



WORKFORCE 2012:  
ATTRACTING AND RETAINING  
TOP TALENT

THE 10TH ANNUAL SHRM FOUNDATION THOUGHT LEADERS RETREAT

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## Key Themes of the 2008 Thought Leaders Retreat

### Overview

While HR professionals are confronting short-term challenges associated with the Wall Street crisis and a soft economy, attendees at the Thought Leaders Retreat were primarily focused on the key long-term issues that will affect their organizations and the profession. These include dealing with the talent shortage; building appropriate skills and competencies in their organizations; developing leaders and succession plans; and retaining top talent.

To deal with these challenges, these leading HR practitioners are continuously focused on upgrading their business knowledge and leadership capabilities; they are working to create meaningful metrics, are repeatedly making a compelling business case to senior managers about the value of talent and are linking HR strategies to their organizations' key business strategies. They are also innovating, creating more flexible environments, cultures, incentives and workplaces to retain their best people, while also working to create the flexible, technology-enabled workplaces of the future.

### Context

Each year, the SHRM Foundation's Thought Leaders Retreat brings together leading HR thinkers and executives to explore the key issues shaping the future of the profession. The 2008 event, the Foundation's 10th annual Thought Leaders Retreat, focused on the critical issue of attracting and retaining top talent.

### Key Takeaways

- **A changing workforce is creating significant challenges for employers and HR professionals.**

Employers of all types (private sector, public sector), from all industries, face a host of challenges. The world is more complex, fast-paced, global and competitive. Organizations are going through significant strategic and cultural changes, and they need employees with more and different skills and competencies.

With this as the context, organizations are facing the following workforce-related challenges:

- *A talent shortage.* Due to demographic factors, the demand for talent will outstrip the supply, which is already the case in some industries. This will become even more pronounced as baby boomers retire.
- *Multiple generations in the workforce.* There are currently five different generations in the workforce, with different priorities and different ways of behaving and communicating. Understanding the members of each generation in order to attract and retain them poses a major challenge.

Other challenges include succession planning, leadership development, performance management and the impact of technology on how organizations communicate and how workers work.

- **In light of the challenges faced, retention is more important than ever.**

Hiring good talent is so difficult and developing talent is so time consuming and expensive that once organizations have hired and developed talent, they want to do everything they can to retain this talent. Among the ideas discussed to retain talent are:

- *Providing employees what they most want.* Regardless of generation, the basics that most employees want include the opportunity to learn and develop, good compensation, respect, opportunities for advancement, recognition and a good quality of life.
- *Creating an employer brand.* This includes both a compelling value proposition for employees and efforts to communicate this proposition.

Examples were shared, such as how Scripps Health focused on becoming an employer of choice, how the Navy is working to provide greater flexibility and work/life balance and how Whirlpool is focused on creating an outstanding employee experience, starting with their onboarding process.

▪ **The challenges faced and the emphasis on retention have significant implications for HR.**

HR professionals must continue to enhance their business skills and must link HR to the organization's vision and its core business strategies. Other areas of focus for HR professionals include:

- *Being the bridge between management and the organization.* It is up to HR leaders to convince senior executives to make talent the priority that it must be. HR must make the case to management, must link the organization's strategy to talent, and then must drive execution of recruitment efforts, development initiatives, performance management systems and retention activities.
- *Having a solution focus.* Too often HR practitioners outline the problems that the organization faces, but fail to recommend solutions. HR professionals must focus on developing and recommending solutions.

- *Having a process orientation.* Successful organizations create performance cultures by embedding HR processes throughout the organization. HR professionals must focus on establishing processes.
- *Adopting meaningful metrics.* It is essential to measure results, but measuring just for measurement's sake has no value. Organizations, led by HR professionals, must develop meaningful HR metrics that are linked to the organizations' overall strategy.
- *Adapting to changes in how people work.* New technologies hold the potential to change where and how people work. In the new global talent marketplace, people can work from any location, under new types of flexible employment arrangements. HR professionals must understand the types of technologies that are available and the trends that are taking place, and develop strategies and plans for leveraging such technologies for their own workforce.

## Retiring the Generation Gap

Speaker: **Jennifer Deal**, *Research Scientist, Center for Creative Leadership*

### The Big Idea

Myths and stereotypes persist that workers from different generations don't get along because their differences are so great. It is true that different generations have had different life experiences, thereby creating different perspectives.

But deep down, people from all generations hold the same basic values and want the same basic things from work. Regardless of generation, attracting and retaining good people requires providing employees with opportunities to learn, develop and advance; good compensation; respect and recognition; and a good quality of life.

### Quick Summary:

- Workers from five generations are present in the workforce, each with different experiences and attitudes.
- Myths and stereotypes have led some to believe that different generations have different values.
- Research shows that different generations value the same things; they just express their values differently.
- Understanding the perspectives of employees from different generations is important. But retaining good people of all ages requires understanding each person's individual needs.

### Context

Dr. Jennifer Deal, an internationally recognized researcher in generation differences and author of *Retiring the Generation Gap*, spoke about the results from her extensive research on generational differences.

### Key Takeaways

- **Everyone has perceptions of the characteristics and behaviors of members of different generations.**  
Generations are defined by year of birth, but what really characterizes different generations are shared life experiences that affect attitudes and behaviors.

There are currently five generations in the workforce, grouped into three categories:

- *Silents*. They were born between 1925 and 1945, making them 63–83 years old. They are retiring or approaching retirement and are the first generation to be smaller in numbers than both the prior and the subsequent generation. (Birth rates were lower during the Great Depression and during WW II.)
- *Baby boomers, early and late*. They can be broken into two distinct generations: early boomers (born 1946–1954) and late boomers (born 1955–1963). Boomers were born following World War II. They are currently 45–62 years of age and are in their mid to late career approaching retirement. There are more boomers in the workforce than members of any other generation.
- *Generation X, early and late*. Generation Xers can also be broken into two generations: early Xers (born 1964–1976) and late Xers (born 1977–1986). They are currently 22–44 years old, are early to mid career and are fewer in number than the baby boomers.

Thought Leaders' participants share common perceptions of the various generations. Workers from younger generations are thought of as wanting more flexibility, not being serious about their career, expecting too much from institutions, having no or low loyalty and being very social.

Older generations are thought of as loyal and hard working. They associate their identity with their job (living to work, versus working to live, as is the view of younger workers.) But older workers are perceived to be stuck in their positions, slow to adapt to new technology and resistant to change.

Regardless of whether these perceptions are true, these perceptions exist and often create tension between the members of different generations in the workforce.

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*"We come to the conversation with perceptions of what different generations are."*

— Jennifer Deal

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▪ **As boomers retire, there will be a big talent gap.**

As the baby boomers retire, the logical generation to take their place is the Gen Xers. The problem: there aren't enough Gen Xers to fill all positions. The demand for talent will outstrip the supply, resulting in a talent gap. It is, therefore, vital for companies and HR professionals to learn how to work with people from all generations.

