



The 2013

Performance Management Seminars

Aligning Processes and Systems to Maximize Results



April 22-23, 2013
Westin New York at Times Square

Monday, April 22, 2013
Designing Performance Management to Yield Desired Outcomes

Tuesday, April 23, 2013
Innovating Performance Management to Deliver Evolving Business Results

Monday, April 22, 2013 – Day One

Designing Performance Management to Yield Desired Outcomes

CONTINENTAL BREAKFAST AND REGISTRATION 8–9 AM

WELCOME AND INTRODUCTIONS 8:45–9 AM

Joanne M. Loce, Program Director, **The Conference Board**

GENERAL SESSION A 9–10 AM

Transforming Performance Management

After recent surveys demonstrated serious flaws in its current approach to performance management, Medtronic, the world's largest medical device organization, decided to move away from traditional annual performance management and rating systems. The results of this transformation have been groundbreaking for the organization. Hear about the successes and challenges that have come with this transformation.

- Generating a renewed focus on setting clear goals and metrics
- Providing early feedback
- Simplifying the reviews into a simple one to two page process

Jim M. McDermid, Vice President, Human Resources, Cardiac & Vascular Group
Medtronic, Inc.

GENERAL SESSION B 10–11 AM

Aligning Performance Management to Organizational Culture

Fundamental to an organization's success is trust amongst employees and with leadership. In addition, individuals want to understand how they will be held accountable to living out the cultural behaviors. How an organization evaluates its employees on competencies and values can reinforce the elements that make the company great. Hear how this organization:

- Provides training, reinforcement, and tools to enable managers to rate values
- Calibrates all employees on values in the annual cycle
- Links rewards to values and integrates performance management data into talent decisions

Steve Griffith, Director of Talent Management and Strategy, **NextEra Energy, Inc.**

NETWORKING REFRESHMENT BREAK 11–11:30 AM

GENERAL SESSION C 11:30 AM–12:30 PM

Unleashing Performance Management

An important part of talent development is assessing individual performance. Many organizations are finding that the performance management process is difficult and does not yield the desired results for the individual or the organization. Hear how Deloitte is:

- Structuring the performance management process to maximize effectiveness
- Aligning components to increase decision making accuracy
- Creating and executing innovative ways to deliver performance management that develops individual talents and leads to superior results for the organization

Erika Bogar King, Talent Director, Performance Management, **Deloitte**

Call Customer Service at 212 339 0345

Transparency Unlocks Performance

Many organizations claim to be a meritocracy but fail to provide the clear link between individual and company performance. Hear how this organization has used transparency to design and implement a performance management system that drives business results. Learn how this principle has been used to:

- Define a performance philosophy with senior leaders and the board of directors
- Earn broad shareholder support for the company's executive pay program
- Encourage managers to calibrate employee performance and deliver targeted performance feedback
- Incent behaviors in employees that drive company performance

Kurt G. Elia, Executive Vice President, Global Human Resources Officer
Endurance Specialty Holdings Ltd.

Performance Management in the Future Workplace

In The Conference Board recent CEO Challenge report and other related research, performance management surfaces as one of the most critical internal challenges in organizations. In this session, hear our research findings on how organizations will need to evolve how they manage performance to meet future challenges. We will discuss:

- Current state of performance management
- Role of performance management in driving organizational outcomes
- Future trends in managing performance in evolving workplace

Joseph McCann, Ph.D., Principal Researcher, Human Capital Practice
The Conference Board

Keeping Performance Management Simple

Performance management systems can provide feedback on how individuals contribute to business results. However, many organizations create complex, time-consuming processes that confuse employees and fail to deliver the desired outcomes. In this session, hear how organizations can:

- Use science to design performance management
- Reduce the amount of bureaucracy associated with executing performance management
- Focus on what matters most to get your desired outcome

Marc Effron, Co-author, *One Page Talent Management* and Founder
New Talent Management Network

Marketing sponsor



**New Talent
Management
Network**

Tuesday, April 23, 2013 – Day Two

Innovating Performance Management to Deliver Evolving Business Results

CONTINENTAL BREAKFAST AND REGISTRATION 8–8:45 AM

WELCOME AND INTRODUCTIONS 8:45–9 AM

Joanne Loce, Program Director, **The Conference Board**

GENERAL SESSION A 9–10 AM

Raising Leadership Expectations During Change

In the fast-moving business environment, leaders need to opportunistically leverage events to drive results and reinforce behavioral expectations. Hear how Monsanto is implementing critical improvements in its process and increasing leadership accountability by:

- Integrating competencies into the annual performance evaluation process
- Expanding the definition of leadership to drive accountability in a matrixed environment
- Leveraging automation to drive process effectiveness

Denise Champagne, Vice President, Leadership & Organization Effectiveness (LOE)
Monsanto

