

POSITIONING YOUR ORGANIZATION FOR RECOVERY

THE **11TH ANNUAL** SHRM FOUNDATION THOUGHT LEADERS RETREAT

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OCTOBER 5-6, 2009

WESTIN KIERLAND RESORT & SPA
SCOTTSDALE, ARIZONA

SHRM
Foundation
Investing in the Future of HR

Dear Participant:

Welcome to the 2009 Thought Leaders Retreat: *Positioning Your Organization for Recovery*.

We are delighted you are participating in our 11th annual retreat. The SHRM Foundation created this event in 1999 to bring together leading-edge thinkers and executives in the HR field. Participants explore issues shaping the future of the profession and their implications for research and practice. This retreat focuses on how to position your organization to thrive as we recover from the most challenging economy in years.

Just as society must adjust to new realities by formulating a “new social contract” with its citizens, today’s organizations are challenged to revamp the fundamentals of their stakeholder relationships. Human resource executives will be leading these changes. This unique, strategically focused retreat will help you gain a new perspective and explore how decision makers can manage more effectively in this challenging environment.

Today, you will hear from executives at companies that have been successful despite the economic downturn. They will share their experiences and discuss the innovative strategies they’ve developed to help their organizations succeed. You’ll explore how the world of work may be different in the future and what this means for your talent management strategy.


We encourage you to ask questions and participate actively in the sessions. Take this opportunity to share ideas and insights, challenge assumptions and learn from your peers.

Thank you for joining us today. Enjoy the program!



William A. Schiemann, Ph.D.

Chair, Thought Leaders Planning Committee



Lyle S. Hanna, SPHR

Chair, SHRM Foundation Board

SHRM Foundation Thought Leaders Retreat

Positioning Your Organization for Recovery

October 5–6, 2009

Westin Kierland Resort, Scottsdale, Arizona | Rainmakers Ballroom

Day 1

1:00 p.m.–1:15 p.m.

1:15 p.m.–2:15 p.m.

2:15 p.m.–2:30 p.m.

2:30 p.m.–3:30 p.m.

3:30 p.m.–3:45 p.m.

3:45 p.m.–5:15 p.m.

5:15 p.m.–5:45 p.m.

Monday, October 5

Welcome and Introductions

Helping People Win at Work

Garry Ridge, President and CEO, *WD-40 Company*

Break

A Supply Chain Approach to Talent Management

Peter Cappelli, Ph.D., Director, *Center for Human Resources, Wharton School of Business*

Break

Managing Human Capital During a Recovery

Dick Beatty, Ph.D., *Rutgers University*

Bill Creekmuir, CPA, EVP and Chief Financial Officer, *Simmons Company*

Will Kuchta, Ed.D., Vice President, Organizational Development, *Paychex*

Moderator: Denise Rousseau, Ph.D., H. J. Heinz II Professor of Organizational Behavior, *Carnegie Mellon University*

Break

Reception and dinner sponsored by

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Preventive Strategies and
Positive Solutions for the Workplace SM

5:45 p.m.–6:30 p.m.

Reception

6:30 p.m.–7:30 p.m.

Dinner

7:30 p.m.–8:45 p.m.

Powerful Times: Rising to the Challenge of Our Uncertain World

Eamonn Kelly, Partner, *The Monitor Group*

Day 2

7:00 a.m.–8:00 a.m.

7:45 a.m.–8:00 a.m.

8:00 a.m.–9:40 a.m.

9:40 a.m.–10:00 a.m.

10:00 a.m.–11:50 a.m.

11:50 a.m.–Noon

Tuesday, October 6

Breakfast

Welcome and Announcements

Turning Wasted Time on the Internet Into Work: Presentation and Facilitated Discussion

Luis von Ahn, Ph.D., MacArthur Fellow, Professor of Computer Science, *Carnegie Mellon University*

Break

The New World of Work

David Arkless, President, Corporate and Government Affairs, *Manpower*

Diane Gherson, Vice President, HR, Global Business Services and Recruitment, *IBM*

Alex Hillman, Co-Founder, *IndyHall, Dangerously Awesome*

Moderator: Libby Sartain, SPHR, CCP, Author and Advisor

Break

Lunch sponsored by

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Noon–12:45 p.m.

12:45 p.m.–1:50 p.m.

1:50 p.m.–2:00 p.m.

