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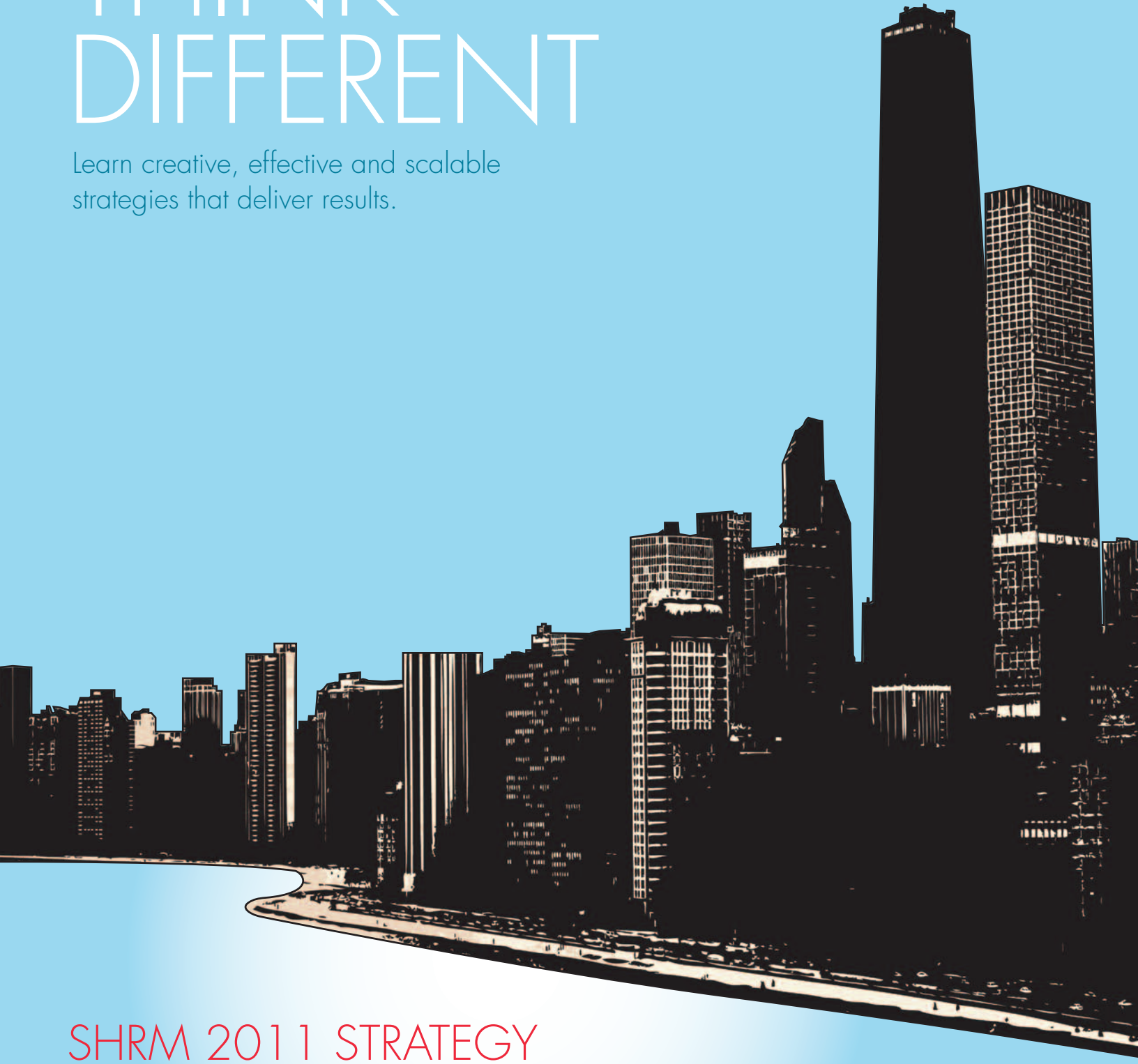

SHRM 2011 STRATEGY CONFERENCE PROGRAM

October 5–7, 2011 | Chicago, IL
Fairmont Chicago Millennium Park
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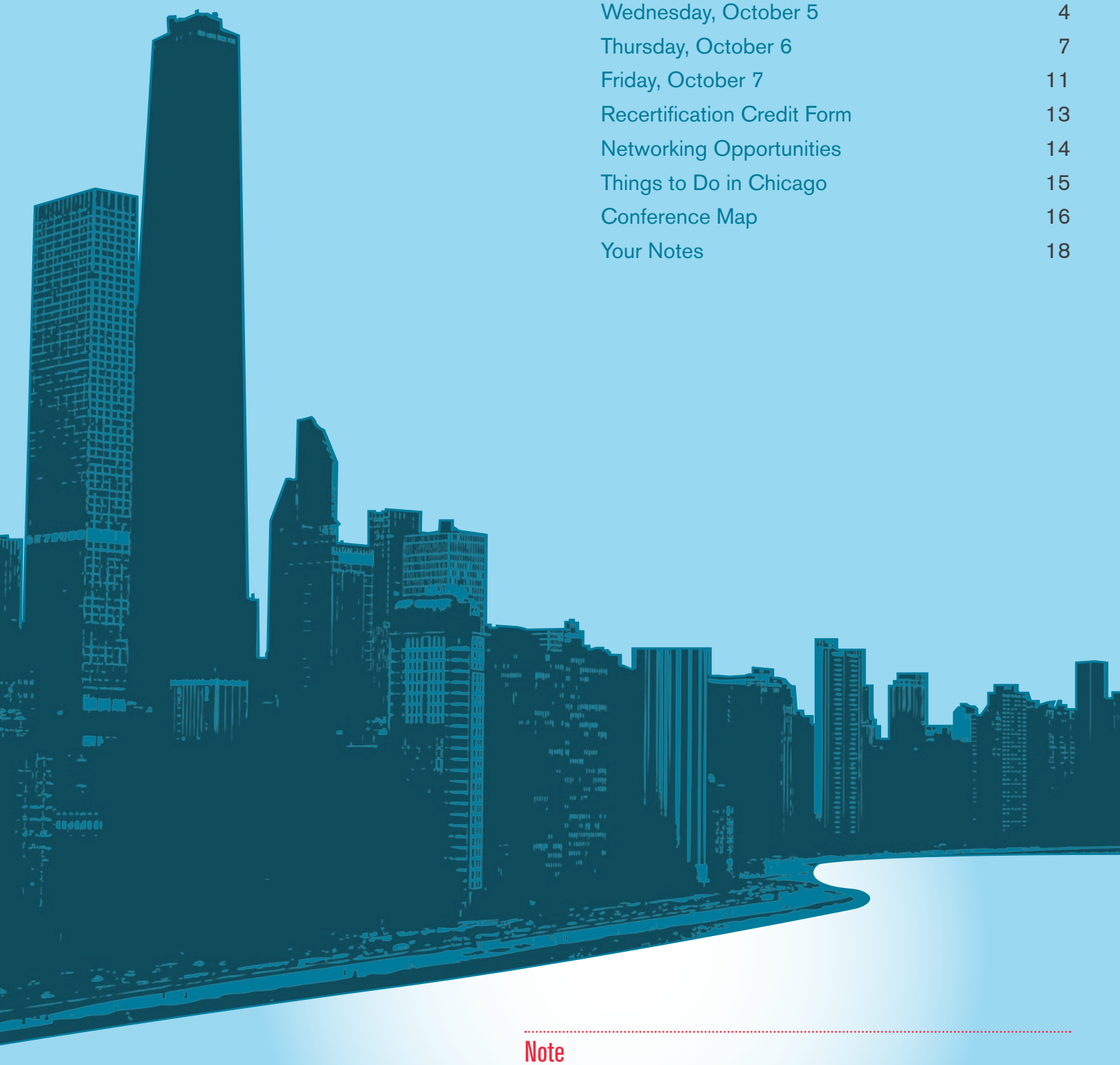

Note

The statements, views and opinions expressed in the educational programs offered at the SHRM Strategy Conference are those of the speakers, not of SHRM, and do not necessarily reflect the views and opinions held by SHRM or its affiliates.

