

CHRO Quarterly

A Magazine for Chief Human Resources Officers
and Their Teams

Strategies for Reality

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The Real Impact of Eliminating Performance Ratings

Eliminating Performance Ratings: Removing any system of numeric (e.g., “2.1”) or qualitative (e.g., “Meets Expectations”) labels that are given to employees to represent an individual’s performance on a scale

Performance Management Warnings



of HR leaders believe organizations accurately assess employee performance.



agree **performance management** must change.

Searching for a Solution



have eliminated or are considering eliminating performance ratings.

6%
have removed ratings.

15%
plan to remove ratings.

28%
would consider removing ratings.

But for the vast majority, this strategy backfires.

- ▶ Managers spend **less time** on informal conversations.
- ▶ Employee engagement declines. **6%**
- ▶ Employee perceptions of conversation quality decrease. **14%**
- ▶ Employee perceptions of pay differentiation decrease. **8%**

On average, there is a **10% drop** in performance without ratings.

Organizations expect eliminating ratings to bring powerful outcomes.



Instead, focus on a 3-point maintenance plan to drive an increase in employee performance.

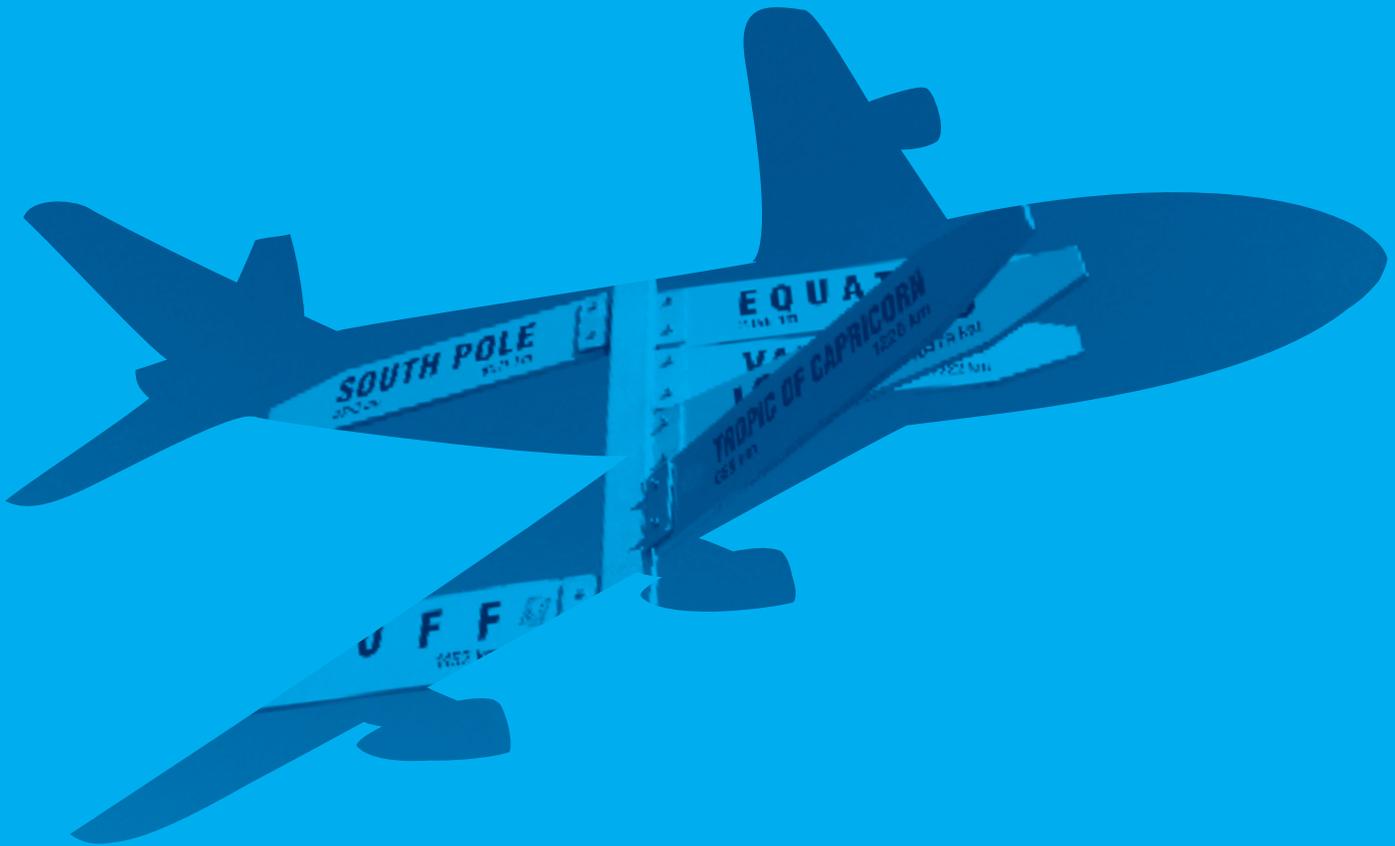
- ▶ Provide **ongoing performance feedback**. **12%**
- ▶ Make **performance reviews forward looking**. **13%**
- ▶ Include **peer feedback in evaluations**. **14%**

We can help!

Visit the Performance Management Topic Center at cebglobal.com/member/corporate-leadership-council.

Prepared for Departure?

Are recent changes such as M&A causing your top talent to leave?



Launch your exit survey at cebglobal.com/member/corporate-leadership-council to see why your employees are dissatisfied and leaving.



Creating Strategies for Reality

By **Brian Kropp and Matt Dudek**

A business school professor recently shared with us an exercise he uses to reveal how difficult strategic planning really is. When he meets with C-suite executives for the first time, he poses a simple question: “What are your CEO’s goals?” Almost every time, the C-suite team fails to correctly identify them.

If executive teams cannot clearly remember their own CEO’s goals, it’s easy to see why most traditional strategic goal cascades fail. Often the confusion stems from strategic goals that are overly abstract and disconnected from the realities of business operations, making them hard to remember and harder to act on. Many executives—heads of HR and their leadership teams included—are dealing with this challenge now as they start to formulate their strategic plan for 2017. That’s why, in this issue of *CHRO Quarterly*, we provide real-world guidance from our latest research.

- In “Changing Change Management” on p. 10, we explore how the best executives take a different approach to planning strategic change. These leaders make change work by proactively including employees in change strategy decisions, letting employees own implementation planning, and developing communication that focus on “talking” instead of “telling.”
- In “Take Your Strategic HR Planning to the Next Level” on p. 20, we draw on our work with hundreds of HR leadership teams to highlight three things HR executives must do right when using functional diagnostics in their annual strategic planning process.

Realizing that heads of HR depend more than ever on having strong HR business partner and talent analytics communities, **we are launching two new publications** similar to *CHRO Quarterly*. The upcoming *HRBP Quarterly* and *Talent Analytics Quarterly* will provide dedicated insights, news, and career advice for these two communities. **Your feedback will be essential** in helping us ensure these publications continue to grow over time.

If we can be of service during your strategic planning process, do not hesitate to reach out. Our dedicated team of account managers, advisors, and researchers stands ready to help you not only develop an HR strategic plan but also improve your overall thought process. We’ll help you challenge your assumptions and bring objective data to bear on key issues to create strategies that excel in the face of reality.

C-suite teams fail to correctly identify their CEO’s goals almost every time.

In the News

CEB's take on what others are writing about talent

Is HR the New PR?

By **Brian Kropp** and originally appearing on *Talent Daily*

Most people have seen GE's "What's the matter with Owen?" ads¹ promoting the company as a great place to work. Interestingly, GE is using its HR strategies to build its reputation and brand (i.e., "we hire smart, innovative people; therefore we can create smart, innovative products for you"). This is a remarkable shift from just five years ago, when most HR functions were, at best, trying to ensure their HR strategy did not conflict with the broader organizational strategy.

But it isn't just GE that is using HR activities and processes to build its corporate reputation. In the last 18 months, other companies have used their HR strategy more aggressively to build their reputation. And they're not just using HR to build the company's reputation; they're also actively promoting HR through their PR channels. Following are some examples:

- When Accenture decided last year to eliminate annual performance reviews, its CEO **revealed it to *The Washington Post***.²
- When Barclays **announced** changes to its parental leave policy, it was through the public relations team.³
- When the White House **pledged** to close the gender wage gap, many companies were quick to sign and promote it.⁴
- JPMorgan Chase **publicized** its decision to raise wages for thousands of retail banking employees in a *New York Times* op-ed.⁵

These changes are clearly designed to improve the employee experience—and that is a good thing. What is interesting, though, is how much employers are publicizing these changes. When did a company changing from a seven-point performance rating system to a three-point system begin to justify **coverage in *The Wall Street Journal***?⁶ In the past, the primary (or even exclusive) purpose of communicating these changes would have been to educate employees. The most progressive companies would have used these changes to show potential employees their organization was a great place to work. But today the most important target of this information is not the employee or the job candidate; it's the consumer.