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*"What many people don't understand about the generations is the relative size and how it affects everything from attention to compensation to the opportunity to advance and to the need for development."*

— Jennifer Deal

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▪ **All generations have similar values; they just express them differently through behaviors.**

According to research done by Dr. Deal, who surveyed 3,200 respondents born and currently living in the United States, the top five most important values across generations are family, love, integrity, spirituality and self-respect. When broken down by generations, the results of the research showed that each generation endorsed similar values, with family as overwhelmingly the number one value across all generations.

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*"People overwhelmingly say they value their family; it is the most important thing."*

— Jennifer Deal

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Talent retention policies that reinforce and align with the top values can help improve employee satisfaction. But remember, values and behaviors are not the same thing. People can hold the same values yet behave very differently. Behaviors are defined more by life stage than by generation. Marital status, age and financial security have more to do with behaviors than generation, although they are related.

For example, all people want to be respected. However, while respect is universally desired, it is defined differently across generations and between different levels of an organization. In Dr. Deal's research, respect was defined three different ways.

— *"Listen to me; pay attention to what I say."* Younger generations view respect as being heard.

— *"Give my opinions the weight I believe they deserve."* Older people often feel ignored and discarded. They want their experience and wisdom to be respected.

— *"Do what I tell you to do; stop questioning me."* This is how many older people in positions of authority view respect; they associate respect with obedience.

▪ **It is as easy to retain a young person as it is to retain an older one, if you do the right things.**

People from different generations want essentially the same things. And if they get those things, they are likely to be retained.

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*"While there are differences in each generation, essentially everyone wants a job with the same basic characteristics—good pay, interesting work, an opportunity to learn, develop and advance, a supportive boss..."*

— Jennifer Deal

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Across generations, employees are more likely to remain with an organization if they receive:

— Learning and development opportunities (this is actually more important than compensation)

— Good compensation

— Opportunities for advancement

— Respect

— Recognition

— A good quality of life outside of work

Late Xers were more likely to say that they wanted to be challenged in their jobs, often because they are stuck in unchallenging roles. Silents and early boomers want more respect and recognition because they feel that their experience and wisdom is often ignored.

While organizations should focus their efforts on providing employees with the above list, they must realize that each employee wants a slightly different combination. A person's priorities are based not on his or her generation but on his or her own wants and needs.

# Human Capital Strategies for High-Performance Cultures

Speaker: **Vic Buzachero**, *Corporate Senior Vice President, HR, Scripps Health*

## The Big Idea

Today, Scripps Health is ranked among the nation's top places to work and does not need to do recruitment marketing; talent comes to this organization. Yet, just seven years ago, Scripps Health was struggling to meet staffing needs. This dramatic change is the product of an HR-centric turnaround strategy, a commitment to make Scripps an employer of choice.

The workforce development initiatives used to implement the turnaround plan focused on alignment, accountability, communication, lifecycle-based employment and leadership.

### Quick Summary:

- New leadership turned around an ailing Scripps by working to make it an employer of choice.
- Workforce development strategies were central to driving the financial and cultural turnaround.
- Operational changes were massive, strategically aligned and remarkably successful.
- Now talent, patients and donors flock to Scripps.

## Context

Mr. Buzachero told the story of the turnaround that revitalized Scripps Health's financial performance, workplace culture and talent resources.

Scripps Health is a nonprofit, community-based health care delivery network in San Diego, California, distinguished by *Fortune* and *Working Mother* as a top 100 organization to work for. It has 12,000 employees and cares for patients at 18 outpatient facilities throughout San Diego County.

## Key Takeaways

- **Seven years ago, new leadership set out to revitalize Scripps by making it an employer of choice.**

Early in this decade, Scripps was a far cry from winning any workplace distinction awards or having the high bond ratings it enjoys today. The organizational culture was

distinguished by turf battles, poor communication, high turnover and disgruntled employees.

The organization suffered significant operating losses in 2000, compounded in 2000 and 2001 by huge investment losses. In its financially weakened state, Scripps struggled against multiple headwinds: significant labor shortages (as California has the nation's lowest percentage of RNs per capita); rising costs for medical technology; and costly unfunded mandates owing to California legislation (e.g., stringent nurse-to-patient ratios and seismic requirements). Scripps Health was lagging behind its peers on key metrics of patient and employee satisfaction.

A new CEO was promoted (from COO) to turn the tide. A key to his strategy: make Scripps an employer of choice. This would mean reforming the culture and workplace. The idea was that attracting and developing top talent would lead to success by drawing patients and philanthropy, pulling Scripps out of its financial morass.

- **Workforce development strategies were central to driving the cultural and financial turnaround.**

Mr. Buzachero joined Scripps Health to head up HR at the same time a new CFO was brought in. Together, they formed a strong partnership—a logical alliance for the execution of Scripps' "employer of choice" strategy, as revitalization depended on improvement in both workplace and financial metrics. The organization's strategic planning processes and scorecards involved (and still involve) both workplace and financial goals; managers are accountable for both; and the two mutually reinforce each other.

The following goals were set:

1. *Staff the organization.* This meant working to fully staff the organization (especially in terms of nurses) to meet mandated nurse staffing ratios while decreasing the use of costly traveling nurses.
2. *Achieve management freedom.* Become a non-union employer, so that the organization could have the freedom to "make the decisions we wanted to make."

3. *Engage employees to perform with excellence at all levels.* Talent was the crucial component of the envisioned revitalization, creating an organization that:

- Was superior in care and service delivery.
- Was innovative. The best health care talent likes to be at innovative organizations, with innovative environments.
- Was well equipped technologically. This was an area that had lagged. (“It’s difficult to recruit people who’ve been trained on better technology.”)
- Had better relationships with payers and providers.

To begin to tackle these goals, the team focused on how to:

- Attract people and get them committed to the organization.
- Develop core competencies for the organization as a whole and its various departments.
- Move people around, deploying them via workforce planning.
- Measure results and act on the data.

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*“We set a number of goals; they all had reasons. We wanted to create a workplace recognized by Fortune as a great place to work.”*

— Vic Buzachero

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▪ **Operational changes were massive, strategically aligned and remarkably successful.**

“We followed our vision and strategy and spent quite a bit of time connecting initiatives to strategy,” said Mr. Buzachero. “We literally changed everything.” Operational changes were made to drive progress toward the goals. Alignment to strategy—the achievement of sustainable competitive advantage—was integral to all initiatives.

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*“Most organizations grow on the backs of their people; we invested heavily in people, feeling that would be significant to our turnaround.”*

— Vic Buzachero

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▪ **Among the most significant organizational changes was a concerted focus on workforce development.**

Workforce development was tackled on five fronts:

— *Alignment.* Balanced scorecards were used to align organizational objectives with those of work teams (not individuals). Moreover, Mr. Buzachero designed a talent cycle framework (borrowed from GE) that scores individuals’ performance and considers the difficulty of their functional area. This gives senior management a bird’s eye view of the organization’s talent alignment. Talent is moved strategically from position to position—with board involvement—to optimize individuals’ chance for success in their roles. (For example, a low performer might be given a 5% chance of success in a difficult functional area; moving that person to a different position might up the odds to 25%.)

