

# ONSITE PROGRAM



## SHRM 2012 STRATEGY Conference

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October 3-5, 2012 **Palm Springs, California**



# Welcome to the SHRM Strategy Conference!

Now that you've arrived, you can spend the next few days learning how to maximize your impact on your company's success and be a better business partner in your organization. Concurrent sessions, as presented by some of your inspirational peers, will provide you with information on the most pressing challenges you need to be a champion for your company. SHRM can help connect you to what matters most to you in the workplace, such as:

- Getting your staff to do more strategic, and less transactional, work
- Using social media to increase productivity
- Hard-wiring organizational values into the company culture
- How to create the right diagnostic measures and tools to assess and evaluate HR performance against the strategic priorities of the organization
- Understanding the drivers of performance and employee engagement
- How analytics can be applied to maximize talent management

In addition, there are three networking events—an opening reception, a networking breakfast and an evening reception—designed to provide you with an opportunity to chat with fellow attendees and SHRM staff. Make it a priority to fully engage with the pros around you and really take advantage of this opportunity to make a connection.

Thank you for coming to Palm Springs for the conference, and we sincerely hope you have an exceptional experience.



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### 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](http://www.shrm.org).

**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 // 10.2

Noon – 6:00 p.m.

Preconference Session: Leading with Your Customer: Transform Brand & Culture into World-Class Excellence, Part I\*\*

## WEDNESDAY // 10.3

8:00 a.m. – Noon

Preconference Session: Leading with Your Customer: Transform Brand & Culture into World-Class Excellence, Part II\*\*

8:30 a.m. – 6:00 p.m.

REGISTRATION AND SHRMSTORE®

1:30 p.m. – 3:00 p.m.

OPENING GENERAL SESSION featuring LINDA ROTTENBERG

3:30 p.m. – 5:00 p.m.

CONCURRENT SESSIONS

5:00 p.m. – 6:00 p.m.

OPENING RECEPTION in the Celebrity Foyer and Plaza

6:30 p.m.

MEET TO EAT

## THURSDAY // 10.4

7:00 a.m. – 6:00 p.m.

REGISTRATION AND SHRMSTORE®

7:30 a.m. – 8:30 a.m.

NETWORKING BREAKFAST in the Celebrity Ballroom

8:30 a.m. – 10:30 a.m.

GENERAL SESSION featuring DAVID NOVAK

10:30 a.m.

BOOK SIGNING with DAVID NOVAK

10:45 a.m. – 12:15 p.m.

CONCURRENT SESSIONS

12:15 p.m. – 1:45 p.m.

NETWORKING LUNCH in the Celebrity Ballroom

2:00 p.m. – 3:30 p.m.

CONCURRENT SESSIONS

3:30 p.m. – 4:00 p.m.

REFRESHMENT BREAK in the Celebrity Foyer and Plaza

4:00 p.m. – 5:00 p.m.

GENERAL SESSION featuring AARON DIGNAN

5:00 p.m.

BOOK SIGNING with AARON DIGNAN

6:00 p.m. – 9:00 p.m.

EVENING RECEPTION in Masters Plaza

## FRIDAY // 10.5

7:00 a.m. – 11:30 a.m.

REGISTRATION

7:30 a.m. – 1:30 p.m.

SHRMSTORE®

8:30 a.m. – 10:00 a.m.

CONCURRENT SESSIONS

10:15 a.m. – Noon

CLOSING GENERAL SESSION & BRUNCH featuring DEEPAK CHOPRA

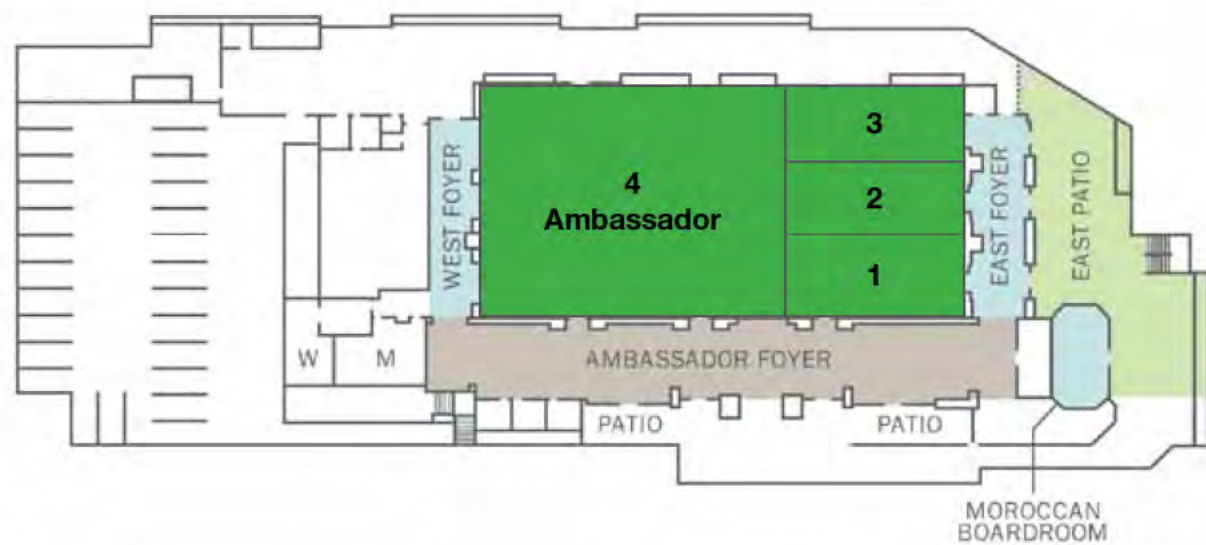
Noon

BOOK SIGNING with DEEPAK CHOPRA

\* Schedule subject to change.

