



The 2011

Senior HR Executive Conference

The Future of Work: Growth, Innovation and People

November 15–16, 2011

New York Marriott Downtown



- Insights from world-class companies on developing a workforce that is productive, innovative and engaged
- Two full days of sessions including three tracks of breakout sessions focusing on key issues facing senior HR executives
- Keynote sessions and CHRO panels focused on innovation and talent, leadership, the future workforce, emerging markets and the future of the organization

NEW FOR 2011:
Expanded Content
and Interactive
Sessions

Presented with assistance from **MERCER**

The 2011 Senior HR Executive Conference, New York Marriott Downtown

AGENDA

Tuesday, November 15, 2011

8-8:45 AM	REGISTRATION AND CONTINENTAL BREAKFAST		
8:45-9:15 AM	Economic Update Bart Van Ark, Senior Vice President and Chief Economist The Conference Board		
9:15-10 AM	The Future of Work Stephen Fussell, SVP, Human Resources, Abbott		
10-10:15 AM	NETWORKING REFRESHMENT BREAK		
10:15-11:15 AM	Enabling Innovation: Vision, Culture and Talent Archana Singh, Corporate Vice President, AMD Monique Matheson, Vice President, Human Resources, North America, Nike Brenda Dennis, Strategy and Planning, Cisco		
11:15 AM- NOON	Building Leadership Capability to Accelerate Business Results Susan Schmitt, SVP, Human Resources, Rockwell Automation		
NOON-1 PM	NETWORKING LUNCHEON		
	STRATEGIES & ISSUES	MANAGEMENT & PROCESS	TALENT & LEADERSHIP
1:10-2 PM	Boost Employee Productivity and Retention Russ Campanello iRobot Vivian Vitale Care.com	Driving Results and Engagement: An Alternative Approach to Traditional Performance Management Ken Fairchild Medtronic	Internal Coaching: The Importance of Trust and Training Amy Lui Abel Ph.D., The Conference Board William H. Hodgetts, Ed.D. Fidelity Investments
2:10-3 PM	Legal HR: What HR Executives Need to Know Elise Bloom Proskauer	Workforce Metrics and Analytics: A New Decision Science Brian Kelly, Mercer	Accelerating Leadership Development Shirley Gaufin Black & Veatch
3-3:20 PM	NETWORKING REFRESHMENT BREAK		
3:30-4:20 PM	Finding and Keeping Talent Annie Livingston Alcoa Inc. Mary Wright The Conference Board	Optimizing Human Capital with Strategic Workforce Planning Mary Young The Conference Board Nicholas Garbis GE Energy	Leaders for the Future: Getting CEO Transition Right Johnna Torsone Pitney Bowes
4:30-5:45 PM	Interactive Workshops: Thinking Out-of-the-Box Chicago City Limits Comedy and Improvisation Theater Group		
5:45-6:30 PM	NETWORKING COCKTAIL RECEPTION		

Wednesday, November 16, 2011

7:45-8:45 AM	CONTINENTAL BREAKFAST Breakfast Roundtable Discussions		
8:45-9:30 AM	Keynote: The Workforce of Tomorrow Richard Stephens, Senior Vice President, Human Resources and Administration, The Boeing Company		
9:30-10:30 AM	What Employees Want: How Leading Organizations Engage and Retain their Best People Pamela Culpepper, Senior Vice President, Global Diversity and Inclusion Officer, PepsiCo Bill Adams, Senior Faculty, Center for Creative Leadership Patricia Milligan, President, Human Capital, Mercer		
10:30-10:45 AM	NETWORKING REFRESHMENT BREAK		
	STRATEGIES & ISSUES	MANAGEMENT & PROCESS	TALENT & LEADERSHIP
10:45-11:35 AM	Diversity & Inclusion: A Global View Rosalyn Taylor O'Neale Campbell Soup Company	Data and Decision-making: Strategic Insights from Human Capital Analytics Tana Cashion Devon Energy Christie McKeown, Manager, Talent Acquisition, Devon Energy Corporation	HR and the Board: Executive Compensation in 2012 Steve Hinden American Express
11:45 AM-12:35 PM	How Social Tools can Empower a Global Organization Trish McFarlane St. Louis Children's Hospital Steve Boese, Oracle	Managing Total Global Rewards for Tomorrow's Workforce Nadia Owens, DIAGEO	The Talent Challenge in a Connected, Competitive Global Age Marc Effron The Talent Strategy Group Lynne Oldham BNP Paribas
12:35-1:30 PM	NETWORKING LUNCHEON		
1:30-2:30 PM	Future Growth: Competing in Emerging Markets Judith Edge, Corporate Vice President, Human Resources, FedEx Glenn Gilkey, Senior Vice President, Human Resources Fluor Corporation Tanya Srepele, Vice President, Human Resources, Strategies and Global Initiatives, General Mills		
2:30-3:15 PM	The Organization of the Future and the Role of HR Ryan Giles, HR Business Partner, LinkedIn Jennifer McClure, President, Unbridled Talent		

