requirements, and what employers need to know to avoid inadvertent trouble. Topics will include recent NLRB pronouncements relating to:</p> <ul style="list-style-type: none"> <li>• Employee handbook and policies notice posting requirements</li> <li>• Mandatory arbitration provisions</li> <li>• Social media policies</li> <li>• Salary discussions and disclosures</li> <li>• The Browning Ferris decision, joint employer issues and independent contractors</li> <li>• Employee access to communications systems</li> </ul> <p><b>Presented by: Ron Peppe, Vice President Legal &amp; Human Resources, Canam Steel Corporation</b></p>
6:15 PM - 6:45 PM	<b>Business Meetings</b>
6:50 PM – 7:20 PM	<b>Networking Reception</b>
7:20 PM – 8:45 PM	<b>Networking Dinner</b>

**Day 3: Tuesday, May 3, 2016**

7:20 AM - 8:30 AM	<b>Networking Breakfast</b>
8:30 AM - 8:35 AM	<b>Chairperson’s Opening Remarks: Jim Arnold, Founder and CEO, finHealth</b>
8:35 AM - 9:20 AM	<p><b>Session: Working Smart(er)</b></p> <p>Today’s workforce is very different from what it was just five years ago. The idea of employees in one office location, sitting at their desks from 9 to 5, is fast going the way of the dinosaur. With new technologies that enable greater mobility, the concept of a “traditional” workforce has changed forever. As a result, companies are being challenged to rethink their assumptions regarding the overall approach to setting a global Employee Value Proposition and the role workplace environments play in making the company a great place to work. In this informative session, InaMarie Johnson, Senior Vice President and Chief Human Resources Officer at Plantronics, will outline Plantronics’ own journey in building a ‘Smarter Working’ approach and some of the more recent changes the company is making in support of those efforts.</p> <p>Discussion will include:</p> <ul style="list-style-type: none"> <li>• What are the core pillars that comprise a Smarter Working environment?</li> <li>• What are the challenges and benefits of establishing and offering a Smarter Working environment in a company that is becoming more global?</li> <li>• What best practices replace traditional HR frameworks when setting a compelling Employee Value Proposition that reflects core tenants of a Smarter</li> </ul>

	<p>Working standard, Associate and Manager Development and a culture in which all can succeed?</p> <ul style="list-style-type: none"> <li>• How do changes in physical work space impact collaboration, emotional wellbeing, productivity and agility for associates?</li> <li>• What are some of the key technologies that can help ensure collaboration and engagement when dealing with a distributed workforce or open work environments?</li> </ul> <p><b>Presented by: InaMarie Johnson, Senior Vice President &amp; Chief Human Resources Officer, Plantronics</b></p>
<p><b>9:20 AM - 10:05 AM</b></p>	<p><b>Walking the Wire: The CHRO and the Board</b></p> <p>It would be an understatement to say that the role of the CHRO in today’s organizations has changed, and is changing drastically. One aspect of that change that does not get a lot of attention, and can be one of the most critically important success factors, is the role of the CHRO with the Board of Directors. To be that full business partner, performance in this arena is essential. For many of those in the role today it has become a “learn as you go” experience but for those who aspire to reach the CHRO spot or who have just begun the walk on the wire it is a “catch 22”...CEOs and Boards are looking for senior HR talent with the board experience but there are very few in the HR hierarchy who get that experience unless you are the CHRO!</p> <p>Alan Kaye has learned the hard way but feels others in the field should not. He has been the CHRO for three public companies over the last 25 years, worked under 8 different CEOs, and in each job worked directly with the board on a wide range of topics. He has been responsible for recruiting, orientating, and facilitating board education for dozens of directors. He has served as Board Secretary, secretary of Compensation Committees, and Secretary of Governance Committees.</p> <p>In this session, Mr. Kaye will review the current landscape on why the CHRO is now a key Board asset, the hazards of walking the wire with practical tips on dos and don’ts, and pose questions for the audience for a live discussion of unique experiences he has encountered in his tenure.</p> <p><b>Presented by: Alan Kaye, Former EVP, CHRO, Mattel</b></p>
<p>10:05 AM - 10:35 AM</p>	<p><b>Business Meetings</b> <span style="float: right;"><b>Networking Break</b></span></p>
<p>10:35 AM - 11:05 AM</p>	<p><b>Business Meetings</b></p>
<p>11:05 AM - 11:35 AM</p>	<p><b>Business Meetings</b></p>
<p>11:35 AM – 12:35 PM</p>	<p><b>Closing Session: CHRO Power Hour II</b></p> <p>It’s not often that you have the opportunity to sit with other CHROs and ask them the one question that’s burning in the back or your mind. The CHRO Power Hour will be just that time. Bring that one question that you would like to discuss to this open-ended CHRO conversation.</p> <p><b>Bryan St.Laurent, CHRO Exchange Director, Moderator</b></p>
<p>12:35 PM</p>	<p><b>Au Revoir Close of Event</b></p>