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

# CONFERENCE MAP

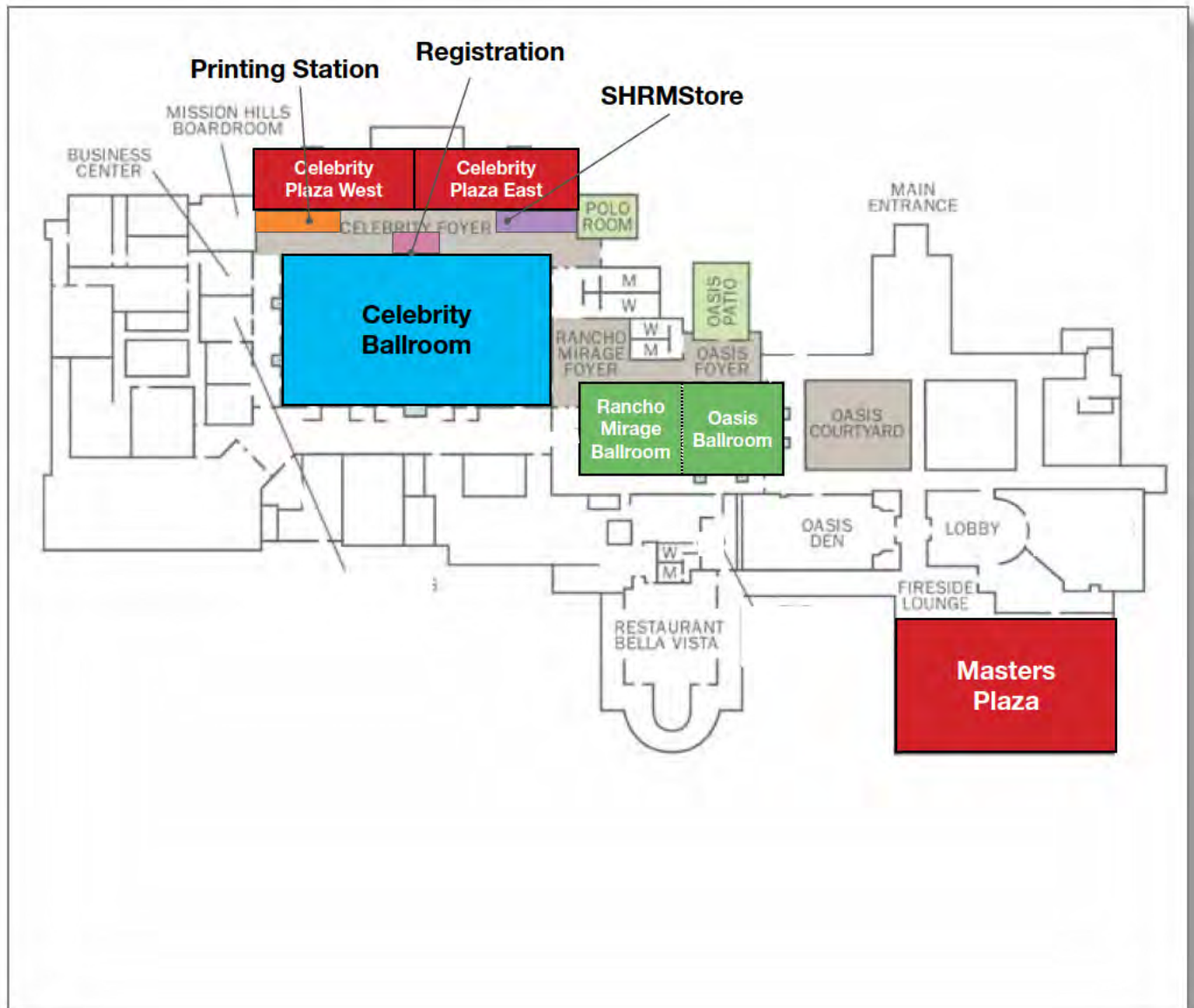


## LEGEND

- General Session
- Concurrent Sessions
- Networking Opportunities
- SHRMStore
- Printing Station



# CONFERENCE MAP



## CONCURRENT SESSIONS AT A GLANCE\*

### WEDNESDAY // 10.3

3:30 p.m. – 5:00 p.m.

*See pages 6-7 for details.*

**Traditional:** *Strategic Negotiations: How to Achieve Winning Outcomes*  
**Location:** Ambassador 1-3

**Conversations That Matter:** *How to Use the People Equity Model to Drive Business Success*  
**Location:** Ambassador 4

**Traditional:** *Using Social Media to Increase Collaboration, Productivity and Engagement*  
**Location:** Ambassador 5-7

**Case Study:** *A Business Case for Employee Investment: A Children's Hospital Story*  
**Location:** Oasis 4-7

### THURSDAY // 10.4

10:45 a.m. – 12:15 p.m.

*See pages 8-9 for details.*

**Traditional:** *Tough Lessons: Managing Employee Moral and Ethical Dilemmas*  
**Location:** Ambassador 1-3

**Conversations That Matter:** *What? So What? Now What? – How to Listen to Your HR Metrics*  
**Location:** Ambassador 4

**Case Study:** *Creating Client-Centric HR: HR at Your Service*  
**Location:** Ambassador 5-7

**Traditional:** *Creativity for Competitive Advantage: Using the Techniques of Innovators to Generate New Ideas*  
**Location:** Oasis 4-7

### THURSDAY // 10.4

2:00 p.m. – 3:30 p.m.

*See pages 9-10 for details.*

**Traditional:** *Strategic Employee Engagement: HR Leadership + C-Suite Involvement = Positive Results*  
**Location:** Ambassador 1-3

**Case Study:** *Achieving Breakthrough Performance Through HR/Business Alignment: Two Corporate Success Stories*  
**Location:** Ambassador 4

**Conversations That Matter:** *Developing Leaders and Engaging Employees to Deliver Extraordinary Content*  
**Location:** Ambassador 5-7

**Traditional:** *Accounting for Senior HR Leaders: How You Affect the Bottom Line*  
**Location:** Oasis 4-7

### FRIDAY // 10.5

8:30 a.m. – 10:00 a.m.