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*“This gives us a predictable way of addressing issues, aligning performance, [ensuring] resources are available at the right time. . . . We’re making work more meaningful by putting people where they can develop.”*

— Vic Buzachero

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— *Accountability.* Mr. Buzachero and the CFO perform monthly operating reviews of each unit, sitting down with management teams and poring over financial, operational and workforce statistics. Performance reviews are not used—what counts are workplace outcomes. What is happening in achieving workforce metrics carries just as much weight as financial indicators of success. Individual managers make presentations directly to the board, which helps give board members a fuller picture and keeps managers extremely accountable.

— *Communications.* Fixing the broken communications of the organization was one of the team’s first wins. The major changes included defining lines of communication among job roles—“what they could talk about and how.” Those initial changes alone caused dramatic improvement in employee satisfaction. Face-to-face communication was emphasized.

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*"We're doing more face-to-face; that's what people want. It takes more time, but when they connect face to face, people understand better and perform better."*

— Vic Buzachero

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- *Lifecycle-based employment.* Demographics in the organization were all over the map, with different groups wanting different things out of work; benefits and engagement strategies were tailored to specific needs at specific points in an employee's life. HR systems were developed to support that approach, and employee satisfaction climbed.
- *Leadership.* Partnerships were formed with business unit leaders to help them deliver on their objectives by forging innovative solutions to recruiting and other business needs. Leadership is a lever to drive desired workforce outcomes. All management teams create Action Plans for their staff.

As a result of the workforce development changes, turnover and workers' compensation claims fell dramatically, while employee satisfaction scores surged.

Scripps uses the Great Place to Work satisfaction measure that assesses, among other things, how people feel about whom they work for (including fairness, credibility and integrity), the kind of work they do and whom they work with. With scores now in the upper 90s and national recognition as one of the nation's 100 best places to work, Scripps has found that it no longer needs to invest heavily in recruitment; top talent comes to Scripps.

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*"Typically the theme in the industry is how to turn around recruitment. We're finding people attracted to us; we're not having to market."*

— Vic Buzachero

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## Other Important Point

- **Dollars-and-cents pros and cons.** Financially, the benefits of Scripps' nonprofit status include no payment of taxes and the philanthropic support it receives (nearly all from appreciative patients and their families), but negatives include the investments it must make in the community and the provision of unpaid care (no one needing care is turned away).

## Competency to Talent

Speakers: **Robert N. Beck**, *Dean of Graduate School of Business and Public Policy, Naval Postgraduate School*  
**David J. Kears**, *Director, Alameda County Health Care Services Agency*

### The Big Idea

Tradition- and process-laden work cultures in government can impede achievement of organizational objectives. Required for the organization's own good—and that of its constituents, employees and taxpayers—are cultural changes and innovative leaders who can work both within and outside of the system.

#### Quick Summary:

- The Navy is disadvantaged in the battle for talent partly by its own culture.
- Realizing the necessity of cultural change, the Navy's Task Force for Life Work was formed to find solutions.
- In public-sector work cultures, insular and process-laden systems can work against goal achievement.
- Attraction and retention efforts depend on finding innovative leaders who can work around the system—and perhaps, over time, change it.

### Context

Dean Beck shared the story of the U.S. Navy's changing approaches to talent acquisition and retention amid the battle for talent. Mr. Kears explained the necessity of recruiting and retaining innovative outside-the-system thinkers for public-sector work.

### Key Takeaways

- **The Navy is disadvantaged in the battle for talent partly by its own culture.**

Today's U.S. Navy is different than in decades past in several respects. It responds to more complex demands amid the global war on terror, with a wider variety of missions (some requiring multi-dimensional warfare, some humanitarian, not all on the seas), and comprises three very different-thinking generations: Boomers (who represent 2% of the Navy), Gen X (55%) and Millennials (43%).

The complexity of today's naval operations requires higher-skilled talent—with greater technological and cultural proficiencies—than needed in the past. Yet the Navy's family-unfriendly policies, tradition and culture have failed to adapt to the changes in attitudes and preferences of the different generations in the Navy's workforce. This failure to adapt is a barrier in attracting top talent. The Navy is further disadvantaged in the talent wars by the fact that it doesn't hire externally for mid- and senior-level hiring positions; it must fill these ranks from within the organization—upping the retention stakes.

Dean Beck and top naval brass recognize that:

- *Retention is a key concern.* Of particular concern is retaining Millennials, who prioritize work/life balance, and women, most of whom want at least one child. Numerous cultural obstacles exist to raising a child (long periods at sea, expectation of pulling "all-nighters" to accomplish work when on shore, frequent relocations, etc.). And women are growing as a percentage of the skilled labor market, now representing 58% of all college graduates and earning 45% of post-graduate degrees.
- *Flexibility will be key to retention success.* Necessary to the Navy's retention rate are various incentives, both financial and intrinsic, like choice of assignment, geographic stability, flexible work hours and pregnancy leave. These incentives must be structured to appeal to various demographic groups.
- *A cultural shift toward more flexibility is required.* Private-sector employers have become much more flexible in designing and implementing retention programs; to compete with them for talent, the Navy would have to change its rigid culture.

- **Realizing the necessity of cultural change, the Navy formed the Task Force for Life Work.**

The Task Force for Life Work (TFLW) was created to figure out what efforts would be necessary to effect needed changes and which could be implemented via policy

change (the low-hanging fruit) versus the more time-consuming Department of Defense or Congressional approval. The TFLW solicits feedback from the fleet on needed changes, which informs change recommendations. (In naming the Navy's TFLW task force, "Life Work" was considered an important distinction from the more commonly heard "work/life" balance to emphasize the Navy's new priority on life over work.)

After much work, the task force identified:

- *Key problems behind low female retention.* The retention rate for women SWOs (surface warfare officers) of 17% compares with 38% for men. Problems in retaining women include issues such as schedule uncertainties, long hours, the inflexible culture and lack of family considerations in work assignments. Also present are cultural issues, including pervasive negativity and poor morale and leadership. The task force realized that signing bonuses and other financial incentives were not the answer.

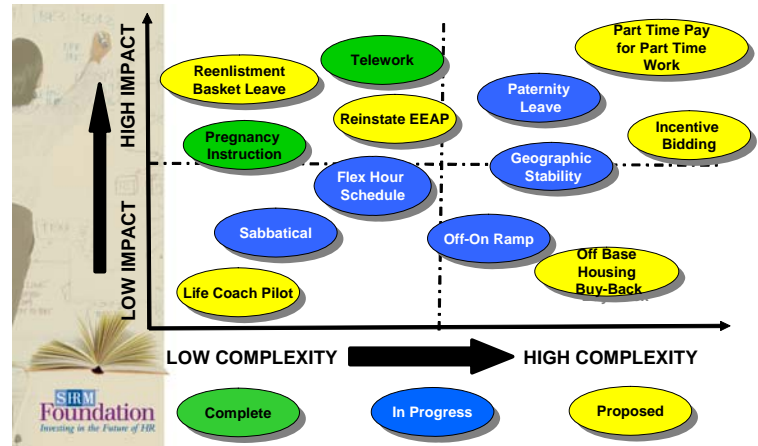
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*"Any CEO I've worked for would have thrown me out of the window if we'd retained only 17% of our women executives."*

— Robert N. Beck

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- *Success traits necessary for female SWOs.* These include a desire to lead, passion for their work, flexibility and adaptability, thick skin, mentors who support them and assertiveness in performing job duties.
- *Barriers to success for women SWOs.* Barriers include: gender-related factors (women are in such a minority on ships that they are constantly under the microscope, lack supportive peers, must battle stereotypes and cultural marginalization); family-related factors (with a dearth of role models, women don't see how they can "have it all"—family and career; leadership frowns on women with children, policies don't provide for adequate child care support); and other "push" factors (like insensitive leaders, schedule uncertainties, lack of downtime).
- *A course of corrective action.* Desired measures were mapped by their impact and complexity. Two have already been implemented (see graphic).