Why you should attend

This year, we have expanded the breadth and depth of the Senior HR Executive Conference. Attendees' benefits include:

- A focus on The Future of Work – all sessions will give attendees insights into how work is changing, how leading companies are innovating, improving and developing their organizations to compete in the next decade
- Expanded and enhanced content, including two full days of sessions, two afternoons of highly interactive sessions, focusing on Management & Process, Issues & Strategies and Talent & Leadership
- New for this year – Thinking Outside the Box. Facilitated by Chicago City Limits Comedy and Improvisation Theater Group, all attendees will participate in an interactive workshop on how to think different, lead and collaborate
- Breakfast discussion tables focused on key issues, determined by the audience
- Insights from world-class business leaders on how to transform your organization to compete and win in the next 5-10 years
- Presentations from leading companies including AMD, American Express, Boeing, Black & Veatch, Campbell Soup Company, Cisco, Devon Energy, DIAGEO, FedEx, Fluor, GE Energy, General Mills, LinkedIn, Medtronic, NIKE, Pitney Bowes, PNB Paribas, and Rockwell Automation among others

Who should attend

Senior executives responsible for U.S. and global human resources, talent, employee engagement, leadership, recruiting, compensation and benefits, strategy, innovation and operations and their direct reports.

Marketing Sponsors



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Tuesday, November 15, 2011

REGISTRATION AND CONTINENTAL BREAKFAST 8-8:45 AM

WELCOME AND INTRODUCTIONS 8:45-9:15 AM

Christine Hess, Program Director, **The Conference Board**

Special economic update: Bart Van Ark, Senior Vice President and Chief Economist, **The Conference Board**

A 8:45-10 AM

Keynote: The Future of Work

“Reset”. “The New Normal”. There are many words and phrases that describe the new world we live in, born from the recent deep recession. However, the recession is not the only story. There are also other factors that will change organizations and work for the long term. These changes are forcing senior executives to question long-held tenants of corporate management. To keep up with the pace of business and remain competitive, organizations have to work at lightning speed, remain flexible and manage complexity in a dynamic environment. This keynote session will address these challenges and give insights on a way forward.

Stephen Fussell, Senior Vice President, Human Resources, **Abbott**

NETWORKING AND REFRESHMENT BREAK 10-10:15 AM

B 10:15-11:15 AM

Enabling Innovation: Vision, Culture & Talent

According to The Conference Board CEO Challenge, innovation is a top challenge for 2011. Of key importance for innovation is finding the right people, with the right skills, to make innovation happen. Companies also need leaders with a vision and a culture that fosters innovation. This panel session will explore the issues of innovation, vision, culture and talent. It will focus on:

- Attracting, developing and retaining key talent that can drive innovation
- Identifying skills critical to a culture of innovation in a company
- Providing a work environment that encourages creativity and eliminates innovation obstacles
- Managing risk without undermining innovation initiatives

Moderator

Kent Greenes, Program Director, **The Conference Board**

Panelists

Archana Singh, Corporate Vice President, **AMD**

Monique Matheson, Vice President, Human Resources, North America, **Nike**

Brenda Dennis, Strategy and Planning, **Cisco**

C 11:15 AM-NOON

Building Leadership Capability to Accelerate Business Results

As the economic recovery is taking shape, many pundits are asking what we've learned - is there something different about leadership in this new era? As the economies of China, India and other emerging markets continue to accelerate, what is required to compete in this “new normal,” increasingly global world? Will a new leadership skill set be required for successful global operations? Chief Human Resource Officers say, “Yes”. Discover how to build your company's leadership capability for the future.

Susan Schmitt, Senior Vice President, Human Resources, **Rockwell Automation**

NETWORKING LUNCHEON NOON-1 PM

www.conferenceboard.org/hrexecutive2

Concurrent Sessions 1 focus on HR Strategies and Issues.
Concurrent Sessions 2 focus on HR Management and Process.
Concurrent Sessions 3 focus on Talent and Leadership.

