Culture in the New Normal: Creating an Employee Experience Based on Purpose, Belonging, and Leadership
Event Logistics

Table of Contents

PRESENTERS ................................................................................................................................. 1

CONFERENCE DAY ONE
Agenda at-a-Glance ...................................................................................................................... 3
Daily Agenda ................................................................................................................................... 4

CONFERENCE DAY TWO
Agenda at-a-Glance ...................................................................................................................... 8
Daily Agenda ................................................................................................................................... 9

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Registered attendees will earn 10.25 General HRCI and 10.25 SHRM Professional Development Credits (PDCs).
Meet Our Presenters

NATALIE BAUMGARTNER, Ph.D.
Chief Workforce Scientist
Achievers

BILL CRAIB
SVP, Enterprise Learning
Human Capital Institute (HCI)

BONNIE ENDICOTT
Director, People—Talent Management
Southwest Air

TIM FOX, Ph.D.
Senior Manager of HR Systems and Quality Assurance
Penske Truck Leasing

KYLE GERJERTS, Ph.D.
Director of Talent Management
Walgreens Boots Alliance

SHAWNTÉ COX HOLLAND
Head of Culture and Engagement
Vanguard

TYLER DEAN KEMPF
Second City-trained Improviser and Learning Facilitator
Second City Works

MARLA CACERES
Facilitator and Performer
Second City Works

JOE DICIANNINO, Ph.D.
Manager, Talent Management & Organizational Development
UPMC

JENNA N. FILIPKOWSKI, Ph.D.
Head of Research
Human Capital Institute (HCI)

ANNE FULTON
CEO
Fuel50

MARYFRAN HEINSCH
Research Analyst
Human Capital Institute (HCI)

ALLISON HOLZER
Author, “Dare to Inspire: Sustain the Fire of Inspiration in Work and Life,”
InspireCorps

JEFF KREISLER
Co-Author of “Dollars & Sense”
Meet Our Presenters

**SHANE MCFEELEY**  
Organizational Psychologist and Lead Researcher  
*Quantum Workplace*

**ERNEST NG**  
VP, Global HR Strategy, People Analytics and Technology  
*Salesforce*

**ALEXANDRA POWELL**  
Director of U.S. Client Culture and Engagement  
*Reward Gateway*

**KAMARIA SCOTT**  
Head of North America Learning  
*FIS*

**BRIAN SNIOKAITIS**  
Senior Talent Program Specialist  
*Spectrum Health*

**ROBERT MELLOY, Ph.D.**  
Senior People Scientist  
*Culture Amp*

**TOM NOLAN**  
People Science Senior Consultant  
*Glint*

**REETU SANDHU, Ph.D.**  
Senior Manager  
*Limeade Institute*

**ABBY SMITH**  
Lead HR Operations Consultant  
*UPMC*

**LORELEI WINDELER**  
Talent Development Manager  
*Southwest Air*
# Agenda at-a-Glance

**Monday, July 27—Conference Day 1**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:00–10:55</td>
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# Day 1 Agenda

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<td>We have a new talent imperative as a result of the global pandemic and every HR practitioner has to respond with agility and sensitivity now to a new talent dynamic that has emerged in the last six months. In this opening address, we will showcase some of the new emerging capability and skill trends that are in demand across the globe, as our business environments have changed radically from six months ago. With the abundant talent supply that now exists as a result of the 2020 pandemic and the new burning imperative for fairness and inclusivity in talent decisions it is time for a talent experience that is founded in democratic principles of inclusion, fairness, and robust talent intelligence. Talent transparency and robust talent capability data will be a burning imperative as organizations face a surge in employees returning to work where fair, inclusive, and robust talent decisions must be made fast. These new talent engagement principles will be foundational to the talent experience in the coming decade as the world now demands new talent engagement models that fit our new world.</td>
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|               | Today's workforce faces more ambiguity and turbulence than ever before, and, as a result, we are left asking the question: what now? While it's tempting to look back and long nostalgically for “what was,” one of the only things we know for certain at this point is that there is no going back, only forward to a “new normal.” This ambiguity can fuel fear and anxiety because the future “new normal,” and what will be, is uncertain. However, within that future unknown lies a great opportunity: we can be deliberate about shaping the future—creating not only a new normal, but a better normal. In this interactive virtual experience, Allison Holzer, co-author of the new book *Dare to Inspire: Sustain the Fire of Inspiration in Work and Life* will share a powerful framework of inspiration based on original research and will guide participants through imagining new possibilities and activating new confidence and courage within their current, and evolving, world of work. In order to navigate these challenges with resilience, agility and empathy, organizational leaders will need to uncover, redefine and activate a new purpose that inspires them and others around them. In this session, you will learn:  
- How sustainable inspiration drives engagement and key employee performance and business outcomes, especially during times of change and ambiguity  
- To uncover, redefine and activate your purpose to balance wellbeing with performance and productivity  
- How to help leaders summon inspiration to lead organizational growth and engagement |
11:55–12:25  **How to Build Culture and Engage Employees Through COVID-19**