In publicizing talent strategy changes, companies are telling their consumers, "We have great people; therefore we will have great products and services for you." Companies that advertise new parental leave and gender equality policies are saying, "You should buy services from us because we care about doing the right thing for our employees." These companies are—smartly—using HR as PR to drive business performance rather than having HR follow the business.

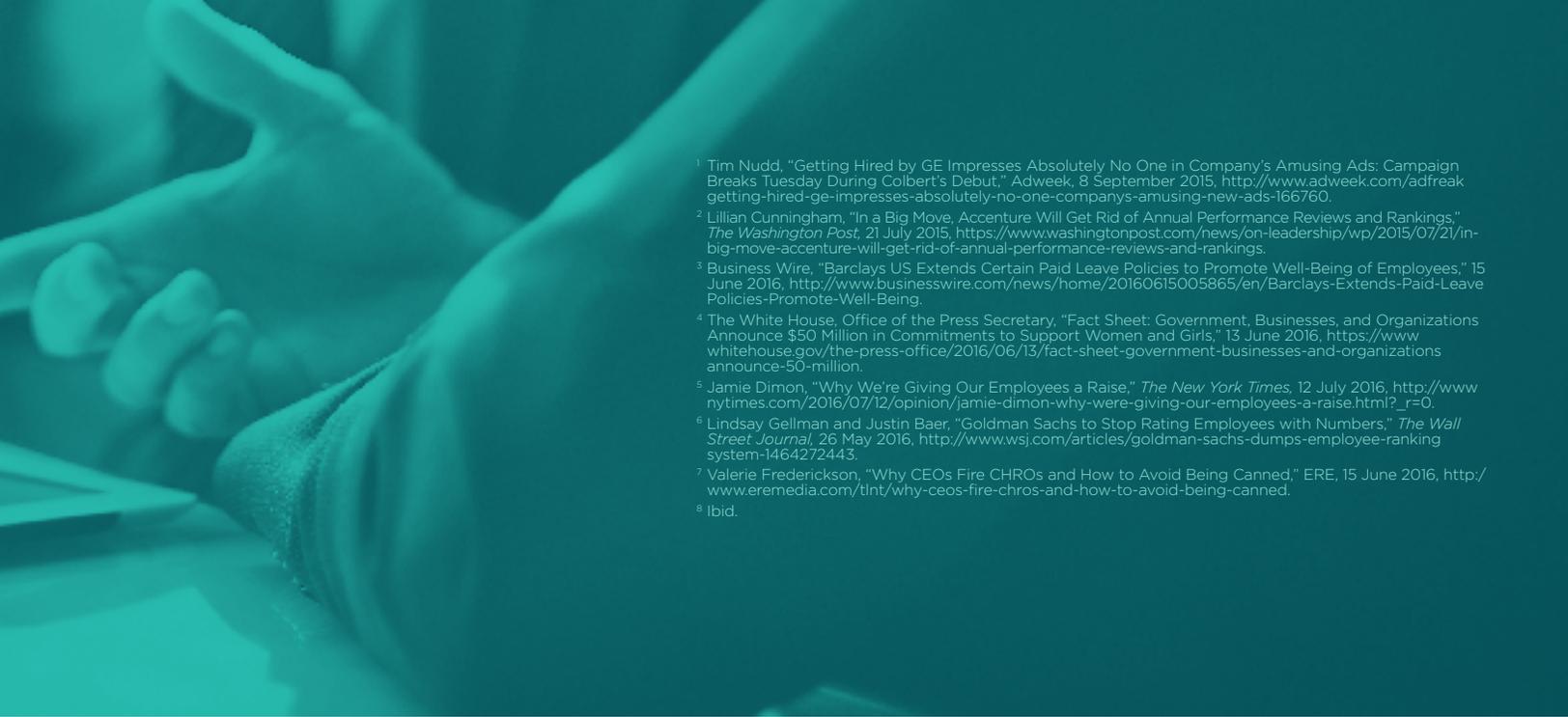
There are two major reasons for this shift. First, the workforce and customers increasingly care about a company's social practices and beliefs, so building awareness of these changes directly affects overall company performance. Second, the best-quality talent is more likely to be passive in their job search behavior. By using nontraditional channels and messaging strategies, organizations can better reach this segment of the labor market.

The Lesson for Fired HR Leaders? Don't Drive Change Alone!

By **Matt Dudek** and originally appearing on *Talent Daily*

The CHRO at a large conglomerate once told us, "At any senior-level role in an organization, it can be lonely. And one thing I've found over the years is that HR is always helping everybody else, but who's helping HR?" This has stuck with me as a constant reminder of the unique pressures heads of HR face. You have to solve the world's problems—including your own—alone. Or at least it feels that way.

In a **recent article**, Valerie Frederickson describes the tenuous situation for heads of HR, stating that they "may last longer than sales leads, but they still probably make the top three 'most likely to get fired' list. She then identifies the type of HR executive most at risk: change agents."⁷



¹ Tim Nudd, "Getting Hired by GE Impresses Absolutely No One in Company's Amusing Ads: Campaign Breaks Tuesday During Colbert's Debut," *Adweek*, 8 September 2015, <http://www.adweek.com/adfreak/getting-hired-ge-impresses-absolutely-no-one-companys-amusing-new-ads-166760>.

² Lillian Cunningham, "In a Big Move, Accenture Will Get Rid of Annual Performance Reviews and Rankings," *The Washington Post*, 21 July 2015, <https://www.washingtonpost.com/news/on-leadership/wp/2015/07/21/in-big-move-accenture-will-get-rid-of-annual-performance-reviews-and-rankings>.

³ Business Wire, "Barclays US Extends Certain Paid Leave Policies to Promote Well-Being of Employees," 15 June 2016, <http://www.businesswire.com/news/home/20160615005865/en/Barclays-Extends-Paid-Leave-Policies-Promote-Well-Being>.

⁴ The White House, Office of the Press Secretary, "Fact Sheet: Government, Businesses, and Organizations Announce \$50 Million in Commitments to Support Women and Girls," 13 June 2016, <https://www.whitehouse.gov/the-press-office/2016/06/13/fact-sheet-government-businesses-and-organizations-announce-50-million>.

⁵ Jamie Dimon, "Why We're Giving Our Employees a Raise," *The New York Times*, 12 July 2016, http://www.nytimes.com/2016/07/12/opinion/jamie-dimon-why-were-giving-our-employees-a-raise.html?_r=0.

⁶ Lindsay Gellman and Justin Baer, "Goldman Sachs to Stop Rating Employees with Numbers," *The Wall Street Journal*, 26 May 2016, <http://www.wsj.com/articles/goldman-sachs-dumps-employee-ranking-system-1464272443>.

⁷ Valérie Frederickson, "Why CEOs Fire CHROs and How to Avoid Being Canned," *ERE*, 15 June 2016, <http://www.eremedial.com/tlnt/why-ceos-fire-chros-and-how-to-avoid-being-canned>.

⁸ *Ibid.*

Frederickson's right; the odds are against change-agent CHROs. Over the past five years, the typical organization has undergone five major enterprise-wide changes, and three of them have failed. And according to our research, heads of HR now own or influence two-thirds of the elements that determine change success, from building workforce capability to setting up change processes, to employee communication. Ready or not, every CHRO is becoming their organization's de facto "chief change officer."

Recognizing the importance of not championing change alone, Frederickson cautions heads of HR to avoid joining organizations where the CEO doesn't support HR or senior leaders actively resist change—what she refers to as "executive deterrence." "Often," she cautions, "the proponents of stagnation are the very people who caused the problems to begin with, be they senior managers who rose beyond their skill levels or training or who are seeking to hide certain bad behaviors."

We've seen executive deterrence in our research, finding that leaders are much more likely to resist a change effort than managers or even frontline employees. Leaders are most likely to resist a change when it's first announced or affects their team; they may act through pocket vetoes, deliberate sabotage through back channels, or even well-intentioned attempts to protect a business unit's culture.

Clearly, for heads of HR to survive change (let alone drive it successfully with their C-suite peers and executives), finding the right allies is key. Perhaps the most important partner beyond the CEO is the head of Strategy. The change strategy a CHRO is charged to implement is likely the fruit of many conversations between the head of Strategy and the CEO. They both have a vested interest in making the change succeed, so use them. Here are three ways in which chief strategy officers and CHROs can partner to engage senior executives, reduce resistance, and effect change.

1. Identify more change-capable leaders through better succession planning. Waiting until after the change strategy is defined to get leaders on board is a losing battle. Ongoing

succession planning is a critical opportunity to ensure strong strategic alignment in the way successors are identified, developed, and deployed.