Although much work remains to improve its culture and life-work balance, the Navy has begun turning around its cultural ship to become a more attractive place for women and Millennials to find rewarding careers—and lives.

■ **In public-sector work cultures, the process-laden system can work against goal achievement.**

In many aspects of HR, public and private sectors are similar. Just as in business, public-sector agencies must adapt to the rapid pace of change by better managing resources and adapting to technological changes. Command-and-control management is giving way to influence-and-support models in both realms. The employment pool and skills required by both sectors are the same, as are attributes for success. These attributes boil down to good work habits, the ability to work well with others and eagerness to learn.

However, important differences make working in the public sector a very different experience than working for a company. These differences include:

- *Governance.* Public-sector decision-making processes require advocacy and lobbying of elected officials. The constituencies perceived as most suffering often get the "prize" of initiatives in their interest—and much perception manipulation goes on. Initiatives often reflect short-term solutions/immediate benefits; little long-range strategic planning happens. Efforts are more often stopped than started, given that so many people have veto power.

— *Structure.* Public bureaucracy and civil service, by design, are methodical and process-driven. This entails time-consuming checks and balances to avoid the misuse of power. A routine hiring can require sign-off by seven people, sequentially, each taking a week or two. Most good candidates find another employer by that time.

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*"In our county . . . it was just insanity. No matter how often you said, 'But that's the stupidest thing in the world,' people would say, 'Yes, but those are the rules.'"*

— David J. Kears

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— *Culture.* Public-sector culture is risk averse and insulated. Stability is favored over change. This results in a waste of time and money and often works counter-productively to the objective of creating benefit for taxpayers.

▪ **Needed are innovative leaders who can work around the system—and, over time, change it.**

Beyond the usual competencies required for success, innovative public-sector leaders require an even higher level of skills. To contribute most effectively to society in their roles:

— *Beyond having good work habits, leaders must be able to re-engineer processes.* These leaders must be able to look at a complex process-laden system and see how to make it more responsive, flexible and effective. They must be creative innovators. Their creativity has to extend to innovating on how to get done what needs to be done—working within or around the system.

— *Beyond working well with others, leaders must be able to motivate and influence others.* They must at times act in ways that fly in the face of tradition to make their points and gain support. Mr. Kears once saw an innovative solution to a problem of how to get a health care

institution a special microscope that was prohibited by a ban on South African goods. He proposed that it be bought and donated by another entity that owed the organization money. Dumbfounding those who might have objected had there been rules on the books forbidding the idea, he was able to quickly push it through the system.

— *Beyond being open to new ideas, leaders must be able to generate new ideas and have the courage to act on and promote them.* Owing to the process-laden bureaucracies in public-sector environments, which discourage innovation, innovators must carve out their own opportunities, often circumventing the systems that are in place. This means that potential innovators don't get many chances to fail, so their innovative ideas must be both different and good.

Mr. Kears approaches the job of recruiting and attracting leaders in ways that bypass the system and display the very innovation and courage he looks for in candidates. He uses measures to fast-track the hiring process, makes efforts to recognize and appropriately value the talent he identifies as possessing the necessary leadership traits, has assessment processes that align with these objectives and both expects and plans for turnover.

The person Mr. Kears is grooming as his own replacement created and spearheaded an innovative program to stem the expulsion rate in a junior high school by giving high-school kids mental health training and partnering them up as mentors to at-risk youngsters. The cost was \$20,000, compared with the \$40,000 that would have been spent "just thinking about the problem" while operating within established system processes.

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*"In the end, it's the talent that will change the system."*

— David J. Kears

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# The Power of Employer Branding to Attract and Retain Talent

Speaker: **Kristen Weirick**, Director, Talent Acquisition, Global HR, Whirlpool

## The Big Idea

Companies increasingly need to attract top talent to compete amid a changing labor market. Employer branding can aid in recruitment as well as retention, influencing perceptions of the company both externally and internally, and creating value in both realms. Internally, branding can connect employees emotionally to the company, engaging them more fully to deliver on the firm's promises to customers.

### Quick Summary:

- Employer branding is a critical tool in companies' arsenal for winning the war for talent.
- Branding is more than a recruitment aid—it creates value both internally and externally.
- Employer branding needs to integrate with a company's product/service branding and strategy.
- Successful brand messaging has clarity, constancy and consistency, and creates differentiation.
- Beyond messaging, a brand's value proposition is brought to life via structure, process and capability.

## Context

Ms. Weirick shared the details of Whirlpool's employer branding initiative.

## Key Takeaways

### ▪ **Employer branding is an increasingly necessary tool for competing in a shrinking talent market.**

Much as product/service branding differentiates a company as a provider of exceptional offerings, employer branding differentiates it as an exceptional employer. The objectives of product/service and employer branding are similar: to cause customers to want to buy offerings repeatedly and to cause candidates to want to join a company and to influence employees to want to stay.

An employer brand is not merely recruitment advertising—it runs much deeper. It is “the perception of your company as an employer and the value that employees derive from

working there.” The external and internal brand images are two sides of the same coin. If an employer extends externally a brand promise that does not resonate internally, the message will be unsuccessful, given the speed of communication these days.

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*“I always say the quickest way to kill your brand is to communicate externally something that does not resonate internally. . . . Everybody goes home and tells somebody what their day was like.”*

— Kristen Weirick

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Awareness of employer branding is surging as companies increasingly realize their need for another strategy in their talent war arsenal (Google search results for “employer branding” yielded 10,000 results in 2004, 275,000 earlier in 2008, and at latest count 750,000). Employer branding will become imperative as the talent marketplace becomes even more competitive over the next decade—reflecting changes in demographics (as baby boomers retire and U.S. and European populations contract over the next decade), the global shortage of skilled labor and a trend of decreased customer loyalty.

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*“Smart companies have to have innovative tools to source and attract this increasingly scarce top talent. The war for talent is real, and we need to build our arsenal.”*

— Kristen Weirick

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### ▪ **Employer branding does more than aid recruitment; it creates value externally and internally.**

Branding emotionally connects employees to the company's strategy, engaging them to deliver on the firm's promises to customers.

The ways employer branding creates external value include:

- Increased quality and quantity of recruits.
- Employer-of-choice recognition.