CONCURRENT SESSION D1 1:10–2 PM

Boost Employee Productivity and Retention: Create a Workplace that Cares

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The work context, environment, and workforce have all changed significantly in the past decade, creating new and different pressures for employees of all ages. With these changes, the contract between employer and employee has fundamentally shifted, with employees now expecting more robust benefits packages to help them manage both personal and professional obligations. From new and expectant parents to those caring for aging or ailing parents, more employees than ever are facing personal challenges that can seriously affect their productivity at work. Most organizations haven't moved quickly enough to acknowledge and address these workforce changes, to deploy programs and services that meet the needs of a diverse workforce, and to keep employees engaged and productive. In this session, we'll discuss how employees' needs are changing, strategies to better accommodate the needs of a heterogeneous workforce, and how doing so can bolster talent retention efforts at all levels.

Russ Campanello, Senior Vice President, **Human Resources, iRobot**
Vivian Vitale, Senior Vice President, Human Resources, **Care.com**

CONCURRENT SESSION D2 1:10–2 PM

Driving Results and Engagement: An Alternative Approach to Traditional Performance Management

Medtronic has decided, for a number of reasons, to discontinue the traditional annual performance review process. Major changes include quarterly one page reviews focusing on high quality manager-employee conversations; the elimination of ratings; and changes to the underlying systems such as total rewards. What are the benefits of this new way of driving performance? How were they able to implement this new process?

Ken Fairchild, Vice President, Global Rewards, **Medtronic**

CONCURRENT SESSION D3 1:10–2 PM

Internal Coaching: The Importance of Trust and Training

Coaching is an important part of talent and leadership development. Some companies are leveraging internal resources for coaching to broaden the benefits. As a result, they are saving money and reaching more leaders deeper in the hierarchy. What are some considerations to think about when starting an internal coaching program? What are the best ways to build and develop internal capability?

Amy Lui Abel Ph.D., Senior Researcher, **The Conference Board**
William H. Hodgetts, Ed.D., Vice President, Talent Management, **Fidelity Investments**

Conference KeyNotes

Registration includes this summary of conference highlights
and a post-conference interactive webcast

CONCURRENT SESSION E1 2:10–3 PM

Legal HR: What HR Executives Need to Know Now and for 2012

Does your company's social media policy violate the Labor Law? Are class actions dead after Wal-Mart? HR leaders face a growing variety of legal issues that challenge their organizations' ability to effectively do business. This session will focus on the cutting edge of promoting proactive solutions to the key HR legal problems of today and the future.

Elise Bloom, Partner, co-Chair of the **Labor & Employment Law Department** and co-head of the Class/Collective Actions Group, **Proskauer**

CONCURRENT SESSION E2 2:10–3 PM

Workforce Metrics and Analytics: A New Decision Science

Human capital analytics has been around in some way, shape or form for more than 20 years. But are HC analytics really valued by business leaders? Do the analytics really provide insight to, or drive, business performance? The true answer to these questions is generally "no." It is time to advance to the next generation of HC analytics – HC analytics 2.0 that drive business performance. They allow organizations to more efficiently deploy their human capital to minimize costs, drive top-line revenue and build a sustainable competitive advantage relative to their competitors.

Brian Kelly, Partner, **Mercer**

CONCURRENT SESSION E3 2:10–3 PM

Accelerating Leadership Development

The talent shortage has brought to light another challenge facing corporations—increasing the leadership pipeline. Some companies are working to accelerate leadership development so that they are not caught with gaps in key leadership positions. How should companies shorten the time it takes to develop leaders for critical positions?

Shirley Gaufin, Chief Human Resources Officer, **Black & Veatch**

NETWORKING REFRESHMENT BREAK 3–3:20 PM

CONCURRENT SESSION F1 3:30–4:20 PM

Workers with Disabilities: Finding and Keeping Talent

Organizations need talent and people with disabilities need employment. However, statistics show that those with disabilities are significantly underrepresented in the workplace. Examine how developing a workplace that is inclusive of those with disabilities is good for business and for the entire organization.

Annie Livingston, Global Recruiting Leader, **Alcoa Inc.**

Mary Wright, Program Director, Workforce Readiness Initiative
The Conference Board

CONCURRENT SESSION F2 3:30–4:20 PM

Optimizing Human Capital with Strategic Workforce Planning

Human capital is an investment. Companies that are looking to maximize their investment rely on Strategic Workforce Planning (SWP) to tell them how to achieve the best workforce mix. SWP gives insights into what skills are needed in which locations and how various improvements in talent management would have the

Presentations

Available online in advance of the conference

greatest impact. This session features a senior researcher from The Conference Board who will present cases and examples of the benefits of strategic workforce planning.