*Presented by ERNEST NG, VP, Global HR Strategy, People Analytics and Technology, Salesforce*

As the world became faced with a global pandemic and public health crisis, employers took on a new level of responsibility to protect the physical and mental wellbeing of their employees. For many of us, that meant closing our physical offices and encouraging employees to work remotely, which presents a new set of challenges—how do you keep employees engaged while they’re at home? How can we help ease the increased anxiety and stress? And as offices begin to reopen, how do we bring back employees safely and set them up for success in the new normal?

In this session, Ernest Ng, Salesforce’s head of people analytics will discuss how his team uses data and analytics to understand and address the unique needs of Salesforce’s global workforce (50K+), during this time. He’ll also share best practices on helping employees navigate this next chapter.

In this session, you will learn:
- An understanding of people analytics and its applications
- How to use data and analytics to engage employees and build culture
- Best practices and learnings on how to help employees navigate this next chapter

12:30–1:00  **How COVID-19 Accelerated Walgreens Boots Alliance’s Efforts to Create a More Agile Engagement Program**

*Presented by KYLE GERJERTS, Ph.D., Director of Talent Management, Walgreens Boots Alliance and TOM NOLAN, People Science Senior Consultant, Glint*

Multiple survey approaches. Weeks of waiting for results. A major opportunity for company-wide synergy. Walgreens Boots Alliance (WBA) wanted to evolve its engagement program to create a level of agility that matched the pace with which its business is transforming. But where to begin?

Join us for a fireside chat on how Walgreens Boots Alliance evolved its employee engagement strategy to become more agile in the midst of a global pandemic. Learn how WBA went from running siloed engagement survey programs to standing up a consistent, yet locally flexible, process globally. In addition, he’ll explain how the COVID-19 pandemic has accelerated their need to listen to colleagues in a more agile, continuous manner.

In this session, you will learn:
- The importance of the employee voice in creating one united organization
- Why WBA transformed its global employee engagement strategy
- How this change set up the organization for success during challenging times

1:00–2:00  **LUNCH CHAT N’ CHEW—JENNA AND MARYFRAN’S CUCINA: PASTA AND PURPOSE**

HCI researchers want to learn about the skills and behaviors that are most valuable to you in your role. We want to hear your experience and perspectives on key capabilities and professional development for HR leaders.

To thank you for your time and input during the focus group, each participant will receive $400 HCI BUCKS to use toward any HCI product.

Presented by:
- JENNA FILIPKOWSKI, Vice President of Research and Development, Human Capital Institute (HCI)
- MARYFRAN HEINSCH, Research Analyst, Human Capital Institute (HCI)
The Future of Work: How HR Leaders Connect, Support, and Recognize their People During a Cultural Evolution

Presented by ALEXANDRA POWELL, Director of U.S. Client Culture and Engagement, Reward Gateway

Employee engagement is the key to boosting productivity and morale when there is continuous uncertainty in the workplace. Cultures are evolving to adapt to the needs of today’s workforce, and HR leaders don’t know if the decisions they make today will be sustainable—or even relevant—in the future.

Having worked hard to ensure the health and safety of employees, HR leaders are now focused on creating new and sustainable employee engagement practices that will reinvigorate productivity. An engaged workforce can support rapid recovery and innovation for businesses, even as employees adapt to a new remote, flexible, and socially distanced workplace.