2. Give leaders a license to kill projects. Business and functional leaders make the hard calls about which initiatives to cut to free up time, money, staff, and, in particular, the mental ability necessary for executing change. Enable these leaders to decide what to stop doing so they can focus their managerial attention and business resources on new strategic initiatives more quickly.

3. Eliminate leaders' misaligned assumptions and legacy behaviors. Leaders must understand and believe in the rationale for the change and model new behaviors to drive better, more sustained effort toward new objectives. The best heads of HR and Strategy work to jump-start leaders' ability to challenge their own assumptions and evolve from legacy behaviors to new ones.

Eliminating leader resistance, however, is merely the end of the beginning. As heads of HR and Strategy forge ahead, it's important to recognize that eliminating change resistance from leaders may decrease the chance of outright failure, but it does not guarantee success.

Surprisingly, we've found that having the necessary leadership team in place does not in itself improve a change's probability of success. Having the necessary talent in place throughout the workforce, on the other hand, improves the probability of success by 5%. So after addressing senior leaders' resistance to change, identify which managers and employees are critical to change success, and focus your support where change implementation occurs.

To learn more about how heads of HR can lead successful enterprise change, CEB Corporate Leadership Council™ members can read more [on our website](#) about partnering with the chief strategy officer to mobilize leadership and access our [full report](#) on aligning staff to where change implementation occurs.



HR is always helping everybody else, but who's helping HR?

Getting Inside the Mind of Your CEO

Three Key Trends to Know Right Now to Work Successfully with Your CEO (Based on the results of our inaugural CEO 20 pulse survey)

By **Danielle Douglas and Matt Dudek**

About the CEO 20:

- It is available only for CHROs.
- Participating heads of HR contribute questions their CEOs are asking.
- Questions change to align with new issues every quarter the pulse survey is run.
- Participants receive a benchmarking report and a personal briefing of responses.

Interested in participating in the next cycle of the CEO 20 later this year? E-mail Matt Dudek at mdudek@cebglobal.com to sign up.

What Are CEOs Thinking?

CEOs expect more input from their heads of HR on talent and business issues. In fact, in 2016, 70% of CHROs report spending more time participating in business projects in a leadership capacity than they have in the past. CEOs are especially turning to CHROs more often for help in leading the organization through change.

To ensure you are prepared to address the questions and issues at the top of your CEO's agenda, we have launched the CEO 20—a pulse survey that covers the top 20 questions CEOs are asking today, centered on several themes. Following are three things to know from our first CEO 20 pulse survey.

E-mail Marcus Chiu at mchiu@cebglobal.com to participate in the next CEO 20.



1 Culture Change: CEOs Want
a Culture of Accountability

You said: The top cultural attribute CEOs seek from the workforce is accountability.

Implication for CHROs: Build accountability through building context.

In today's world, where business moves faster than ever, it is easy to assume CEOs want to cultivate innovation in their organizations. However, it is imperative to build a strong foundation of accountability first. Efforts to build accountability can often be stifled by organizational processes that induce the opposite. For example, setting unrealistic goals may prompt leaders to make excuses and disengage from tasks. Visit our website to see how *Rich's* created accountability by streamlining its goal-setting process to align individual and organizational goals from the bottom up.

2 Digitization of the Workplace:
Digital Disruption Fully Felt,
Partially Absorbed

You said: Ninety percent of organizations anticipate being or already have been affected by digital disruption.

Implication for CHROs: Develop simple prototypes of the roles required in a digital world.

CHROs can substantially increase the relevance of succession and workforce plans by proactively identifying the roles currently and likely to be required to operate in a digital world. Visit our website to see how *MTS India's* HR leaders work with their strategy team to better predict the evolution of critical roles and to assess future capability gaps.

3 CEO Succession: Succession
Focuses on Continuity Over
Change

You said: Eighty-seven percent of CEOs think their successor needs the exact same capability profile they currently have.

Implication for CHROs: Build a leadership bench optimized for continuity and optionality.

It is easy for CEOs to recognize how the rest of the organization needs to change, but it's not always easy to see it in oneself. However, the most successful succession strategies are prepared to both drive current strategies forward (continuity) and evolve as new leadership needs arise (optionality). See *A CHRO Guide to CEO Succession Planning* on our website for more information on how to broker CEO successions that consider different capability profiles.

Changing Change Management

An Open-Source Approach

By **Marcus Chiu and Heather Salerno**

“The art of progress is to preserve order amid change and to preserve change amid order,”

wrote the famed British mathematician and philosopher Alfred North Whitehead.¹ This observation couldn't be more applicable in today's world of constant change. The most successful organizations in the future will be those that can effectively preserve order during major changes, whether through merger or acquisition, leadership transition, or even culture change.

¹ Alfred North Whitehead, *Process and Reality* (New York: The Free Press, 1978).

Most organizations, however, struggle to adapt to this new environment; only one-third of change initiatives succeed. At the same time, leaders expect more changes to occur, and CEOs are pressuring CHROs to help implement them faster. So what is wrong with current change management strategies? And how can organizations evolve to not only survive but actually thrive in the global economy?

Why Change Management Is Broken

Over 80% of organizations manage change from the top down. This typically means that senior leaders exclusively make strategic decisions, create implementation plans, and then roll out organization-wide communication to gain workforce buy-in. This straightforward strategy once enabled rapid change because organizations were largely vertical; leaders held all the key information, and the workforce was structured in clear, hierarchical reporting lines. In that environment, top-down change strategies mirrored organizations' structure and workflow.

Compare that to how things look today:

- Organizations have more complex, matrixed reporting lines and interdependencies.
- Employees have more access to information about their jobs, business environment, and each other.

The upshot? Top-down change strategies are fundamentally disconnected from today's workflow, and they're slowing organizations down. Sixty-six percent of CHROs are dissatisfied with the speed of change implementation. Organizations need a better path forward in this evolving change environment.

Making Change Management Work

In our survey of more than 6,500 employees and over 100 CHROs around the globe, we found that the best organizations rely on their workforce, not just executives, to lead change. These organizations moved away from top-down change management toward more inclusive strategies by making three significant shifts:

1. Leaders engaged the workforce to cocreate strategic decisions.
2. Employees were responsible for planning how to implement the change.
3. Communication encouraged open conversations about the change.

These shifts are the key tenets of an open-source approach to change. The term "open source" originated in the software industry in the 90s but has since been applied to other fields. An open-source approach in software had two goals: make software accessible for everyone, and improve software by allowing anyone to quickly edit and fix bugs (e.g., Wikipedia and Linux). But open source is not a free-for-all; Wikipedia, for example, is governed by a vetted group of users who use a set of policies and guidelines to determine when a change is right.

By applying open-source principles to change management, organizations can increase their probability of change success from 34% to 58%.

Furthermore, with Open Source change, companies can change more quickly, the workforce is more engaged, and employees are more likely to stay.

This shouldn't be surprising. After all, Open Source change strategies are, by definition, more inclusive of expertise and different perspectives, closer to the actual workflow, and constantly evolving through collective action.



Open-source principles can increase change success from **34%** to **58%**.



Implementation time can decrease by **33%**.



Employee engagement can increase by **38%**.



Intent to stay can increase by **46%**.

Evolving Through Open Source Change

When top-down changes fail to work, leaders most often blame the workforce. Yet 64% of employees already possess the skills required to change successfully, and 74% say they are willing to support the change. Despite this, only one-quarter of employees are able to change the way they work when managed from the top down.

Heads of HR and their teams are uniquely positioned to engage the workforce using an open-source approach to change. Here's how you can do it, along with lessons from three organizations that have successfully done so.

1. Cocreate Change Strategy

Leaders recognize the value of employees' input regarding customer needs and how work is done on the ground. However, while 74% of leaders say they involved employees in creating change strategy, only 42% of employees feel they were truly included. Leaders fear being overwhelmed by opinions when deadlines have to be met, so they typically set change strategies and solicit employee feedback after decisions have been made. But solicitation is not co-creation.

So how do organizations include more employees in cocreating change strategies without being paralyzed by opinion overload?

Faced with a rapidly changing organizational structure, the software company Red Hat needed a better decision-making process. The outcome was Red Hat's Open Decision Framework, which all employees are introduced to on their first day. The tool provides guidelines for leaders to think about who should be included when making decisions and how to include them. Rather than giving individuals more say based on rank and tenure, the framework asks leaders to consider factors such as expertise, impact, and customer centricity.

The framework also ensures a level of transparency around how decisions are made, not just who is involved. No one is surprised by a decision, and everybody trusts it is the best option, even if it is not always liked. For Red Hat, open decision making works because it's a meritocracy, not a democracy; and the best ideas always win, no matter where they come from.