Mary Young, Senior Researcher, **The Conference Board**
Nicholas Garbis, Strategic Workforce Planning Leader
GE Energy Global Strategy and Planning

CONCURRENT SESSION F3 3:30-4:20 PM

Leaders for the Future: Getting the CEO Transition Right

How should organizations manage the process of CEO succession and transition? Since every situation is different, there is no secret formula. However, a number of factors must be considered: the board's priorities, what kind of leader the company needs for the future and assessing the skills of the candidates among others. Additional considerations are: the emotional side, gaining trust with the CEO, guiding and managing the CEO during the transition. How can senior HR executives ensure a smooth transition for the current CEO and improve the odds of success for the new CEO?

Johnna Torson, Executive Vice President and Chief Human Resources Officer
Pitney Bowes

G 4:30-5:45 PM

Interactive Workshops: Thinking Out-of-The Box

Creative thinking takes practice. It requires spontaneity, listening skills and a willingness to embrace and build upon ideas instead of rejecting them. In this highly interactive session, attendees will break into groups and practice innovative thinking, group collaboration and leadership skills to maximize creativity.

Chicago City Limits Comedy and Improvisation Theater Group

COCKTAIL RECEPTION 5:45-6:30 PM

HOSTED BY **MERCER**

Wednesday, November 16, 2011

CONTINENTAL BREAKFAST 7:30-8:45 AM

H 7:45-8:45 AM

Breakfast Roundtable Discussions

During this session, you will have the opportunity to participate in a facilitated discussion and brainstorm over breakfast on the topic of your choice. Topics are selected based upon an attendee poll taken the first day of the conference.

I 8:45-9:30 AM

Keynote: The Workforce of Tomorrow

With more than 75 million baby boomers nearing retirement in the United States alone, businesses face a skills shortage as fewer young people gain the qualifications needed for the high-tech jobs of today and tomorrow. This keynote will address: what skills are needed for the future; science, technology, engineering

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and math (STEM) education in the U.S.; the importance of innovation and attracting, developing and retaining high-demand talent. Mr. Stephens will also discuss what can be done to strengthen the pipeline of students pursuing STEM degrees and how business and industry can help develop the future workforce.

Richard Stephens, Senior Vice President, Human Resources and Administration
The Boeing Company

J 9:30–10:30 AM

What Employees Want:

How Leading Organizations Engage and Retain Their Best People

Organizations that have increased their employee engagement can better retain top talent, improve productivity, have satisfied customers and improve financial performance. What is the secret to improving employee engagement? What are the key drivers? What role does corporate social responsibility play? How should you measure engagement? This session will feature a panel of thought leaders who will discuss the best ways to engage employees.

Moderator

Meg Gottemoeller, Ed.D., Executive Director of Member Engagement
Human Capital, **The Conference Board**

Panelists

Pamela Culppepper, Senior Vice President, Global Diversity and Inclusion Officer
PepsiCo

Bill Adams, Senior Faculty, **Center for Creative Leadership**

Patricia Milligan, President, Human Capital, **Mercer**

NETWORKING AND REFRESHMENT BREAK 10:30–10:45 AM

CONCURRENT SESSION K1 10:45–11:35 AM

Diversity & Inclusion: A Global View

Organizations that are committed to diversity & inclusion must continuously work to attract and retain diverse talent. What are the best ways to develop an inclusive leader and embrace D&I as a core leadership trait? What is the employee value proposition that helps to retain and engage diverse talent?

Rosalyn Taylor O'Neale, Vice President, Chief Diversity & Inclusion Officer
Campbell Soup Company

CONCURRENT SESSION K2 10:45–11:35 AM

Data and Decision-making:

Strategic Insights from Human Capital Analytics

Almost every function in a company uses analytics to better understand their business. HR executives use analytics to evaluate HR programs, measure the impact of HR strategies on financial performance and business outcomes and optimize human capital. In addition, analytics can be predictive and can help decision-making. Learn from a case study how to use human capital analytics to make strategic decisions.

Tana Cashion, Vice President, Human Resources, **Devon Energy Corporation**
Christie McKeown, Manager, Talent Acquisition, **Devon Energy Corporation**

CONCURRENT SESSION K3 10:45–11:35 AM

HR and the Board: Executive Compensation in 2012

This session will give attendees an opportunity to discuss the latest thinking and challenges in managing executive compensation. The session will cover:

- Compensation design, performance and goals
- Working with the compensation committee
- Executive compensation legal update
- The role of shareholders

Steve Hinden, Vice President, Executive Compensation, **American Express**

CONCURRENT SESSION L1 11:45 AM–12:35 PM

How Social Tools can Empower a Global Organization

Facebook, Twitter, Google+ – for some organizations they might as well spell distraction, risk, liability, and loss of productivity. Increasingly as organizations strive to do more work, more efficiently, and with fewer resources, social networking is playing an important role for idea generation, information discovery, collaborating with the external and internal ecosystem of partners and suppliers, and more. But for many organizations, realizing that social media is a powerful and important tool and actually empowering employees in social media, and developing strategies and practices to leverage their frontline staff in these efforts are two vastly different matters. This session will describe some of the ways that organizations can move from understanding to action, and provide examples and suggestions to help you harness your internal evangelists, foster a deeper and more engaged environment through the use of social and technology strategies and highlight how to integrate social learning into your overall training and development program.