CONFERENCE AT A GLANCE*

Tuesday, October 4

Noon–6:00 p.m.	**SOLD OUT! Preconference Session:** Lead with Your Customer: Transform Brand and Culture into World-Class Excellence, Part I**

Wednesday, October 5

7:00 a.m.–Noon	**SOLD OUT! Preconference Session:** Lead with Your Customer: Transform Brand and Culture into World-Class Excellence, Part II**
8:30 a.m.–6:00 p.m.	Registration & SHRMStore®
1:30 p.m.–3:00 p.m.	Concurrent Sessions
3:30 p.m.–5:00 p.m.	**Opening General Session Featuring Bill Conaty**
5:00 p.m.	Book Signing with Bill Conaty
5:00 p.m.–6:00 p.m.	Opening Reception
6:30 p.m.	Meet to Eat

Thursday, October 6

7:00 a.m.–6:00 p.m.	Registration & SHRMStore®
7:30 a.m.–8:30 a.m.	Networking Breakfast
8:30 a.m.–10:30 a.m.	**General Session Featuring Jeffrey Garten**
10:30 a.m.	Book Signing with Jeffrey Garten
10:45 a.m.–12:15 p.m.	Concurrent Sessions
12:15 p.m.–1:45 p.m.	Lunch
2:00 p.m.–3:30 p.m.	Concurrent Sessions
3:30 p.m.–4:00 p.m.	Refreshment Break
4:00 p.m.–5:00 p.m.	**General Session Featuring Bridget van Kralingen**
6:00 p.m.–9:00 p.m.	Evening Reception/Dinner

Friday, October 7

7:30 a.m.–Noon	Registration
7:00 a.m.–1:15 p.m.	SHRMStore®
7:30 a.m.–8:30 a.m.	Coffee Break
8:30 a.m.–10:00 a.m.	Concurrent Sessions
10:15 a.m.–Noon	**Closing General Session and Brunch Featuring Don Tapscott**
Noon	Book Signing with Don Tapscott

** Schedule subject to change.*

*** Advanced registration and fee required to attend the preconference session.*

CONCURRENT SESSIONS AT A GLANCE

Wednesday, October 5 | 1:30 p.m.–3:00 p.m.

Using People Data to Create Value and Enhance the Credibility of HR
Focus: Executing Your HR Strategy
Location: Crystal Room

The Role of Leadership in Translating Strategy to Execution
Focus: Executing Your HR Strategy
Location: Gold Room

Competitive Advantage: LinkedIn's Strategies for Successful Talent Management
Focus: Reinventing Your Talent Management Strategy
Location: State Room

Crafting a Strategy to Reduce Health Benefits Costs
Focus: Executing Your HR Strategy
Location: Regent Room

Thursday, October 6 | 10:45 a.m.–12:15 p.m.

Strategic Communication for Full Employee Engagement
Focus: Reinventing Your Talent Management Strategy
Location: Crystal Room

The Power of a Plan—Unlocking the Full Value of an HR Strategic Plan in a Mid-Sized Organization
Focus: Executing Your HR Strategy
Location: Gold Room

A Transformation Journey: HR's Evolution from Function Fulfillment to Strategic Business Partner
Focus: Executing Your HR Strategy
Location: State Room

Building a Leading People Culture: How to Create a Flexible and Inclusive Work Environment
Focus: The Role of Culture in Business Success
Location: Regent Room

The Human Asset: Aligning for Performance
Focus: Reinventing Your Talent Management Strategy
Location: Chancellor Room

Thursday, October 6 | 2:00 p.m.–3:30 p.m.

Closing the Execution Gap—The HR Professional's Role in Creating a Culture of Execution
Focus: Executing Your HR Strategy
Location: Crystal Room

Building Your Business Acumen
Focus: Executing Your HR Strategy
Location: Gold Room

Developing a Global Leadership Culture
Focus: Reinventing Your Talent Management Strategy
Location: Regent Room

Friday, October 7 | 8:30 a.m.–10:00 a.m.

Keeping Strategy Simple
Focus: Executing Your HR Strategy
Location: Gold Room

Workforce of One: Revolutionizing Your Talent Management
Focus: Reinventing Your Talent Management Strategy
Location: Crystal Room

Workforce Planning Using A Competency-Based Strategy: Why Linking Defined HR Competencies to Strategy Matters
Focus: Reinventing Your Talent Management Strategy
Location: State Room

COMPLEMENT YOUR LEARNING EXPERIENCE!

PowerPoint presentations from concurrent sessions are available online so that you can download ahead of time the sessions you would like to attend! Prior to arriving on-site, you should have received information in the logistics letter about this exclusive website.

To access this site, please visit **www.shrm.org/confsessions** and enter the password **Strgyatt11**.

This site will be accessible for six months after the conference.

Share What You Learn!

In each concurrent session room, there will be index cards for you to use (please use one card for each concurrent session you attend). Please take a moment to write down your key takeaways from the sessions you attend throughout your three days in Chicago.

Please drop off completed cards at the Registration Desk or designated bins in session rooms. These index cards will be collected upon conclusion of the conference and compiled into key themes/takeaways from you! Your feedback will help us create the post-conference Executive Summary report.

What Is SHRM?

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at **www.shrm.org**.

WEDNESDAY AT A GLANCE

1:30 p.m.–3:00 p.m.

Concurrent Sessions

Please see pages 4–6 for descriptions and locations.

3:15 p.m.–5:00 p.m.

Opening General Session Featuring Bill Conaty

Location: Imperial Ballroom

5:00 p.m.

Book Signing with Bill Conaty

Location: SHRMStore

5:00 p.m.–6:00 p.m.

Opening Reception

Location: Imperial Ballroom Foyer

6:30 p.m.

Meet to Eat

Location: Imperial Ballroom Foyer

You don't have to eat alone. This popular program brings attendees together to network and enjoy dinner as a group. Stop by the registration desk before 3:00 p.m. on Wednesday to sign up.

CONCURRENT SESSIONS

The concurrent sessions are designed to help you maximize your impact on your company's success and get comprehensive tools and resources to help you be a strategic partner in your organization. The focus areas are:

Executing Your HR Strategy

These sessions prepare you to align your HR function to your organization's strategic plan. As you develop your HR strategies to help your company maintain or achieve success, these sessions provide the best guidance to help you keep your competitive edge.