*See pages 11-12 for details.*

**Traditional:** *Tough Love: What Your CEO Won't Tell You About HR, But I Will*  
**Location:** Ambassador 1-3

**Conversations That Matter:** *Creating a Healthy and Engaged Workforce*  
**Location:** Ambassador 4

**Case Study:** *Using Analytics to Integrate and Drive Talent Management*  
**Location:** Ambassador 5-7

**Case Study:** *HR and the Business: Strategic Co-Owners of Flexibility*  
**Location:** Rancho Mirage

\*Please see page 18 for the list of sessions preapproved for business management and strategy recertification credit hours.



## CONCURRENT SESSIONS

This year we have customized your learning experience by creating three types of sessions to better suit your educational needs:

### Case Studies

These interactive sessions provide a case study approach to help sharpen your understanding of the lessons learned and strategies used to address key HR issues. Learn firsthand how companies are using metrics to demonstrate the value that HR brings to an organization and drive talent management strategies, the critical role culture plays, as well as the benefit and necessity of offering workplace flexibility strategies.

### Conversations That Matter

Take this unique opportunity to speak with senior HR practitioners from some of the most well-known companies. You will hear how your colleagues are addressing HR issues and strategies in their organizations and engage in an active discussion during these facilitated sessions.

### Traditional Format

Presented in the traditional format, these sessions will expand your knowledge and will provide you with the skills to be a more effective business partner in your organization. You will learn about critical negotiation skills and tactics, how to effectively use information on your company's financial reports, strategies on how to use social media to engage your employees and much more!

## WEDNESDAY AT A GLANCE

8:30 a.m. – 6:00 p.m.

REGISTRATION AND SHRMSTORE®

Location: Celebrity Foyer

1:30 p.m. – 3:00 p.m.

OPENING GENERAL SESSION featuring  
LINDA ROTTENBERG

Location: Celebrity Ballroom

3:30 p.m. – 5:00 p.m.

CONCURRENT SESSIONS

Please see pages 6-7 for descriptions and locations.

5:00 p.m. – 6:00 p.m.

OPENING RECEPTION

Location: Celebrity Foyer & Plaza





6:30 p.m.

MEET TO EAT

Location: West Celebrity Foyer

## 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 affected their workplace and business success.

Social media makes networking easier. Connect with other attendees on the SHRM 2012 Strategy Conference's social networking pages.     #shrmstrat



**OPENING GENERAL SESSION featuring LINDA ROTTENBERG, CEO and Co-founder of Endeavor**

1:30 p.m. – 3:00 p.m.

**Intrapreneurship: The Edge to Success**

**Location:** Celebrity Ballroom

**Sponsored by:** **Keller** CENTER FOR CORPORATE LEARNING  
of DeVry University



One of "America's Best Leaders," according to *U.S. News & World Report*, Linda Rottenberg inspires and instructs corporate leaders to become "intrapreneurs," or employees who devise entrepreneurial solutions. Discover your organization's entrepreneurial potential and learn how to foster a culture of innovation from

the pioneer of "high-impact entrepreneurship." Using inspirational examples of world-class entrepreneurs supported by her organization, Rottenberg shares lessons on topics such as: using chaos as a catalyst; minnovating (innovating in small steps); scaling teams (including decentralized ones) in a unified way; building trust in business relationships; and fostering "psychic equity" within a team or company to ensure shared goals.

**OPENING REMARKS will be delivered by Henry G. (Hank) Jackson, CPA.**

**CONCURRENT SESSIONS**

3:30 p.m. – 5:00 p.m.

**Strategic Negotiations: How to Achieve Winning Outcomes**

**Location:** Ambassador 1-3

**Workplace Application:** *This session will show you how to cultivate strategic relationships with key individuals in your organization, outside vendors, colleagues and use the acquired negotiation tools as a strategic advantage.*

As a senior HR leader and business partner in your organization, negotiation skills are a critical component to your success. While negotiations are often thought to be reserved for top executives and formal boardrooms, it is a skill that is essential for you to perfect. While every negotiation is unique, the basic skills to handle negotiations do not change. Win/Win outcomes are facilitated through collaboration, not compromise. Sadly, the skills to work collaboratively with another party do not come easily or naturally to

most people. You will learn the four steps to successful negotiations and discover how to anticipate challenges and develop strategies to successfully resolve these challenges.

**Presenter:** Rowena Crosbie, president, Tero International, Clive, Iowa

**How to Use the People Equity Model to Drive Business Success**

**Location:** Ambassador 4

**Workplace Application:** *You will learn how apply the People Equity model to create positive business results over time.*

One of the largest investments most organizations make is in human capital—your "people equity." The people equity or ACE model consists of three core elements: alignment, the extent to which the workforce is connected with the business strategy and each other; capabilities, the talent, information, and resources required to execute that strategy; and engagement, the degree to which workers are willing to go beyond the minimum requirements to support the organization's mission. This session will show you how this model links to operational, financial, customer and employee outcomes and how you can use this model to ensure you are using the correct data to inform your metrics specifically around your employee engagement or satisfaction surveys. This session will challenge traditional approaches to employee surveys and provide strong research showing how organizations can use surveys in more effective and powerful ways to achieve business goals. At the end of the session, you will be able to apply this new model to your organization, understand the drivers of performance, and provide information that will be important to C-suite executives.

**PE Presenters:** Mark H. Blankenship, Ph.D., senior vice president and chief administrative officer, Jack in the Box, San Diego, Calif.; and William A. Schiemann, Ph.D., CEO, Metrus Group, Inc., Somerville, N.J.

**Using Social Media to Increase Collaboration, Productivity and Engagement**

**Location:** Ambassador 5-7

**Workplace Application:** *Learn how to apply both sophisticated and simple, low-tech social media techniques to engage employees in your organization.*

How can you support the business goal of increased productivity while improving employee engagement? By taking the leap and introducing social media into your organization. Social media



provides the potential to encourage employees to connect, share content, offer ideas, ask questions and solve problems. This session is designed to help you understand how trends such as social networking, mobile devices and even video games are changing employees' expectations about communicating inside organizations. You will learn how leading companies use social media to motivate employees, and how you can leverage participation techniques to reach new levels of engagement.

