



CHIEF HUMAN RESOURCES OFFICER ACADEMY

Presented by

The National Academy of Human Resources

ACADEMY XIX

2021 AGENDA



1:00 p.m. - 1:55 p.m. Eastern

Session 1: Welcome

- NAHR and NAHR Foundation Overview
- Introduction of Participants and Faculty
- Opening Remarks

Ms. Jill B. Smart*

NAHR & NAHR Foundation President
NAHR Fellow
Formerly CHRO
Accenture



2:00 p.m. - 2:55 p.m. Eastern

Session 2: CEO Speaker: The CEO and CHRO Partnership

Having a true business partnership with the CEO is critical for a CHRO to be successful. A relationship built on mutual respect, trust, confidentiality, and open and candid conversations, even if they are difficult, needs to be established quickly. In this session we will hear from a CEO and her CHRO who have successfully built this type of relationship. We will also hear overall perspectives on HR from the CEO.

Ms. Diane J. Gherson*

NAHR Director
NAHR Fellow
Senior Lecturer
Harvard Business School
Formerly CHRO
IBM



Ms. Ginni Rometty

Former Chairman, President and CEO, IBM
Chairman, One Ten
One Ten
Board Member
JP Morgan



3:00 p.m. – 3:15 p.m. Eastern

Break

3:15 p.m. – 4:10 p.m. Eastern

Session 3: Role of the CHRO

CHROs belong in the C-suite not only for their role in managing companies' critical assets - its talent - but also because they make the C-suite team more effective. They help focus the team as a cohesive unit and by doing so, support the organization's mission. As a result, CHROs play many roles, and prioritizing those roles is critical.

Mr. Daniel Marsili*

NAHR Director
NAHR Fellow
Formerly CHRO
Colgate-Palmolive



Mr. Joseph Ruocco

NAHR Foundation Chair
NAHR Fellow
Managing Director
Coastal Capital partners, LLC
Formerly SVP, Human Resources
The Goodyear Tire & Rubber Company



Professor Pat Wright

NAHR Director
NAHR Fellow
Thomas C. Vandiver Bicentennial Chair
Department of Management
Darla Moore School of Business
University of South Carolina



4:15 p.m. – 5:10 p.m. Eastern

Session 4: Translating the Business Strategy to a Human Capital and HR Strategy

A business strategy that aims to win in the marketplace can only be executed through an organization and its talent. Business plans and strategies are always dependent on human capital matters. If there was any doubt, as of late Investors and Boards are highlighting the centrality of human capital management (HCM) for business success and in generating sustained shareholder value. In this interactive session we will examine the essential components of a business strategy, a framework that links the human capital imperatives dictated by the business strategy, and the practical experiences of both facilitators and participants in making both work.

Mr. William S. Allen

NAHR Secretary-Treasurer
NAHR Fellow
President
Allen Advisors, LLC
Formerly CHRO
Macy's Inc.



Mr. Dick Antoine*

NAHR Immediate Past President
NAHR Director, NAHR Fellow
President, AO Consulting, LLC
Formerly Global CHRO
The Procter & Gamble Company



Ms. Eva Sage-Gavin

NAHR Fellow
Senior Managing Director
Global Talent and Organizational Lead
Accenture
Formerly Global HR and
Corporate Affairs
Gap, Inc.



5:15 p.m. – 6:25 p.m. Eastern

Session 5: Executive Compensation and Governance

One of the key roles of the CHRO is working with the Board and the Compensation Committee on executive compensation for the CEO and senior leadership team. A panel of experienced CHROs and compensation experts will offer their perspectives on working with the Compensation Committee on a broad spectrum of topics, the potential tension of serving the Committee and managing the expectations of senior management, and how to work with an activist investor.

Professor David Lewin

NAHR Foundation Trustee
NAHR Fellow
Neil H. Jacoby Professor Emeritus
of Management
UCLA Anderson School of Management

Mr. Tim Richmond

NAHR Fellow
CHRO
AbbVie

Mr. Charles Tharp*

NAHR Distinguished Fellow
Professor of the Practice
Management and Organization Dept.
Boston University
Questrom School of Business
Senior Advisor, Research and Practice
HR Policy Association



6:30 p.m. – 7:30 p.m. Eastern

Reception Breakout Rooms for all Participants and Faculty

Session Concludes for the Day

7:00 a.m. – 8:00 a.m. Eastern

Optional Breakfast Breakout Rooms for all Participants and Faculty

8:00 a.m. – 8:55 a.m. Eastern

Session 6: Engaging with the Board on Succession Planning and Talent

Amongst the biggest concerns for HR management is succession planning and the management of the talent resources. Ensuring that succession planning addresses challenges with diversity is also critical. This session will discuss approaches for planning well in advance for key successions, particularly for the CEO, and share examples of both successful and not so successful transitions.

Mr. Kevin Cox

NAHR Fellow
CHRO
General Electric
Formerly CHRO
American Express Company



Mr. Rich Floersch*

NAHR Fellow
Senior Strategic Advisor
HR Policy Association
Formerly EVP & CHRO
McDonald's



Ms. Susan Suver

NAHR Director
NAHR Fellow
Formerly SVP & CHRO
Aptiv, PLC



9:00 a.m. – 9:55 a.m. Eastern

Session 7: Preparing for Unforeseen, Hyper-Disruptive Events

The past two years have made it clear that we need to expect the unexpected, including pandemics, cyber security breaches, natural disasters, and political and civil unrest. This session will discuss the lessons learned during these challenging and unprecedented times and what we can do to improve our preparedness for such events and events that we cannot yet even imagine.

