



# CHIEF HUMAN RESOURCES OFFICER ACADEMY

**Presented by**

**The National Academy of Human Resources**

**ACADEMY XVIII**

**2021 AGENDA**



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8:00 a.m. – 8:55 a.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



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9:00 – 9:55 a.m. Eastern

## Session 2: 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. Kevin Cox\****

NAHR Fellow  
CHRO  
General Electric  
Formerly CHRO  
American Express Company



### ***Ms. Mirian Graddick-Weir***

NAHR Director  
NAHR Distinguished Fellow  
Formerly CHRO  
Merck & Co.



### ***Ms. Tracy Keogh***

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



10:00 - 10:15 a.m. Eastern

## Break

10:15 - 11:10 a.m. Eastern

### Session 3: 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. Mara Swan

NAHR Director  
NAHR Fellow  
Formerly EVP  
Global Talent and Strategy  
Manpower Group



11:15 a.m. – 12:25 p.m. Eastern

### Session 4: 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 addressing investor and activist expectations of incorporating ESG/DEI metrics into executive incentives.

#### Mr. Tim Bartl\*

NAHR Director  
NAHR Fellow  
President & CEO  
HR Policy Association



#### Mr. Charles Tharp

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



#### Ms. Carole Watkins

NAHR Director  
NAHR Fellow  
Formerly CHRO  
Cardinal Health, Inc.



12:30 p.m. – 1:25 p.m. Eastern

## Lunch Breakout Rooms for all Participants and Faculty

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1:30 p.m. – 2:25 p.m. Eastern

### Session 5: 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.

#### Mr. Skip Spriggs

NAHR Fellow  
Formerly President and CEO  
Atlanta Life Insurance  
Formerly President and CEO  
The Executive Leadership Council



#### Ms. Mara Swan\*

NAHR Director  
NAHR Fellow  
Formerly EVP  
Global Talent and Strategy  
Manpower Group



#### Sharon Taylor

NAHR Foundation Trustee  
NAHR Fellow  
Formerly SVP, Human Resources  
Prudential Financial, Inc.



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2:30 p.m. - 3:25 p.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.

#### Ms. Marcia Avedon

NAHR Director  
NAHR Fellow  
EVP, Chief Human Resources  
Marketing & Communications Officer  
Trane Technologies



#### Ms. Katy Barclay

NAHR Immediate Past Chair  
NAHR Fellow  
Formerly SVP, Human Resources  
General Motors & The Kroger Company



#### Mr. Rich Floersch\*

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



3:30 p.m. - 3:45 p.m. Eastern

## Break

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3:45 p.m. – 4:40 p.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. Pamela Kimmet**

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



#### **Ms. Mary George Opperman**

NAHR Foundation Trustee  
NAHR Fellow  
VP and CHRO  
Cornell University



4:45 p.m. – 5:40 p.m. Eastern

## 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



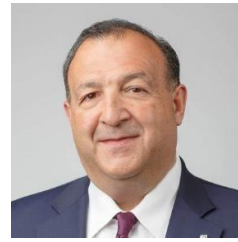
### Ms. Eva Sage-Gavin\*

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



### Mr. Michael D'Ambrose

NAHR Fellow  
EVP, Human Resources  
The Boeing Company  
Formerly SVP & CHRO  
Archer Daniels Midland



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5:45 p.m. - 7:00 p.m. - Eastern

## Reception Breakout Rooms for all Participants and Faculty

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Session Concludes for the Day

7:00 a.m. - 8:00 a.m. Eastern

## Optional Breakfast Breakout Rooms for all Participants and Faculty

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8:00 a.m. - 8:55 a.m. Eastern

### 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.

#### **Mr. Michael D’Ambrose\***

NAHR Fellow  
EVP, Human Resources  
The Boeing Company  
Formerly EVP & CHRO  
Archer Daniels Midland



#### **Ms. Libby Sartain**

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



#### **Mr. Dan Yager**

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



9:00 a.m. - 9:55 a.m. Eastern

## Session 10: 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 his CHRO who have successfully built this type of relationship. We will also hear overall perspectives on HR from the CEO.

### **Mr. Lucien Alziari\***

NAHR Director  
NAHR Fellow  
EVP & CHRO  
Prudential Financial, Inc.  
Formerly SVP & CHRO  
A.P. Moller-Maersk



### **Mr. Charles Lowrey**

Chairman and Chief Executive Officer  
Prudential Financial, Inc.



10:00 a.m. - 10:55 a.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 Partner  
Formerly CHRO  
HP, Inc.



### **Ms. Christy Pambianchi**

NAHR Foundation Vice Chair  
NAHR Fellow  
EVP & Chief People Officer  
Intel Corporation  
Formerly EVP & CHRO  
Verizon Communications, Inc.  
Formerly EVP, People & Digital  
Corning, Inc.



### **Professor Dave Ulrich**

NAHR Foundation Trustee  
NAHR Distinguished Fellow  
Co-Founder  
The RBL Group  
Rensis Likert Professor  
Ross School of Business  
University of Michigan



11:00 a.m. – 11:15 a.m. Eastern - **Wrap-up**

Session Concludes