**Presenter:** *Alison Davis, CEO, Davis & Company, Glen Rock, N.J.*

#### A Business Case for Employee Investment: A Children's Hospital Story

**Location:** Oasis Ballroom 4-7

**Workplace Application:** *Using the Children's Hospital of Pittsburgh of UPMC as a case study, you will learn how it positioned HR as a leader in the organization and used HR metrics to affect its culture.*

Follow the Children's Hospital of Pittsburgh of UPMC on its journey into employee investment and development. Through this journey the Children's Hospital of Pittsburgh executives partnered with leadership and employees to move the hospital to improved HR and work culture metrics. High turnover and recruitment difficulties turned to low turnover, recruitment efficiencies including a nurse waiting list, and overall high performing results operational results. You will learn how this simple model can be adapted for your business needs.

**PE Presenter:** *Rhonda Larimore, SPHR, vice president and CHRO, Children's Hospital of Pittsburgh of UPMC, and president, hccDYNAMIX LLC, Sarver, Pa.*

5:00 p.m. – 6:00 p.m.

#### OPENING RECEPTION

**Location:** Celebrity Foyer & Plaza

Please see page 14 for details.

6:30 p.m.

#### MEET TO EAT

**Location:** West Celebrity Foyer

Please see page 14 for details.

### THURSDAY AT A GLANCE

7:00 a.m. – 6:00 p.m.

#### REGISTRATION/SHRMSTORE

**Location:** Celebrity Foyer

7:30 a.m. – 8:30 a.m.

#### NETWORKING BREAKFAST

**Location:** Celebrity Ballroom

8:30 a.m. – 10:30 a.m.

#### GENERAL SESSION featuring DAVID NOVAK

**Location:** Celebrity Ballroom

10:30 a.m.

#### BOOK SIGNING with DAVID NOVAK

**Location:** SHRMStore®

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.

#### NETWORKING LUNCH

**Location:** Celebrity 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:** Celebrity Foyer & Plaza

4:00 p.m. – 5:00 p.m.

#### GENERAL SESSION featuring AARON DIGNAN

**Location:** Celebrity Ballroom

5:00 p.m.

#### BOOK SIGNING with AARON DIGNAN

**Location:** SHRMStore®

6:00 p.m. – 9:00 p.m.

#### EVENING RECEPTION

**Location:** Masters Plaza



7:30 a.m. – 8:30 a.m.

**NETWORKING BREAKFAST**

**Location:** Celebrity Ballroom

Please see page 14 for details.

**GENERAL SESSION** featuring **DAVID NOVAK**,  
Chairman and CEO of Yum! Brands, Inc.

8:30 a.m. – 10:30 a.m.

**Taking People with You: The Only Way to Make  
Big Things Happen**

**Location:** Celebrity Ballroom



A best-selling author, one of the world's "30 Best CEOs" for the past two years according to *Barron's* and a globally acclaimed leadership expert, Novak delivers a battle-tested leadership guide to building great companies by developing great talent. Novak shares

the secrets of his "Taking People with You" leadership program that he has taught to thousands of managers and franchisees around the world during his 15 years at Yum! Brands. His focus on corporate culture and employee empowerment includes: setting big goals but celebrating the small wins to build motivation along the way; winning loyalty by practicing "extraordinary authenticity" and occasionally admitting you don't have the answers; and getting rid of cynics who spread negative energy to your staff. Novak shares his own experiences and pinpoints the strategies that can be applied to a wide variety of business situations for a successful outcome. Change the way you think about leadership and learn how to get the best from your staff with practical strategies for developing talent, empowering people, building teams and creating a success-oriented corporate culture.

**BOOK SIGNING TO FOLLOW.**

**CONCURRENT SESSIONS**

10:45 a.m. – 12:15 p.m.

**Tough Lessons: Managing Employee Moral and Ethical Dilemmas**

**Location:** Ambassador 1-3

**Workplace Application:** *Learn how to develop a strategy to help your employees manage and achieve balanced success and discover techniques to help resolve moral and ethical dilemmas and avoid justifying unethical decisions.*

Occupational fraud might be more common than many think, particularly because some experts argue that the economic downturn might be leading more people to commit it. John Borbi will share his personal story—a successful career as one of the nation's former leading financial advisors and investment specialists for seven years, managing close to \$100 million for his clients. He spent years creating the perfect life, and then watched it all vanish as he made unethical choices and suffered the consequences of those choices—two years in federal prison. John's story will help you discover that learning the warning signs and stopping unethical behavior before it occurs is a strategic risk management imperative. You need to be aware of moral and ethical temptations your employees face every day, and the justifications they may use daily—which increase their chances of making poor unethical choices. You will leave this session with the knowledge necessary to make sure your policies and code of conduct properly address these scenarios.

**Presenter:** John Borbi, president, ToughLessons, Northville, Mich.

**What? So What? Now What? – How to Listen  
to Your HR Metrics**

**Location:** Ambassador 4

**Workplace Application:** *Engage in an interactive conversation with an HR executive at Wells Fargo to learn how HR used metrics to demonstrate its effectiveness as a business partner.*

Understanding and applying HR metrics is an essential skill for HR professionals. To be regarded as a strategic partner, you must become skilled in the interpretation of such measures. Key performance indicators (KPIs) are important, but analytics provide



insight. Learn how to integrate your HR data to tell a compelling story. This session will help you understand your role as a strategic partner, the basics of analyzing data and how to avoid misinterpreting your analysis.

**PE Presenter:** Kathy Doan, SPHR, vice president, Community Banking HR Insights & Metrics, Wells Fargo Bank, San Francisco, Calif.

