



# Talent 2021 CONFERENCE

The Future of Work is Hybrid, Are you Ready?

VIRTUAL EVENT  
October 20, 2021

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# Talent 2021 Conference

The Future of Work is Hybrid,  
Are you Ready?

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**October 20<sup>th</sup>, 2021**

11:00 – 11:05 am ET

## Introductions and Welcome

**Audrey McGuckin**, Conference Program Director,  
**The Conference Board**

11:05 – 11:40 am ET

## The Hybrid Paradox: Optimizing the Moment with Inclusive and Agile Talent Strategies

The pandemic underscored the desperate need to adapt in real-time to new ways of working. Fundamental changes in how we work and engage are here to stay. Worker expectations have shifted, and we see strong emotional reactions to return to office announcements. Plus, the pandemic has had an outsized impact on women and diverse talent. All leaders, especially talent strategists, must adapt to a more ambiguous talent landscape with human-centered leadership. The ability to manage a distributed workforce is not only necessary but a differentiating capability. Those who embrace hybrid uncertainty with an inclusive, agile, and digital mindset, will be able to optimize the moment, win the talent wars, build thriving cultures, and accelerate performance.

This session will examine current data and emerging realities about the future of work. We will engage in a dialogue about:

- How work and workers are changing
- The paradoxical challenges we face in a shifting talent marketplace with “work anywhere” expectations, a growing gig economy, and increasing workforce inequities
- What it takes to promote future-facing culture
- Practical tips to deliver agile and inclusive ways of working with talent models suited to changing needs and lessons learned during the pandemic

**Cheryl Stokes**, Partner, Leadership, Diversity & Inclusion, Culture Shaping, **Heidrick & Struggles**

**Steve Krupp**, Partner, Future of Leadership & Work Thought Leader, **Heidrick & Struggles**

11:40 – 11:45 am ET **Break**

11:45 am – 12:15 pm ET

## Turn Trends into Action and Transform Your Talent Operations

Join experienced talent leader and former leading HR analyst Jason Cerrato, for a conversation on trends to watch for the near-term future including the rise of hybrid and remote work, important skills you need, and the Great Resignation. We'll share examples of how talent leaders are tackling these trends and best practices.

**Xabier Ormazabal**, VP of Product Marketing, **Eightfold**

12:15 – 12:20 pm ET **Break**

12:20 – 12:35 pm ET

## Transforming Talent & Performance at Fidelity Investments

Join us for an interactive session. Learn about the journey Fidelity Investments has been on to integrate its talent and performance management culture, processes, and technology. How does a complex company --overseeing \$11.1 trillion of Assets Under Administration and helping 4.1 million customers achieve their financial dreams-- integrate and align the efforts of its 50,000+ associates world-wide? This session will look at the strategic foundations for a multi-year change journey regarding Real-Time Goals, Quarterly Check-Ins, Everyone-to-Everyone Feedback, and 4Growth.”

**Grant Hobson**, Vice President Talent Management, **Fidelity Investments**

12:35 – 12:45 pm ET **Break**

12:45 – 1:20 pm ET

## Navigating the Hybrid Work Environment: M&T Bank Journey and Next Steps

As M&T Bank Corporation looks to navigate the Hybrid work environment, join us in this session to learn about some of the key areas they are focused on including:

1. Purpose and Mission – both are extremely helpful but not sufficient
2. Leadership Team Alignment - you need cohesion and trust on the go-forward strategy
3. Relentless Prioritization – there are many choices on offer for an organization, yet how do you make the right choices for your context and culture
4. Test and Learn - Approach everything with humility and curiosity i.e. you won't get it right the first time, so be open to learning and adjusting as you go

**Neil Walker-Neveas**, Chief Talent Officer, **M&T Bank**

1:20 – 1:30 pm ET **Break**

1:30 – 1:45 pm ET

## Reshaping Employee Experience & Organizational Culture

As a result of the COVID-19 pandemic, virtually every employee in America has experienced a dramatic change in their work-life at the same time that they have been confronted with economic uncertainty and isolation from family and friends. Through interviews with seven thriving organizations that reported gains in both productivity and employee engagement/work-life balance as well as analysis of new survey data, this research explores six lessons to help organizations respond to the tumultuous events of 2020-21 and recreate work in ways that maintain productivity while enhancing their employees' experience and contributing to a healthy organizational culture.

**Robin Erickson**, Ph.D., Principal Researcher,  
**The Conference Board**

1:45 - 2:10 pm ET

## Panel: Hybrid Work Environments

Hybrid work environments are undoubtedly shaping future business models and as organizations start to transition employees back to the offices, hybrid teams will be the norm. Having seeing productivity gains among employees during the pandemic, organizations are planning a hybrid model that combines remote work with time in the office

This session will be a panel discussion where our panelists will share the journey in their organizations, their learnings, and plans for the future. We will follow the panel discussion with an interactive member exchange.

**Mairead Magner**, Vice President and Organizational Development, **Trane Technologies**

**Megan Verret**, VP Global Talent, **Yum! Brands**

**Ellen Stewart**, Global Leader Organization Development & Transformation, **Cargill**

**Moderator:**

**Robin Erickson**, Ph.D., Principal Researcher,  
**The Conference Board**

2:10 – 2:15 pm ET **Break**

2:15 – 2:45 pm ET

## Creating Culture in a Hybrid Workforce and Building a Connected Workforce

The session will outline the journey Twitter has taken to a Hybrid Workforce and how they are connecting this to their culture and business strategy. We'll hear how this has been successful and where they have experienced some challenges.

**Glenn Williamson**, Director of Engineering – Coaching,  
**Twitter**

**Caroline (Bergin) Dunning**, Head of Learning + Development,  
**Twitter**

**Shampa Bhattacharyya**, Head of Engineering Learning,  
**Twitter**

2:45 – 2:50 pm ET **Break**

2:50 – 3:20 pm ET

## How American Airlines is Navigating the Talent Landscape through Unprecedented Times

Many months of lockdowns resulting from a historic pandemic have economically impacted the airline industry arguably more directly than virtually any other. In this session we will unpack the challenges faced by American Airlines that include:

1. Navigating the complex and rapidly changing external environment while working to retain top talent
2. Rebuilding their workforce with unprecedented challenges both externally and internally
3. Reducing costs yet doubling down on their investment in inclusion strategies

In this session, you'll gain insight into how American Airlines have weathered the storm and some of the outcomes they are seeing in the organization.

**Kevin Williams**, Head of Diversity, Equity and Inclusion,  
**American Airlines**

**Christina Flores**, Managing Director, Global Talent and Diversity, Equity and Inclusion, **American Airlines**

3:20 – 3:25 pm ET

## Closing Remarks

**Audrey McGuckin**, Conference Program Director,  
**The Conference Board**