

2021

Assessing & Developing High Potentials

Summit

October
18th-20th
2021



Developing Leaders and Planning Succession for a New Normal

2021

Assessing & Developing High Potentials



Getting high potential talent management and succession right was already a challenge pre-pandemic. Today, with talent scarcer than ever, it is an even higher priority for most organizations. HR should not underestimate the complexity involved and the important linkages with other programs. Succession planning is a key part of any business continuity strategy, and the pandemic helped us realize how critical it is.

Identifying and developing talent is smart business for businesses of all sizes. From Fortune 1000's to small, family-owned operations, preparing now for the inevitability of turnover in key leadership positions means avoiding instability and disruption in the future. The COVID crisis has imparted an urgency to this issue as many companies have begun contemplating the consequences of their senior leadership being unable to perform daily responsibilities. However, during times of uncertainty and crisis, organizations tend to halt all business functions they consider to be non-essential (because of lack of funding, lack of time, etc.), and succession planning and development often fall into this category.

As the world begins to emerge into a post-pandemic economy, this new chapter in our history affords organizations the ability to reflect on their current succession and development processes. Identifying key roles across a corporation, and what skills, knowledge, experience, and traits individuals must possess in order to succeed in those roles is more important than ever.

Organizations have been shifting their leadership competency models to align with transformational and servant leadership qualities for some time. However, the pandemic uniquely highlighted the leadership qualities required to lead and maintain stability during times of uncertainty and crisis. Empathy, resilience, agility and the ability to manage distributed and diverse teams have emerged as important competencies to measure and develop, especially for high potential and senior leaders.

HRO Today's 10th Annual Assessing & Developing High Potentials Summit will discuss the nuances of "Developing Leaders and Planning Succession in a New Normal". Our expert speaker faculty will discuss the current drivers behind high potential talent management as organizations adapt to a shortage of ready talent, put a greater emphasis on Diversity, Equity, and Inclusion practices, and rethink the future of accelerated development programs.

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C o n f i r m e d Speakers



Steve Antonoff,
Vice President Human Resources,
CalPortland



Cheryl Smith,
Global Director Talent Management,
Organizational Capabilities and Diversity,
Xerox



Melissa Huntley,
Vice President Global Talent Management,
Salesforce



Kevin Kruse,
New York Times Best Selling Author,
Forbes Columnist and Founder & CEO,
LEADx



Jonathan Burman,
Former Director Talent and Organizational
Development, **Cameron Ashley**



Inna Conner,
Senior Talent Management Business
Partner, **CUNA Mutual**



C o n f i r m e d

Speakers



Gilma Saravia,
*Chief People Officer, **Altair***



Kat Koppett,
*Eponymous Founder, **Koppett***



David Cook,
*Chief Human Resources Officer,
TriHealth*



Chantal Veillon,
*Vice President Human Resources
Global Product Development & Supply,
Bristol-Myers Squibb*



Raghu Krishnamoorthy,
*Former Chief Human Resources Officer,
GE and Executive Director and Senior
Faculty, **Mentora***



10:00am ET
1:00pm ET

Workshop A:

Storytelling for Leaders - Expand Influence, Deepen Motivation, and Build Connection

 **Kat Koppett**, *Eponymous Founder, Koppett*

Storytelling, the ancient communication method, taps into the fundamental way our brain makes meaning and helps us understand new concepts, engage deeply, tap into our passion, and connect with others. In this active, practical session, you will unpack the building blocks of great storytelling to make this innate, unconscious meaning-making process conscious. Embark on this journey with us and leave with a fully crafted story and a storytelling toolkit to apply in your leadership environments and beyond.

Learning Objectives:

- Harness the power of story to strengthen key messages, making them more comprehensible and memorable
- Align the story you mean to be telling with the story your listeners are receiving
- Recognize your individual storytelling strengths and habits
- Expand your storytelling range
- Learn to solicit stories and use story activities and structures to influence others, increase buy-in, solve problems, and implement change



1:00pm ET

Break



2:00pm ET
5:00pm ET

Workshop B:

Succession Management - Fit for Purpose in a Post-Pandemic World

 **Raghu Krishnamoorthy**, *Former Chief Human Resources Officer, GE and Executive Director and Senior Faculty, Mentora*

The pandemic has brought about two paradigm shifts: One is an accelerative shift to digitization, automation and artificial intelligence, and the other is a paradigmatic shift in how we lead. The old techniques of succession management that assumes some degree of a stable environment is gone. We need new frameworks and tools to freshen up succession planning. Succession planning is no longer just about identification of feasible candidates, it is about preparing the bench on a continuous basis and realizing the old Peter Drucker adage, "plans are useless, but planning is invaluable!" In this session, the workshop participants will learn the new models and tools for succession planning, relevant in a post-pandemic world.