### Creating Client-Centric HR: HR at Your Service

**Location:** Ambassador 5-7

**Workplace Application:** Learn lessons from the best hospitality and service organizations on how to create and sustain a client-centric HR department that meets the needs and earns the respect of line managers.

Saying "we serve our clients" is one thing, but benchmark hospitality and service organizations make this commitment real in everything they say, write and do. Service-oriented HR departments have learned what makes them valuable in the eyes of managers and their employees. They learn what their clients need, want and expect from them and then demonstrate that the HR solutions they produce are cost-effective, making HR's service meaningful and memorable. Knowing the behavior and actions that make a service encounter with HR a memorable experience is what differentiates the HR department that has influence in crucial decisions from one that is merely "there" in the organization. You will learn how you can apply the lessons learned from these benchmark companies to better serve your employees and customers and how HR can enhance its influence on an organization's mission and business goals through client-centric actions and activities.

**Presenters:** Gary P. Latham, professor, Rotman School of Management, University of Toronto, Canada; and Robert C. Ford, professor, University of Central Florida, Orlando, Fla.

### Creativity for Competitive Advantage: Using the Techniques of Innovators to Generate New Ideas

**Location:** Oasis Ballroom 4-7

**Workplace Application:** You will learn how to use creative thinking to generate new ideas for yourself and your employees to increase profits and customer satisfaction.

All innovation starts with great ideas. You may be number one now, but if you're not innovating, your competition is, and they will knock you out of the lead. To stay ahead, you need to constantly reinvent and have new ideas ready to go. Julie Austin makes innovation fun, educational and interactive. Your employees will be excited about creating, and will come back with hands-on knowledge they can use to solve problems, create new products and services, and learn new ways of doing business that will boost your company's bottom line.

**Presenter:** Julie Austin, owner, Creative Innovation, Los Angeles, Calif.

12:15 p.m. – 1:45 p.m.

### NETWORKING LUNCH

**Location:** Celebrity Ballroom

Please see page 14 for details.

## CONCURRENT SESSIONS

2:00 p.m. – 3:30 p.m.

### Strategic Employee Engagement: HR Leadership + C-Suite Involvement = Positive Results

**Location:** Ambassador 1-3

**Workplace Application:** You will learn how to lead strategic conversations about employee engagement that create positive business results over time.

The employee engagement survey is complete and the results are in. Now, the cascading goals start, managers complain, employees doubt that anything will happen ... and the cycle of frustration continues. Stop the madness! In this session, you will learn what it takes to create strategic focus and C-suite buy-in for engagement. At the end of the session, you will be able to state three key questions to drive strategic planning around employee engagement and will identify five focus areas as a guide to evaluate and create innovative ideas for strategic employee engagement.

**Presenter:** Vicki Hess, RN, MS, CSP, principal, Catalyst Consulting, LLC, Owings Mills, Md.



## Achieving Breakthrough Performance Through HR/ Business Alignment: Two Corporate Success Stories

**Location:** Ambassador 4

**Workplace Application:** *Using two biomedical device companies as a case study, you will learn how to achieve breakthrough performance in your own organization by driving greater HR and business alignment.*

In this case study session, the presenters will describe how they achieved breakthrough performance at two biomedical device companies, Tornier and ev3 (now part of Covidien), by driving greater HR/business alignment using a high-performance management system model. You will learn how HR can earn a seat at the strategy table and be viewed as a change agent by aligning the HR vision, mission and performance with the needs of the overall business. You will learn how to create the right diagnostic measures and tools to assess and evaluate HR performance against the strategic priorities of the organization.

**PE Presenters:** *Nancy K. Weidenfeller, SPHR, principal consultant and executive coach, MDA Leadership Consulting, Minneapolis, Minn.; and Greg Morrison, global vice president, Human Resources, Tornier, Inc., Edina, Minn.*

## Developing Leaders and Engaging Employees to Deliver Extraordinary Content

**Location:** Ambassador 5-7

**Workplace Application:** *Engage in an interactive conversation with an HR executive at Warner Bros. Entertainment to learn about the company's leadership development and corporate culture.*

Warner Bros. Entertainment is a global leader in the creation, production, distribution, licensing and marketing of all forms of entertainment, including feature films, television, home

entertainment, digital content, animation, comic books and interactive entertainment. Changing consumer demands are not only affecting the way Warner Bros. creates, distributes and markets its content and products, but also the way the company develops and engages its leaders and employees. Andy Ortiz, Warner Bros.' Senior Vice President, Organization Effectiveness, will share how the company has created a leadership development, learning and engagement strategy that is aligned with the future direction of its businesses as well as its rich and unique corporate culture.

**PE Presenter:** *Andy Ortiz, senior vice president, Organizational Effectiveness, Warner Bros. Entertainment, Burbank, Calif.*

## Accounting for Senior HR Leaders: How You Affect the Bottom Line

**Location:** Oasis Ballroom 4-7

**Workplace Application:** *This presentation will provide you with fundamentals of accounting so that you will be able to understand your organization's financial statements.*

Business competencies are essential if you want to be seen as a business partner in your organization. It is critical for you to know and understand the income statement and balance sheet, and how you affect your company's bottom line. In this HR-friendly introduction to accounting and finance, you will learn about basic financial statements and how your decisions affect your organization's financial performance. This session will also cover accounting fundamentals and how your actions affect the bottom line. You will also understand revenue and expense recognition, as well as the current literature regarding the cost to hire and cost of turnover.

**Presenter:** *Lawrence G. Singleton, Ph.D., CPA, president and CEO, Singleton Associates, LLC, McLean, Va.*

## 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 Palm Springs. Please drop 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! Your feedback will help us create the post-conference Executive Summary report.



