

The Great Place to Work Executive Forum 2017

October 25-27, 2017

The Millcroft Inn & Spa, Caledon, Ontario

Forum Agenda

Arrival Day Wednesday, October 25th, 2017
4:00 p.m.+ Afternoon Arrival & Check-In
7:00 p.m. Welcome Reception & Dinner – River Room

Day 1 Thursday, October 26th, 2017

7:30 a.m. *Breakfast – Main House, Headwaters Dining Room*

Session 1 : 8:30 a.m.

Opening Roundtable Introductions & Top Two Organizational Challenges, Disruptions or Opportunities

Discussion Leader: Lorne Rubis–ATB Financial

Organizations today face many challenges and threats on the horizon and need to ready their people and organizations to be prepared for an array of these disruptions – digital and other. For many of us this means preparing our entire culture and requires deep changes to the “fabric of who we are”.

In this opening session, we will tap into what we, as senior HR leaders, see as our top two challenges and/or opportunities for our own organizations during these roundtable self-introductions. This will be an extraordinary opportunity for participants to both share and hear about the most pressing issues being faced by our peers, and will act as a touchpoint as the discussions continue throughout the Forum, with the goal of finding a path to solutions through shared experiences.

Session 2 : 9:15 a.m.

Are we Fit for Growth?

Discussion Leaders: Marlene Higgins-Great Canadian Casinos & Christina McClung-Capital One

While companies are entering new and exciting times, with businesses expanding and positioning for the future, they also need to build organizational resiliency against major “disruptive” shocks to the business and people – all critical to future success. We must ask ourselves if we are truly ready and prepared for growth? Do we have the leaders, people, systems and capabilities to capitalize on

The Great Place to Work Executive Forum 2017

October 25-27, 2017

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opportunities, and to get out in front of disruptive forces? What changes need to be made to expedite our growth and build in organizational sustainability?

- Is your company positioned to be strong enough for tomorrow? How has the digital transformation shifted your priorities?
- Looking out to 2018, how can we in HR best identify and address any weaknesses in current capabilities now for the future?
- When experiencing rapid growth, What are companies doing to prioritize work and remain as efficient as possible?
- The top priority for businesses is always people and leadership. How can we properly identify and clearly define the roles and skills needed to be FIT for Growth?
- How are companies managing succession planning at a time when we need senior leaders' and employees' experience and knowledge base, but lack the capacity and resources to transfer the new skills demanded by digital and technological elements driving our businesses? How are companies dealing with the "Talent Gap" that will be created if successful succession is not addressed?

(Note: At the conclusion of the session, participants will receive a 1 page talent & organizational capability framework document which will provide a solid roadmap for succession)

10:30 a.m. **Refreshments**

Session 3 : 10:40 a.m.

Investing in Engagement Capital

Discussion Leaders: Meghan Watson-Kicking Horse Coffee & Marieta Mendoza-AOL

Personal productivity in the workplace is not 100% consistent through an employee's time with your organization. It ebbs and flows with what else is going on in life. Great leaders understand this and are aware of what energy their people are showing up with, and how to fuel maximum performance in all situations. This leads to teams that endure and are more productive in the long run.

In this session participants will share, in an open discussion, the different models being used at their organizations to focus on the "whole person". The discussion will be on identifying what impacts the energy that employees bring to work everyday, and what can be done to support the positive and reduce the negative impacts? We will explore this topic from three angles:

Managers:

- What training do they need to understand this concept?
- How can they connect with their employees in a meaningful way to understand how they are "showing up" to work?

The Great Place to Work Executive Forum 2017

October 25-27, 2017

The Millcroft Inn & Spa, Caledon, Ontario

- How do we equip managers to act on this information in a way that supports the employee while getting the best outputs they are capable of at that time?
- How best to give managers the autonomy to offer creative and flexible solutions for unique circumstances?

Employees:

- How can we help employees be the best possible versions of themselves?
- What self-awareness tools can we provide?

Organizations:

- How do our benefits programs/policies/work environments etc. support employee wellness and mental health?
- How does the leadership make this work, both for the organization and for employees, while fostering enhanced engagement and better performance as the result?

12:00 p.m.

Luncheon – Main House, Headwaters Dining Room

Session 4 : 1:30 p.m.

Social Technology Transformation & the Impact of Technology Trends on our Organizations

Discussion Leader: Lorne Rubis – ATB Financial

The acceleration of technology, rapidly changing economic/business models, environmental and geopolitical upheavals and the implications of exponential networks is profoundly impairing the cultural and social impact of organizations today. The adaptability intelligence of individuals, teams and organizations will come to the forefront.