- Sustained competitive differentiation in the talent marketplace.
- Lower recruiting and advertising costs.
- Increased referrals.
- Increased product sales and marketing.
- Higher levels of customer satisfaction and loyalty.

Internal value is created via:

- Increased employee engagement.
- Higher employee productivity.
- Employees who feel good about the company.
- Increased retention of the best talent.
- Increased referrals from top talent.
- More time to focus on assessment as opposed to sourcing.

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*"Companies that consistently made the Great Place To Work Institute's list had increased sales . . . and outperformed the S&P 500. Being known as a great employer has an impact on sales and productivity."*

— Kristen Weirick

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▪ **Employer branding should integrate with product/service branding and serve corporate strategy.**

Employer brand positioning should integrate with a company's product/service and corporate branding as well as with its corporate strategy.

- *How branding links to strategy.* Whirlpool's employer brand positioning is viewed as instrumental to its corporate mission, which is to have products "in every home . . . everywhere, with pride, passion and performance." The employer brand promise is compelling employee experiences. Employee experiences will shape the future of the company, creating the spirit of winning, winning strategies and a rich heritage and values.
- *The foundation of brand development.* A style guide drives global consistency in the firm's entire branding message. Elements include a consistent look and feel, messages tailored to audience and scope, measures to ensure brand governance (ensuring that different parts

of the organization don't stray from the style guide) and processes to conduct brand testing (for example, cultural appropriateness is tested).

▪ **Successful brand messaging has clarity, constancy and consistency, and creates differentiation.**

Branding is not solely an HR function. HR is important, as keeper of the company culture and work environment, but creating brand messaging requires collaboration among those in the company with brand-building expertise, corporate communications and HR. When the right people are at the table, a successful brand message can be created with "3Cs and a D":

- *Clarity.* Solid brand positioning defines both rational and emotional benefits—or "reasons to believe" in the brand's value proposition.
- *Constancy/continuity.* Coca-Cola's bottle shape is a constancy of its branding over time.
- *Consistency.* A brand's appeal can only be sustained if the company delivers on its promise. Ford Motor promised "Quality is Job #1," but the frequent repairs customers experienced didn't bear out the promise.
- *Differentiation.* The message must be relevant and its packaging memorable to achieve differentiation.

There are six steps to successful employer branding. These are not one-time steps but form a cycle that is to be performed repeatedly:

1. *Discovery.* Every company already has branding. Those working to shape the company's employer brand must first discover what the company's existing branding is. "You need to know who you are to your external and internal markets."
2. *Alignment.* Determine who you want to be as an employer and make sure that this desired image and messaging aligns across geographic regions and across types of branding—product/service, employee and corporate branding.
3. *Development.* Research provides the short- and long-term strategies that deliver the brand promise.
4. *Launch.* A launch can be a "big bang" or "slow trickle." "We're a slow-trickle bunch," said Ms. Weirick. "Whirlpool is a big boat to turn."

5. *Monitor*. Monitoring the results of branding requires a systematic, iterative approach.
6. *Modify*. Improving the initiative requires a systematic process, performed repeatedly.

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*"Our research began two years ago, and this is our second time around the wheel. You don't build it once and are done."*

— Kristen Weirick

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▪ **Beyond messaging, a brand's value proposition is brought to life via structure, process and capability.**

Branding is more than messaging. The promise that is embedded is brought to life with structures, processes and capabilities within the organization.

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*"You can create phenomenally compelling employee experiences if you have the right structure and processes and build the right capabilities."*

— Kristen Weirick

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For example, Whirlpool's Exceptional Candidate Experience initiative includes extensive recruitment and selection tools and processes to help managers create the desired candidate experience, ensuring that candidates receive clear, consistent, branded messaging about the company and its opportunities. The goal is that every candidate, whether hired or not, feels good about Whirlpool and becomes a loyal customer. As part of the Exceptional Candidate Experience, Whirlpool manages every aspect of the interview experience from the time a candidate leaves his or her home until he or she returns (drivers are sent,

travel arrangements are first class, tours of communities are given, etc.). Also, the company "gifts" each candidate a small appliance.

Equal attention to detail characterizes the experience after employees join the company. This starts with the new-hire welcome and orientation experience and includes efforts targeting employee engagement, recognition and rewards processes, employee performance and productivity, employee growth and development, career management and ownership, talent pool process, departure process, and alumni affiliation ("You want boomerang employees").

To foster the organizational capabilities supporting these employee experiences, Whirlpool devotes much time and energy to management training.

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*"People don't leave a company; they leave a boss. So building leadership capability is where we put a lot of time and effort."*

— Kristen Weirick

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## Other Important Point

- **Strategic talent acquisition professionals.** Talent acquisition professionals, to be strategic partners to their organizations (versus being viewed as "order takers"), have to analyze the company's current and future workforce needs as well as the talent marketplace to develop the proactive strategy and tools to deliver on organizational needs—tools like employer branding.

# The New Global Talent Marketplace

Moderator: **Libby Sartain**, *Author and Consultant*

Speakers: **Carol Mahoney**, *Vice President, Global Talent Acquisition, Yahoo!*  
**Brian Schipper**, *Senior Vice President, HR, Cisco*

## The Big Idea

Changing workforce demographics and the advent of Web 2.0 are revolutionizing the ways in which employees relate to their organizations and approach their jobs, how companies mobilize talent, how job candidates view potential opportunities and how employers attract and recruit. The work world of the future will look very different as business practices change and as HR professionals adapt to the new realities.

### Quick Summary:

- The mobility of information is one catalyst that is transforming the world of work.
- Two trends that information fluidity is driving: unprecedented transparency and the virtualization of work.
- The workplace of the future will be very different—compelling dramatic HR and business adaptations.

## Context

Ms. Sartain led the panelists in a discussion of the ways that technology and demographic shifts are changing the talent marketplace, HR and the nature of work.

## Key Takeaways

### ▪ **The mobility of information is creating unprecedented transparency.**

The seamless movement of all kinds of information across all boundaries—of geography, space, time and device—is creating a work world of unprecedented transparency. As a result:

— *The talent market is “a-twitter.”* Job candidates routinely share interview experiences and compensation offers with many others online—their Twitter followers, Facebook friends and other social media contacts. Cisco expects this sharing of information to occur, and so the company offers the exact same salary to all college recruits. Companies today truly live in glass houses with

the existence of salary-sharing sites like [www.glassdoor.com](http://www.glassdoor.com).

- *Employees blog all about it.* Employees blog about corporate announcements as they are being announced, share their work experiences online and cannot be expected to keep in-house information in house. One employee who was let go from Yahoo! twittered as he underwent the termination process—waiting for HR, packing up his belongings, having a last company latte.
- *Companies tail talent.* Yahoo! recruits by reaching out to good potential candidates via social networking sites. “We start the engagement, then drag them in,” said Carol Mahoney. The company also follows the “tweets” and other cyber trails of individual candidates.