**GENERAL SESSION featuring AARON DIGNAN,**  
Digital Strategist and Founding Partner,  
Undercurrent

4:00 p.m. – 5:00 p.m.  
**Lessons Games Teach Us About Enhanced  
Performance**

**Location:** Celebrity Ballroom



Author of *Game Frame: Using Games as a Strategy for Success*, Dignan gives a dynamic presentation on the many benefits and uses of gaming in the workplace. He will provide proven strategies for creating games to teach business or social principles, increase

motivation and improve job performance. Using real-life situations, Dignan illustrates methods for adding chance, competition, puzzles, teamwork and other game-style mechanics to a wide variety of tasks and procedures. Popular with staff, especially the X, Y and Millennial generations, Dignan shows how games increase engagement and motivation, leading to more successful implementation of new goals and procedures. Learn how to tie game playing to business and real-life goals, discover the most effective game ingredients and walk away with practical ideas for designing behavioral games, which has been proven to be one of the most effective techniques for motivating, teaching and developing new talents.

**BOOK SIGNING TO FOLLOW.**

**EVENING RECEPTION & DINNER**

6:00 p.m. – 9:00 p.m.

**Location:** Masters Plaza

Please see page 14 for details.

**FRIDAY AT A GLANCE**

7:30 a.m. – 8:30 a.m.

**COFFEE SERVICE**

**Location:** Celebrity Foyer & Plaza

7:30 a.m. – 11:30 a.m.

**REGISTRATION**

**Location:** Celebrity Foyer

7:30 a.m. – 1:30 p.m.

**SHRMSTORE**

**Location:** Celebrity Foyer

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 DEEPAK CHOPRA

**Location:** Celebrity Ballroom

Noon

**BOOK SIGNING** with DEEPAK CHOPRA

**Location:** SHRMStore®



## CONCURRENT SESSIONS

8:30 a.m. – 10:00 a.m.

### Tough Love: What Your CEO Won't Tell You About HR, But I Will

**Location:** Ambassador 1-3

**Workplace Application:** *We will discuss how you can increase your effectiveness in dealing with the C-suite.*

We hear a lot of HR professionals talking about wanting a seat at the table. Less often discussed is why we are sometimes excluded from strategic planning and discussions. It is painful to hear the criticisms. It is more painful to be unaware of them, and therefore, unable to counteract them. This session focuses on how to be a more effective strategic partner. Among the issues discussed in this session will be: avoiding overuse of HR lingo, overemphasizing consistency as opposed to thinking, failing to understand the business of your business, avoiding risk rather than managing it, and forgetting that human resources requires a delicate balance of law, business and humanity and living comfortably in the gray. And, by the way, don't ask for a seat at the table. Take it!

**Presenter:** Jonathan Segal, partner, Duane Morris LLP, Philadelphia, Pa.

### Creating a Healthy and Engaged Workforce

**Location:** Ambassador 4

**Workplace Application:** *Engage in a conversation with an HR executive from Kaiser Permanente to learn creative solutions to advancing the well-being of your employees.*

In this thought-provoking session, Jones will speak about how Kaiser Permanente has implemented several innovative programs to help people in their quest for total health. She will discuss the many successes as well as the challenges that come with putting together a dynamic and effective workplace wellness program, such as the results of the program on the organization's bottom line, the process of developing wellness programs, and receiving commitment to the plan from the C-Suite.

**PE Presenter:** Tammy Jones, vice president, Healthy Workforce, National Human Resources, Kaiser Permanente, Oakland, Calif.

### Using Analytics to Integrate and Drive Talent Management

**Location:** Ambassador 5-7

**Workplace Application:** *This session will demonstrate how analytics can be applied to maximize talent management as well as how to turn analytics into practical initiatives.*

Using analytics gives HR the opportunity to make a business case (return-on-investment) for initiatives and make strategic decisions by focusing on what drives business outcomes. Analytics also allows you to integrate all of your talent management initiatives in one place for maximum effectiveness. Through a base study approach, you will walk away understanding the process for linking employee data to critical business outcomes. You will also learn how to use analytics to determine where to make the right investments in your talent management strategy as well as how to calculate an expected ROI for your talent management initiatives.

**PE Presenters:** Scott Mondore, PHR, managing partner, Strategic Management Decisions, Huntersville, N.C.; and Candy Knowles, chief human resources officer, University of Maryland Medical System, Baltimore, Md.

### HR and the Business: Strategic Co-Owners of Flexibility

**Location:** Rancho Mirage

**Workplace Application:** *This session will help you create a plan for successful co-ownership of flexibility in your organization.*

Workplace flexibility is quickly becoming a standard practice for leading organizations to offer their employees. If you want to remain competitive and keep your key talent, it is essential for you to offer flexible work arrangements. Flexibility is most effective when it's an ongoing conversation between managers and employees. What role does HR play in establishing and supporting this flexibility dialogue within the business? Using professional services firm BDO, LLP, as a case study, this interactive session will help you create a plan for successful strategic co-ownership of flexibility in your organizations.

**Presenter:** Cali Williams Yost, CEO and founder, Flex+Strategy Group/Work+Life Fit, Inc., Madison, N.J.



## CLOSING GENERAL SESSION AND BRUNCH featuring DEEPAK CHOPRA, Thought Leader and Best-Selling Author

10:15 a.m. – Noon

### The Soul of Leadership: Unlocking Your Potential for Greatness

Location: Celebrity Ballroom



World-renowned business consultant Deepak Chopra offers guidance to leaders who want to better understand group dynamics, reverse negative attitudes, foster creativity and create a more harmonious work environment.

Based on his book and the course he teaches at the Kellogg School of Business at Northwestern University, Chopra outlines a path that applies not only to business, but to community and family life. In today's economic climate, global marketplace and challenging work environments, it's critical to learn the mental template and character traits for strong, sustained leadership, as well as the psychological tactics for avoiding the self-defeating behaviors that undermine many leaders. Learn how to identify the leadership values you most want to develop and how to attain the leadership skills outlined in Chopra's famous acronym:

- **L**ook and listen
- **E**moional bonding
- **A**wareness
- **D**oing
- **E**mpowerment
- **R**esponsibility
- **S**ynchronicity

**BOOK SIGNING TO FOLLOW.**

## COMPLEMENT YOUR LEARNING EXPERIENCE!

Visit [presentations.shrm.org](http://presentations.shrm.org) to download the presentations for the concurrent sessions from the conference!