This approach might slightly slow decision making, but more time spent making better decisions up front translates into greater time savings down the road. Go slow to go fast—especially when the stakes are as high as they are during change.

Key Takeaways to Cocreate Change Strategy

- Early Transparency: Don't just share your final change vision; be open about how you will get there, even before you know where "there" is.
- Selective Participation: Don't include everyone, just those who are most relevant to the issue.
- Differentiated Involvement: Don't use a uniform approach to gather input. Instead, use different methods to involve different people as needs change.

2. Shift Implementation Planning to Employees

To create consistent and fast change, leaders typically decide how to implement changes and then communicate directions to the workforce. But this method no longer works in the current change environment. Seventy-two percent of leaders we surveyed admit they do not know what employees must do differently during change because they are too disconnected from the work, and priorities change too quickly for leaders to catch up.

Shifting implementation planning to employees can boost probability of change success by 12%. Successful organizations empower employees to experiment with solutions and new ideas but also set guardrails to prevent actions from derailing the change.

Salesforce has a unique goal-setting process it calls "V2MOM." First, CEO Marc Benioff writes

an inspirational vision and values for the organization. Then employees at every level can use that foundation to set their own vision, along with what they will do to get there, the obstacles they may face, and the success metrics they will be measured against. Employees can also see their colleagues' goals, to make sure everyone is aligned and to hold each other accountable.

With this freedom to work within guardrails, Salesforce employees can more quickly execute change, spot the barriers slowing implementation, and share best practices throughout the company. This gives leaders and managers more time to support employees by removing obstacles and ensuring alignment on strategic issues. With this system, it only takes six weeks for Salesforce's workforce of over 20,000 to realign priorities when major changes occur.

You don't need to replicate Salesforce's system to be just as agile. Shift implementation planning to employees, and set the right guardrails to hold them accountable, and your employees will be able to successfully execute change on their own.



72% of leaders do not know what employees should do differently.

Shift implementation planning to employees, and increase change success by **12%**.



Key Takeaways to Shift Ownership of Implementation Planning to Employees

- Set Guardrails and Provide Support: Have leaders define strategic goals, and establish degrees of employee ownership.
- Let Employees Lead Change Implementation: Allow employees to define success metrics, obstacles, tasks, and how they collaborate.

“Red Hat strives for change management to happen during the design process, not during execution.”

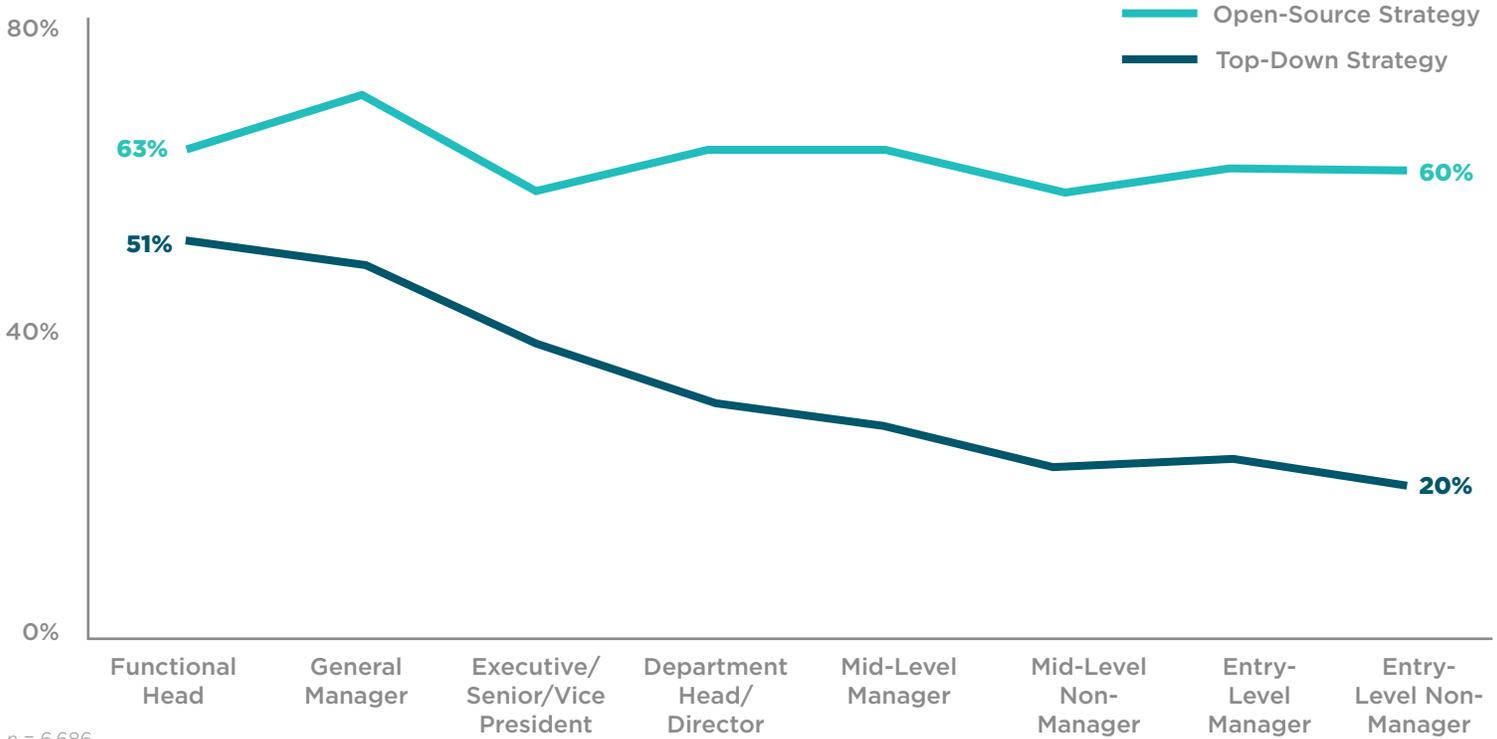
Jim Whitehurst
CEO
Red Hat

“

“One of the side effects of the V2MOM we found is that there is newfound employee freedom....The manager can then say, 'Fantastic—let me know how I can help,' and the employee can go off and execute it.”

Cindy Robbins
EVP of Employee Success
Salesforce

Top-Down Change Strategies Reduce Understanding of Change in the Workforce
Percentage of Respondents Understanding Change by Seniority



n = 6,686.
 Source: CEB 2016 Workforce Change Survey.

3. Focus Communication on “Talking,” Not “Telling”

Most organizations communicate change from the top down. Leaders frame change as a positive story to get employee buy-in, and they tell it frequently to drive understanding. But telling—or, at times, commanding—employees does not drive understanding or commitment to change. Instead, we found that top-down communication actually reduces employees’ understanding of change down the line and increases employee anger, anxiety, and resistance toward the change.

Liberty Mutual Insurance discovered, as it prepared for a major change, that top-down communication made its employees feel like the change was happening to them. In response, Liberty Mutual empowered its workforce to start authentic conversations that personalized the change and gave them a sense of ownership for it.

Liberty Mutual held change management workshops for employees and, rather than discouraging employees from

sharing any negative feelings about the change, encouraged them to express their anxieties as a group. By first acknowledging their negative emotions, employees were able to move on and begin exploring rational responses to change.

The workshops didn’t stop there. To really drive its employees to change, Liberty Mutual provided question-based action plans that encouraged employees to take control. Questions included “What changes could result from this initiative?,” “How will my peers be impacted?,” and “What new skills will I need?” If employees did not know the answer, they could plan how to find it and set a deadline.

By using the questions to initiate two-way conversations with peers, managers, and leaders throughout the organization, employees became seekers—not just receivers—of change information. Doing so allowed the entire workforce to quickly address resistance, move forward, and drive change.



“It’s this idea of empowering individuals—to say, ‘It’s okay; we’re giving you permission to go out and get answers for yourself.’”

Precillia Redmond
 VP of Organizational Effectiveness
 & Strategic Project Management
 Liberty Mutual Insurance

Key Takeaways to Focus Communication on “Talking”

- Address Negative Emotions Openly: Allow employees to share negative reactions to improve feelings of control.
- Support Peer-to-Peer Interactions: Encourage employees to share change insights with the rest of the workforce.
- Build Dialogue: Give employees questions to drive open conversations and action plans for change.

Top-down communication actually reduces employees' understanding of change down the line.

What Should CHROs Be Doing Now?

In today's world of constant change, success requires engaging the entire workforce, not just a handful of leaders. Heads of HR are in the unique position to adopt Open Source change management by shifting to 1) cocreated change strategy, 2) employee-owned implementation planning, and 3) communication focused on "talking."

These shifts will engage employees throughout the change process and lead to better, faster, and more sustained outcomes.