Lunch

How Gen Y and Boomers Will Reshape Your Agenda

Sylvia Ann Hewlett, Ph.D., Author and Economist

Close

Special Thanks

The SHRM Foundation thanks all of the presenters and members of the Thought Leaders Planning Committee and Advisory Panel for generously donating their time and expertise to make this event a success. In addition, the Foundation recognizes Metrus Group as a contributing sponsor of this event.

THOUGHT LEADERS

2009 THOUGHT LEADERS PRESENTERS

David Arkless

David Arkless is Manpower Inc.'s President of Global Corporate and Government Affairs. Arkless is a world-renowned expert on labor market trends and has widespread experience in helping countries develop their labor market strategies. He is responsible for governmental and international affairs and, as such, has been called to advise the governments of Egypt, China, Vietnam, the UAE, the Crown-Prince of Serbia and the City of Shanghai, in addition to being an Advisory Board Member for the U.S. Department of State and CIETT, the international confederation of private employment agencies. Arkless also manages Manpower's strategic relationships with high-profile organizations such as the World Economic Forum, where he is a founding member and Co-Chair of the WEF's Global Agenda Council on the Skills Gap. He supports partnerships with the Centre for European Policy Studies and the European Policy Centre. Arkless is a regular speaker at high-profile events, including the World Economic Forum Annual Meeting in Davos, the OECD, the United Nations, European Parliament, U.K. Parliament and House of Lords Select Committees, U.S. Congressional and Senate committees, and at various internationally renowned business schools. He also provides regular expert appearances in national and global media such as the BBC, CNBC and CNN.

Richard W. Beatty

Richard W. (Dick) Beatty is Professor of Human Resource Management at Rutgers University. Beatty is active in executive and professional education and is a Core Faculty member at the University of Michigan's Executive Education Center. He has taught executive education programs at Cornell, Pittsburgh and The Wharton School. Professor Beatty's research interests focus on human resource strategy, performance appraisal and the use of incentives in organizations. He has published several books and more than 100 articles in HR management, business and organizational psychology journals. A past associate editor of *Human Resource Management*, he has twice won the Human Resource Planning Society's research award for the best article on HR management. Beatty has also won the Best Book Award from SHRM. Beatty has done extensive consulting work with more than half of the Fortune 100 firms. His recent publications include *The Workforce Scorecard*

and *The Differentiated Workforce*—both by Harvard Business School Press—and “A Players on A Positions” in the *Harvard Business Review*.

Peter Cappelli

Peter Cappelli is the George W. Taylor Professor of Management at The Wharton School and Director of Wharton's Center for Human Resources. Vault.com recently named him one of the 25 most important people working in the area of human capital, and Recruit.com recognized him as one of the top 100 people in the field of recruiting and staffing. Professor Cappelli's research examines changes in employment relations in the United States and their implications. His publications include *Change at Work* (Oxford University Press, 1997), which found that employees paid a considerable price for the restructuring of U.S. industry, and *The New Deal at Work: Managing the Market-Driven Workforce* (Harvard Business School Press, 1999), which examines the challenges associated with the decline in lifetime employment relationships. *Talent Management* (Harvard Business School Press, 2008) explores the strategies that employers should consider in developing and managing talent and was named one of the best business book for 2008 by Booz-Allen. Cappelli's recent work on managing retention, electronic recruiting and changing career paths appears in the *Harvard Business Review*.

William S. Creekmuir

Bill Creekmuir is Executive Vice President and Chief Financial Officer of Simmons Company in Atlanta, Georgia. With approximately \$1 billion in sales in 2008, Simmons employs 2,900 employees in 21 manufacturing plants in the United States, Canada and Puerto Rico. Prior to joining Simmons, Creekmuir was Executive Vice President and Chief Financial Officer of LADD Furniture, Inc. for eight years. LADD was the third largest publicly traded residential furniture manufacturer until its sale to La-Z-Boy, Inc. in January 2000. Creekmuir's experience also includes working with the international public accounting firm KPMG, where he was elected to the partnership in July 1987 and served as partner in-charge of the national furniture manufacturing practice. He is a Certified Public Accountant and serves as Chairman of the Statistics Committee of the International Sleep Products Association. He is a former President of the American Furniture Manufacturers Association

2009 THOUGHT LEADERS PRESENTERS continued

Finance Division and a former member of the Board of Directors of the North Carolina Association of CPAs. Creekmuir is also a member of the Board of Advisors to the Martha and Spencer Love School of Business at Elon University.