Join us and learn the newest ways to support, connect, and recognize people in our current environment.

In this session, you will learn:
• How to ensure employees feel connected to their organization and one another amidst the shift to virtual and remote work
• How to help employees understand how their (changing) roles and efforts deliver value
• How to communicate how and why employees and their new roles support business priorities
• The critical ways to continue supporting employee well-being and to ensure they feel their concerns are being heard

Manager’s Action Planning Guidebook: A Toolbox Full of Support

Presented by JOE DICIANNOTTO, Ph.D., Manager, Talent Management & Organizational Development, UPMC and ABBY SMITH, Lead HR Operations Consultant, UPMC

Over the last several years, UPMC has evolved its culture by taking the annual engagement survey from a periodic report on engagement metrics to a progressive process with shared responsibility. Through strategic communications and a focus on educating leadership, UPMC developed a strategy that has yielded positive results—simplify. UPMC wanted to make it easier on managers to not only understand the value of positive engagement, but also make impactful change without adding more work to a manager’s plate. In this session, you will learn a three-step approach to action planning which can be easily recreated in your organization.

In this session, you will learn:

Awareness—How to use data to create a shift in awareness that facilitates pro-active behavior in managers.

Action—How to use prescriptive action planning and a strong HR partnership to deliver custom, achievable business goals.

Accountability—Strategies to follow up on how feedback was heard and how everyone (from employee to senior leader), everyone is accountable for their part of the engagement narrative.
Evolving from Engagement to Experience: Integrating Stakeholders to Create an Intentional Employee Experience

Presented by SHAWNTÉ COX HOLLAND, Head of Culture & Engagement, Vanguard

Measuring employee engagement is critically important. However, it is only one part of a bigger effort to create a culture and comprehensive employee experience that attracts talent and enables them to deliver their best. Intentionally shaping a positive employee experience is how we make good on the contract we make with our employees when we first hire them to our organization...and it's how we keep them.

This is ever more evident in our current times. As organizations respond to events like COVID-19 and demonstrations of racial injustice, employee experiences will be impacted. Organizations that create experiences for all of their employees that align with their stated goals and values will emerge stronger than their competitors. Employees will remember those that don’t. But this alignment between stated values and experiences doesn’t happen by accident. It requires intention and rigor. It requires integrating the work of a variety of stakeholders and holding them accountable for delivering on your employee promise.

In this session, you will learn:
• The business value that comes from shaping the experience, not just measuring engagement
• The framework for how to operationalize—evolving from engagement to experience
• The specific metrics that can be used to help create accountability

Fostering Workplace Resilience: Navigating the New Normal

Presented by NATALIE BAUMGARTNER, Ph.D., Chief Workforce Scientist, Achievers

As organizations continue to grapple with quickly changing work conditions and the ongoing nature of working during a pandemic, it's crucial to find the right approach to support employees.

As workplace resilience thought leaders, Achievers Workforce Institute has collated scientific research, from the latest academic findings to foundational reports, and to identify the key challenges and opportunities that organizations must navigate during this challenging time.

Learn how to engage your leaders and teams through the new normal, from the right communication to critical manager support. Get practical takeaways you can use immediately to help your organization adapt and thrive.

In this session, you will learn:
• The connection between resilience and engagement in creating an agile organization
• The critical factor—How employee listening increases both resilience and engagement
• How to drive action based on employee feedback

Developing Authentic Human Connections in a Virtual Workplace

Presented by TYLER DEAN KEMPF, Second City-trained Improviser and Learning Facilitator, Second City Works

When working remotely, it's easy for employees to feel out-of-sight, out-of-mind. In the virtual workplace, we can’t bump into each other in the hall and catch up on the weekend’s activities or stand around the breakroom together enjoying a colleague’s birthday cake. These short, casual, personal interactions are essential building blocks for workplace trust and engagement. That is why leaders need to be very intentional about creating similar opportunities like virtual coffee to check-in with employees, so they feel seen and heard. And this is especially true for new employees and teams that are searching for belonging.
Improv tenets like active listening and empathy are crucial skills to establishing open lines of communication, developing trust, and connecting authentically so employees feel supported, included, and engaged.