Reinventing Your Talent Management Strategy

In today's highly competitive global market, human capital is your most important asset, and engaging, retaining and developing this resource should be key components of both your HR and organizational strategies. These sessions help you keep your workforce engaged, and ensure that your talent management strategy is in line with the current and anticipated future needs of the workforce.

The Role of Culture in Business Success

Building a culture that your employees understand and support can be the difference between the success and failure of an organization. These sessions illustrate the critical role that culture plays in your organization's sustainability.

CONCURRENT SESSIONS

1:30 p.m.–3:00 p.m.

The Role of Leadership in Translating Strategy to Execution

Focus: Executing Your HR Strategy

Location: Gold Room

Workplace Application: *This interactive session focuses on how to translate abstract strategy into real and actionable outcomes. We will walk through how to define key work processes to support these critical outcomes.*

A critical success factor in translating strategy into execution is to have a high degree of leadership capability that can turn abstract concepts into real and actionable outcomes. To do this, leaders first need to be able to define the outcomes that will deliver on the strategic objectives. Leaders then need to connect their existing bench strength and key work processes to these outcomes in order to determine performance gaps that will inhibit delivering these outcomes. Finally, leaders have to effectively communicate to their teams both what they need to do to deliver on the critical outcomes and why. By the end of this session, you will be able to articulate the differences between an objective and an outcome; develop outcomes tied to strategic objectives; and define critical outcomes you need to produce in your role as leader and translator.

Presenter: *Mason Holloway, division director, Beacon Performance Group, Severna Park, Md.*

Crafting a Strategy to Reduce Health Benefits Costs

Focus: Executing Your HR Strategy

Location: Regent Room

Workplace Application: *Learn about the results of a research study of over 100 employers, which includes quantitative analyses and case studies that have successfully developed and implemented strategies to tackle the rising cost of health care.*

Over the last 10 years, health benefits costs have grown at an average rate of more than eight percent per year, resulting in a 149% increase from 2000 to 2010. Rising health care costs have long been a concern for HR executives, but have now intensified to become a major concern for business strategy. At the conclusion of this session, you will understand the impact of rising employee health costs on your overall business strategy as well as learn about quantitative analyses that can inform your cost-reduction strategy. You will also be able to evaluate the effectiveness of past cost-control efforts and be prepared to develop a customized strategy for your organization.

Presenter: *Matthew Cinque, managing director, The Advisory Board Company, Washington, D.C.*

Using People Data to Create Value and Enhance the Credibility of HR

Focus: Executing Your HR Strategy

Location: Crystal Room

Workplace Application: *This session gives you the approaches and examples of how to analyze and apply people data to create and enhance your credibility.*

HR executives have aspired to be strategic advisers to business leaders for at least a generation. It has been a struggle for many; however, it is hard to measure the business value of HR approaches. Such questions as what is our return on investment in training, which screening techniques yield the best performing recruits, and what target-setting approach will yield the best motivate performance, have been met with imprecise answers in most cases. There are new tools and methods for more effectively analyzing data that enable HR to define the link between people practices and performance. This couldn't be happening at a better time, since CEOs are hunting for value wherever they can find it. In this discussion Mr. Wolf shares approaches and examples drawn from his current work at Credit Suisse and from his recent experience advising global clients as a partner at McKinsey and Company.

PE **Presenter:** *William Wolf, managing director and global head of HR Strategy and Innovation, Credit Suisse, New York, N.Y.*

PE Practitioner Experience

These sessions feature experienced HR professionals from companies known for innovation and great business practices, sharing how HR programs they've implemented have impacted their workplace and business success.

Competitive Advantage: LinkedIn's Strategies to Successful Talent Management

Focus: Reinventing Your Talent Management Strategy

Location: State Room

Workplace Application: *Learn how to build a compelling value proposition to attract top talent in today's competitive workplace.*

As the economy continues to recover, recruiting the best talent will continue to be among the top concerns for CEOs, CFOs, HR executives and other company stakeholders. Positioning your company as an employer of choice is essential. You will take away strategies for making great talent an integral part of your culture, building an authentic employment brand from the ground up, and engaging hiring managers in the process.

PE **Presenter:** *Steve Cadigan, vice president of People Operations, LinkedIn, Mountain View, Calif.*

Speaker Cancellation

The Lenovo Way: A Global Culture Journey

Presenters: *Anjani Bhargava, executive director, Global Talent & Organization Development; and Steven Liu, senior analyst, Global Talent & Organization Development, Lenovo, Beijing, China*

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You can upgrade to the Premium Package at the registration desk.

* Some sessions may be excluded due to audiovisual problems and/or speakers not providing permission to include their sessions in this package.

** If made available by the speaker

OPENING GENERAL SESSION FEATURING BILL CONATY, FORMER SENIOR VICE PRESIDENT OF HUMAN RESOURCES FOR GE

3:30 p.m.–5:00 p.m.

Lessons of Leadership

Location: Imperial Ballroom

A GE veteran who helped shape the modern face of human resources and who was responsible for all human resources activities for GE's 330,000 employees worldwide, Bill Conaty was legendary for his ability to attract and nurture top talent and develop business leaders. After 40 years of developing top management teams at General Electric (GE), Conaty has valuable leadership lessons to share with organizations of all sizes. He worked closely with GE's former CEO Jack Welch, and helped develop many of the strategies that made the company successful. His perspective includes both the human resource side of the company, as well as experience gained running one of GE's major companies.

About Bill Conaty

Bill Conaty spent his entire 40-year career at General Electric. A native of Binghamton, New York, he earned his bachelor's degree from Bryant University in Rhode Island. After graduating from a three-year management program at GE and a stint in the military, he held management positions in a number of GE operations including Aerospace, Rail, and Aircraft Engines. In 1990, he was elected a company officer and became vice president for Human Resources at GE Aircraft Engines. Just three years later, he was selected by Jack Welch to the senior vice presidency of Corporate Human Resources with responsibility for over 320,000 employees worldwide. He served Welch for eight years and Jeff Immelt for the past six years.

"Great leaders balance passionate leadership with compassionate leadership. They need both to be successful."

–Bill Conaty

THURSDAY AT A GLANCE

7:30 a.m.–8:30 a.m.

Networking Breakfast
Location: International Ballroom

8:30 a.m.–10:30 a.m.

General Session Featuring Jeffrey Garten
Location: Imperial Ballroom

10:30 a.m.

Book Signing with Jeffrey Garten
Location: SHRMStore, Imperial Ballroom Foyer

10:45 a.m.–12:15 p.m.

Concurrent Sessions

Please see pages 8–9 for descriptions and locations.

12:15 p.m.–1:45 p.m.

Lunch
Location: Imperial Ballroom

2:00 p.m.–3:30 p.m.

Concurrent Sessions

Please see pages 9–10 for descriptions and locations.

3:30 p.m.–4:00 p.m.

Refreshment Break
Location: Imperial Ballroom Foyer

4:00 p.m.–5:00 p.m.

General Session Featuring Bridget van Kralingen
Location: Imperial Ballroom

6:00 p.m.–9:00 p.m.

