



THE BEST OF *WorldatWork*® | 2020 **TOTAL Resilience**

A CURATED PACKAGE OF POPULAR CONFERENCE SESSION
RECORDINGS FROM #TRV2020, NOW ON DEMAND.

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Distributed Workforces: The Good, The Bad, The In-Between

Shujaat Ahmad, Senior Manager, People Strategy & Analytics, LinkedIn

Tauseef Rahman, Partner, Mercer

After a forced and immediate shift to working at home for some, and continued risk of work on site for others, organizations are more aware of what is possible and necessary for a successful, distributed work environment. However, a few questions emerged. Do the Total Rewards of yesterday resonate for distributed work? Are remote workers less engaged? Is productivity lower in a distributed environment? In this session, learn from a joint conversation on how Mercer's clients and LinkedIn's People Analytics team has answered such questions by using methods ranging from conjoint analysis to organizational network analysis, and how your organization can ensure an optimal employee experience for your distributed workforce.

Emotional Intelligence: Relevance for TR Professionals/Leaders?

Gavin Pommernelle, International Human Resources Consultant, The Human Resource Consortium, LLC

Success in leadership and consulting roles, such as those found in Total Rewards, are fundamentally about facilitating high performance and engaging others to do things efficiently, effectively and reliably. Those with higher emotional intelligence demonstrate high levels of competence in dealing with challenges, conflicts, stress and ambiguity while creating inspired and safe work environments for staff to do their best work. During this session, participants will improve their understanding of how emotions work, the role of emotional intelligence in their leadership and the impact it can have in creating high performing teams, leading change and affecting appreciated, upward influence.

Helping Employees Cope with Crisis: Insights From 20 Behavioral Experts

Tim Houlihan, Founder, BehaviorAlchemy

Kurt Nelson, Ph.D., Founder, The Lantern Group

As part of our podcast, we interviewed over 20 renowned behavioral experts from around the world on how behavioral science can help people understand and cope with the pandemic crisis. In this session, we boil those insights down to help you work with your employees to get through this crisis effectively and their re-entry into work. We explore how organizations can work with employees who are often in a highly stressful, uncertain and frightened station. How companies interact, communicate, and respond to issues can have long-lasting ramifications on employees' health, motivation, loyalty and behavior. We highlight specific, behavioral science-informed steps around forming routines, crafting emotionally appropriate messages, actions to increase feelings of physical and mental safety, and laying a positive path forward that will help employees cope and thrive in this and other future crises.

How a Strong Job Framework Enables Better Long-term Decisions

Andrew Erhardt-Lewis, Director, Deloitte

Kerstin Fischer, Global Job Architecture Lead at Mondelez

Christian Madsen, CCP, CBP, GRP, Vice President, Compensation at Fresenius

Lynda Phenix, Senior Manager at Deloitte

Do You Ever Wonder.... What are the benefits of revamping job architecture? In a post-lockdown world, how can a good job framework enable a business to make better, long-term decisions? Do high tech companies have flatter job structures? Is a VP higher than a "Head of"? How is the marketplace addressing dual career paths? How many management levels do companies typically use? What are the most frequently used job evaluation factors and do they help make a company more resilient? Less resilient? How can job architecture enable companies to save costs? These are a few of the questions addressed in Deloitte Consulting's 2020 Global Job Architecture Practices Survey. Attendees will learn how their current job architecture compares to market practices and hear "stories from the field" shared by global rewards executives from Fresenius Medical Care and Mondelez International.

Is There a Doctor In the House? Our Incentive Plans Aren't Doing Well

Sal DiFonzo, CCP, CBP, CSCP, Vice President, Segal

Elizabeth Walgram, CBP, CCP, GRP, SHRM-SCP, Senior Consultant, Segal

The incentive and commission plans designed before the pandemic aren't doing very well these days. They require some "doctoring" and rehabilitation. A plan that may have been operating sufficiently for many years is suddenly made irrelevant. Tolerated weaknesses and ambiguities in plan provisions are more apparent and unsupportable. Performance measures that made sense at the beginning of the plan year are no longer achievable. All of these factors have contributed to a malaise that has deflated any semblance of motivation from the plan. This session shows attendees how to "diagnose" their current incentive plans for performance measure relevance and design weaknesses. It also shares strategies to "cure" the incentive plan design in order to retain, motivate and attract the talent needed to be successful in the transformed workplace.

Leveraging Technology to Develop Equitable Policies & Practices

Katie Bardaro, VP, Advice and Analytics, Syndio

An interactive session in which we will walk you through the steps of a successful pay equity strategy using the power of compensation analytics & technology to create a sustainable culture of pay equity. A successful pay equity strategy requires three things:

1. good data;
2. expertise (both on the business and on pay equity); and
3. a robust analysis leveraging standard accepted methodologies.

However, "one and done" is not enough - as your business consistently evolves, so should your pay equity analysis. Join Syndio, a technology platform to analyze, resolve and monitor pay equity, to walk through the nitty-gritty details on how to effectively conduct an on-going pay equity strategy to account for business changes. Additionally, they will discuss best practices based on numerous client interactions to empower you with actionable advice you can take back to your organizations.