Trish McFarlane, HR Business Partner, **St. Louis Children's Hospital**
Co-Founder, **HRevolution**

Steve Boese, Director, Talent Management Strategy, **Oracle**; Creator and Host at **HR Happy Hour**; Instructor, **Rochester Institute of Technology**

CONCURRENT SESSION L2 11:45 AM–12:35 PM

Managing Total Global Rewards for Tomorrow's Workforce

The biggest challenge for those responsible for HR benefits is managing costs and employee expectations. With health care costs continuing to climb, organizations must try to mitigate these expenses while also providing competitive total rewards programs that attract and retain employees. How are competitive companies doing both—managing costs while also keeping employees happy?

CONCURRENT SESSION L3 11:45 AM–12:35 PM

The Talent Challenge in a Connected, Competitive, Global Age

Many companies are facing the reality of global demographics. A critical shortage of high skill workers in the U.S. is projected and many industries are seeing this shortage now (i.e. Silicon Valley talent wars). What are some strategies organizations can use to close the gap? Can they efficiently up-skill their current workforce to meet some of the need?

Marc Effron, President, **The Talent Strategy Group**

Lynne Oldham, Head of Human Resources, North America, **BNP Paribas**

Conference KeyNotes

Registration includes this summary of conference highlights
and a post-conference interactive webcast

LUNCHEON 12:35–1:30 PM

M 1:30–2:30 PM

Future Growth: Competing in Emerging Markets

Many high-growth companies are expanding operations and developing business in Asia, Latin America, Africa and the Middle East. Doing business in these regions is not easy. There are talent shortages, cultural differences and many risks. What are the biggest HR challenges for organizations with operations in emerging markets? How are they managing the war for talent? How do they mitigate risks? Hear insights on managing a global HR organization.

Judith Edge, Corporate Vice President, Human Resources, **FedEx Corporation**
Glenn Gilkey, Senior Vice President of Human Resources, **Fluor Corporation**
Tanya Srepel, Global HR Strategies and Initiatives, **General Mills**

N 2:30–3:15 PM

The Organization of the Future and the Role of HR

The workplace of 2020 is not that far away. It will be an environment where almost half of the employees are Gen Y and Gen C or Generation 2020 (those born after 1997). No doubt, it is seamlessly global, very virtual, flatter, and more connected. This panel will discuss how companies are preparing for the next 5-10 years, what attributes the newer generations will bring, what new technology will allow us to do and how to start transforming your organization now.

Moderator

Christine Hess, Conference Program Director, **The Conference Board**

Panelists

Ryan Giles, HR Business Partner, **LinkedIn**
Jennifer McClure, President, **Unbridled Talent**

CONCLUSIONS AND CLOSING REMARKS 3:15–3:30 PM

Registration Information

Online www.conferenceboard.org/hrexecutive2

Email customer.service@conferenceboard.org

Phone 212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

The 2011 Senior HR Executive Conference

The Future of Work: Growth, Innovation and People

Conference (911012-2)

Dates: November 15–16, 2011

Location: New York Marriott Downtown

Associates \$2,195

Non-Associates \$2,495

Hotel Accommodations

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention

The Conference Board Senior HR Executive Conference.

New York Marriott Downtown
85 West Street at Albany Street
New York, New York 10006
Tel 212 385 4900

Hotel reservations cut-off date:
Monday, October 24, 2011

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration.

One discount per registration. Multiple discounts may not be combined.

Available for purchase

The Best of DVDs. Presentation highlights and excerpts from:

The 2010 Senior Human Resource Executive Conference (DVD7751-00)

The 2010 Succession Management Conference (DVD7766-00)

The 2011 Talent Management Conference (DVD7754-00)

The 2010 Human Capital Metrics Conference (DVD7761-00)

The 2010 Organization Design Conference (DVD7764-00)

The Best of Executive Coaching I (DVD870-10)

The Best of Executive Coaching II (DVD7762-00)

All DVDs are specially priced at \$79.99 each.

To order, visit www.conference-board.org/conferences/recording or call 212 339 0345.



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Promotion Code