Evening Reception
Location: International Ballroom

GENERAL SESSION FEATURING JEFFREY GARTEN, FORMER UNDERSECRETARY OF COMMERCE FOR INTERNATIONAL TRADE

8:30 a.m.–10:30 a.m.

The Company of the Future

Location: Imperial Ballroom

Jeffrey Garten will present a picture of an American company 10 years from now and the elements that will differentiate it from a company today. He will discuss how global it will be in its geographical scope and depth of products and services in foreign locations. He will talk about its organizational structure, including how it will be bound up with non-American companies in alliances of all kinds, and how it looks to new strategic imperatives as well as the leadership and workplace talents and skills that will be in greatest demand. He will also describe the political and social pressures that the "company of the future" will be under and how it will have to respond to them. He will present a mind-expanding experience in which you can assess how well your own organization or your investments are positioned for success. You will also have a better idea of what the future holds for you professionally and personally. The session is designed to create an awareness of the big trends in the global economy and ways to deal with them.

About Jeffrey Garten

Author of *The Politics of Fortune: A New Agenda for Business Leaders*, and current Juan Trippe Professor in the Practice of International Trade, Finance, and Business at Yale University, Garten was former dean of the Yale School of Management and William S. Beinecke Professor in the Practice of International Trade and Finance. He brings a wide range of top-level experience in the private and public sectors, and a global perspective to the leadership of Yale's School of Management.

CONCURRENT SESSIONS

10:45 a.m.–12:15 p.m.

The Power of a Plan: Unlocking the Full Value of an HR Strategic Plan in a Mid-Sized Organization

Focus: Executing Your HR Strategy

Location: Gold Room

Workplace Application: *This session explores how a well-designed and well-executed HR strategic planning process can create value that stretches far beyond the plan itself.*

Using an 800-employee regional bank and a 1,000-employee call center as case studies, this session demonstrates how the HR teams used their strategic planning process to increase perceived performance and stature within the organization. At the conclusion of this session, you will understand the key elements of a simple yet effective strategic planning process, including an overview of the actual tools and resources used in both organizations. You will be able to execute this process in a way that increases both your HR team's performance and the organization's perception of your credibility.

You will also discover that how the plan is communicated is as important as what is in the plan itself. This will include specific how-to guidance based on what worked (and didn't work) at these organizations.

PE **Presenter:** *Jason Lauritsen, partner, Bulletproof Talent, Omaha, Neb.*

The Human Asset: Aligning for Performance

Focus: Reinventing Your Talent Management Strategy

Location: Chancellor Room

Workplace Application: *This interactive session focuses on how to translate an abstract understanding of human capital into real and actionable outcomes for aligning human resources in a way that effectively and efficiently performs with your organization's objectives.*

Organizations are good at defining their human resources, but they often fail at distinguishing how the total human asset is divided into two strategic components: human capital and social capital. Critical success factors for understanding, mobilizing and aligning an organization's human resources are to have a well thought-out strategic understanding, and supporting metrics for how social capital can be quantified and managed. To do this, leaders need to first understand the impact of measuring the total human asset. Secondly, leaders can then match or align that asset to organizational (and individual) performance outcomes. What is needed is more than just acknowledging social capital; it must be thought through in terms of measuring and managing it. Attend this session and learn how you can translate an abstract understanding of human capital into actionable outcomes.

Presenter: *Karen Stephenson, Ph.D., president, NetForm International, New York, N.Y.*

Strategic Communication for Full Employee Engagement

Focus: Reinventing Your Talent Management Strategy

Location: Crystal Room

Workplace Application: *Get a framework for communication to impact and increase employee engagement. Learn the four stages that are antecedent to engagement and the practical strategies for each stage.*

Never before has the need for people engagement been so important. Yet never before has it been so elusive. After decades of employment disruption and economic turbulence, too many employees are reluctant to invest their whole selves in work. So restoring trust-based engagement is critical to success in the years ahead. This powerful session sets forth a construct of strategic communication for full employee engagement. Learn why and how every organization should work systematically to build awareness, understanding, acceptance and commitment around business strategy and operating imperatives—an essential process for engagement in an organization's business model and plan.

Presenter: *Thomas J. Lee, president, Arceil Leadership Ltd., Vernon Hills, Ill.*

A Transformation Journey: HR's Evolution from Function Fulfillment to Strategic Business Partner

Focus: Executing Your HR Strategy

Location: State Room

Workplace Application: *Explore the elements critical to the evolution of HR from a traditional role of transactional function fulfillment to that of strategic business partner.*

Beyond serving as the first and last office visited by most employees as they enter or exit an institution, or being viewed simply as the keeper of forms and details about benefits and compensation, HR is now more widely recognized as an integral player in any organization's

success. How can you reposition and reinvigorate your own divisions and staffs to truly serve the serious growth and strategy needs of the organization? This session clarifies the essential areas of focus—innovation and creativity—that are necessary for an HR unit to drive growth and earn its rightful place at the strategic development table.

PE **Presenter:** *Dennis Dowdell, Jr., vice president of Human Resources, Memorial Sloan-Kettering CNCR, New York, N.Y.*

Building a Leading People Culture: How to Create a Flexible and Inclusive Work Environment

Focus: The Role of Culture in Business Success

Location: Regent Room

Workplace Application: *Learn about the ongoing journey to create a people-centric culture.*

Organizations are good at defining their strategic direction, but they often fail to consider key cultural enablers when translating that strategy into execution. A critical success factor is embedding inclusiveness and flexibility into all processes while at the same time creating inclusive and flexible leadership skills at all levels. Learn about innovative initiatives to drive and manage culture change, and how and why the organization links its culture to business success. You will also hear about critical components to keep in mind when creating your own organization's plan for systemic cultural change.

Presenters: *Jackie Lillie, Midwest sub-area inclusiveness and flexibility leader; and Dot Proux, Americas director, EYU Tax and Resource Management, Ernst & Young, LLP, Chicago, Ill.*

CONCURRENT SESSIONS

2:00 p.m.–3:30 p.m.

Closing the Execution Gap: Your Role in Creating a Culture of Execution

Focus: Executing Your HR Strategy

Location: Crystal Room

Workplace Application: *This presentation reviews the organizational elements and individual behaviors required to close the gap between strategy and execution.*

In business, execution is everything. If an organization can't execute, nothing else matters: not the most solid, well thought-out strategy, not the most innovative business model, not even technology that could transform an industry. This session highlights the five "bridges" that differentiate top-performing companies from those that are less effective at executing plans and initiatives. Learn the six "bridge builders" that effective leaders use to help employees traverse the execution gap and deliver consistent results. Review the organizational systems and processes that support a culture of execution.

Presenter: *Richard Lepsinger, president, OnPoint Consulting, New York, N.Y.*

Speaker Cancellation

Strategic Leadership Development Transformation: The Aramco Way

Presenter: *Zahiruddin Butt, Ph.D., SHRP, CHRP, leadership development practitioner, Saudi Aramco, Dhahran, Saudi Arabia*

Developing a Global Leadership Culture

Focus: Reinventing Your Talent Management Strategy

Location: Regent Room

Workplace Application: *During this session we will examine the current challenges and gaps in global leadership development, discuss 21st century global leadership competencies and highlight effective methods to develop these competencies.*

As world communications, technology and trade become increasingly integrated through globalization, corporations seek employees with global leadership experience and skills to help them succeed in the world marketplace. The demand for these skills, however, currently outweighs the supply, requiring companies to train employees for global business contexts. Learn why and to what extent global leadership development is critical to your organization. Get the information to evaluate the appropriate level of global leadership development needed for your specific business contexts.