In this highly interactive session you will learn:
• Key skills to building trusting relationships
• The value and role of listening with curiosity
• Improv exercises you can use by yourself or with others to practice the skills

5:00 VIRTUAL COCKTAIL PARTY
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              Presented by BONNIE ENDICOTT, Director, People–Talent Management, Southwest Air and LORELEI WINDELER, Talent Development Manager, Southwest Air  
              Utilizing a collaborative performance management process to support employee productivity in today’s environment Performance Management at Southwest Airlines is evolving from a traditional end of year performance appraisal model to a continuous feedback model. We set out to close the gap between the evolving expectations of employees for continuous feedback and an annual performance appraisal process which did not support the rapid pace of business change. This became even more evident as the COVID-19 pandemic set in and corporate-based teams began working remotely.  
              This new environment highlights that open communication and consistent feedback are paramount. The role of the leader as a supporting coach has become more important as the continuous feedback model evolves and conversations are less about reviewing past performance and more about future-oriented development. This model empowers the Employee through development, fosters a coaching culture, and enables collaboration on individual priorities to support business objectives. The new performance management model at Southwest Airlines incorporates quarterly Check-in conversations which provide a balanced look at recent performance with a view towards upcoming priorities. Employees can connect their strengths and past success to future work and development, while also allowing opportunity to hear feedback and make proactive adjustments.  
              In this session, you will:  
              • Recognize the importance of leaders intentionally providing feedback and touch points with their employees  
              • Learn a model of performance management that empowers and engages employees to set priorities and own their performance  
              • Understand the benefits of a continuous feedback model for both the employee and the business |
| 11:45–12:15  | Motivate This! Behavioral Insights on Engagement, Incentives, and Motivation  
              Presented by JEFF KREISLER, Co-Author of “Dollars & Sense”  
              As the nature of work evolves, it’s vital for business leaders to understand what forces impact productivity, satisfaction, motivation and relationships with and at work.  
              What makes employees “engaged?” Employee engagement has never been more important or less understood. Despite effort and investment, few organizations have made real progress in activating engagement within their workforce.  
              Behavioral science—the emerging field that applies scientific rigor to traditional economics
and human psychology is here to help. You will learn the important discoveries, experiments, and successes that create a more motivated, appreciated, incentivize and engaged team. The organizations that foster and support engagement through the latest in proven science will be the ones that thrive.

In this session, you will learn:

- The important difference between intrinsic motivation—being connected to purpose and identity—and extrinsic motivation—the pursuit of financial reward or avoidance of punishment
- How to create and nurture an organic sense of purpose that will help workers in every organization with both broad goals and day-to-day activities
- Ways to express and reinforce values, mission, and purpose that truly connect to that intrinsically motivating identity

12:20–12:50  The Importance of Not Only Continuous Listening, but Continuous Conversations

*Presented by BRIAN SNIOKAITIS, Senior Talent Program Specialist, Spectrum Health*

While employee engagement surveys are not a new concept, measuring engagement on a more frequent basis, such as quarterly, is still not a widely adopted approach. Spectrum Health Systems, an integrated health system in Southwest and West Michigan with 31,000 employees, found that surveying more regularly made employee engagement an organizational priority and allowed them to be more agile when it came to their people programs. So, when the COVID-19 crisis hit, Spectrum was able to act quickly to help guide the organization’s response and support their people effectively.

In this session, you will learn:

- The major factors that led Spectrum Health to survey quarterly and increase agility
- The tactics that led teams to make the greatest improvements in engagement
- Key learnings from their agile engagement program that helped guide the organization during crisis
- The challenges of a quarterly survey cadence and how it affected overall engagement

12:50-1:35  LUNCH BREAK—ZOOM COLLEAGUE CAFÉ

1:35–2:05  Curating the Employee Experience with a Culture that Cares

*Presented by REETU SANDHU, Ph.D., Senior Manager, Limeade Institute*

Culture is a competitive advantage for your company and in times of change, being intentional about your culture is even more critical as priorities and strategies shift. Amidst significant change for your organization and the associated impacts on the employee experience, determining how to refocus your culture with elements of care can help you and your employees thrive. In this session, we will discuss the importance of culture, how to curate an employee experience rooted in care, and what you can do to protect and enhance your culture for tomorrow.

