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## ENTERPRISE EFFECTIVENESS NETWORK (EEN) 2022 VIRTUAL SESSIONS AGENDA

Please note:

- The presentation portions of these small group sessions will be recorded to share with EEN members who cannot attend.
- The discussion portions of the sessions will not be recorded to provide the right environment for honest sharing of insights, challenges and peer practices.

### What's Next for Employee Engagement

- Session leader: **Dave Millner**
- Thursday, January 13
- 4:00pm – 5:45pm GMT / 11:00am – 12:45pm ET / 8:00am – 9:45am PT

The pandemic has swept across our global communities, and we all continue to experience disruption in our homes and workplaces. Some workers have regrettably lost their jobs whilst some have had to work with new and ever-changing operating procedures and restrictions. On top of that, many organizations have had to change employees' work patterns to maintain health and safety protocols. The topic of employee engagement has again been voices as being important, especially when disruption and change have become so prominent.

Through global data trends and themes this session will focus upon:

- The effect on employee engagement during the pandemic
- Which areas of employee engagement have changed and become more important?
- The impact on different types of workers

### Investing in People vs. Automation: What Do We Need to Consider?

- Session leader: **Max Blumberg**
- Tuesday, January 25
- 4:00pm – 5:45pm GMT / 11:00am – 12:45pm ET / 8:00am – 9:45am PT

Companies are under constant pressure to automate jobs and tasks to save costs. One motivation comes from the perception that investing in machine-based labor increases reliability and endurance. Yet the real challenge lies with the bigger question of how to evaluate investments in “whoever” is going to do the work: people vs. machines.

While machines may offer greater reliability in terms of predicted costs and variation in performance, they also may limit upside potential in terms of ingenuity and innovation. This session addresses the challenges of evaluating human capital investments vs. investments in other ways of doing the work, including the comparisons of:

- Human capital competencies vs. machine capabilities
- Workforce performance vs. machine performance

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## **HR technology purchasing and talent decisions: Who gets to decide how we act on talent?**

- Session leaders: **Sharna Wiblen and Alec Levenson**
- Thursday, February 24
- 4:00pm – 5:45pm GMT / 11:00am – 12:45pm ET / 8:00am – 9:45am PT

Talent management strategy and decision making is viewed as led by the HR strategy, which is developed and informed by the business and HR leadership. Yet one of the most important elements is almost never acknowledged: technology systems and the role they play in defining how talent is measured and managed. The people who drive those purchase decisions rarely fully address the potential conflicts between vendor-led approaches to system design and the strategic human capital needs of the business.

This session will address the following important questions for your HR strategy and operating model:

- How strategic are your technology purchasing decisions: what kinds of hidden assumptions about and definitions of talent get embedded inadvertently in your organizational processes?
- Implications for key HR processes and decision making that can suffer as a consequence: performance management, recruiting, career development, and more.

## **Talent vs. technology: What does talent really mean, and how can we better leverage technology?**

- Session leaders: **Sharna Wiblen and Alec Levenson**
- Tuesday, March 8
- 11:00pm – 12:45am GMT / 6:00pm – 7:45pm ET / 3:00pm – 4:45pm PT

Legacy ways of defining talent get embedded into technology purchasing decisions with little regard for the challenges of defining what talent is strategically. And it turns out that defining what talent really is, and how we can measure it, is fundamentally vague and hard to pin down clearly. So if the ways we conceive of and act on talent today are outmoded and not-well-defined, how can we expect to know what we should be designing into our technology systems to optimally manage our talent?

Y.O.U. (Your Own Understanding) of what talent is, is the first most important thing you need to address. Each person in an organization has their own perception of what talent is. And it turns out that rarely are two different people's perspectives the same. But if just two people can't quickly agree on what talent is, how can we hope to strategically manage talent so that HR can deliver the value and support the business needs to succeed?

This session addresses:

- How to move from Your Own Understanding of what talent is to a consensus across the organization, and improve the quality of talent decisions from end to end: recruiting, performance management, promotions, etc.
- How to embed those understandings in technology purchase and operational decisions

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## Debunking the latest "trends" in HR: What you really need to know about truth versus hype

- Session leader: **Alec Levenson**
- Tuesday, March 15
- 3:00pm – 4:45pm GMT / 11:00am – 12:45pm ET / 8:00am – 9:45am PT

Every year like clockwork, thought leaders and prognosticators tell us the "really big things" that are going to happen that HR needs to prepare for and react to. A recent example is [this article](#) in Harvard Business Review on the "11 Trends that Will Shape Work in 2022 and Beyond." The topics identified by the authors sound reasonable, but how much data and evidence is there to back up their claims?

In this session we will do a systematic review of these and other claims about how the world of work is changing, and review techniques that you can use to identify real trends that need to be heeded, from fanciful claims that are not backed by enough data and evidence to justify jumping on the bandwagon and making changes to your HR and talent strategies proactively.

During the session we will examine other trends identified by the EEN members. Please submit 1-2 ideas of other topics to cover before the session and/or come prepared to share your ideas during the session.

## Differentiating and embedding organizational capabilities

- Session leader: **Alec Levenson**
- Tuesday, April 5
- 3:00pm – 4:45pm GMT / 11:00am – 12:45pm ET / 8:00am – 9:45am PT

Organizational capability is one of the most talked about yet least well defined and executed aspects of business model design and strategy execution. There is no shortage of buzzwords: agility, ambidexterity, resilience, and more. How do we get beyond the buzzwords to translate the desired capabilities into specific organization design attributes? How do we make the connections tangible and understandable for a broader audience?