Managing for Success in the Digital Workplace

Jason Adwin, CCP, Senior Vice President, Segal

Andrea Averill, Senior Consultant, Segal

Gone (at least for the foreseeable future) is the workplace defined as a physical space where frequent face-to-face interactions are enabled. However, thanks to technology, our work experiences are without boundaries and work is wherever we are. The digital workplace has become the new foundation for how many organizations must function. The challenge is that this new workplace can result in fragmented and frustrating experiences for employees. Through the use of expert insights, client examples and observations, the session will discuss:

- The business case that performance and employee development can be effectively managed in a digital workplace
- How to define a strategy and framework for effective performance and employee management
- Steps to keep teams and individuals engaged, collaborative, and innovative
- Ways to equip managers and employees

Moving from High Fives to Claps: Recognition in Today's World

Debra Corey, Chief Pay it Forward Officer at DebCo HR

Throughout the crisis we've seen a change in why and how we recognize one another. Just look on social media and you'll see story after story of people cheering, clapping and even singing and dancing to send thanks. No trophies, money, just heartfelt and genuine appreciation. We've also seen a change in the recognition "spotlight" moving from focusing on individuals standing out to people standing together. No employees of the week, month or year, just celebrating everyone's contributions. We'll explore what this means in the new world, and how to redesign recognition to meet the changing needs of our people and businesses.

Planning for Sales Comp in 2021 – How COVID Changes Everything

Donya Rose, CSCP, Managing Principal at The Cygnal Group

Motivating and value-creating sales incentives rely on clarity about priorities and productivity expectations. But priorities are changing quarter to quarter, sales productivity is harder to predict than ever, everyone has an opinion... and they don't agree. The world may have changed, but fairness still matters, motivation is still a top priority, affordability for the business is as urgent as ever. Join us for a practical discussion of the best ways to ensure your 2021 plans will make sense in a year that, for many, defies prediction.

Real-Time Data: The Comp Currency You Need to Stay Competitive

Theresa Sieg, MA, MBA, SPHR, SHRM-SCP, Director Compensation, Froedtert Health

Megan Surdo, Director of Compensation at Aimbridge Hospitality

Russ Wakelin, CXO at Payfactors

In 2020, our world has changed rapidly. In compensation, timely and accurate data is always vital—and this year it's more important than ever. The cards have been reshuffled, and it's even more difficult to keep up with the changing and fast-moving labor market. What can you do if your budget's been cut, or your go-to industry surveys are not running this year? What are your options? How can you get accurate market data? Join Payfactors' Chief Experience Officer, Russ Wakelin, as well as Aimbridge Hospitality and Froedtert Health to learn how hard-hit industries have adjusted quickly to the pandemic crisis and how industry specific real-time data can help. This session will cover current trending jobs and how to obtain current real-time data from your industry to put you in a position to stay competitive and adapt to change. Don't get left behind by your comp data this year and keep your compensation strategies resilient.

Re-architecting Total Rewards to Drive Employee Connection

Rob Schmitter, CCP, Principal Solutions Architect, Workhuman

In a matter of weeks, the pandemic radically transformed our work and personal lives. Traditional incentives such as annual bonuses are no longer enough to keep employees inspired. To boost engagement, organizations need a year-round rewards strategy that will help create long-term emotional connections with their employees. This session will highlight the impact of gratitude in these times of uncertainty, and the ROI of carving out an employee recognition budget from your Total Rewards pie.

Rebuilding Value in Equity Plans Amid Uncertainty

Emily Cervino, CEP, Head of Thought Leadership at Fidelity Stock Plan Services

Charlene Lake, CCP, CECP, Director, Compensation at Harley-Davidson Motor Company

Nathan O'Connor, Managing Director at Equity Methods

The global pandemic wreaked havoc on markets and stock-based compensation, and as companies are now picking up the pieces, a host of questions are surfacing around equity compensation. How can companies rebuild value in their equity plans and incentivize employees in the wake of loss of value in company stock and potentially significant changes to their organization? Our panel will explore the topics that every company should be discussing, including what to do with outstanding equity awards, how to approach future grants, considerations for cash preservation and how to effectively manage share pools.

Geographic Applicability: U.S.-specific

Reimagining the Workforce After Disruption

Andrea Goodkin, SPHR, SHRM-SCP, Executive Vice President, Human Resources Consulting at HUB International

As companies consider their path forward, it is critical to engage employees in new and dynamic ways. This session will outline steps to reimagine your company's organizational processes and programs in the wake of the global pandemic. Participants will learn how to increase performance, productivity and satisfaction. Andrea Goodkin will focus on several key areas for human resources optimization:

- Engagement
- Learning
- Performance
- Recruiting
- Technology

These elements come together to form a company's culture, and by making strategic enhancements based on the knowledge we've gained during this extended remote work period, companies can position themselves to be an employer of choice now, and in the future.