Diane J. Gherson

Diane Gherson is Vice President of Human Resources at IBM, where she has a dual role. As head of HR for Global Business Services, she is part of the executive team of a high-growth business unit with more than 110,000 employees and is responsible for HR strategy and execution in the unit. As IBM's global leader of recruitment, she is responsible for hiring more than 60,000 employees into IBM around the world. Gherson's responsibilities include employee branding, globalization of recruitment operations and overall recruitment effectiveness. She joined IBM in 2002 from consulting firm Towers Perrin, where she managed the worldwide employee rewards and performance management practice. Gherson also consulted with clients in the technology, telecom, financial services, utilities and manufacturing sectors. She has been cited as a recognized authority on pay for performance in *BusinessWeek* and the *Wall Street Journal* and has been published in numerous industry publications. A Canadian citizen, Gherson grew up in Canada and Europe. She earned her Master's of industrial and labor relations from Cornell University and completed her coursework toward a Ph.D. in management at M.I.T.

Sylvia Ann Hewlett

Sylvia Ann Hewlett is an economist and the founding president of the Center for Work-Life Policy, a nonprofit think tank, where she leads the "Hidden Brain Drain" Task Force, a group of 50 global companies and organizations committed to fully realizing female and multicultural talent. In addition, she directs the Gender and Policy Program at the Columbia University School of International and Public Affairs. Hewlett is the author of eight critically acclaimed nonfiction books, including *Off-Ramps and On-Ramps* (Harvard Business Press, named as one of the best business books of 2007 by Amazon.com). Her new book, *Top Talent: Keeping Performance Up When Business Is Down*, will be published by Harvard Business Press this month. Her articles have appeared in *Harvard Business Review*, the *New York Times*, *Financial Times* and *International Herald Tribune*. She is a featured blogger, appearing monthly on *Harvard Business Online* and *ForbesWoman.com*. In the 1980s, Hewlett became the first woman to head up the Economic Policy Council, a think tank composed of 125 business and labor leaders. She has appeared on *60 Minutes*, *ABC World News*, *Oprah*, *The Today Show*, *NewsHour with Jim Lehrer* and many other programs. A Kennedy Scholar and graduate of Cambridge University, she earned her Ph.D. degree in economics at London University.

Alex Hillman

Alex Hillman is the co-founder of IndyHall, a globally recognized example of a new way of working: coworking. Independents Hall (IndyHall) is a community of freelancers, independents and work-from-home people who have an interest in getting out of their dull work day and participating in a community that is designed to support and encourage people who make a living doing what they love. An expert in managing the balance between social time and the workplace, Hillman now takes the lessons he learned from developing IndyHall from a community of disconnected freelancers into an ever-morphing engine of innovation and productivity—to other businesses. He helps them understand community dynamics in the workplace and the social aspects of productivity—that is, when he is not helping others get their projects off the ground via his coaching business at unstick.me (or traveling across the country singing karaoke). Alex shares his insights on his blog at dangerouslyawesome.com.

Eamonn Kelly

Eamonn Kelly is a Partner and Head of Global Thought Leadership and Networking at the Monitor Group. His responsibilities include developing and disseminating new perspectives on the challenges and opportunities facing business, and engaging diverse networks of experts, thought leaders and executives to deepen the learning of both Monitor and its clients. Kelly has consulted at senior levels to dozens of the world's leading corporations in every sector as well as to global and national public agencies and philanthropic foundations. For more than a decade, he has been at the forefront of exploring the emergence of a new, knowledge-intensive economy and its far-reaching consequences for society, business, organizations and people. He has presented his provocative ideas all over the world. From 1998 until 2008, Kelly was CEO and President of Global Business Network, the renowned scenario and strategy consultancy, which joined Monitor in 2000. Previously, Kelly was Head of Strategy at Scottish Enterprise, one of the world's most respected development agencies, where he led the creation of new and effective strategies for economic and social development. Kelly is the author of *Powerful Times: Rising to the Challenge of Our Uncertain World* (Wharton, 2005) and coauthor of *What's Next: Exploring the New Terrain for Business* (Perseus/Wiley, 2002). Kelly studied drama, sociology and economics at the University of Glasgow and also holds an MBA from Strathclyde University.