Learning Goals:

Participants will:

- a. Discuss and debate the new experiences, competencies, traits and drivers the leaders of tomorrow need
- b. Look at two new frameworks for identifying quality successors and share other best practices
- c. Learn how best to present the succession plan to higher levels of management and the board

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10:30am ET

Opening Keynote:

AI-Powered Coaching and “Digital Twins” - How to Scale the Development of Emerging Leaders

🗣️ **Kevin Kruse**, *New York Times Best Selling Author, Forbes Columnist and Founder & CEO, LEADx*

The development of high-potential emerging leaders has become job one as organizations strive to keep millennial talent engaged, and also equipped to handle the new demands of leadership in the new world of work. One easy, affordable, and scalable way to reach a large distributed workforce is through the use of digital micro-coaching apps. This session will explore several case studies of how emerging leaders and other high potentials are developing new skills through the use hyper-personalized nudges, micro-coaching, and micro-learning.

- Describe the HiPo shift from focusing on learning to behavior change
- Define Digital Twin technology and how it hyper-personalizes behavioral nudges
- Discuss the benefits, and limitations, of AI-powered micro-coaching
- How one pharmaceutical company used micro-coaching to increase leadership behaviors by 78%

🕒
11:15am ET

Made from Scratch - Designing and Implementing a Brand New High Potential Leadership Development Program

🗣️ **Cheryl Smith**, *Global Director Talent Management, Organizational Capabilities and Diversity, Xerox*

How do you create a draw for your company to stand out as a developer of earlier-in-career talent? How do you create a compelling, rich program on a very limited budget without bringing people together in space and time? How do you decide whom to include? Exclude? How do you select the competencies that you want to focus on? This session will introduce you one way all of these questions were answered at a large, publicly-traded US-headquartered global company with over 25,000 employees. You'll learn:

- The importance of starting with a clear definition of the participant profile
- How to keep the attention and engagement of a globally-dispersed cohort over a year-long program
- Ways to involve your senior-most executives in the development of employees many levels removed from them



12:00pm ET

Arrested Development - Moving from Dysfunctional Development to Success in a Pandemic and Beyond

 **Steve Antonoff**, *Vice President Human Resources, CalPortland*

Just as the Bluth family in “Arrested Development” was in denial about their “riches to rags” situation, many companies struggle with the suddenly forced by COVID19 “distributed workforce” in dealing with developing employees. The “tried and true” methods for training, development, succession planning and more need to be reimaged.

This session will focus on a success story of how a company with a highly distributed workforce, an aging senior management team, and decades of fitful training and development efforts found it’s way – during the pandemic!

- Get those masks off – the culprits who stand in the way of succession planning and development
- Learn techniques for engaging senior management in a meaningful succession planning discussion
- Fit development to your company – not the other way around
- Learn how to entice your employees into trying it (they may just like it!)
- Learn how to promise what you can deliver, and deliver what you promise



12:45pm ET

Break



1:30pm ET

Transparency Now - Building Inclusive Talent Experiences

 **Melissa Huntley**, *Vice President Global Talent Management*, **Salesforce**

High-potential identification and succession processes don't always yield the outcomes desired and simultaneously leave employees questioning the justice and fairness of talent decisions. Traditional Talent Management processes that were built by and for HR, are no longer relevant in our new working environment... and are being swiftly substituted by highly transparent talent experiences.

This session will focus on how and where organizations can provide greater transparency in assessment and succession efforts. It will also explore the impact of "pulling back the curtain," especially in advancing equality and improving the employee experience. Our new paradigm requires a greater level of visibility into how decisions are being made, which in turn helps fast-paced organizations drive greater equality, growth and performance.

Objectives:

- Understand why high-growth organizations are putting transparency front and center in their talent practices.
- Learn where transparency has had meaningful impacts in talent reviews and succession planning in some of the world's best places to work
- Identify areas where access to data can shift talent decision-making outcomes
- Create a roadmap for prioritizing more transparency in talent experiences

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2:15pm ET

Succession Recipe - 3 Questions, Agility, & Trust

🗣️ **Jonathan Burman**, *Former Director Talent and Organizational Development*, **Cameron Ashley**

We all know the drill. Complete the 9 Box (or sometimes 12 Box), send in the Readiness Evaluations, Depth Charts, HiPo Evaluations, Development Plans, Talent Roundtables ... all the stuff Leadership loves doing, right? With all of this data, discussion and analysis you would think we would have Succession Planning down to a science. What if I told you there was a radically simple way to get better results without a 9 Box, HiPo evaluations, or Talent Roundtables? In this session, we will talk about how 3 simple questions, a dash of Agile, and a handful of trust can reduce the time and effort to fill your leadership pipeline by half. This radical new process works due to its simplicity, ability to bolt-on to performance development, and focus on trust.