- What role will HR leaders have in creating environments supporting massive disruption as a way of life?
- How will classic, and perhaps no longer relevant, “change management” be disrupted?
- How will every fundamental aspect of HR programs/systems/platforms be impacted?
- What do HR leaders need to start doing, stop doing, do more or less of right now to be anticipatory or even relevant?

2:50 p.m.

Refreshments

The Great Place to Work Executive Forum 2017

October 25-27, 2017

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Session 5 : 3:10 p.m.

Data Analytics & HR – Why the Connection is so Important

Discussion Leaders: Sherri Evans-NEI Investments & Manu Varma-Traction on Demand

As the trend of HR leaders taking their seat at the Senior Executive table continues, some key determinants of success emerge. Most notably, just as CFO's are responsible for creating a company's financial modeling and metrics, a CHRO should be able to assess the chances for a company to meet their business goals using their knowledge of the people side.

Rather than focusing on administrative tasks, HR leaders should work with CFO's to determine whether a company's KPI's, talent assignments and budgets are the right ones to deliver desired outcomes. In order to be successful, the CHRO and CFO need to find common language, metrics and analytics that make sense and add value and understanding to both.

In this session we will discuss:

- Are we currently measuring and tracking what matters? and How do you know what you're measuring is what's needed?
- How to move from "lagging" indicators to "predictive" indicators to help the business drive the strategy vs. just supporting where we've been.
- How to ensure we, as HR leaders, are armed with results of impactful programs that are onside and aligned with goals of the organization
- Where should HR analytics reside? Does HR typically have the capability needed to add value? If not, should they?
- What are the latest trends in people analytics

4:30 p.m. End of Day 1

7:00 p.m. Reception and Dinner – River Room

Day 2 Friday, October 27th, 2017

7:30 a.m. Breakfast – Main House, Headwaters Dining Room

The Great Place to Work Executive Forum 2017

October 25-27, 2017

The Millcroft Inn & Spa, Caledon, Ontario

Session 6 : 9:00 a.m.

The Search for the New Gold Standard for Employee Reviews

Discussion Leaders: Joanne Klein-Goldcorp & Shawna McNamee-Mercedes Benz Financial

Given the rapid advancement of technology has changed and evolved how work gets done in many businesses over the last decade, why do many performance management processes remain traditional and arguably ineffective to deliver on their promise of aligning individual performance and development with business strategy and results?

As HR Leaders, it is imperative we continually measure the effectiveness of our performance management processes and systems to ensure they actually align with our organization's culture and support the attainment of strategic goals. Research shows employees want continuous feedback therefore it is vital we provide managers and employees with the information and tools they need to have the right discussions and make good decisions to support a longer-term view of performance and continuous improvement.

In this session we will discuss:

- Where is your organization on the maturity curve and why? Traditional, transitional or transformative Does your culture embrace (open, receptive and encouraged) feedback whereby the right questions are asked with a focus on development and career progression?
- What technology tools have you deployed and what data are you gathering to support evidence based decision making, leading to broader, more comprehensive understanding of performance?
- Has your organization defined the behaviours that improve efficiency, effectiveness and productivity so that managers and employees are clear on what good performance looks like?
- How can we equip managers to effectively differentiate performance, recognize and reward, coach and develop employees and provide that feedback that is being sought?
- With any changes you have made to your performance management program how have you successfully connected this to your talent management strategy?
- How do we effectively achieve "pay for performance" in a rating less performance management program whereby "traditional measurement" has been eliminated e.g. ratings, distribution curves, forced rankings?

10:20 a.m.

Refreshments

Session 7 : 10:40 a.m.

Great Canadian Leadership

The Great Place to Work Executive Forum 2017

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Discussion Leader: Natasha Montague-TD Securities & Jeannine Pereira-EY Canada

“The quality of a leader is set by the standards they set for themselves” – Ray Kroc

“Everyone has the right to be led by great leaders and leaders have the responsibility to become great.” We all know that organizations are making major investments in the concept, skillset and competencies of Leadership. In this session we will be exploring leadership models our organizations are adopting and share what is resonating and what is not. From “top down” to “leadership is for everyone” approaches, we will discuss different models, programs to help build leaders for today and for the future, leadership attributes and skills, building personal accountability and measurement tools. Please come prepared to share your organization’s approach to leadership.

- What are the standards being set to create great leaders?
- How are we teaching leadership skills today? What are the future trends in Leadership Development?
- What tools are being used at your organization? Is leadership measurable?

12:00 p.m. Closing Luncheon – Main House, Headwaters Dining Room

1:30 p.m. Departure at Participants Leisure