William Kuchta

Will Kuchta is the Vice President of Organizational Development for Paychex, Inc., a leading national provider of payroll, human resource and benefits solutions for small- to medium-sized businesses. Kuchta manages the HR and training departments, the government affairs office and the security and

safety functions that serve the company's 13,000 employees in more than 100 locations across the United States and Germany. He has guided the Employer of Choice process, achieving recognition on *Fortune* magazine's "100 Best Companies to Work For" list for six years, landing at #31 in 2009. Kuchta oversaw the transition of the University of Paychex from a traditional training function into a world-class leader. As a result, Paychex has been included on *Training* magazine's list of the Top 125 Training Organizations since 2002 and was ranked #21 in 2009. Under Kuchta's leadership, Paychex was one of 63 employers to receive the "Best Employers for Healthy Lifestyles" award from the National Business Group on Health. In August, Kuchta participated as a panelist at Senator Max Baucus's Make Health Happen: Promoting Prevention and Wellness in Rural Communities Summit in Bozeman, Montana. His presentation was titled "Lowering Your Health Care Costs: Strategic Partnerships & Innovative, Affordable Tools." Kuchta earned his Doctor of Education degree at the University of Bridgeport and his MLIR at Michigan State.

Garry Ridge

Garry Ridge is President and Chief Executive Officer of the WD-40 Company, headquartered in San Diego, California. WD-40 Company is the maker of the ever-popular WD-40, as well as other popular brands, including 3-IN-ONE Oil, Lava heavy duty hand cleaners, Spot Shot and Carpet Fresh. Ridge has been with WD-40 since 1987 in various management positions, and he has worked directly with WD-40 in 50 countries. A native of Australia, Ridge has served as National Vice President of the Australian Marketing Institute and the Australian Automotive Aftermarket Association. He received his Master of Science degree in executive leadership from the University of San Diego in June 2001. Now an adjunct professor at the University of San Diego, Ridge teaches leadership development, talent management and succession planning in the Master of Science in Executive Leadership program. In March 2003, Ridge was awarded Director of the Year for Enhancement of Economic Value by the Corporate Directors forum. In 2006, Ridge was awarded the Ernst & Young Master Entrepreneur Award. Ridge co-authored a book with Ken Blanchard, titled *Helping People Win at Work: A Business Philosophy called "Don't Mark My Paper, Help Me Get an A,"* released in May 2009 by FT Press.

Denise M. Rousseau

Denise M. Rousseau is the H.J. Heinz II Professor of Organizational Behavior and Public Policy at Carnegie Mellon University's H. John Heinz III School of Public Policy and Management and the Tepper School of Business. Rousseau founded the Evidence-Based Management Collaborative, a network of scholars, consultants and practicing managers

to promote evidence-informed organizational practices and decision-making. Focusing on the impact workers have on the employment relationship and the firms that employ them, Rousseau's research addresses the powerful reach that an employee's understanding of the employment relationship has on work groups, firms and society. She is a two-time winner of the Academy of Management's George Terry Award for best management book, and her most recent book, *I-Deals: Idiosyncratic Deals Workers Bargain for Themselves*, won the Terry Award in 2006. Rousseau's publications include more than a dozen books and 160 articles and monographs in management and psychology journals. She currently serves on the editorial boards of five scholarly journals. Rousseau is the faculty director of the Institute for Social Enterprise and Innovation and chair of the Health Care Policy and Management program. In addition, she is an International Visiting Fellow of the Advanced Institute of Management (UK).

Libby Sartain

After 30 years in corporate HR/talent management, Libby Sartain is now an active business advisor, board member and HR thought leader. She is the former CHRO of both Yahoo! Inc. and Southwest Airlines and a member of the Board of Directors of Peet's Coffee & Tea, Inc. Sartain is an advisor to several start-ups, including Alumrise, Jobvite and Reputationdefender.com. She does consulting work on HR, employer branding and talent management. A frequent speaker who is often quoted as a thought leader in human resources, Sartain is the author of *HR From the Heart: Inspiring Stories and Strategies for Building the People Side of Great Business* (AMACOM) and *Brand from the Inside: Eight Essentials to Connect Your Employees to Your Business* (Jossey-Bass). Her newest book, *Brand for Talent: Eight Essentials to Make Your Talent as Famous as Your Brand*, was published in April 2009 by Jossey-Bass.

Luis von Ahn

Professor Luis von Ahn works in the Computer Science Department at Carnegie Mellon University. His current research interests include encouraging people to do work for free as well as catching and thwarting cheaters in online environments. He is the recipient of a MacArthur Fellowship, a Microsoft New Faculty Fellowship and a Sloan Research Fellowship. He has been named one of the 50 Best Minds in Science by *Discover* magazine, one of the "Brilliant 10" scientists of 2006 by *Popular Science* magazine, one of the 50 most influential people in technology by *Silicon.com*, and one of the Top Innovators in the Arts and Scientists by *Smithsonian* magazine.

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