

## C-TEN Meeting Summaries (Nov 1, 2017 – Feb 22, 2018)

### 1. Webinar “Workforce of the Future (supply/demand)” presented by Dr. Peter Cappelli, Wharton Center for HR.

\*\* presentation was “Human Resources is Going Agile” \*\*

Agile - a process for organizing projects. A faster, simpler, cheaper approach that leads to better outcomes. The essence of agile = “putting people and their interactions above processes and planning”

### 2. Webinar “Interacting with and Managing a C-Suite Team” presented by Roger Gaston, Gates Corporation.

CHRO’s role - partnering CEO, peers, board, internal

Peers - CEO vs peers, inside/outside work, trust, disciplinary action, accountability

Board of Directors – sell the company? CEO compensation, confidential feedback for CEO and peers, keeping personal impact out of debate, CEO succession.

CHRO distribution of time – strategy 15%, operational execution 20%, managing relationships 45%

Crisis management – Part of strategic team

- Communication – Speed, Accuracy, Transparency, Coverage
- Ensuring alignment amongst all constituents - Preparedness/Practice - Sexual Harassment, Unexpected Death, Discrimination, Kidnapping, Natural Disasters, Major Industrial Accident, International Scandal

Successful CEO – proactive, empathetic, decisive, collaborative, learn from each situation

### 3. Webinar “Culture: Being a Great Place to Work” presented by Dr. Bob Nelson.

Recognition Drives Performance - Managers report that recognition helps them: Achieve their job goals (60%), Better achieve their personal goals (69%), Enhance productivity (78%), More easily get work done (80%), Provide practical feedback (84%), Increase employee performance (84%), Better motivate employees (90%)

Recognition was the #1 driver of employee engagement, accounting for 56% of the variance in employee engagement scores

Improving employee engagement - A strategic, integrated Employee Recognition & Rewards program. Culture of Recognition: 7 Elements of Success - Management Accountability Recognition and Rewards, Communications, Leadership Sponsorship, Measurement and Tracking, Management Training, Process Improvement