Still, as with all change management, CHROs can't do it alone. Discuss these three action steps at your next HR leadership meeting to prepare to make your organization's next change open source.

- Build a business case for senior leaders to adopt open-source approaches by discussing how they could improve and why it matters.
- Engage the workforce to gather feedback on why change initiatives are moving too slowly and how to address those challenges.
- Pilot an initiative to improve your change management in any one of the three key shifts for Open Source change.

Are you ready for the next change?

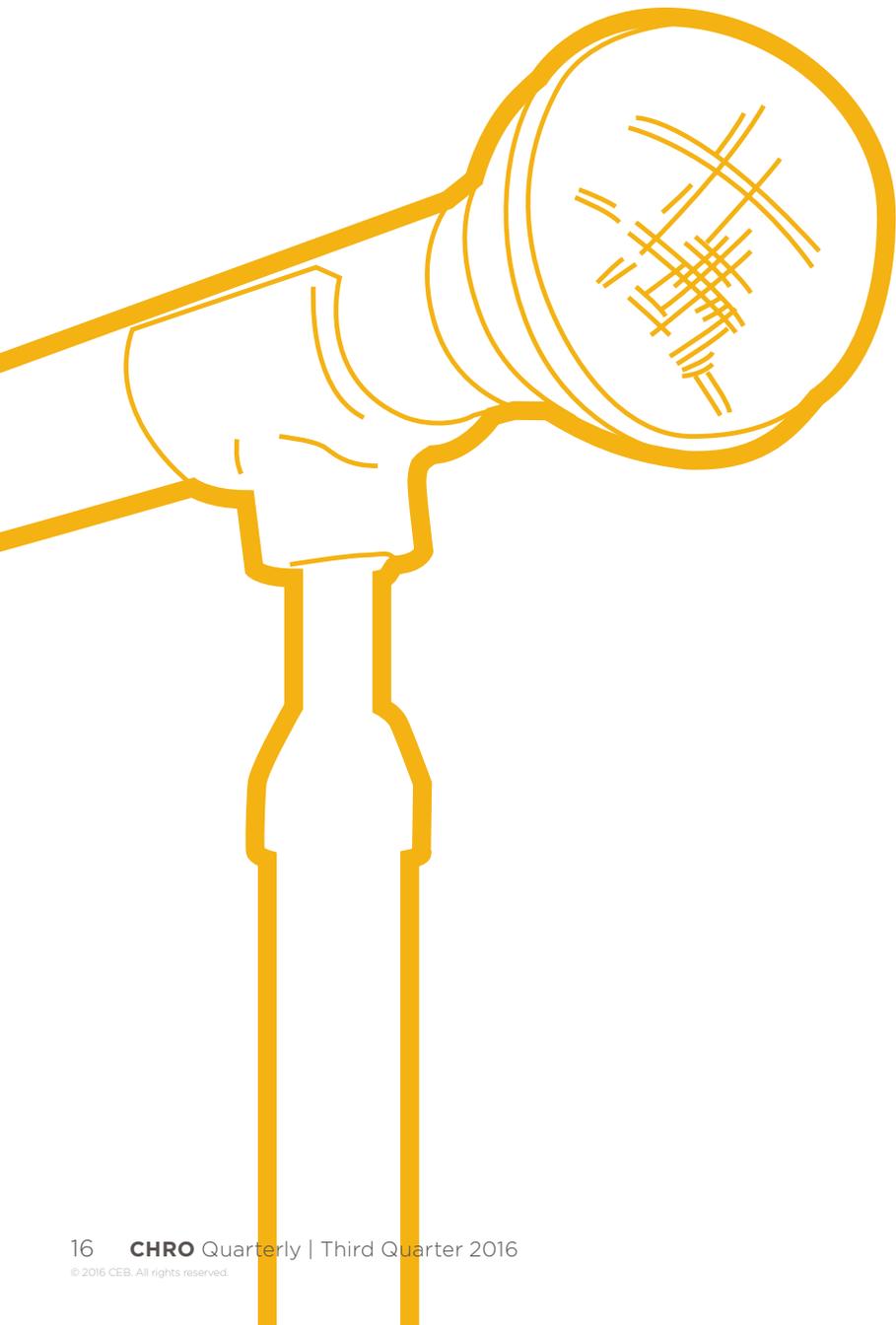
For a change to succeed, make sure you engage the workforce with an Open Source change approach.

Get started at cebglobal.com/member/corporate-leadership-council.

Voice of the CHRO

By **Matt Dudek**

Every quarter we interview a chief HR officer to gain his or her perspective on issues facing the HR function. This quarter we spoke with Angelica Cantlon at IFF and her VP of Global Workforce Planning, Stuart Maxwell, about how they successfully embed strategic workforce thinking into their leaders' business plans.





About Angelica Cantlon, EVP HR, and Stuart Maxwell, VP Global Workforce Planning at International Flavors & Fragrances (IFF)

International Flavors & Fragrances Inc. is a global creator of flavors and fragrances used in a wide variety of consumer products, operating in 31 countries worldwide. Angelica Cantlon is Executive Vice President and Chief Human Resources Officer at IFF, where she has worked since 2009 in service to the company's nearly 7,000 employees. Stuart Maxwell is Vice President of Global Workforce Planning at IFF, where he has worked since 2000 to deliver global people solutions that support business strategy development and execution.

Many organizations today struggle to effectively make the leap from annual staffing plans to strategic workforce plans. You have had more success. How did IFF start on its strategic workforce planning journey?

ANGELICA: It grew out of initial work with our research and creative organizations, where we realized we had many new strategic research platforms but didn't have the talent in the company to execute them. In retrospect, these first ventures acted as pilots to gain senior leadership buy-in. We had success with workforce planning in these small pockets of the organization, creating excitement and interest that allowed us to really expand it.

In late 2014 we then had the right opportunity, with a new business strategy called Vision 2020, to launch workforce planning across the enterprise. This was a perfect opportunity to embed workforce planning as an integral enabler to delivering the strategy. In January 2015, we created a dedicated Global Workforce Planning center of excellence within the HR team, which developed the first full enterprise-wide workforce plan based on Vision 2020.

It took time, small wins to demonstrate value, and then recognizing the right moment and opportunity to roll it out as a global initiative. While working with business leaders to define a clear understanding of future talent requirements, we also invested a lot of time in analyzing the current state of our human capital to gain a clear picture of where we were starting from. In many respects, it was harder to understand the capabilities of the talent we had (our talent supply) than to predict future need (the demand for talent).

Lack of executive interest is often cited by HR executives as a top barrier to strategic workforce planning. How do you manage that?

ANGELICA: The first step is to ask a series of questions of the business leaders who have key initiatives but haven't really thought through the human capital questions these plans require. Before you present ROI, you need to get leaders thinking differently—in a much more precise manner—about human capital resources in addition to the financial elements. In the early stage of strategy setting, we ask, "What kind of talent

do you need? Where do you need that talent? How many do we need? And how hard is it to find?" These questions enable us to quantify and demonstrate to executives the scale of the potential gap in strategic initiatives.

STUART: As an example of how we're trying to invert leaders' thinking, we had seen previous strategies where the financial targets were set. Human capital plans were then derived from already set expense targets, without a focus on the future talent requirements to operationalize the strategy. Executives were backing into talent. We tried to challenge that deductive reasoning and turn the conversation around to say, "What talent capacity and capability do you need to make those numbers in the strategic plan?"

ANGELICA: We proactively engaged the executive team during strategy planning meetings to force the talent conversation—skills, capacity, geography, and amount of investment. Some of them could not answer the questions the first year, but we got leaders on board by continuing to say, "If you can't answer these questions, how can we fill these roles with the right-quality person and in a timely manner?" We demonstrated the time it took to find and acquire unique, highly specialized skills. This started convincing them there was real value in thinking proactively about the talent factor.

STUART: Workforce planning tools then catalyzed the proactive identification of skills needed for the future, enabled talent mapping (matching specific talent needs for critical roles to internal and external talent supply across geographies),

Getting Your Leaders to Realize They Need Strategic Workforce Planning

Here are some of the 20 questions IFF uses in coaching leaders to realize workforce planning matters to them.

Workforce Planning

What are our future talent capacity and capability needs to deliver strategy? What is our build/buy plan?

Talent Acquisition

Do we have comprehensive strategic capability talent maps enabling proactive talent attraction?

Leadership Development

What is the depth and quality of the successor pool for strategic leadership positions?

Performance Management

Have we objectively identified our strategic positions, top contributors, and poor performers?

Talent Management

Are our most strategic positions filled with top contributors or high potentials?