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*“Social networking has changed the game for us [at Yahoo!]. . . . We follow candidates so we can tell, if they twitter, what they think of us.”*

— Carol Mahoney

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Attitudes toward this new transparency—with its uncontrollable and unpredictable consequences—can break along generational lines. Boomers may fear proprietary information leakage and scratch their heads over youth’s lack of integrity, while Millennials feel they *are* acting with integrity by candidly reporting everything that happens to them—prioritizing empowerment of the masses (wide dissemination of truthful information, allowing people to act on it however they see fit) above organizational allegiance.

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*“How can people give away private information? Younger people think ‘integrity’ means I do give a complete, honest accounting of what is going on at all times. . . . If it’s information, it’s to be shared.”*

— Carol Mahoney

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▪ **Seamlessly flowing information is also enabling the virtualization of work.**

As information transcends boundaries, it is reshaping how people experience work and life and how companies pursue work objectives—"virtualizing" work:

— *Time off is becoming indistinguishable from time on.* As work is increasingly performed via Blackberry and other devices at odd hours and in nontraditional settings, Mr. Schipper predicts that work-life balance issues will go the way of travel agents, as the distinctions between work and life blur. Eventually, businesses that cannot accommodate flexibility in where and when work is performed will be the exception, perceived as "strange."

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*"Younger employees have managed their lives that way through college and think it bizarre that a company would require that people be in a designated physical location to do work if not necessary to be."*

— Brian Schipper

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— *Cross-functional, lateral collaboration is increasingly common.* At Cisco, the most-used technology is the corporate directory linking to employees' personal web sites and blogs. That is because cross-functional projects are commonplace; people spearheading them utilize the directory to research and access the talent available to them. The company has 27 virtual organizations organized by talent (not geography), constructed to research and possibly pursue 27 new business opportunities, each of \$10 billion-plus.

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*"In the past, everything was architected around process. In the future, everything will be architected around people."*

— Brian Schipper

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— *Information transparency and employee empowerment go hand in hand.* At both Yahoo! and Cisco, employees are granted some degree of choice over what job they do within the company.

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*"The last five years have seen dramatic changes in Silicon Valley . . . some because of social networks, some because of the younger generation. . . . It's changed the game for us and is coming your way."*

— Libby Sartain

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▪ **The future of work will be very different—compelling dramatic HR adaptations.**

The panelists see HR adapting to these trends in several ways:

— *More work options.* Ms. Mahoney expects companies to create more options for getting work done. Millennials who want "to surf when the surf's up," not needing to check Blackberries, will be accommodated. Boomers who want to work some during retirement will be accommodated.

— *Changed policies.* Traditional PTO constructs may need to be discarded. "Was I off on Saturday when I was home on my computer responding to work issues—who knows?" said Mr. Schipper. "Those kinds of distinctions will be moot in technology-enabled work virtualization."

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*"It's just impossible to enforce those laws; they'll have to go away."*

— Libby Sartain

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— *More downtime.* The average U.S. worker gets 12 days off per year versus 27 in Europe. As the up-and-coming generations demand more balanced lives, labor market dynamics may force employers to accommodate, said Ms. Sartain. How that may manifest itself if PTO becomes antiquated is hard to predict, however.

— *New work models.* Ms. Mahoney expects an eBay-like talent market with everybody's resumes online and employers bidding for talent on a per-project basis. Most workers won't have employers but will be independent contractors who move from project to project and company to company. Such a model would have lots of implications for changes in employee/employer relationships and compensation.

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*"People will come and go from our work-places, and we'll have to maintain good relationships because we may want them back. . . . We'll focus on the work we need done rather than the job—with lots of implications for comp."*

— Carol Mahoney

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*"Work will get done in profoundly different ways, bringing together people who in a traditional organization would never have thought of working collaboratively . . . [creating] relationships and caring communities laterally in organizations."*

— Brian Schipper

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— *The demise of the traditional organization.* The technology-enabled transcendence of space and time constraints will allow unprecedented flexibility in how work gets done, predicts Mr. Schipper, fundamentally changing the nature of work itself. Internal talent will coalesce into work teams aligned around shared problems, as it does at Cisco—but that's just "early stuff." These changes will herald the end of traditional organizations "we've all grown up accepting as a condition of life."

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## Other Important Point

- **Cultural missteps.** Globalizing companies that do not consider their actions through cultural prisms sometimes step on landmines. Having terminated people in a business unit en masse can tar a company's reputation in India, where parents steer (adult) children away from such employers.

# 20/20 Vision: Emerging Issues Facing Organizations and HR

Speaker: **Wayne Cascio**, *Professor of Management, University of Colorado Denver*

## The Big Idea

Organizations' HR management systems determine how employees are governed, incented and engaged, which in turn affects the choices that employees make and how they behave. Those choices and behaviors carry high stakes for companies, as they have reputational, legal and financial ramifications, and even consequences for an organization's long-term viability—as evidenced by the recently fallen Wall Street titans. These failures were failures of HR systems.

HR practitioners have much knowledge that is not being applied in corporate America, placing the field at an inflection point. The country is looking for answers; HR has many relevant answers. Can the profession summon the courageous leadership to spearhead the needed changes?

### Quick Summary:

- SYSCO is a company where HR management systems align employees' actions with the interests of the business.
- In contrast, many companies are perplexed by HR's most dire issues—presenting opportunity for the field.
- The answers that businesses need reside with HR. America's financial system turmoil brings HR to an inflection point, requiring courageous leadership.

## Context

Wayne Cascio (stepping in for SYSCO's Ken Carrig) discussed SYSCO's value-creating HR systems, the importance of management systems to companies today and what corporate America now needs from HR.

## Key Takeaways

- **HR's potential is realized at SYSCO, where management understands the value of HR systems.**

SYSCO is the largest marketer and distributor of food products in North America. This company understands how its people create value and the importance of HR systems that encourage value creation by promoting innovation and collaboration.

The company is divided into regional operating companies, with each being viewed as a “living lab” for trying new approaches; the expectation is that successes and best practices are shared across the company.

The model at SYSCO is as follows: effective management practices drive employee engagement, which is assessed twice each year. Employee engagement drives business success, as engaged employees are more likely to innovate, collaborate and satisfy customers.

HR at SYSCO performs a balancing act as it drives firm value on three dimensions:

1. *Strategic HR leadership.* HR leadership is in tune with the CEO and Board—understanding corporate strategic objectives and filtering them through an HR lens to shape a people agenda that maximizes value creation.
2. *Value creation in the business.* SYSCO's HR systems enable the company's people to create value by:
  - Operationalizing value creation through planning and performance management. For example, a Web portal allows each operating company to tap into the solutions others have found.
  - Leading cross-company initiatives to drive growth and productivity.
3. *Value creation from within HR.* This takes place in the following four ways:
  - Communicating progress against the value-creation framework to internal and external stakeholders.
  - Building talent levels to create a “gold standard” HR organization.
  - Running lean HR operations that are a reference case within the company for adding value at a competitive cost.
  - Managing business risk by achieving best-in-class performance for specialty HR functions (e.g., recruiting, employee relations).