Presenter: *Jennie Walker, Ph.D., PHR; Najfi Global Mindset Institute at Thunderbird School of Global Management, Glendale, AZ*

Building Your Business Acumen

Focus: Executing Your HR Strategy

Location: Gold Room

Workplace Application: *Attend this session and learn how you can build your business acumen.*

Ninety percent of employees lack a basic understanding of important business measures. Those who do understand these financial concepts (C-level employees and the finance department) often struggle to communicate their knowledge with stakeholders and employees with clarity of purpose. You will gain credibility and buy-in for your initiatives by identifying and communicating how these initiatives impact your company's key performance measures. You will become more relevant in your role, and as a business leader, by aligning your strategies with your CEO's priorities. You will build on your employees' desire to contribute to the business by helping them see the big picture and how their decisions can help drive the success of the company.

Presenter: *Kevin R. Cope, president & CEO, Acumen Learning, Orem, Utah*

The SHRM Difference

The Society for Human Resource Management (SHRM) offers its conference attendees access to important and relevant topics presented by top-notch speakers. SHRM requires its presenters to focus on session content rather than mentioning or selling books, products or services from the podium. The networking events offer attendees opportunities to collaborate with colleagues and engage in meaningful dialogue.

GENERAL SESSION FEATURING BRIDGET VAN KRALINGEN, GENERAL MANAGER, IBM NORTH AMERICA

4:00 p.m.–5:00 p.m.

IBM's Transformation: From Survival to Success

Location: Imperial Ballroom

This session will provide insight into how IBM's human capital strategy has driven impressive innovation as a central component of IBM's transformation. Bridget van Kralingen also will discuss her personal journey at one of the world's most respected companies, as well as her perspective on the role of human capital in shaping the global business environment.

About Bridget van Kralingen

Bridget Van Kralingen is responsible for strategy, execution, business results and client satisfaction for the full range of IBM's business in the United States and Canada. She is accountable for IBM's portfolios in consulting, technology services, software, hardware and financing for clients which together generate about $40 billion in revenue each year. In 2005, she was named one of the hundred most influential people in finance by Euromoney, and was named one of Consulting magazine's Top 25 Consultants in 2006.

EVENING RECEPTION/DINNER

6:00 p.m.–9:00 p.m.

Location: International Ballroom

Join us for an evening reception and dinner at Chicago's Fairmont Chicago Millennium Park. You'll experience world-class hospitality and a unique opportunity to mingle with your peers in the heart of one of the world's most cosmopolitan cities.

FRIDAY AT A GLANCE

8:30 a.m.–10:00 a.m.

Concurrent Sessions

Please see pages 11–12 for descriptions and locations.

10:15 a.m.–Noon

Closing General Session and Brunch Featuring Don Tapscott

Location: Imperial Ballroom

Noon

Book Signing with Don Tapscott

Location: SHRMStore

CONCURRENT SESSIONS

8:30 a.m.–10:00 a.m.

Keeping Strategy Simple

Focus: Executing Your HR Strategy

Location: Gold Room

Workplace Application: *Get four examples of corporate goals for your organization and understand how employees can align their work with these goals.*

This lively session uses online animation, a CEO-Level Balanced Scorecard, and the knowledge that your organization already has, to make sense of corporate strategy and alignment. You will be able to name the four parts of a CEO-Level Balanced Scorecard; explain the relationships of each part to company success; and illustrate how a failure in one part can impact the other parts and affect the company's bottom line. You will receive a list of questions that help define your company's strategy, get at least four sample strategic goals and define the basic metrics for these goals.

Presenter: *Cynthia Worden Lee, president, Performance.net, Camillus, N.Y.*

Workforce of One: Revolutionizing Your Talent Management

Focus: Reinventing Your Talent Management Strategy

Location: Crystal Room

Workplace Application: *Learn how to transform your HR department from a value saver to a value creator.*

Organizations can transform HR functions so that each individual is treated as a "workforce of one" through customized talent practices. However, satisfying a workforce with one broad, standard stroke no longer applies to the realities of today's business environment. Leading organizations such as Procter & Gamble, Microsoft, Best Buy, Google, and Container Store have highly tailored people practices designed to suit the unique needs of each individual. There are four different approaches you can take to provide a customized work experience without sacrificing control, scalability or manageability. The session includes a discussion of how you can build a customization capability in your HR department, including the critical skills, processes and technologies your team must master to pursue customization.

Presenter: *Susan M. Cantrell, fellow, Accenture Institute for High Performance, Boston, Mass.*

Workforce Planning Using A Competency-Based Strategy: Why Linking Defined HR Competencies to Strategy Matters

Focus: Reinventing Your Talent Management Strategy

Location: State Room

Workplace Application: *At the conclusion of this session, you will be able to define the professional competencies required for success in the HR field, as well as demonstrate how linking competencies to HR strategy adds value to the organization. You will also be able to identify aspirational competencies for your organization's HR workforce plan.*

For years, professional competencies have been explored to ensure effective talent management. Effective talent management using competencies results in the attainment of organizational objectives while determining strategy for future operations. Too often, talent management through competencies is overlooked in the HR department. Although required to build and validate competencies for other jobs, HR professionals are frequently overlooked without a standard valid competency model to structure career progressions. HR competencies are as critical as, if not more than, the competencies of other professionals.

HR competency modeling results in a strategic workforce providing workforce planning for the organization as a whole. During this session, we will examine the link between long-term workforce planning and competencies. Then, we will review the importance of HR competencies and how competencies play a part in driving organizational strategy. You will work together to underline the most critical competencies needed for success in HR, as well as focus efforts to design a strategy for garnering these competencies across your organization.

Presenter: *Alexander Alonso, Ph.D., strategist, HR Thought Leadership, SHRM, Alexandria, Va.*

Speaker Cancellation

Unifying Corporate Cultures Post-Acquisition

Presenter: *Joanne Townsend, vice president of Human Resources, Zebra Technologies, Lincolnshire, Ill.*

Speaker Cancellation

Moving Beyond Strategic Partners: Developing HR Thought Leaders

Presenter: *Michele Toth, vice president, Human Resources and Administration, Northrop Grumman Information Systems, McLean, Va.*

CLOSING GENERAL SESSION & BRUNCH FEATURING DON TAPSCOTT

10:15 a.m.–Noon

How the Age of Transparency Will Revolutionize Business

Location: Imperial Ballroom

Tapscott explains the rise of transparency and how you can embrace it to enhance your organization's reputation, build trusting relationships with your staff, partners, shareholders and the public, and achieve competitive advantage. He discusses how employees share formerly secret information about corporate strategy, management and challenges. To collaborate effectively, companies and their business partners have no choice but to share intimate knowledge with one another. Finally, in a world of instant communications, whistle-blowers, inquisitive media and Googling, citizens and communities routinely put organizations under the microscope. Corporations have no choice but to rethink their values and behaviors—for the better.

