



Workplace Culture 2018 CONFERENCE

Creating Great Cultures, Great Experiences
and Great Results

December 6–7 2018
TIAA Headquarters
Charlotte, NC

Host Sponsor



Associate Sponsor

Experience to Lead

Agenda

Day One

Thursday, December 6, 2018

9:00 – 9:15 am General Session A

Welcome and Opening Remarks for the Chair

This opening interactive session will invite you to explore your own approach to change and culture. We will also introduce some of the main themes of the event in a preview of the sessions to come.

John Brewer, Conference Program Director,
The Conference Board

9:15 – 10:00 am General Session B

Culture – The Most Powerful Differentiator for any Company – Evolving Company Culture in a Large, Complex, Tech Multinational

Culture is often discussed, yet rarely fully understood. A strong company culture has the power to help an organization thrive, yet a bad culture is likely to signify a company in danger of failure. Recognizing the impact culture has on innovation, strategy and execution, Cisco recently introduced a set of company principles to guide its future. More than slogans on a wall, these easy to understand principles aim to change the mindset of employees and align thinking and action to the business strategy while also creating a framework for individual, team and organizational improvement.

These six simple principles are framed to reflect the habits, behaviors, and rituals Cisco believes will help it drive sustainable growth. Culture is a reflection of the habits, behaviors and principles demonstrated by its employees every day, Cisco framed these principles as these six simple guidelines for employees:

- Give your best
- Give your ego a day off
- Give something of yourself
- Take accountability
- Take difference to heart
- Take a bold step

While still a work in progress, Cisco's experiences provide many important lessons for organizations undergoing cultural change and who share their vision of leveraging a great corporate culture to create a better future for the business, the communities they work in and the world.

Oliver Roll, SVP & Chief Culture Officer, **Cisco**

10:00 – 10:30 am: **Networking Break**

10:30 – 11:30 am Concurrent Sessions C

Concurrent Session C1: Transforming a 100 – Year-Old Business to Cultivate a Culture of Simplicity

TIAA has been the industry leader in Not-For-Profit retirement solutions for nearly 100 years, but like every industry TIAA's business model is being reshaped by powerful forces like intense competition, rapidly evolving customer expectations and technology advancements. Adaptive culture and employee engagement are key to winning this in this new environment, and TIAA is embarking on a multi-year change management initiative to empower its employees and transform much of its business. At the heart of this transformation is a culture movement designed to embrace simplicity in everything they do. Learn how TIAA is reinventing itself by becoming simple, fast and flawless.

Josh Greenwald, Chief Talent Management Officer,
Institutional Financial Services, **TIAA**

Concurrent Session C2: Getting it Right from the Start – Growing A Great Culture from the Ground to the 97th Floor

Unlike TIAA, 97th Floor is a relatively new company offering a contrasting culture focused in part on attracting and retaining millennials. With Wayne's leadership, 97th Floor has created a company culture that has been recognized as one of the best in the nation by Inc, Entrepreneur, and Fortune Magazines. He has been recognized as Maverick of the Year in 2016 at the American Business Awards and Utah Business Magazine listed him on their 20 in Their 20's for 2015.

In this session Wayne will share key features of their culture with particular emphasis on how to:

- Understand what millennials are actually looking for from their job.
- Reframe company perks.
- Rethink leadership so leaders can lead their company to improved culture.

Wayne Sleight, COO, **97th Floor**

11:30 – 12:30 Concurrent Sessions D

Concurrent Session D1: Building an Engaging Culture

Building an engaging culture is a complex process; it takes time, focused actions, commitment and, yes, a village. At The Conference Board's Engagement Institute™, we've spent the last four years with engagement executives from some of the world's best organizations deeply immersed in finding the answers to these questions: What are the roles that organizations and leaders play in building a work culture that drives engagement, higher productivity and innovation? What do highly engaging leaders do differently? How are organizations focusing on promoting an EVP to attract and retain talent? What can organizations do to enhance the employee experience and deliver on the employee value proposition (EVP)? How can these organizations prepare for and seize upon the "unscripted" moments that maximize engagement?