In this session, you will learn:

- What culture really is and why it can be a competitive advantage
- The important relationship between the employee experience and culture
- Tips and strategies on how to build an intentional culture
2:10–2:40  **Culture is Your #1 Business Strategy: Leveraging Culture to Drive Results**
*Presented by SHANE MCFEELY, Ph.D., Organizational Psychologist and Lead Researcher, Quantum Workplace*

How does your organization create value? What is the most important factor in your business strategy? What is the true purpose of your talent and HR programs? The answer to those three questions is people. Or it should be.

Too often, culture-building is seen as a nice-to-have and not a driver of business success. Culture will make or break your organization’s strategy. With culture as a business imperative, smart organizations can realize the business and talent results they want. But how do you do that?

In our latest Quantum Workplace and HCI research study, we explore how organizations are intentionally designing cultures to be more productive, engaged, and inclusive. In this original research presentation, Shane McFeely, Ph.D., Organizational Psychologist and Lead Researcher at Quantum Workplace, shares insights and examples of how to leverage culture to drive results for your organization and retain your top talent.

In this HCI Signature Series research presentation, you will:
- Understand how high-performing organizations build or engineer their cultures
- Identify the practices of the talent-centric organization and how to apply them at your organization
- Assess how well your organization aligns strategy and culture
- Learn practical ways to measure, monitor, and enhance the alignment culture, strategy, and outcomes

2:45–3:15  **Simplify Your Measurement Processes: Technologies that Improve Engagement and Provide Immediate Business Impact**
*Presented by TIM FOX, Ph.D., Senior Manager of HR Systems and Quality Assurance, Penske Truck Leasing*

Today’s companywide employee surveys ask too many questions and involve collecting data beyond measuring employee engagement. A proven and valid instrument to measure engagement consists of nine questions. Organizations complicate the process causing a low response rate and long cycle times for responding to the needs of the associate. This long cycle time creates the perception of inaction on critical employee engagement items. Put the needs of employees first and go beyond the needs of HR administration with quick technology wins.

In this session, you will learn:
- How to simplify measuring engagement to produce faster response times and higher scores
- Go beyond the engagement hype. Learn the actionable results of a nationwide quantitative longitudinal study on what drives employee engagement
- Take a deeper dive into the experience technology landscape and how it connects to driving engagement and business results

3:20–3:50  **Cultivating a Human-Centered Employee Experience**
*Presented by ROBERT MELLOY, Ph.D., Senior People Scientist, Culture Amp*

Individuals want an enjoyable experience throughout the entire employee lifecycle, and organizations are prioritizing the employee experience by investing in tactics to maintain
a highly engaged and productive workforce. HR leaders are now seeing opportunities to
generate clearer connections to business results and take a development-focused approach
that empowers employee growth. However, designing a powerful experience isn’t just part of a
to-do list for HR. It is the impact that the organization has on their employees.

In order to truly understand the employee experience, HR and People leaders need to collect
employee and performance feedback to understand the moments that matter to individuals at
the organization. Your approach to performance management is one of the biggest drivers of
the employee experience at your organization.

In this session, you will learn:

• The true definition of employee experience and its effect on business outcomes
• Key drivers and measures of the employee experience
• Exploring employee feedback and performance management in relation to the employee
  experience
• Effective ways to build a strong experience

4:55–4:25  **Creating a Culture of Engaging Managers**

*Presented by KAMARIA SCOTT, Head of North America Learning, FIS*

Managers are often cited as the cause of employee engagement or active disengagement.
Organizations often see investments in leadership development fail to positively influence
the employee experience. This session shares FIS’ unique approach to improving employee
engagement using learning, change, and evidence-based leadership. It shares how to
systemically develop managers and encourage adoption and application of behaviors that
improve the employee experience.

In this session, you will learn:

• The three critical elements (perspective, practice, and community) needed to influence
  manager behavior
• How to include change management methodology (ADKAR) to deploy and reinforce learning
• How to structure evaluation and data collection efforts to determine and share outcome and
  impact

4:25  **CONFERENCE WRAP UP AND FAREWELL**
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