Examples of value created by employees as a result of HR systems:

- One operating company's solution, which has been rolled out system-wide, is a wrist computer that reads the bar codes of products and sounds an alarm when the wrong one passes. This has improved order fulfillment accuracy to 99.8%.
- Safety performance improvements have saved the company \$20 million annually, as the gap between the top- and bottom-performing operating companies has narrowed. This has been accomplished through: 1) leveraging the key safety metric process; 2) sharing best practices; and 3) encouraging reciprocal visits between operating companies to observe how peers deal with common issues.

▪ **Many companies are perplexed by HR's most dire issues—presenting opportunity for the field.**

Recent SHRM research suggests a disconnect between the workplace issues facing corporate America and the issues on which HR professionals are focusing.

These are the top 10 workplace issues for corporate America:

1. Continuing high cost of health care in the United States.
2. Large numbers of baby boomers retiring at about the same time.
3. Threat of increased health care costs to the economic competitiveness of the United States.
4. Aging population.
5. Retention strategies for current/future workforce.
6. Federal health care legislation.
7. Preparing organizations for an older workforce.
8. Threat of U.S. or global recession.
9. Labor shortages at all skill levels.
10. Demographic shifts leading to shortages of highly skilled workers.

While health care costs are #1 and also factor into issues #3 and #6, they don't appear until #10 on the list of top 10 HR initiatives:

1. Tuition reimbursement.

2. Greater investments in training/development.
3. Implementing an employee-data privacy policy.
4. Policies/procedures to protect from employee/customer identity theft.
5. Non-disclosure, non-compete agreements for intellectual property.
6. Measures to protect company data from natural disasters or cyber attacks.
7. More use of technology to perform transactional HR functions.
8. Increasing technology training.
9. Increasing training in specialized skills.
10. Implementing preventive health programs.

This list of what HR is focused on indicates that in many cases HR is not being used strategically to solve the workplace's most pressing issues. This creates an opportunity for HR to become a more strategic problem solver. "What an agenda for our field," said Dr. Cascio. While business today moves "at the speed of the Internet," HR has not moved at this pace. HR practitioners need to be attuned to trends and inform business leaders about what they will mean for corporate HR strategy.

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*"What I've found is that the best HR people stay on top of these trends and translate them for their companies, because they know the business so well."*

— Wayne Cascio

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▪ **HR management systems are critical to advancing business objectives, determining the "hows."**

Management systems both discipline and coordinate the activities of human resources. When systems are missing altogether, there are problems (e.g., when companies lose control over outsourced activities because vendors hide their lack of expertise or themselves outsource the work), and when systems are not aligned with an organization's long-term best interests, there are problems.

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*"Companies don't just compete; they coordinate the actions of many people. Organizations successful in doing that are the ones where the system is the star."*

— Wayne Cascio

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At its core, Wall Street's meltdown was a failure of HR management systems. The cultures at most of the troubled financial institutions were cultures of star players. Individuals were incented with enormous rewards for high performance. Huge bonuses encouraged outsized risk-taking and the hiding of mistakes. These dynamics contributed to imprudent activities and firms' ultimate undoing. Enron exemplified a similar culture, lacking systemic controls over the company's Wild West behavior.

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*"The view of [Wall Street] management is there's not much to managing talent—just hire smart people and give them huge rewards if they meet high performance targets."*

— Wayne Cascio

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Among Wall Street's casualties, Goldman Sachs is the notable exception—and not coincidentally the only investment bank likely to be left standing. At Goldman, HR systems are the star—the culture rewards adherence to the firm's values and teamwork; incentives reflect team performance, not individual performance.

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*"Rewards for individual performance are no substitute for good employee management."*

— Wayne Cascio

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Management systems are critical to the achievement of business objectives because they determine *how* people in a firm go about achieving business goals. As both extremes of the pendulum show (Wall Street/Enron on one end and the talent-leveraging SYSCO on the other), management systems can make or break a company.

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*"It's not enough to bring in extraordinary people; you need management systems to channel, discipline and focus that talent."*

— Wayne Cascio

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- **HR has much to offer in helping corporate America deal with the many challenges faced.**

HR practitioners have much knowledge that is not being properly applied but is desperately needed by corporate America today.

In the wake of the financial system meltdown and other domestic problems, the nation is searching for answers—from legislators, from politicians, from lawyers, but not from HR. Regulations will be imposed, companies will be restructured. America needs what HR knows to build solid institutions of the future, fortified with HR management systems that advance an organization's long-term sustainability and best interests.

The current turmoil brings HR to an inflection point. Can HR summon the courageous leadership needed to provide the solutions business sorely needs?

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*"We're at an inflection point where there's a leadership vacuum. What an opportunity for HR to step up and show courageous leadership."*

— Wayne Cascio

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## Other Important Points

- **Labor shortage—in the eyes of the beholder?** Economists would argue that there are no labor shortages—just employers unwilling to pay enough to get people to do the work.
- **The talent myth.** It is a myth that having smarter talent is the way to beat competitors; studies show IQ accounts for only 10% of job performance.

## Biographies

### Retiring the Generation Gap

*Jennifer Deal*

*Research Scientist, Center for Creative Leadership*

Jennifer Deal is a research scientist at the Center for Creative Leadership (CCL) in San Diego, California. Her work focuses on global leadership and generational differences. She is the manager of CCL's World Leadership Survey and the Emerging Leaders research project. Deal co-authored *Success for the New Global Manager* (Jossey-Bass/Wiley Publishers) in 2002 and has published articles on generational issues, executive selection, cultural adaptability, global management and women in management. Her second book, *Retiring the Generation Gap* (Jossey-Bass/Wiley Publishers), was published in 2007. An internationally recognized expert on generational differences, she has spoken on the topic on six continents (North and South America, Europe, Asia, Africa and Australia). She holds a B.A. from Haverford College and a Ph.D. in industrial/organizational psychology from The Ohio State University.

### Human Capital Strategies for High Performance Cultures

*Victor Buzachero*

*Corporate Senior Vice President, HR, Scripps Health*

Vic Buzachero is the corporate senior vice president, human resources, for Scripps Health. In 2008, Scripps Health was named to *Fortune* magazine's "100 Best Companies to Work For" list. Buzachero joined Scripps in September 2001 and has more than 25 years of experience in HR and health care. Before joining Scripps, Buzachero was special assistant to the CEO for the Providence Health System, leading the system's E-Health strategy and Health Insurance Portability and Accountability Act (HIPAA) compliance efforts, as well as developing a strategic human resources plan for the Washington region. Prior to Providence, Buzachero served as senior vice president of HR and organizational development for the Banner Health System and as senior vice president of HR for the Samaritan Health System, now a part of Banner. During this time, he led new programs for leadership development, service excellence, reduction in employee turnover and improved employee satisfaction. His efforts at organizational development and

effectiveness were recognized by Franklin/Covey with a 1999 "Organization of Excellence" award.