- Learn the 3 key questions asked of all supervisors, managers, and leaders that have yielded incredible insights and action plans
- Identify the risks, benefits, and mistakes made when rolling out this radical new approach
- Discover how employees and leaders felt about the new process after 2 years – and determine if this approach is for your organization

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3:00pm ET

Day 1 Sessions Conclude



10:30am ET

What We Have Learned About Engaging Hi-Potentials During the Pandemic... and What It Means Going Forward

 **Raghu Krishnamoorthy**, *Former Chief Human Resources Officer, GE and Executive Director and Senior Faculty, Mentora*

We now know that even after the pandemic is behind us, virtual work is here to stay. Most employees prefer to have a hybrid option of work. This shift brings about a considerable change in how we lead, engage, and drive our talent. It requires us to reinvent ourselves to become effective virtual leaders and inspire and engage our talent in new ways. I will be sharing highlights of my research on this subject. In this session, participants will learn:

- What changes has the workplace gone through during the pandemic
- What does a leader need to do to adapt to these changes
- How to bring out the best in our talent in a virtual environment



11:15am ET

Convergence of Culture and Data Analytics in Assessing & Developing HiPos

 **Gilma Saravia**, *Chief People Officer, Altair*

Human resources (HR) is tasked with recruiting the best talent and keeping culture at the forefront while staying on top of workforce planning, retention, talent & development, succession planning, hire-to-retire processes, and many other responsibilities. What if you could save time influencing these key HR processes by utilizing data analytics while your human capital is ahead of the curve to meet your organization's business goals?

Hear Gilma Saravia, Altair's chief people officer, provide insight into Altair's culture and how data is embraced and utilized to impact key HR processes in the following domains:

- Values
- Practices
- Altairians
- Brand
- Workplace



12:00pm ET

Winning with Talent - Hardwiring Talent Management From the Front-Line to C-Suite

 **David Cook**, *Chief Human Resources Officer, TriHealth*

You cannot win without talent and that axiom rings even louder in these very challenging times of intense competition for resources. Creating, implementing, and hardwiring a talent management system that identifies, develops, cultivates and leverages your talent resources gives you a unique opportunity take the HR function to a level of being a strategic organizational asset. Great talent is difficult enough to find, why not take the good talent you already have and make it GREAT! An integrated approach provides an opportunity to source from the front-line to the C-suite and create that strong diverse talent pipeline vital to creating a sustainable competitive advantage.

1. Learn how to make talent management an organization wide responsibility
2. Discover how to leverage tools and techniques to identify key talent gaps and transform them into organizational strengths
3. Understand how to rapidly convert conversation into tangible progress
4. Learn how to build and retain a sustainable pool of high performing and diverse talent



12:45pm ET

Break



1:30pm ET

Building an Innovative Talent Strategy in a Novel and Fast-Paced Business Area

 **Chantal Veillon**, *Vice President Human Resources Global Product Development & Supply, Bristol-Myers Squibb*

Launching new platforms and technologies to address individualized medicine requires setting up new business and people models. While HR teams have proven-track records in supporting established businesses and their evolution with talent strategies, addressing a completely new and fast-growing segment, with no precedent or blueprint to build on while competition is raging, creates a new challenge to offer a new value proposition and total experience to our workforce.

This session will be focused on how to build a forward-looking talent strategy that addresses current and future needs in the environment where historical data and benchmark are scarce, the pace of the market and talent landscape is continually evolving, and agility, innovation and risk-taking are essential.

- Learn how to anchor your Talent Strategy with little data or blueprint at hand
- Understand how to develop agile talent programs to support a fast-growing workforce
- Gain confidence in developing innovative, out-of-the-box proposals, pushing the usual boundaries of talent attraction, development and retention
- Gain insights on how such strategy fits in the broader company People Strategy



2:15pm ET

Differentiated Development - Preparing Talent Bench of Tomorrow



 **Inna Conner**, *Senior Talent Management Business Partner*, **CUNA Mutual**

In a highly specialized environment, like financial services, companies need to form and foster leadership teams that demonstrate a healthy balance of subject matter expertise and enterprise thinking. Accurate assessment and intentional development of talent is essential to fulfilling business strategic priorities. This session will focus on how differentiation between functional and enterprise talent across the company, as well as assessment of performance and employee aspirations, lay groundwork for integrated talent planning of the future.

- Learn how to enhance the way you view leadership potential
- Identify and develop enterprise leaders with widely applicable skills
- Integrate your talent planning processes to support organizational needs



3:00pm ET

Conference and Day 2 Sessions Conclude

REGISTER INFORMATION

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