ENTERPRISE EFFECTIVENESS NETWORK (EEN)
2024 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.

Longer-run trends and fire fighting challenges in 2024
- Session leaders: **Alec Levenson, Jennifer Deal, Max Blumberg, Dave Millner and Sharna Wiblen**
- Thursday, January 11
- 8am – 10am PT / 11am – 1pm ET / 4pm – 6pm GMT

As we close the book on 2023, and 2024 gets going in earnest, our first EEN session of the year will be a facilitated dialogue on the following topics:
- How are things going with hybrid and back to office?
- What's the mood among your frontline employees/staff, your professional/technical people, and your leadership? Are people feeling good about the direction of the business given the uncertain macroeconomic environment? What kinds of topics are keeping them up at night?
- What would you like to learn or hear about from your EEN colleagues in other organizations?

In preparation for the session, please submit your ideas for topics that fit into this general framework. We won't be able to cover all of them in this first session but will plan future sessions based on the input we receive.

Unlocking the Potential: Generative AI Use Cases for Business and HR
- Session leaders: **Max Blumberg, Sharna Wiblen and Alec Levenson**
- Thursday, February 8
- 8am – 10am PT / 11am – 1pm ET / 4pm – 6pm GMT

The rise (and rise) of AI technologies ushers in a new set of opportunities and challenges as decision makers grapple with concerns about how to navigate this technological innovation. In this session, we delve into the use cases of generative AI and consider the implications for organizational effectiveness, talent management and HR professionals. Join us as we explore how AI is reshaping jobs, work processes, and talent management practices.

Together we will consider the following:
- Use cases for AI and ChatGPT in HR processes
- The opportunities that AI presents for HR professionals
- Learning lessons and developments to highlight the individual, business and societal implications

Measuring, Managing and Rewarding Talent
- Session leaders: **Sharna Wiblen and Alec Levenson**
- Wednesday, February 28
- 6pm – 8pm PT / 9pm – 11pm ET / 2am – 4am GMT

Talent is a subjective concept. Everyone knows talent when they see it, yet there is scant alignment across team members, supervisors and leaders. Compounding the problem, HR and ERP technology systems come embedded with talent definitions and processes that directly impact how talent is viewed and managed.

This session will address conventional thinking about talent, performance, rewards, and the role of technology:
- What is the most accurate way to conceive of and measure people's contributions at work? What can we say accurately, and where do our measurement systems fall short? What are the consequences?
- What role do technology systems play in promoting particular ways of measuring, managing and rewarding talent?
- How can we best reward individual versus team/group performance?

Future-Proofing Leadership: Developing HR Practitioners and Leaders Capability
- Session leader: **Dave Millner**
- Wednesday, March 6
- 8am – 10am PT / 11am – 1pm ET / 4pm – 6pm GMT

In this session we will reflect on the evolving HR and business landscape as we navigate technological innovations such as AI and the changing shape of work and the workplace. Join us as we explore the essential skills required for HR professionals to navigate and capitalise on the changes and illuminate a path towards future-ready leadership.

Together, we will consider the following:
- In the era of AI and the evolving landscape of work, how can HR leadership adapt to lead effectively and make a meaningful impact?
- What specific skills are essential for HR professionals to navigate the changing landscape and execute their work effectively?
- How will the HR function evolve?

Building Organizational Capabilities: Navigating the Paradox of Faster, Better, Cheaper

- Session leader: **Alec Levenson**
- Wednesday, March 20
- 8am – 10am PT / 11am – 1pm ET / 3pm – 5pm GMT

Leaders often demand the elusive trifecta: faster, better, and cheaper – all at the same time. However, the reality is that all three cannot happen simultaneously, which has major consequences for the goals, investments and timelines when building new organizational capabilities.

In this session, we will delve into the complexities of building organizational capabilities and explore the inherent tensions and trade-offs between speed, quality and cost. Join us as we consider the common pitfalls in leadership decision-making, where over-promising, under-investing, and unrealistic expectations often collide.

Together we will consider the following:
- Acknowledge the interplay between legacy and new capabilities
- Discuss distinct strategies for establishing new capabilities
- How to resolve tensions when pursuing strategic capability development

Leveraging Generative AI in Communication: Opportunities and Pitfalls

- Session leaders: **Jennifer Deal, Sharna Wiblen** and **Max Blumberg**
- Thursday, April 18
- 8am – 10am PT / 11am – 1pm ET / 4pm – 6pm BST

The advent of generative artificial intelligence (AI) has revolutionized various aspects of communication. From generating compelling content to enhancing customer interactions, the potential applications of generative AI in communication are vast. However, alongside its promises lie significant challenges and ethical considerations that demand careful examination. This session will explore the opportunities and pitfalls of leveraging generative AI in communication.

Together, we will consider:
- When does it make sense to leverage Generative AI for communication, and when is human-generated content preferable?
- How can organizations determine the balance between using Generative AI and human-generated communications for optimal results?
- What are the key factors to consider when deciding whether to pursue human-generated communication over Generative AI-generated content?
- Examples and lessons learned.