Resilient Compensation Management: How to Thrive in the New Normal

Ruth Thomas, Co-founder & Senior Consultant at CURO

Transforming and prioritizing people over profit continues to be a business imperative as organizations emerge from the pandemic. According to Josh Bersin, we must: "automate ourselves faster; reskill our own internal teams; and reorganize ourselves into an agile set of experts." This session will address six reward challenges employers may face as organizations transition from the reactive stage of a crisis to proactively planning for flexible compensation management that reacts at pace and positively impacts employee relations, engagement and trust. Take away a playbook for building resilient compensation management strategies now to help overcome challenges as they arise.

Retail Rebound – A Sales Comp Design Story

Paul DeCoster, CSCP, Principal at Korn Ferry

Taylor Tharrington, CSCP, Consultant – Korn Ferry

Jeff Sargent, CCP, GRP, Senior Director, Compensation Business Partner at Ralph Lauren

The story begins with a retail company that has been no stranger to the pressures of the industry. Rising minimum wage rates, low U.S. unemployment and increased competition for talent, and a shift from in-store to online sales. These changes, as well as a host of others, require a change in how the company motivates and retains its in-store sellers. The story then continues to present day to describe some of the challenges of today's business climate, and, more importantly, steps to prepare for a quick recovery. This is a story about how to re-light the growth mindset in sellers and keep it lit in dark times. Three Key Takeaways: Attendees will understand the following:

- The sales incentive plan design process, specifically strategies to drive growth in their sales portfolio
- Relating specific situations and data to their own situation, and apply learnings to their design process
- How to address cultural change

Skill Based Pay 2.0 and Tech, A Match 30 years in the Making

Brian Reidy, CCP, Senior Client Partner, Rewards & Benefits at Korn Ferry

Nick Rettenmyer, VP, Total Rewards at Tableau Software

During the 1980's and 1990's, skill-based pay "1.0" was enthusiastically adopted in manufacturing settings looking to improve quality and efficiency. During the transition from the third to fourth industrial revolution, the service economy has grown to ~ 75% of GDP and the definition of a "job" is evolving. Historically, organizations found people for pre-defined jobs. Disruptive influences facing organizations today are challenging the definition of "work" and "jobs," and thus the supporting HR infrastructure. In this interactive session, together the presenters and participants will explore if skill-based pay 2.0 (SBP 2.0) is the right model to support today's turbulent pace of change.

The New Financial Reality for Working Americans and How You Can Help

Assad Lazarus, Senior Vice President and General Manager of Employee Benefits Services, Equifax

Dan Macklin, CEO, Salary Finance, Inc.

If you were considering employee financial wellness six months ago, it's likely closer to the top of your to-do list now. Even before the COVID-19 pandemic struck, consumer debt was at an all-time high, and almost half of all working Americans reported feeling financial stress. Now, it's closer to 60%. Downstream, this negatively impacts your organization's bottom line: money worries don't disappear when employees are on the clock. In this presentation, you'll learn how to harness the power of data insights to diagnose the most pressing needs of your employees and implement voluntary benefits that make a measurable positive impact.

Total Rewards Post COVID

Gregg Passin, CECP, Senior Partner and Executive Solutions Leader at Mercer

Mary Ann Sardone, Partner and US Talent Solutions Leader at Mercer

The COVID-19 pandemic has forced companies to face tough decisions and re-evaluate priorities as they consider workforce cutbacks, reductions in base salaries and incentives, and changes to benefit programs. Preserving the employee experience is critical as employers make adjustments and changes to operational policies and practices. Join Mercer experts as they discuss how total rewards is likely to change in the COVID-19 environment, how organizations will need to reassess the best ways to engage, attract and retain employees at all levels and how the workforce and the nature of work is likely to change post-COVID.

Using Data Analytics to Guide HR Through Uncertainty and Change

Jeff Higgins, Founder and CEO Human Capital Management Institute

CEOs and organizations frequently state "Our people are our most valuable asset" yet these same organizations often manage people as a short-term cost to be minimized wherever possible. How can both philosophies exist in companies today let alone be reconciled into a cohesive strategy? Now, the impact of COVID-19 has forced every leader to truly decide where they stand on people by forcing difficult workforce decisions. For many, one of the biggest challenges is balancing near-term cost reductions with operational capacity and the ability to return to growth quickly in the future recovery.

When Nature Becomes Nurture

Jarik Conrad EdD, MBA, MILR, SPHR, SHRM-SCP, Senior Director, Human Capital Management

Innovation at Ultimate Software

Forming tribes is instinctual, but modern needs call for bringing us together rather than keeping us separate. Fortunately, employers and leaders are well-positioned to help create a more equitable, just, and deeply human society. By creating shared and equitable work experiences, where diverse people come together to create new tribes, business leaders can foster camaraderie and trust that can annihilate pre-existing prejudices. This research-based presentation will guide HR leaders to create diverse, equitable and inclusive workplaces where everyone can achieve their full potential.