Organizational Development

Do we have the most effective organizational structure and processes to meet business goals?

accelerated time to fill, improved quality of hires, and enhanced long-term pipeline strength. For example, this approach allowed us to proactively prepare for a new business strategy in one particular target geography. We realized the difficulty of acquiring talent in that geography and the need to build our own talent base. We engaged business leaders to suggest adding purposeful head count to our internal technical schools to build our talent pipelines and prepare for this future need. These types of “wins,” gave workforce planning credibility.

Workforce planning is rarely at the top of the agenda for boards of directors, but you've mentioned to us before that it is at IFF. How did you get the board to believe in workforce planning and sustain the conversation?

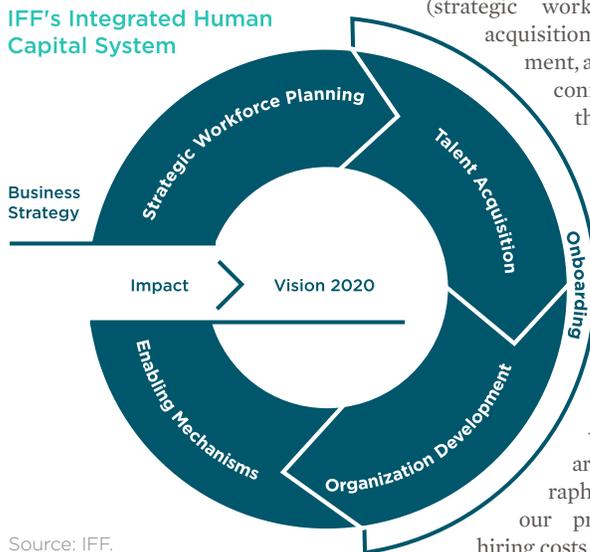
ANGELICA: Previously, the human capital strategy conversation with the board was delinked from their business strategy conversations. The opening to link the two came with the implementation of our Vision 2020 strategy, leading workforce planning to become its own functionality and an intimate part of the business strategy conversation. We had a CEO who believed people were a key component of strategy and influenced those at the executive level.

As the CHRO, I need to continue to demonstrate to the board that this matters and that building talent management into up-front strategy pays off at the end. I highlight to the board our progress in talent mapping for strategy-critical roles and, from a financial standpoint, our increased precision in predicting the true workforce cost and ROI of business initiatives. With this, the board actively encourages workforce planning discussions and continues to ask about enabling human capital strategy within business strategy meetings.

ROI is a key issue that comes up during strategic workforce planning discussions and is hard to resolve because it can take years for plans to show business results. How do you navigate this issue?

ANGELICA: Assessing financial impact is the biggest differential for successful workforce plans. We do so with two approaches—first, through a **fully integrated human capital system** (not a technology system) where all the different facets (strategic workforce planning, talent acquisition, organization development, and enabling mechanisms) connect seamlessly to deliver the workforce IFF needs now and for the future.

IFF's Integrated Human Capital System



Source: IFF.

In the past, we would look from a strategy perspective at the investment in a particular initiative, but not necessarily include the human investment. With the integrated human capital system, we've brought specificity around details such as geography and skill set to refine our predictions of individual hiring costs. From there, we're able to forecast total annual expenses—an improvement from our past use of a more general number that ultimately produced significant budget gaps. Now we include that human

capital piece as a critical investment component and can evaluate the whole ROI. With that commercial perspective, the business is more realistic about what the need is in order to deliver those sales numbers.

STUART: That last piece is key because it allows us to challenge assumptions that had gone into the business case in the first place, where they had said, “Okay, we’re going to add five people and grow sales by a certain percentage.” We could say, “Okay, that sounds great. But are you aware this will require efficiency or productivity 40% higher than that of anybody who is currently in that sales or creative group?” Connecting the human capital piece helped leaders better articulate, “What are the kinds of efficiencies and productivities they needed? What can we expect from certain skill sets? What is the potential gap from a strategic perspective?” Then we’re able to tie back to our ROI and challenge assumptions to help them better strategically plan.

ANGELICA: Our second approach to prove financial impact was to move from a one-time workforce plan to an **iterative workforce planning process**. We call it the 4 “I”s: **generate insight**, understand business **implications**, **implement** talent strategies, and then assess financial **impact**. In this process, we are constantly reviewing human capital investments, productivity, and the impact over time. This structures the conversations reviewing human capital implications for strategy and generates actionable insights and specific plans. These insights have gotten the attention of the CEO and executive committee and cemented their engagement in workforce planning discussions.

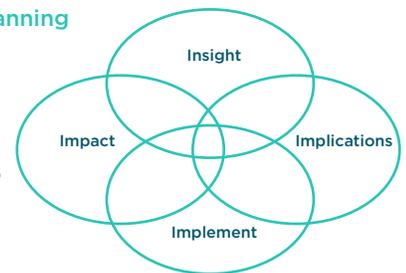
IFF's Workforce Planning Model: The 4 "I"s

Insight
Review workforce plan progress and capacity, capability, and development; provide insight in key human capital

Implications
Consider current and future talent implications in context of financial plan progress and any changes in business strategy, priorities, or market.

Implement
Make indicated changes in prioritization and focus for resource allocation and investment, and the talent program.

Impact
Assess the financial impact of talent investments and allocations.



Why did you decide to create a dedicated strategic workforce planning function? What are the key criteria a CHRO should look for in selecting a leader for the function?

ANGELICA: After performing workforce planning as an “off the side of the desk” project for a few years, we needed to create a dedicated function to gather momentum and take a step forward to build an enterprise-wide plan addressing both capacity and capability.

Using Behavioral Economics When Making the Case for Workforce Planning

To convince leaders that adopting workforce planning practices leads to success, it's not always enough to build a data-driven business case. It can also require tapping into their desire to avoid failure. Significant research from behavioral economics in loss aversion (also known as Prospect Theory) suggests that human decision making is hardwired to avoid losses, finding we react to losses twice as hard as we appreciate success. So pulling critical lessons out from past business challenges that were created by avoiding workforce planning can be a powerful argument and motivator to adopt these practices in the future.

A few years ago, IFF moved staff to a new city to get closer to customers. While this move fulfilled the business objective, it left talent out of the conversation and resulted in regrettable turnover in critical employee segments. With hindsight, this experience made leaders across the firm realize the opportunity cost of skipping important workforce planning conversations.

Angelica explains, "It was a hard lesson learned, but it was one we could turn to when we were promoting workforce planning. You can look at all the reasons it was a really good move from a customer standpoint, but you've got to integrate talent into your business decisions. If we had a workforce planning tool or mechanism, this might not have happened."

Moving forward, Stuart emphasizes, "The lesson learned was key, as you need to make some mistakes or you don't ever learn. When we were later looking at expanding in another strategic geography, the business was immediately concerned about talent as well. As an organization, we had learned the lesson and brought more integrated talent thinking to the issue."

Angelica's and Stuart's Four Signs That Workforce Planning Is Impacting Leaders' Thinking

1. Visible signs that workforce planning outputs and insights are being used to support business decision making
2. The amount of agenda time allocated at executive committee meetings to review workforce planning insights
3. Individual executive committee members' proactively requesting and initiating workforce planning conversations
4. The CEO's periodic meetings with each executive committee member and HRBP to review current state and future state workforce plan progress

Strategic workforce planning, as a facet of our human capital system, is not "one size fits all." It's very specific, time consuming, and customized—meaning it really requires a dedicated function. This has been an evolving process to very specifically understand what challenges the business is facing and to use our best thinking to determine how we can get ahead of the curve and get to the point that we have the right-quality person in the right place with the right skill base.

We have observed that many organizations start from an analytics base and a tactical head count planning process. These are inadequate to assess, acquire, and position the talent capability and capacity needed to inform, execute strategy, and achieve longer-term financial goals. We therefore started workforce planning from the business strategy and financial goals and then leveraged specific analytics to support our understanding of current state and future talent requirements. Given this, we think an ideal profile for a leader in workforce planning is someone with a strategic mind-set, deep business understanding and skills, and comfort with analytics. Existing credibility and relationships with the senior executives and within the HR groups—often acquired through the HR business partner role—are essential for the leader of this function.

What advice would you share with CHROs when engaging in strategic workforce planning?

ANGELICA: It's all about context. It's not about having the technology where you press a button and it generates figures. It's about the numbers in the context of the current state and future state of the business. Workforce planning executed well helps the business understand and make informed decisions based on where and what kind of talent is needed. CHROs must ensure the process informs strategy and supports CEO and executive discussions as to future human capital needs.

Stuart and I were on a mission because we knew it would make a difference. It's been a puzzle to solve. We worked together to figure out how we could tell a story at the right level; we wanted leaders wanting more. And that's actually what happened.

This interview has been edited for brevity and clarity.