In this session, Rebecca Ray, the Executive Director of The Engagement Institute™ will share what we've learned.

Rebecca Ray, Ph.D., Executive Vice President, Human Capital, **The Conference Board**

Concurrent Session D2: Culture and Strategy as Drivers for Sustaining and Improving Customer Experience During A Merger and Beyond

Ahold Delhaize is a world-leading food retailer with 6,637 stores worldwide and 369,000 people, serving 50 million satisfied customers a week. Their simple strategic framework of "Leading Together" reflects both the fact of a recent merger of equals, the business focus areas, as well as a guiding principle of the culture. They thus exemplify the power of a culture that aligns with strategy.

In this session you will hear about how the organization has applied its guiding principles of **purpose**, a **sustainable business model**, its **promises** and its **values** globally while delivering distinct local customer experiences. And you will hear how they acted as a compass that enabled a successful merger

Kathy Randall, Director – Culture & Engagement, **Ahold Delhaize**

12:30 – 1:30 Lunch

1:30 – 2:15 pm General Session E

"Physician Heal Thyself": Hacking HR to Support the Culture

In many, if not most organizations, HR plays a key role in sustaining the workplace culture. But what of HR itself?

LinkedIn decided to take a non-traditional approach. They decided to use the model of a technical Hackathon to target a problem in human resources.

Conceived as the first ever HR Hackathon, they focused on the specific issue of low levels of employee engagement across the entire employee lifecycle, from recruitment to onboarding, development, and the alumni community.

Over a period of six weeks, word spread and over 1,000 college interns working in Silicon Valley applied to participate in the HR Hackathon. The goal was to find a diverse group of interns, with a mix of undergraduates and MBA candidates, females and males, American born and international, plus a variation of technical disciplines, with 9-10 being outside the HR function.

In this session Perry Monaco will discuss this approach, the outcome and further initiatives at LinkedIn aimed at delivering results through HR initiatives.

Perry Monaco, Customer Success Leader, **LinkedIn**

2:15 – 3:00 pm General Session F

Not Out of Sight, Out of Mind – Creating a Vibrant Culture with a Remote Workforce

One of the biggest challenges leaders face in today's workplace is how to create and nurture a great culture when most or even all employees work remotely.

Few leaders can address this issue as credibly as Rob Glazer who is #2 on Glassdoor's Highest Rated CEO list. In this

session he will share his secrets to creating a winning culture with a remote workforce.

Robert Glazer, CEO, **Acceleration Partners**

3:00 – 3:15 p.m. Networking Break

3:15 – 4:00 pm General Session G

Special Presentation: Bracing for Impact - How Culture Impacts Preparedness

While there is much discussion of culture and the continuity of an organization, and with digital transformation also much exploration of culture change and disruption. But what about culture and leadership in times of crisis?

At this closing session Using the Brace for Impact Framework, you'll discover how disruption has affected your culture and the effect of culture on how your people respond to disruption. As a result, you will be better prepared to identify how your culture can better enable your people to be prepared for, manage through, and lead out of adversity.

For the second part of this session we will bring you to a reception at Carolina's Aviation Museum. There, you will have the opportunity to have a dialogue with survivor and Leadership Facilitator, Dick Richardson, along with other guest speakers under the wings of "Miracle on the Hudson's" Flight 1549 Aircraft, you won't be left speechless. In fact, it will create a rich dialogue around the culture of your organization and how it is either stunting your people or enabling them to thrive in the face of disruption, chaos and change.

Dick Richardson, Senior Leadership Facilitator & Client Experience Designer, **Experience to Lead**

4:00-4:15 pm **Small Group Discussions**

The balance of the today's afternoon session will take place at The Aviation Museum

4:45 - 5:00 pm **Load Buses to Carolina's Aviation Museum**

5:00 – 5:45 pm

Guest Speakers and Tour of the Plane

5:45 – 7:00 pm

Reception with hors d'oeuvres Under the Wings

7:00 pm Board Bus to Return to Hilton Charlotte University Place.