Please login using your SHRM login credentials.

There will be no handouts distributed at sessions; however there is a **printing station** located in the Celebrity Foyer. The presentations will be available for six months after the conference.

## 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.



## Take Advantage of Your Networking Opportunities at the Conference

Networking with your fellow conference attendees is an invaluable way to connect with key business leaders at high-level, high-impact organizations with global reach. You can share ideas, trade stories, and hear solutions in an exclusive, intimate setting that promotes true collaboration. You'll meet HR professionals who can provide the insight needed to boost your career.

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 1,000 employees or fewer. 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 others on Twitter. **#shrmstrat**



## WEDNESDAY // 10.3

### OPENING RECEPTION

5:00 p.m. – 6:00 p.m.

**Location:** Celebrity Foyer & Plaza

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.

**Location:** West Celebrity 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 p.m. on Wednesday to sign up.

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

## THURSDAY // 10.4

### NETWORKING BREAKFAST

7:30 a.m. – 8:30 a.m.

**Location:** Celebrity 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:** Celebrity Ballroom

After a morning of educational sessions, join your colleagues for lunch and another opportunity to meet and connect with your fellow attendees.

### EVENING RECEPTION/DINNER

6:00 p.m. – 9:00 p.m.

**Location:** Masters Plaza

Join us for an evening reception to relax, enjoy food and drink overlooking a remarkable desert landscape, an ambience unique to the resort.



# BOOK SIGNING SCHEDULE

## WEDNESDAY // 10.3

5:15 p.m. - 5:30 p.m.



ALISON DAVIS

## THURSDAY // 10.4

10:30 a.m.



DAVE NOVAK

## FRIDAY // 10.5

10:15 a.m. - 10:30 a.m.



SCOTT MONDORE

12:30 p.m. - 12:45 p.m.



JULIE  
AUSTIN

JOHN  
BORBI

ROBERT  
FORD

GARY  
LATHAM



CALI YOST

3:45 p.m. - 4:00 p.m.



VICKI HESS

NANCY WEIDENFELLER

Noon



DEEPAK CHOPRA

5:00 p.m.



AARON DIGNAN



## // THINGS TO DO IN PALM SPRINGS

### Spa at Mission Hills

If you're visiting The Westin Mission Hills Resort & Spa for a relaxing desert retreat, you'll find the ultimate oasis at The Spa at Mission Hills. Its exotic, airy, Spanish-Moorish architecture forms the perfect setting to lose yourself in delightful treatments designed to renew mind and body. Spread out over 14,000 square feet, yet still offering an intimate, boutique-style ambience, the spa offers a wide assortment of facilities. The 14 private treatment rooms named for native desert plants are each a soothing sanctuary, while a steam room, Jacuzzi, meditation lounge, and lush gardens offer additional quiet spaces for relaxing.

### Palm Springs Air Museum

#### *Glide in for Aerial History*

Deserts provide great conditions for preserving planes, and this huge collection of historic planes is a Palm Springs landmark. Enjoy getting an up-close view of aerial history in huge, air-conditioned hangars, and then watch a movie in the Buddy Rogers Theater. There is a gift shop filled with airplane-themed souvenirs. Special events include air shows largely featuring aircraft from the World War II era, as well as children's activities and lectures that are often presented by the men and women who originally flew the planes. For more information, visit [www.palmspringsairmuseum.org](http://www.palmspringsairmuseum.org)

### Agua Caliente Cultural Museum

#### *Past of the People*

This small museum is dedicated to the preservation of the Agua Caliente band of the Cahuilla Indians, who initially discovered the Palm Springs area. Displays include basketry masterworks by past and present artisans, early photographs and a full-size re-creation of a traditional Cahuilla kish. The museum is also the official repatriation center for disturbed remains of Agua Caliente tribal people and receives relics recovered in the area. Admission is free. For more information, visit [www.accmuseum.org](http://www.accmuseum.org).

### Cabot's Old Indian Pueblo Museum

#### *Eccentric Labor of Love*

This Hopi-inspired pueblo is a unique treasure in the Coachella Valley, located in the heart of Desert Hot Springs. The structure is hand-made, created from reclaimed and found objects such as windows and doors collected and reassembled from abandoned homesteads, old telephone poles, buck board wagon parts and many other materials used creatively. Journey through the life of Cabot Yerxa and his family dating back over 100 years. Hear his story from the Dakota Territory to Mexico, Cuba, Alaska, France and throughout California & the Southwest, including the founding of Desert Hot Springs, California.





## McCallum Theatre

### *Entertainment Tonight*

This is a busy, state-of-the-art venue for year-round entertainment and cultural events, and it draws both tourists and locals from throughout the Coachella Valley. Popular stars who have appeared here include singers Tom Jones and Harry Belafonte, comedienne Rita Rudner, and the Cirque Eloize. The theater also offers diverse educational programs for all ages. Most events take place between October and May, so be sure to visit the website, [www.mccallumtheatre.com](http://www.mccallumtheatre.com) for schedule information.

## El Paseo: Palm Desert's Premier Shopping Destination

Start your shopping adventure on El Paseo—Palm Desert's impressive mile-long shopping district. Known as the "Rodeo Drive of the Desert," this mix of more than 300 shops offers everything you could ask for. Overflowing with jewelry, apparel, art, home décor and more than two dozen restaurants, cafes and bakeries—many with outdoor terraces—it's the perfect place for lunch, coffee or a glass of wine between shops.

## Westfield Palm Desert: Shopping Mall Paradise

As Palm Desert's largest indoor mall, Westfield Palm Desert is the place to go to find your favorite national-brand retailers, including Macy's, Barnes & Noble, American Eagle Outfitters and other trusted names. Meanwhile, the mall's food court boasts a wide variety of food, from sushi to Mexican—and plenty of dessert and drinks, too. So whatever you're craving on your shopping trip, you can always pop in for a snack or a meal. Give your feet—and your credit card—a break with some time out for entertainment at Cinemas Palme d'Or. This independent movie theater exhibits a wide selection of art, experimental, foreign and documentary films all projected onto a state-of-the-art screen.