Take Your HR Strategic Planning to the Next Level

By Jackie Quinlan

Every year we work with hundreds of HR leadership teams as they begin their strategic planning process. Over half of HR heads tell us they spend most of their time on HR strategic planning. This includes gathering business requirements, assessing HR's current state, defining key objectives, planning talent initiatives, and delegating work streams. But while CHROs expend a lot of effort building strategic plans, we've observed a wide variety of practices in our work with them, and some are more effective than others. Here are three actions you can take to bring your strategic planning to the next level and avoid common missteps during the HR strategic planning process.

Providing strategic HR support to the business can improve business unit revenues by up to **10%** and business unit profitability by up to **12%**.



1. Understand the key objectives of the business to get buy-in for your HR investments.

Our annual HR executive agenda poll for 2016 found that lack of buy-in from the business and insufficient HR resources are the top two anticipated reasons for HR strategy failure. To obtain buy-in and support for your HR investments, you must first understand the key objectives of the business and then communicate how HR's strategy will support those objectives.

One of the most common roadblocks we observe in strategic planning conversations with HR executives is the failure to connect the importance of HR activities to key business objectives. The link may seem obvious to HR executives, but it's not always clear to HR staff or business leaders. Two-thirds of talent management program effectiveness is driven by the interaction between HR and the business, including conversations with business leaders about their talent needs and how HR is meeting them.

Here are three questions HR should discuss with business leaders ahead of strategic planning to improve the connection between HR activities and business objectives:

- What are the key business objectives for the next year?
- What are the talent outcomes critical to success?
- What talent risks could prevent success?

To shift business leaders' perception of HR from a transactional provider to a strategic partner, take an insight-driven approach to strategic planning. When preparing for conversations with business leaders, pull together relevant HR data that could affect their business strategy. Building business and organizational acumen by discussing the questions above with your line leaders will give you the insight you need to provide strategic value to the business.

Once your plan is in place, you'll need to ensure you communicate the appropriate messages to executive stakeholders. Nearly half of HR executives say they don't communicate the link between the HR priorities in their strategic plan and their primary stakeholders' business priorities. To demonstrate the need for HR investments, tie each HR objective and requirement to one of your stakeholder's relevant business objectives. Presenting a compelling business case for the HR portfolio of investments helps, especially if it can make the future benefits of a new investment seem tangible. The most effective approach is to communicate how each HR initiative will lead to a specific desired business outcome.

2. Focus on HR capability gaps, not business priorities alone.

Through hundreds of conversations with HR executives at the beginning of their strategic planning process, we've found that CHROs are often tempted to base HR priorities solely on what the business is currently demanding. But this approach may unintentionally diminish the role of HR's current capabilities in determining strategic investment priorities. After you identify which HR activities best align with business objectives, evaluate your function's current effectiveness at those activities using feedback from the line and the HR team. This will allow you

to establish HR objectives that close critical gaps and take advantage of key strengths. Our resources, such as the [HR Business Alignment Tool](#) and the [CEB Ignition™ Diagnostic for HR](#), can help with your current-state assessment.

Below are the top three strategic priorities we've seen among our members when they conduct an HR gap analysis between business importance and functional maturity:

- **Develop a Workforce Plan**—Assess the roles, responsibilities, and capabilities needed by the business's future workforce to minimize potential gaps in talent readiness and prioritize future talent investments.
- **Manage the Employment Value Proposition**—Attract and retain high-quality candidates by building and maintaining a positive reputation as an employer of choice in the labor market.
- **Manage Talent Analytics**—Use quantitative and qualitative data to measure and improve outcomes.

3. Don't get bogged down in gaining consensus on current HR capability; use your team to create an action plan.

Although assessing HR's current capability in key activities is important in prioritizing HR investments, spending too much time gaining HR team consensus on your current state takes valuable time away from planning the function's future state. When we speak with CHROs about their strategic planning kickoff, they often share worries about their HR staff feeling left out of the process. It may feel natural to involve your staff by polling them about how they execute HR activities, but this is not where their feedback is the most valuable. Don't lose the planning stage of your strategic planning process in the pursuit of unanimity on your current state. Instead, build buy-in for your strategic plan by involving your broader HR staff in collaboration on how HR imperatives will actually be achieved and measured.

Are you planning a team off-site for strategic planning this year? Do your current-state analysis beforehand, then spend your time together organizing your priorities into an integrated HR action plan. The focus of strategy brainstorming should be on creating action steps and working with the team to assume ownership for executing them. Leaders of HR sub-functions should focus on how they can best contribute to achieve HR strategic objectives.

Ready to improve the ROI of your strategic planning efforts?

To take HR strategic planning to the next level, first understand the business's top objectives, then identify strategic planning initiatives that fill major HR capability gaps. Once you've established a business-aligned HR strategy, focus your broader HR planning discussions on creating an action plan. Track measurable business metrics for your HR objectives to help demonstrate the success of your efforts to key leaders in your organization. Following these steps will help you focus your strategic planning efforts on the highest-impact activities.

Sustaining Engagement Through Change

By **Marcus Chiu and Connie Kang**



24% of employees express anger, and



51% feel anxious during change.

n = 6,686.
Source:
CEB 2016
Workforce
Change
Survey.

For most employees, the announcement of an organizational change causes apprehension and anxiety rather than excitement. One of the most well-known change management models even frames people's change response in terms of five stages of grief, implying that no one really enjoys the change experience; they merely come to terms with it.

We found that 24% of employees express anger, and 51% feel anxious, when they are simply told a change will take place. High performers are likely to view change as a good time to leave the organization. Others not truly understanding the reasons for change can even resist change. This is why organizations that stick to top-down approaches can decrease employee engagement by as much as 8 percentage points.

In an environment of constant change, this kind of response is clearly suboptimal. Organizations aiming for sustainable change need to build employee engagement, showing employees the change is happening "with them" rather than "to them." This means going from presenting employees with ready-made plans to partnering with employees to figure out the best change strategy.

Take change strategy setting, where objectives are typically set by leaders and select managers and then sent to the workforce to gather feedback via focus groups or town halls. While this is certainly well intentioned, employees don't get involved until it is too late, making their input ineffective. To truly engage employees during strategy setting, organizations need to:

Figure out what change means for employees.

To understand the impact of change on employees, Schneider Electric took a user-centric view. It created a Project Change Charter that assesses the nature and extent of disruption to job duties, decision ownership, and work schedules for each group of roles impacted by the change. This assessment gives Schneider Electric an early read on possible barriers.

Don't be afraid to crowdsource change ideas.

While many organizations worry that broadly involving employees will lead to endless discussions, that need not be the case. To avoid opinion overload, take a page from social forums like Reddit, where users up-vote or down-vote each other's comments so the most substantive responses bubble to the top. Similarly, ask employees to vet their ideas with their peers during strategy setting before filtering them up to leaders. That way, instead of a cacophony of opinions, organizations get fewer but better-evidenced ideas.

Change implementation is also typically planned from the top down. Executives discuss how a change will take place, and employees are tasked with making it happen. But treating employees as order takers fails to leverage the workforce's collective wisdom and leaves them waiting for instructions. Not to mention that in a matrixed organization, most leaders don't actually know how employees do their work, wasting time when instructions don't match the situation on the ground. To build a workforce that is truly engaged with change, leaders and managers need to let employees own the journey toward the organization's change goals.

Even the most hierarchical organizations have learned to let go. The US military—the epitome of top-down control—recognized this when fighting the Taliban. Before General Stanley McChrystal (Ret.) took command of US forces in Afghanistan, ground troops had to wait for information and approvals to pass through several levels—acting an inefficient process that did not adapt well to changing facts on the ground. To remedy this, McChrystal

Show employees that the change is happening **"with them"** rather than **"to them."**

made the process more transparent by holding a daily video teleconference that allowed 7,500 troops to directly observe how and why decisions were made and to ask questions. Then, with greater clarity on their goals, ground forces had full ownership over how

to achieve them. This new process enabled quicker, smarter decisions that tripled the number and success of operations.

Employees owning implementation planning does not mean leaders and managers will be sitting on the sidelines. At Salesforce, for example, employees set their own goals and determine how to get there and what metrics they'll use to measure success. Managers can then review their goals, ensure they're aligned with organizational priorities, and collaborate with employees to execute the change. It now takes only six weeks for the company's 20,000 employees to realign priorities when major changes occur.

In today's world of constant change, organizations need to ensure employees are onboard, not just through one change but also through other changes down the road. They also need to ensure each change succeeds in the long run and has a sustained impact on the organization. Taken together, these new requirements mean letting go of the top-down approach to change management and instead building long-term engagement by treating employees as true stakeholders in the process. In the end, as with all things worth doing, it takes a village for change to truly succeed.

Are You Building a Change-Capable Workforce?



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By

Kelly Rincon
Hannah Muldavin
Scott Engler

A Better Way to Innovate: Lessons from Chris Trimble

We are pleased to bring you a summary of this episode of CEB Talent Angle. You can find the full episode as well as others on our website or on iTunes.