### Competency to Talent

*Robert N. Beck*

*Dean of Graduate School of Business and Public Policy, Naval Postgraduate School*

Bob Beck is the Dean of the Naval Postgraduate School (NPS) Graduate School of Business and Public Policy. In this role, he has focused on developing a clear strategy for the school and building a better management structure. During his tenure, the school has seen a significant increase in research funds, plus the creation of a funded Innovation Chair and a Human Resource Center of Excellence. Prior to NPS, Beck held a number of HR management positions at IBM with both U.S. and international responsibility. He then joined BankAmerica and later held key executive positions with Abbott Laboratories and Gateway Computer Co. Beck joined Scient Corporation as vice president and general manager when it had 100 employees. He was directly involved in taking the company from pre-IPO to publicly traded and played a key role in growing the company from a small start-up to a global market leader. He engineered a unique culture that helped attract top talent and, most importantly, retain talent after the IPO. Turnover continued to be less than half the industry average. Dean Beck proudly served in the Navy on active duty aboard the USS Myles C. Fox (DDR-829).

*David J. Kears*

*Director, Alameda County Health Care Services Agency*

David Kears serves as director of the Alameda County Health Care Services Agency. He is responsible for coordinating, developing and implementing county and state health care policies, and he oversees the agency budget of approximately \$552 million. Current major program responsibilities include coordinating the county's Indigent Medical Care System and monitoring contracts with the Alameda County Medical Center and a broad network of community-based primary care providers. In December 2005, Kears was appointed by the Senate Rules Committee as Commissioner on the Legislative Blue Ribbon Commission on Autism. In May 2006,

he was appointed by Governor Schwarzenegger to the First 5 California State Commission, which seeks to improve the lives of young children, and is currently vice-chair of the Commission. Kears is also Chair of Safe Passages, a Robert Wood Johnson decade-long initiative to improve outcomes for children and youth. This partnership of leaders in the City of Oakland, county agencies and Oakland schools is committed to implementing proven strategies to keep kids in school and engaged in positive activities.

### **The Power of Employer Branding to Attract and Retain Talent**

*Kristen Weirick*

*Director, Talent Acquisition, Global HR, Whirlpool*

Kristin Weirick is responsible for directing talent acquisition for Whirlpool Corporation. She has a strong focus on leading Whirlpool's global employer brand strategy and the development and management of recruiting systems, tools and processes for the global appliance manufacturer. Weirick began her career with Whirlpool Corporation in 1997 and has held roles of increasing responsibility in talent management. She has directed multiple HR projects in the areas of employer branding, assessment, candidate management, talent management strategy, HR technology and diversity. Weirick has written various articles on talent acquisition, employer branding and candidate management for publications such as *HR Magazine*, *The Journal of Corporate Recruiting Leadership*, *the Universum Quarterly* and *HRinsight*. She has presented her views and perspectives on relevant talent issues for a variety of global conferences and events, including The Conference Board, Erexchange, Society of Human Resource Management, Asian Talent Management Summit, Universum and the Asia-Pacific Human Resource Management Conference.

### **The New Global Talent Marketplace**

*Libby Sartain (Moderator)*

*Author and Consultant*

Libby Sartain has a distinguished 30-year career in human resources. She has served as the CHRO of both Yahoo! Inc. and Southwest Airlines and was named one of the 25 most powerful women in HR by *Human Resources Executive* in 2005. In both roles, she served as a member of the executive leadership team and led global HR efforts focused on attracting, retaining and developing employees. Sartain's specialty is growth companies,

where she has developed employer branding and talent management strategies to grow the workforce exponentially while establishing company reputation as a leading employer of choice for top talent. Both Yahoo and Southwest were recognized by *Fortune* on their annual "100 Best Companies To Work For in America" list during her tenure. Sartain co-authored *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*, will be published by Jossey-Bass in 2009. She is a frequent speaker, advisor and consultant in the areas of HR management and employer branding.

*Carol Mahoney*

*Vice President, Global Talent Acquisition, Yahoo!*

Carol Mahoney is vice president of Yahoo! Talent Acquisition. She joined the company in late 2003 to help advance the talent agenda for the Internet giant in anticipation of hyper growth. She has leveraged her 20+ years of staffing experience to build a formidable talent acquisition machine for Yahoo! that has produced more than 10,000 high-profile hires over the past three years. Mahoney has held a variety of HR leadership positions as well as provided subject matter consulting for companies like Intuit Inc., Pro-Quest Inc., Synopsys Inc., Digital Equipment Corporation and Advanced Micro Devices. In the late 90s, Mahoney combined efforts with Gardner Consulting to create and deliver "Guerilla Recruiting," a hands-on workshop geared at helping high-growth companies compete in the war for talent. Mahoney holds a Bachelor of Arts in English from Santa Clara University.

*Brian Schipper*

*Senior Vice President, HR, Cisco*

Brian Schipper, senior vice president of human resources, leads the global Cisco HR team. Schipper established the vision and strategy for the Cisco HR function and devised the structure and operating model to strategically support Cisco's globalization. His team has enabled the business to attract, hire, develop and engage a global workforce of more than 70,000 employees, with diverse talents and skills, in more than 200 countries. Recognized for its strong employee culture, Cisco is continually ranked in the top 10 employers in nearly every country that evaluates employers, and has garnered recognition throughout the world for its employment,

diversity, inclusion and workplace flexibility practices. Most recently rated #1 in *Fortune* magazine's "Most Admired Companies" in the network communications category, the company was also ranked #6 in the "Best Companies to Work For" list. In addition, Cisco was highlighted on the 2008 "World's Most Ethical Companies" list for its record of corporate citizenship, governance and industry leadership. Prior to joining Cisco in 2006, Schipper held senior HR positions at Microsoft, Andor Capital Management, LLC and PepsiCo.

## **20/20 Vision: Emerging Issues Facing Organizations and HR**

*Wayne Cascio*

*Professor of Management, University of Colorado Denver*

Wayne Cascio is U.S. Bank Term Professor of Management at the University of Colorado Denver. Dr. Cascio has consulted with more than 150 organizations on six continents. His research on staffing, training, performance management and the economic impact of HR activities has appeared in a number of scholarly journals. In 1999, he received the Distinguished Career award from the HR Division of the Academy of Management. The *Journal of Management* in 2008 named him as one of the most influential scholars in the field of management over the last 25 years, and he received an honorary doctorate from the University of Geneva (Switzerland) in 2004. An elected Fellow of the National Academy of Human Resources, the Academy of Management and the Society for Industrial and Organizational Psychology, Dr. Cascio currently serves on the Boards of Directors of CPP, Inc. and the SHRM Foundation. He has published more than 135 articles and book chapters, and 21 books, including *Investing in People* (with John Boudreau, 2008) and *Responsible Restructuring: Creative and Profitable Alternatives to Layoffs* (2002).

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The Thought Leaders Retreat was started in 1999 as a way for SHRM Foundation board members to interact with outside experts and to generate new research ideas. From that beginning, the event grew each year to include members of the other SHRM boards and special guests. Since 2002, Thought Leaders programs have targeted a senior executive audience and focused on strategic issues such as challenging the foundations of workforce measurement (2003), HR leadership at the board level (2004) and HR leadership for the next decade (2005). To view content summaries of past events, visit [www.shrm.org/foundation/products.asp](http://www.shrm.org/foundation/products.asp).

The annual event brings together a select group of leading-edge thinkers and practitioners in the HR field. Participants explore issues shaping the future of the profession and their implications for research and practice.



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