# 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](http://www.hrci.org/recertification).

**Note:** The concurrent and general sessions listed below have been preapproved for business management and strategy recertification credit hours. Any sessions not listed below count for general recertification credit.

Sessions Pre-Approved for Business Management and Strategy credit:		
<input type="checkbox"/> Wednesday, October 3	1:30 p.m.–3:00 p.m.	Intrapreneurship: The Edge to Success (General Session with Linda Rottenberg) – 1.0 hours
<input type="checkbox"/> Wednesday, October 3	3:30 p.m.–5:00 p.m.	Strategic Negotiations: How to Achieve Winning Outcomes – 1.5 hours
<input type="checkbox"/> Wednesday, October 3	3:30 p.m.–5:00 p.m.	A Business Case for Employee Investment: A Children's Hospital Story – 1.5 hours
<input type="checkbox"/> Wednesday, October 3	3:30 p.m.–5:00 p.m.	How to Use the People Equity Model to Drive Business Success – 1.5 hours
<input type="checkbox"/> Thursday, October 4	8:30 a.m.–10:30 a.m.	Taking People with You: The Only Way to Make Big Things Happen (General Session with David Novak) – 1.0 hours
<input type="checkbox"/> Thursday, October 4	10:45 a.m.–12:15 p.m.	Tough Lessons: Managing Employee Moral and Ethical Dilemmas – 1.5 hours
<input type="checkbox"/> Thursday, October 4	10:45 a.m.–12:15 p.m.	Creating Client-Centric HR: HR at Your Service – 1.5 hours
<input type="checkbox"/> Thursday, October 4	10:45 a.m.–Noon	What? So What? Now What? – How to Listen to Your HR Metrics – 1.5 hours
<input type="checkbox"/> Thursday, October 4	2:00 p.m.–3:30 p.m.	Strategic Employee Engagement: HR Leadership + C-Suite Involvement = Positive Results – 1.5 hours
<input type="checkbox"/> Thursday, October 4	2:00 p.m.–3:30 p.m.	Developing Leaders and Engaging Employees to Deliver Extraordinary Content – 1.5 hours
<input type="checkbox"/> Thursday, October 4	2:00 p.m.–3:30 p.m.	Achieving Breakthrough Performance Through HR/Business Alignment: Two Corporate Success Stories – 1.5 hours
<input type="checkbox"/> Thursday, October 4	2:00 p.m.–3:30 p.m.	Accounting for Senior HR Leaders: How You Affect the Bottom Line – 1.5 hours
<input type="checkbox"/> Thursday, October 4	4:00 p.m.–5:00 p.m.	Lessons Games Teach Us About Enhanced Performance (General Session with Aaron Dignan) – .75 hours*
<input type="checkbox"/> Friday, October 5	8:30 a.m.–10:00 a.m.	Tough Love: What Your CEO Won't Tell You About HR, But I Will – 1.5 hours
<input type="checkbox"/> Friday, October 5	8:30 a.m.–10:00 a.m.	Using Analytics to Integrate and Drive Talent Management – 1.5 hour
<input type="checkbox"/> Friday, October 5	8:30 a.m.–10:00 a.m.	HR and the Business: Strategic Co-Owners of Flexibility– 1.5 hours
<input type="checkbox"/> Friday, October 5	10:15 a.m.–Noon	The Soul of Leadership (General Session with Deepak Chopra) – 1.0 hours

Total number of business management and strategy 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# 119743 with these dates October 3–5 for a pre-approved total number of 9.75 business management and strategy credit hours.



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\* Some sessions might be excluded due to audiovisual problems and/or speakers not granting permission to include their sessions or slides.



# THANK YOU TO OUR SPONSORS!

## OPENING GENERAL SESSION with Linda Rottenberg

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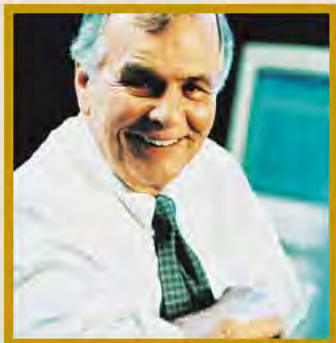


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# Is Your Workforce Prepared to Meet the Needs of a 21st Century Workplace?

Apply for the 2013 AARP Best Employers  
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This biennial award recognizes companies and other organizations that value experienced talent and implement policies and practices that meet the needs of a mature workforce. Applicants must be headquartered in the United States, and have at least 50 full-time employees in the U.S. and its territories in the Caribbean and the Pacific.

The Society for Human Resource Management (SHRM) is adding its support as co-sponsor of the 2013 Best Employers Award. The 50 winners will be honored at the SHRM 2013 Annual Conference in Chicago next June.

**The application period for the 2013 award runs from June 26, 2012, through November 12, 2012.** Participation in the application process is strictly confidential.

Best Employers applicants are judged in the categories of Recruitment, Career Development, Flexible Work Arrangements, Benefits, and Retirees Relations. A panel of nationally recognized judges reviews the applications and provides feedback on the applicants.

All awardees receive national recognition and media attention, including appearing in *AARP The Magazine* and *AARP Bulletin*, both with circulations of more than 23 million. SHRM will also highlight your organization in *HR Magazine*, which goes to all 260,000 SHRM members in 140+ countries.

All applicants are provided with a detailed benchmarking analysis that describes how you scored relative to other applicants. This analysis will help you more effectively evaluate your current HR policies and practices.

For more information about AARP  
Best Employers for Workers Over 50  
go to: [www.aarp.org/bestemployers](http://www.aarp.org/bestemployers)  
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## CONFERENCE NOTES //



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