Innovation has been a persistent challenge and common goal for many organizations (and their HR teams). Whether it's encouraging employees to think outside the box on a new product, experimenting with new HR policies such as unlimited vacation, or tackling company culture and completely changing behavior at the organization, more organizations are feeling the pressure to innovate to stay competitive. But does innovation occur only spontaneously through independent-minded employees, or can organizations systematically encourage innovation? And if systematic innovation is possible, how can organizations build it into their processes?

One of the main struggles in planning for innovation is finding the right allocation of time and resources in balance with day-to-day operations. Chris Trimble, professor at the Tuck School of Business at Dartmouth and *New York Times* best-selling author, has vast experience making innovation happen at large organizations. And he talked with us about his research, which centers on the part of innovation that no one wants to talk about—"the inevitable conflict between innovation and an ongoing operation."

Executing Innovation

Trimble spoke with us about how organizations think about innovation. The continuous improvement model focuses on the incremental improvement of a product but does not change or alter any current organizational processes. Trimble describes this approach as “next year’s version of this year’s product.” This approach is most common in the auto industry, where companies produce a new version of a car from the year before. It’s popular because it is easy to plan for and allows many employees to participate in the process. It also allows organizations to mimic previous work, leaving little room for complete failure and a reasonably controlled environment and output. When innovating this way, employees maintain their day-to-day roles, and innovation is relatively monitored and measurable.

However, this traditional approach limits the scope of innovation. If employees are expected to maintain their current workflow while innovating, are new ideas being executed at all—let alone to their greatest potential? Most companies run into trouble “with projects that are beyond the limitations of either...model,” Trimble explains. His preferred method is to create small teams of innovation, which have the flexibility to rethink schedules, roles, and responsibilities and are free from the constraints of daily workflow. With small teams, innovation is not a side project; it is the sole purpose of one team.

Partnering with the Business

Are small innovation teams, separate from the daily workflow, realistic? Inevitably, conflicts will arise between business operations and these new, flexible teams. Because you can’t hold these teams responsible for the same output as traditional work groups, Trimble advises approaching these smaller teams differently.

First, Trimble says, you must ensure the correct team composition. The individuals on your innovation team should be able to dedicate their time to innovation. He also advises caution in assigning

tasks to the rest of the workforce. Because “it’s very hard to get the [workforce] to vary too far from its established path,” Trimble says, any innovation work you assign to it will naturally fall to the wayside and be dismissed. Finally, while an innovation team should be focused on one initiative, you should also make sure it isn’t isolated to the point where you lose your competitive advantage over a startup. Established corporations have resources and branding that startups don’t, giving their innovation teams more resources to work with.

Bringing Innovation into Strategy

In addition to authoring books on innovation, Trimble has helped many large corporations apply these techniques in the real world. During these experiences, he has found it important to treat innovation teams strategically differently than you treat other teams in the organization. “You have to regard the business plan for the innovation initiative as a hypothesis that has a load of implications,” Trimble says. “Inevitably what happens is you start applying metrics and standards from the core business to the new one, where you shouldn’t, and you start putting the innovation leader on the defensive for not being as on target versus the plan as everybody else is expected to be.”

Instead, you should create a different type of evaluation for these teams and leaders. In Trimble’s words: “What you really want to try and evaluate is whether or not that person is running a disciplined experiment. Do they have a clear hypothesis? Does everybody on their team understand what that hypothesis is? Are they gathering the right information to help confirm that hypothesis? Are they reacting quickly when they get new information? Are they being completely open in talking about what they know and what they’ve proven, and what, perhaps, has been proven wrong and therefore requires a change in direction?”

Trimble’s final warning is that investing in innovation is not always easy. “I think innovations inevitably are worse before they are better, and you have to be prepared for that.”

CEB Talent Angle with Scott Engler is a podcast about talent and creating performance greatness in organizations, featuring thought leaders from inside and outside the corporate world. Listen on iTunes or at cebglobal.com.

Where will you join your peers in 2016?



Open Source Change: Making Change Management Work

September–October 2016

HR executives are being asked to effectively implement changes faster than ever. Most organizations rely on top-down change strategies such as communication cascades and manager training to embed the right behavior change. But top-down strategies fail to achieve behavior change in today's flatter and more networked, collaborative, and matrixed work environment. These approaches are slow, inconsistent, and ineffective, leading to a high failure rate. The most successful organizations use bottom-up and sideways change strategies that rapidly embed sustained behavior change.

Learn how leading organizations vastly improve the success rate of change initiatives.

Executive Retreat¹

Singapore	20 September
Hong Kong	22 September
Kuala Lumpur	6 October

Executive Briefing²

Brussels	21 September
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The End of Agility? Designing a HIPO Strategy That Moves at the Speed of Business

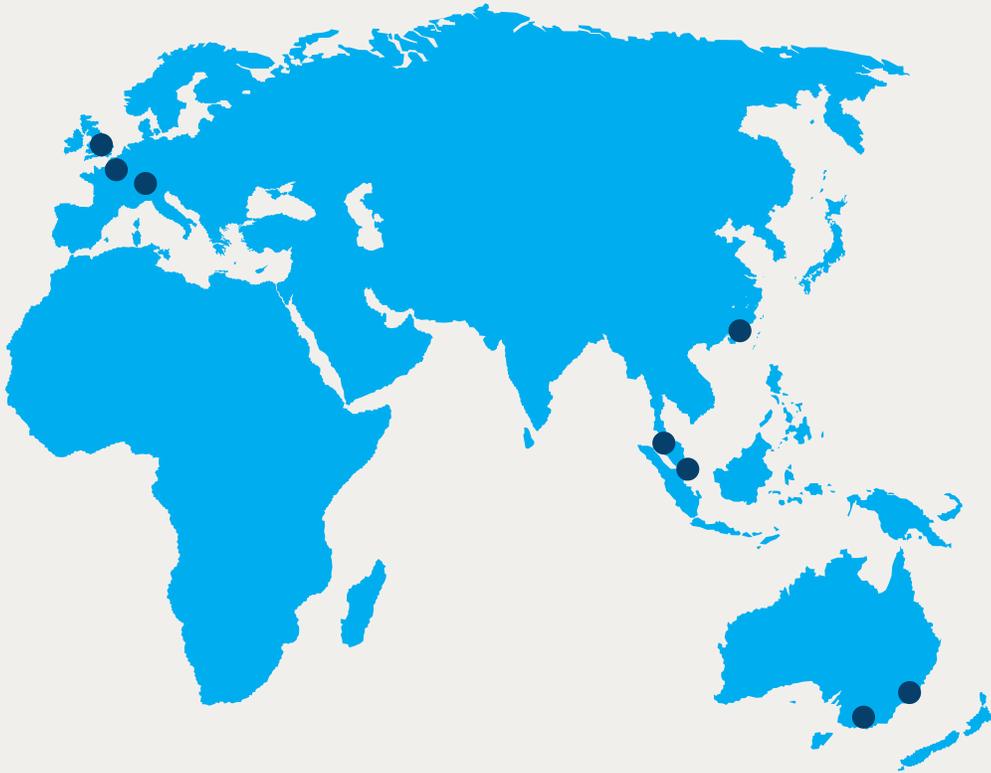
September–November 2016

As leadership needs change faster and in more unpredictable ways, organizations need to adopt a more flexible approach to their HIPO strategy to gather senior talent who can perform in a variety of roles and contexts. How you evaluate and develop HIPO talent needs to flex to incorporate changing business needs and requirements.

Join us to discover how organizations can develop HIPO strategies that are agile enough to address the rapidly changing needs of both the organization and its most promising employees.

Executive Briefing²

Dallas	20 September
Monterrey ³	5 October
Zurich	5 October
Palo Alto	20 October
Melbourne	8 November
Chicago	10 November



Note: Dates and locations are subject to change.

¹ CHROs/heads of HR only.

² CHROs/heads of HR and their direct reports; limit of two per meeting.

³ Half day; event in Spanish.

The HR Executive Agenda: Key Insights on What HR Executives Need to Know¹

September 2016–November 2016

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Chicago	28 September
Sydney	10 November
New York	16 November
London	22 November

CEB ReimagineHR Summit 2016

October 2016

As the pace of change in HR accelerates, HR teams need to adapt. Indeed, 81% of global heads of HR plan to make changes to the function's operating model this year. Join other global heads of HR and members of their direct leadership team to learn how to identify the most disruptive forces affecting HR and to position your teams for success.

While our other events analyze specific topics, ReimagineHR is designed to bring together the HR leadership team and expose you to multiple critical insights and solutions to drive change. This is a multiday event that includes panel discussions, presentations, formal networking, and breakout sessions tailored to your specific challenges.

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