This session will review the research undertaken over the years, including at the Center for Effective Organizations (CEO), and feature case study challenges from the participants and action research partners of CEO.

## Employee Listening: Intelligence Collecting or Collective Intelligence?

- Session leader: **Max Blumberg**
- Thursday, April 21
- 8:00am – 9:45am PT / 11:00am – 12:45pm ET / 3:00pm – 4:45pm GMT / 4:00pm-5:45pm BST

Vendors of employee listening and related technologies offer a wide range of options with little objective guidance on what they are best used for, and how to decide among them. This session addresses: To what extent do current technologies provide intelligence that informs management decision-making? And to what extent do these technologies facilitate collaboration in the service of collective intelligence?

Topics to be covered include:

- What do your listening platforms do?
- What don't they do?
- What more do you need from them?

## Succession Planning 3.0

- Session leaders: **Maura Stevenson and Alec Levenson**
- Tuesday, May 10
- 8:00am – 9:45am PT / 11:00am – 12:45pm ET / 3:00pm – 4:45pm GMT / 4:00pm-5:45pm BST

Succession planning traditionally has focused on individual leaders in high profile, key roles. Making sure we have multiple ready-to-go candidates for every critical role is a great strategy, but one that is challenging to implement effectively. With pressures to keep headcount down and productivity up, even before the pandemic, it's gotten progressively harder to think about proactively developing people to potentially step into multiple roles. And with such a tight labor market for high profile talent, your best candidates for succession may be just as likely to leave for greener pastures elsewhere.

This session will address the challenges of succession planning in today's economic environment, and the opportunities created by technology and the pandemic:

- What impact has the Great Resignation had on company's succession planning strategies? Can the tools of individually-focused succession planning be scaled up to address larger-scale turnover and retirement waves?
- How has the leader's role shifted in an era of greater remote and hybrid work? Can we pursue the same succession planning strategies as before and expect to get the same outcomes? Is the pool of potential candidates now larger if we can consider remote and hybrid leadership roles as well?
- Technology advances have greatly increased our ability to gather data easily from many different sources and voices throughout the organization and beyond. How can these be integrated into succession planning, and do they offer the promise of broader, more accurate assessments of future potential?

## **Making sense of fairness at work: Different perspectives**

- Session leaders: **Jennifer Deal and Alec Levenson**
- Thursday, June 2
- 8:00am – 9:45am PT / 11:00am – 12:45pm ET / 3:00pm – 4:45pm GMT / 4:00pm-5:45pm BST

Fairness at work is a central issue that drives a lot of how people feel about their jobs, the people they work with, and their willingness to contribute to the organization's success. But people don't all agree on what fair means. What is perceived as fair – and what is not – is framed very differently by different theories and contexts.

This session will address the question of fairness from the perspective of different frameworks (e.g., organizational behavior, economics) and different contexts (e.g., manufacturing, tech, professional services), and discuss some of the issues organizations are facing right now that are being framed in terms of fairness such as who has to go back to the office and who doesn't – and how fairness affects implementation, organizational culture, and engagement.

The range of topics considered will include how jobs are designed and managed, compensation and benefits, opportunities for advancement, access to development and training, DEI, and more. We will ask the participants to talk about the ways issues are framed in terms of fairness – and what ones are not – so please come primed with examples.

## **Optimizing organizational capabilities: Continuing the conversation**

- Session leader: **Alec Levenson**
- Tuesday, June 7, 3:00pm – 4:45pm PT / 6:00pm – 7:45pm ET / 10:00pm – 11:45pm GMT
- Wednesday, June 8, 6:00am – 7:45am SGT and CST / 8:00am – 9:45am AEST

In our first session on organizational capability, we addressed how to get beyond the buzzwords to translate desired capabilities into specific organization design attributes, and how we make the connections tangible and understandable for a broader audience. Designed for maximum engagement by our members in Asia Pacific and the Americas, this session continues the conversation, with an emphasis on applications that the EEN members identified as mission critical.

Specific examples include innovation, agility, productization, digital fluency, platform architecture, customer-centric mindset, user experience, devolved decision making, and rapid learning implementation. Additional case study challenges from the participants and action research partners of CEO will be incorporated into the discussion.

## **Nudge Theory in HR: Can It Really Drive Organizational Change?**

- Session leader: **Dave Millner**
- Thursday, June 16
- 8:00am – 9:45am PT / 11:00am – 12:45pm ET / 3:00pm – 4:45pm GMT / 4:00pm-5:45pm BST

Change in the workplace can be difficult for everyone especially when organizations bring in new technology, processes, restructures or introduces new operational guidelines. Any changes in the current disruptive environment can make employees feel insecure and uncertain in their roles. Some organizations are using nudge theory to try and help employees get on board with changes and also help them to understand what the new expectations, driven by change, mean for them in terms of their behaviour and change of approach.

This session will focus on what nudge theory is with a number of practical examples about how it has been used, how nudges have been created and the level of success that it has generated thus far. Case study examples include learning and broad development, and productivity aligned to leadership development, and will cover business need, approach taken, creation of nudges, and outcomes to date.