GENERAL SESSION B 10–11 AM

Using Performance Management Data across the Talent Management Process



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In this session, you will hear how this organization has been able to integrate data through the use of assessments to make critical talent decisions, foster growth and development in leaders, and make better decisions across the talent life cycle. The presentation includes:

- Linking organizational culture to talent acquisition through an assessment process
- Using seven assessments to describe leadership competency
- The need to look at ROI in the assessment process and its impact on human capital management

Bob Weigand, Director of Organizational Development

St. Luke's University Health Network

Tanya Markovich, Director of Workplace Initiatives

St. Luke's University Health Network

Sherrie Haynie, OD Consultant, **CPP, Inc.**

NETWORKING REFRESHMENT BREAK 11–11:30 AM

Conference KeyNotes

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

GENERAL SESSION C 11:30 AM–12:30 PM

Leveraging Performance Management During a Merger

A merger presents a unique challenge to redefine performance and drive a culture that fosters new behaviors and expectations. Along with many other changes, employees and managers need to learn how to evaluate and reward employees in the new system. Hear how United Airlines is managing the change by:

- Using performance management to drive a unified culture in a post-merger organization
- Focusing on collaborative calibration of employee performance
- Integrating performance management with its talent management processes

Cindy Seffair, Director, Performance Management, **United Airlines**

Dana Kurek, Program Manager, Performance Management & Competency Planning
United Airlines

NETWORKING LUNCHEON 12:30–1:30 PM

GENERAL SESSION D 1:30–2:30 PM

Evolution of Multi-Rater Feedback

Multi-rater feedback provides a manager with a more complete picture of an individual's performance. However, organizations must deal with cultural norms and individual capability when implementing a successful multi-rater process. Hear how this organization has implemented and evolved its multi-rater process to maximize performance results. In this session, we will discuss how to:

- Integrate the feedback into the overall assessment of performance
- Ensure that individuals and managers are trained and able to provide valuable feedback
- Realize the benefits of multi-rater feedback on an ongoing basis

Dr. Allan H. Church, Vice President, Organization Development Global Groups and Executive Assessment and Development, **PepsiCo, Inc.**

GENERAL SESSION E 2:30–3:30 PM

Strengthening Performance Discussions through Calibration Sessions

Cross calibrations within teams can help managers define a universal language of excellence and maintain a consistent high bar for talent within the organization. In this session, we will discuss how Capital One successfully:

- Articulates and applies common standards of performance
- Calibrates and differentiates associate performance relative to peers
- Generates additional feedback on associate performance and provides input for individual development conversations
- Discusses information related to potential “develop”, “reassign” or “separate” decisions

Laura Baron Bellome, Senior Director, Human Resources, Senior Vice President
Commercial Banking, **Capital One**

Presentations

Available online in advance of the conference

Driving Performance Alignment in a Global Organization

Global organizations face the additional challenge of aligning performance evaluations and feedback across cultures. Determined to take a holistic approach to create a high performing organization, Grainger engaged its team members and created a cross-functional team to design a consistent performance management process and system that:

- Integrates the best practices from external benchmarking and global internal processes
- Cascades clear goals that connect performance to rewards
- Trains managers to spend most of the time providing quality feedback to team members vs filling out forms
- Drives consistency and simplicity

Prutha Davis, Senior Manager, Global Talent Management and Assessment
W.W. Grainger, Inc.

Audrey Williams-Lee, Vice President, Global Leadership Talent and Organization Effectiveness, **W.W. Grainger, Inc.**

Organizations implement performance management processes and systems to assess individuals' contributions, identify gaps in capability, and maximize organizational performance. The most effective organizations operate with a performance management philosophy, align individual and organizational goals, measure what matters most, and deliver meaningful messages to individuals to continually improve and contribute to bottom line results. In this seminar, we will explore:

- Best practices in developing and sustaining a performance management philosophy
- Ways to simplify and increase the effectiveness of existing performance management processes
- Techniques to relate individual actions to organizational performance and to deliver messages to motivate and develop higher performance
- Practices that maximize the use of information and data gathered through the performance management process

Who should attend

These seminars are a must attend for Human Resources leaders, Talent Management professionals, senior business leaders, owners of performance management systems and processes, and those interested in maximizing your organization's performance.



Registration Information

Online www.conferenceboard.org/performanceseminars

Email customer.service@conferenceboard.org

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

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Registration for both days (B10013-1)

Associates \$1,799 Non-Associates \$1,999

Hotel Accommodations

Fees do not include hotel accommodations. For a listing of local hotels, please contact customer service at 212 339 0345.

Location

Westin New York at Times Square
270 West 43rd Street
New York, NY 10036
Tel 212 201 2700

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.



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Promotion Code