Ms. Lisa Buckingham*

NAHR Fellow
Formerly EVP
Chief People, Place & Brand Officer
Lincoln Financial Group



Ms. Mary George Opperman

NAHR Foundation Trustee
NAHR Fellow
CHRO
Cornell University



Mr. Joseph Ruocco

NAHR Foundation Chair
NAHR Fellow
Managing Director
Coastal Capital Partners
Senior VP, Human Resources
The Goodyear Tire & Rubber Co.



10:00 a.m. – 10:15 a.m. Eastern - **Break**

Session 8: The Modern HR Mindset: Creating a Culture That Leaves Your People and Organization Net Better Off

Our afternoon session will be an interactive discussion that explores the responsibility of organization leaders to leave one of their most important stakeholders - their people - better off as a result of working for them. Based on cutting edge research by Accenture and Marriott, we will explore the sweet spot that organizations can invest in to power a culture that unlocks both human potential and organizational growth, along with the role of Modern HR to make that vision a reality. The research is based on a comprehensive survey of 3,200 C-Suite executives, half of which were HR decision makers and over 15,600 workers spanning 15 industries and 10 countries. The session will incorporate design thinking and group discussions to give attendees key takeaways for their CEOs, Boards and HR teams.

Mr. Anthony Nyberg

NAHR Honored Organization
Representative
Riegel & Emory Human Resources
Research Center
Professor, Darla Moore School of Business
University of South Carolina



Mr. Tim Richmond

NAHR Fellow
CHRO
AbbVie



Ms. Eva Sage-Gavin*

NAHR Fellow
Senior Managing Director
Global Talent and Organizational Lead
Accenture
Formerly EVP, Global HR and
Corporate Affairs
Gap, Inc.



Session 9: New Expectations for Corporations, the Greater Focus on Environmental, Social and Corporate Governance (ESG) and the Opportunity for HR

A seismic shift is underway as Washington gridlock and the lack of trust in government causes the public to increasingly expect corporations to take the lead in solving social problems rather than seek legislative or regulatory relief. During this session, we will look at some of the trends behind this shift, the changing expectations that corporate leaders should take a public position on social issues, and the growing focus by investors on environmental, social and governance (“ESG”) issues. Many of these issues implicate HR policies, including diversity, gender and racial pay equity, the impact of technology on employment, employee reskilling and retirement readiness. We will also address the external and internal implications for companies and the opportunity for the HR function to influence how companies respond to these challenges.

Ms. Libby Sartain*

NAHR Fellow
President
Libby Sartain, LLC
Formerly EVP & CHRO
Yahoo! Inc.
Formerly CHRO, Southwest Airlines



Ms. Laurie Siegel

NAHR Fellow
Formerly SVP
HR & Internal Communications
Tyco International



Mr. Dan Yager

NAHR Foundation Trustee
NAHR Fellow
Senior Advisor, Workplace Policy
& CEO Emeritus
HR Policy Association



12:30 p.m. – 1:30 p.m. Eastern

Lunch Breakout Rooms for all Participants and Faculty

1:30 p.m. – 2:25 p.m. Eastern

Session 10: Diversity, Inclusion and Equity in the Workplace

Ensuring an organization embraces and benefits from having a diverse workforce and an equitable and inclusive culture continues to be a challenge for business leaders and HR leaders in particular. This session will include a discussion rooted in culture and the role of the CEO in creating a culture of diversity and inclusion and how it is HR's responsibility to enable the CEO to lead as a leader of a diverse and inclusive culture versus HR continuously implementing new programs that do not have the intended outcomes on a sustainable basis.

Ms. Lisa Buckingham

NAHR Fellow
Formerly EVP
Chief People, Place & Brand Officer
Lincoln Financial Group



Professor David Lewin

NAHR Foundation Trustee
NAHR Fellow
Neil H. Jacoby Professor Emeritus
of Management
UCLA Anderson School of Management



Ms. Elease Wright*

NAHR Secretary-Treasurer
NAHR Fellow
Formerly SVP
Aetna, Inc.



2:30 p.m. – 3:25 p.m. Eastern

Session 11: Reimagining HR for the Digital Age

HR 3.0 is starting to emerge. HR was reinvented in the internet age with shared services, global process outsourcing and the HR business partner. With the advent of the cloud, AI, mobile, social media, blockchain, robotic process automation and heightened cyber security threats, HR is evolving into a new operating model. This session will focus on how these technologies enhance HR's ability to impact the employee experience, how HR delivers to the organization, and HR's capacity and ability to further increase the value it brings to the organization.

Ms. Tracy Keogh*

NAHR Director
NAHR Fellow
Chief People Officer
Great Hill Partners
Formerly CHRO
HP, Inc.



Ms. Pamela Kimmet

NAHR Foundation Trustee
NAHR Fellow
CHRO
Manulife
Formerly CHRO
Cardinal Health, Inc
Formerly SVP & CHRO
Coca-Cola Company



Ms. Christy Pambianchi

NAHR Foundation Secretary-Treasurer
NAHR Fellow
EVP & CHRO
Intel
Formerly EVP & CHRO
Verizon Communications, Inc.
Formerly EVP, People & Digital
Corning, Inc.



3:30 p.m. – 4:00 p.m. Eastern - **Wrap-up**

Session Concludes