About Don Tapscott

Tapscott is an internationally renowned authority on the strategic impact of information technology on innovation, marketing and talent. He consistently identifies and explains the next business imperatives and defines the business models and strategies required for success. Tapscott has authored or co-authored 14 widely read books on technology, business and the Net Generation, including his newest book, *Macrowikinomics: Rebooting Business and the World*.

Recertification Credits Available!

The HR Certification Institute awards recertification credits on an hour-for-hour basis for all educational sessions attended, not including breaks and meals (if applicable). Please note that all of the general sessions and concurrent sessions listed have been awarded strategic business management credit. For more information, visit the HR Certification Institute website at **www.hrci.org**.

RECERTIFICATION CREDIT FORM

To keep track of your recertification activities, check the box by each session you attend. Please refer to the recertification policies and procedures located at **www.hrci.org/recertification**.

Note: All concurrent and general sessions listed below have been preapproved for strategic business management recertification credit hours. Additionally, the sessions listed below qualify for specified credit hours (International Management for GPHRs). Any sessions not listed below count for general recertification credit.

Sessions Pre-Approved for Strategic Business Management Credit		
❑ Wednesday, October 5	1:30 p.m.–3:00 p.m.	The Role of Leadership in Translating Strategy to Execution – 1.5 hours
❑ Wednesday, October 5	1:30 p.m.–3:00 p.m.	Crafting a Strategy to Reduce Health Benefits Costs – 1.5 hours
❑ Wednesday, October 5	1:30 p.m.–3:00 p.m.	Using People Data to Create Value and Enhance the Credibility of HR – 1.5 hours
❑ Wednesday, October 5	1:30 p.m.–3:00 p.m.	Competitive Advantage: LinkedIn's Strategies to Successful Talent Management – 1.5 hours
❑ Wednesday, October 5	3:30 p.m.–5:00 p.m.	Lessons of Leadership (General Session with Bill Conaty) – 1.0 hour
❑ Thursday, October 6	8:30 a.m.–10:00 a.m.	The Company of the Future (General Session with Jeffrey Garten) – 1.0 hour
❑ Thursday, October 6	10:45 a.m.–12:15 p.m.	The Power of a Plan: Unlocking the Full Value of an HR Strategic Plan in a Mid-Sized Organization – 1.5 hours
❑ Thursday, October 6	10:45 a.m.–12:15 p.m.	The Human Asset: Aligning for Performance – 1.5 hours
❑ Thursday, October 6	10:45 a.m.–12:15 p.m.	A Transformation Journey: HR's Evolution from Function Fulfillment to Strategic Business Partner – 1.5 hours
❑ Thursday, October 6	10:45 a.m.–12:15 p.m.	Strategic Communication for Full Employee Engagement – 1.5 hours
❑ Thursday, October 6	10:45 a.m.–12:15 p.m.	Building a Leading People Culture: How to Create a Flexible and Inclusive Work Environment – 1.5 hours
❑ Thursday, October 6	2:00 p.m.–3:30 p.m.	Closing the Execution Gap: Your Role in Creating a Culture of Execution – 1.5 hours
❑ Thursday, October 6	2:00 p.m.–3:30 p.m.	Building Your Business Acumen – 1.5 hours
❑ Thursday, October 6	4:00 p.m.–5:00 p.m.	IBM's Transformation: From Survival to Success (General Session with Bridget van Kralingen) – 1.0 hour
❑ Friday, October 7	8:30 a.m.–10:00 a.m.	Keeping Strategy Simple – 1.5 hours
❑ Friday, October 7	8:30 a.m.–10:00 a.m.	Workforce of One: Revolutionizing Your Talent Management – 1.5 hours
❑ Friday, October 7	10:15 a.m.–Noon	How the Age of Transparency Will Revolutionize Business (General Session with Don Tapscott) – .75 hours*

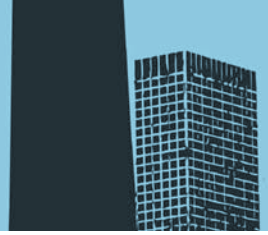
Session Pre-Approved for Strategic Business Management and International Credit:		
❑ Thursday, October 6	2:00 p.m.–3:30 p.m.	Developing a Global Leadership Culture – 1.5 hours

Total Number of strategic business management credit hours 9.75**

* This session is being awarded .75 hours as part of this event. If held as a stand-alone program, it would need to be at least one (1) hour in length.

** If you need strategic business management credit hours, please enter this program ID# **97821** with these dates **October 5–7** for a pre-approved total number of 9.75 strategic business management credit hours.

NETWORKING OPPORTUNITIES



Maximize Your Networking Opportunities at the Conference!

The SHRM Strategy Conference provides numerous opportunities for you to meet, collaborate and network with your peers. Whether at the opening reception on Wednesday or at a meet-to-eat, take advantage of these opportunities to expand your network and increase your visibility among HR professionals and other business leaders.

The SHRM Strategy Conference brings together directors, vice presidents and top-level executives from companies with 1000 employees or less. These are the people who are responsible for the overall management of their organizations' human resources strategic directions and initiatives. Sit down with other business-minded professionals who are interested in moving their careers to the next level.

Connect online. Network onsite.

Social media makes networking easier. Connect with other attendees about the SHRM 2011 Strategy Conference using Twitter. Hash tag: #shrmstrat

WEDNESDAY, OCTOBER 5

Opening Reception

5:00 p.m.–6:00 p.m.

Location: Imperial Ballroom Foyer

The opening reception is one of several opportunities to meet other attendees in a relaxing environment. Join your colleagues for a reception before enjoying a free evening.

Meet to Eat

6:30 p.m.

You don't have to eat alone. This popular program brings attendees together to network and enjoy dinner as a group. Stop by the registration desk before 3 p.m. on Wednesday to sign up.

Please note: All reservations are under SHRM and that dinner is at the expense of the attendee.

THURSDAY, OCTOBER 6

Networking Breakfast

7:30 a.m.–8:30 a.m.

Location: International Ballroom

Take advantage of this opportunity to network and interact with your colleagues before you begin a full day of learning.

LUNCH

12:15 p.m.–1:45 p.m.

Location: Imperial Ballroom

After a morning of educational sessions, join your colleagues for lunch.

EVENING RECEPTION/DINNER

6:00 p.m.–9:00 p.m.

Location: International Ballroom

Join us for an evening reception and dinner at Chicago's Fairmont Chicago Millennium Park.

THINGS TO DO IN CHICAGO

Experience Chicago Millennium Park

Chicago's official Latin motto, Urbis in Horto – City in a Garden, is certainly clear at Millennium Park, a state-of-the-art collection of architecture, landscape design and art. Just off of Michigan Avenue is an immense, mirror-clad sculpture called the Cloud Gate, also known as "The Bean." Close by is the Crown Fountain, which combines multimedia and water into a fun, functioning work of art. The Lurie Garden is a 5-acre urban sanctuary located at the southeastern end of Millennium Park. The majority of the plants in the garden are native to North America – and Illinois and in fall, the garden teems with butterflies and birds. The Jay Pritzker Pavilion and Great Lawn provide the setting for free concerts, performances and other outdoor gatherings.