Day Two – TIAA Headquarters

Friday, December 7, 2018

7:30 – 8:30 am

Special Optional Breakfast Session: Interactive Exploration of Culture and Strategy using LEGO® SERIOUS PLAY®

Tired of hearing that “culture eats strategy”, despite how true that might be? Well this session using LSP will allow you to have fun while you begin to explore how your organization’s strategy meshes with your culture. Are they aligned, and if so how?

Building models using LSP opens up new ways of thinking – it’s a great tool for unearthing unexpected connections and really digging deep into an issue. If a picture is worth a thousand words, what’s a 3D model worth?

John Brewer, Conference Program Director,
The Conference Board

8:45– 9:45 am General Session H

Special Keynote Panel & Discussion: How Culture Impacts the Whole Organization

Opening with a custom video presentation by Roger Ferguson, President and CEO, TIAA this conversation will focus on how culture impacts everyone in the organization and their role in making it a success.

While HR often takes the lead on culture and leadership from the very top is critical, no one function or line of business “owns” culture in the organization. Culture is everyone’s business.

Featuring a panel discussion with senior leaders from recently integrated businesses, this discussion will focus on connecting multiple business cultures in one organization, learnings through the integration and how everyone in the organization plays a role in organizational culture.

Moderator:

Josh Greenwald, Chief Talent Management Officer,
Institutional Financial Services, **TIAA**

Panellists:

Caroline Mandeville, EVP, Chief HR Officer, **Nuveen**

Melissa Cee, SVP, Chief HR Officer, Retail & Institutional
Financial Services, **TIAA**

Margo Cook, President, **Nuveen Advisory Services**

Blake Wilson, CEO, Retail Financial Services, Chairman and
CEO, **TIAA Bank**

9:45 – 10:30 am General Session I

Cultures as Communities – Building Common Ground Inside and Outside the Organization

When asked to define culture the most common answer is some variation of either “our values and beliefs” or “it’s how we do things around here”. While both these definitions capture part of the essence of culture, they leave out the critical dimension of relationships.

Cultures only exist as the product of communities and communities are collections of relationships. This session will explore this assertion through the experience of one organization

Ben Maus, Transformation Manager, Head of Intern Program,
Sealand

10:30-10:45 am: Refreshment Break

10:45 – 11:30 am General Session J

How to Create & Sustain Organization-Wide Momentum in Culture-Shaping Efforts Through Innovative Change Agents.

Joe is the Manager of Culture & Engagement for Memphis-based FedEx Services. He is responsible for leading culture shaping for over 15,000 team members, based on FedEx’s People-Service-Profit culture. His multi-functional team creates healthier, higher performance organizations through practical tools & proven culture-shaping strategies.

In this opening session he will share a novel approach to sustaining and changing one of the most admired workplace cultures in North America.

Joseph P. Anthamatten, Manager, Culture & Engagement,
FedEx Services

11:30 am– 12:15 pm General Session K

Building Diverse and Inclusive Cultures

Few things influence D&I as much as culture. While formal initiatives to encourage and support inclusion are critical to success an unfriendly culture will frustrate even the best efforts to create genuine inclusion. And will all the evidence pointing to the fact that inclusive organizations perform better this is emphatically a critical business issue.

In this session we will discuss:

- What are the key components of an inclusive culture
- How do you change cultures to become more inclusive?
- How to address unconscious bias
- What does it mean to be an inclusive leader?

Jane Kuhn, Ph.D., Senior Director - Culture
Transformation, Diversity & Inclusion, **United Healthcare**

12:15 – 12:30 pm

Closing Remarks and Conference Ends

John Brewer, Conference Program Director,
The Conference Board

REGISTRATION INFORMATION

Online www.conferenceboard.org/culture

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Pricing: REGISTER EARLY AND SAVE	
Members	\$1,795
Non–Members	\$1,995

Fees do not include hotel accommodations.

To book a room, visit: [Hilton Charlotte University Place Reservations](#)

Rates are valid until Wednesday, November 14.

Location

TIAA Headquarters
8500 Andrew Carnegie Boulevard
Charlotte, NC, 28262

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.