Garfield Park Conservatory

One of the highest rated Chicago tourist attractions on Yelp, the Garfield Park Conservatory was designed by renowned landscape architect Jens Jensen, and was opened to the public in April 1908. It has retained a lot of the same characteristics as when it first opened and is the perfect escape for those seeking a little serenity. Admission and parking are free. For more information, check their website, www.garfieldconservatory.org.

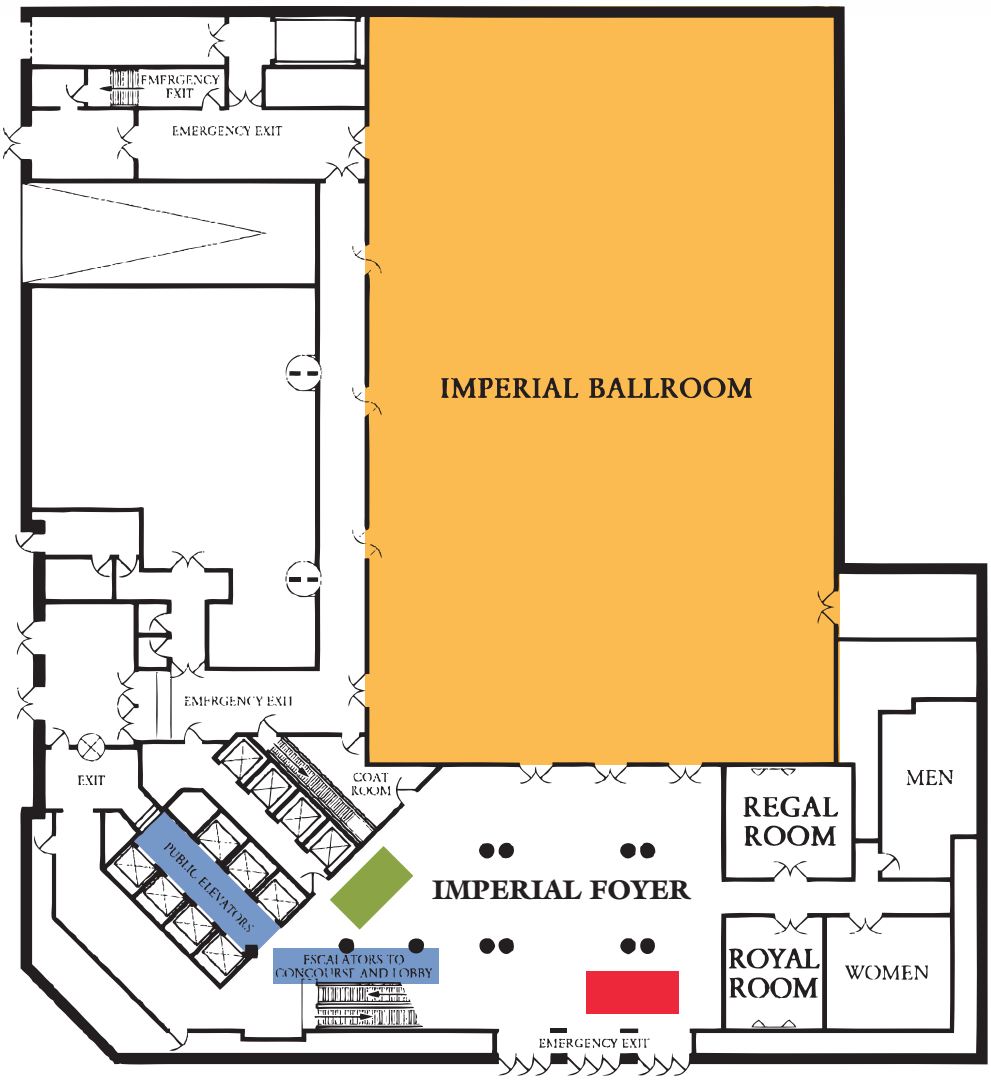
City Segway Tours of Chicago

Highly rated on Trip Advisor and Yelp, City Segway Tours was the first Segway tour company in the world. Their 2-3 hour tours take you through Grant Park, Museum Campus and, Soldier Field for a great view of Chicago. The Segway is a self-balancing, personal transportation device that requires no special skills to operate. Segways are designed to be used in any pedestrian environment and will carry you gracefully throughout the Windy City. Each tour begins with a 30-minute orientation session to practice on the Segways until everyone feels comfortable and is ready to conquer Chicago. More information is available online at www.citysegwaytours.com/chicago.

Chicago Food Planet Food Tours

Rated Best Chicago Tour by Lonely Planet, Chicago Food Planet Food Tours offers unique 3-hour food tasting and cultural walking tours focused exclusively on Chicago's off-the-beaten-path neighborhoods away from the busy downtown area. Their guides provide a non-touristy, local experience so you feel like a native Chicagoan. The mouth-watering food tastings from specialty food stores and ethnic eateries are enough for a hearty lunch. In addition, you'll get a detailed insider's view of Chicago's most famous neighborhoods – their rich histories, treasured architecture, dazzling entertainment offerings and restaurants.

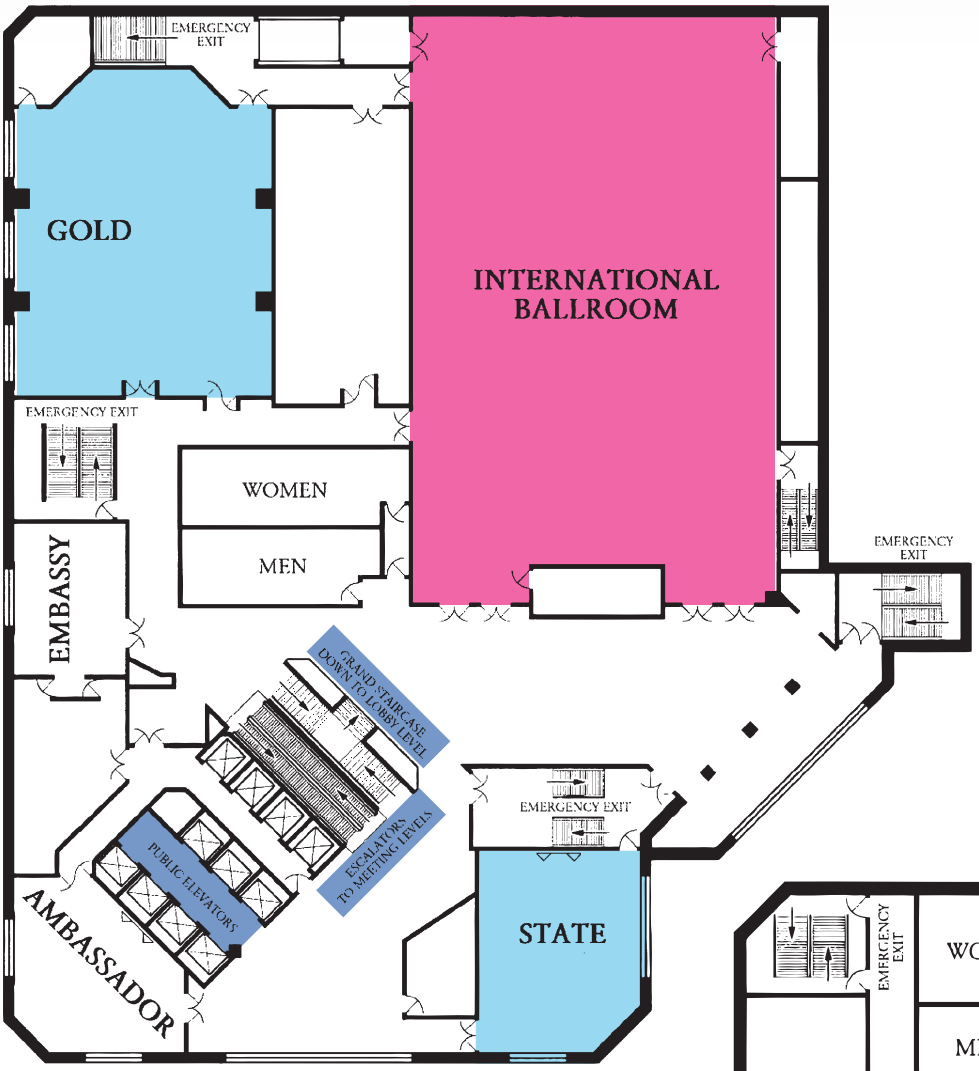
B2 LEVEL–BELOW HOTEL LOBBY



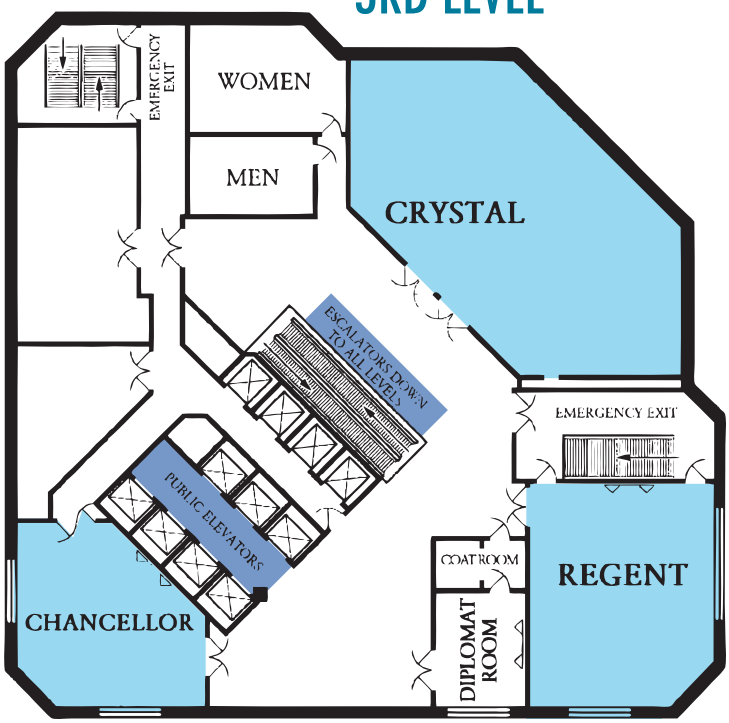
- Registration
- General Session
- SHRMStore
- Elevators/Stairs

CONFERENCE MAP

2ND LEVEL



3RD LEVEL



- Closing Party
- Elevators/Stairs
- Concurrent Sessions

NOTES

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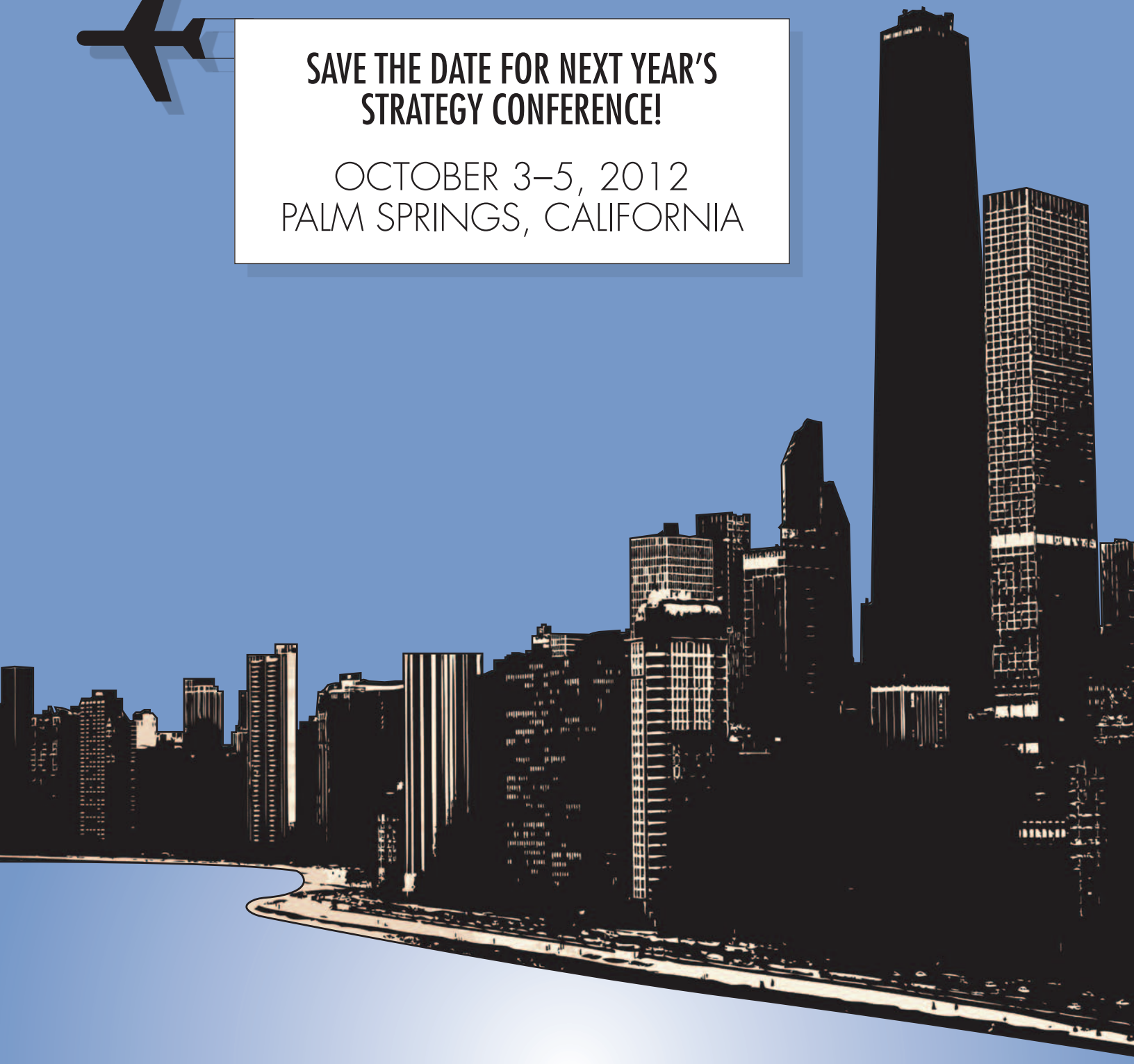
OCTOBER 3–5, 2012
PALM SPRINGS, CALIFORNIA



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