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Leaders are navigating unexpected and difficult situations such as a global pandemic, social justice issues, environmental and technological changes to name a few.  Combined, each of these events have shifted employees’ expectations of their leaders and their workplace and led to the current “great resignation”.  So, what does this mean for leaders now and in the future?  In this session we will explore the critical “new” skills that every leader needs to develop and demonstrate to be successful in this “Brave New World of Work”.  Join our experienced panel for a thought evoking discussion on the top leadership skills that organizations need to nurture and develop within their cultures and leaders.  In this session, our panelists will share:   * What leadership skills are more important than ever? * What are the new skills leaders need to develop in order to motivate, develop and retain talent * What are companies doing to effectively grow these capabilities now?   **Learning outcomes or take-aways:**   * How to lead more effectively virtually and with hybrid teams * How to prepare leaders to address the constantly changing environment around work * How to support our employees’ unique personal needs while still achieving business objectives * How we, as HR Leaders, need to modify our policies and practices to help leaders/employees achieve work/life balance  |  | | --- | |  | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | |  |  |  |  |  | | --- | --- | --- | --- | --- | | |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | |  |  | | --- | --- | | |  | | --- | |  | | | | | |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | |  |  | | --- | --- | | |  | | --- | | **Speakers**  **Tracy Herbert**  Vice President, Talent and Diversity, Dexcom  Tracy Herbert is the current Vice President, Talent and Diversity, at Dexcom, a continuous glucose monitoring company based in San Diego. Previously, Tracy held roles at Boeing as the Global Director of Commercial Supply Chain, HR Director Finance & Global Sales, and HR Director for Talent and Organization Effectiveness.  Prior to Boeing, Tracy was the Director of Corporate Talent & Diversity at The Walt Disney Company and previously worked at AT&T. Tracy has a BS in Economics from Harvard and an MS in Organizational Dynamics from University of Pennsylvania.  **Ian Ziskin**  President, EXec EXcel Group LLC  Ian Ziskin, President of EXec EXcel Group LLC, has 40 years of experience as a business and human resources leader, board advisor and member, coach, consultant, entrepreneur, teacher, speaker, and author. His clients and corporate work span the aerospace and defense, automotive, chemical, consumer products, education, electronic components, energy, entertainment, financial services, health care, high tech and IT, manufacturing, pharmaceuticals, professional services, retail, and telecommunications industries. He is Co-Founder and Partner of Business in SITE Group (BiG), a strategic partnership focused on coaching, leadership development, and HR transformation; Co-Founder and Leader of Consortium for Change (C4C), a community of coaches and consultants; and Co-Founder of CHREATE Project, which addresses the future of work and HR. Ian’s global business leadership experience includes 28 years in CHRO and/or other senior roles with three Fortune 100 corporations: Northrop Grumman, Qwest Communications, and TRW. Ian has a Master of Industrial and Labor Relations degree from Cornell University and a Bachelors in Management from Binghamton University.  **Michael Dent**  Director for Leadership Development, Microsoft  Michael Dent, Director for Leadership Development at Microsoft. His team works to ensure the Microsoft has the leaders ready today to lead the organization tomorrow by understanding what the business requires of our leaders and the capabilities required to succeed in an increasingly complex and fast moving world. This requires our leaders to be able to bring both the business and cultural acumen to achieve Microsoft’s mission.  Prior to Microsoft, Michael was a learning and OD leader in Shell and before that he was a Senior Manager at KPMG working on large scale transformation projects for organizations across industries. Michael has a BSc in Applied Biology from the University of Leeds and an MBA from Kingston University.  A picture containing text, indoor  Description automatically generated | | | | | |

Breakout Questions:

What leadership skills have become most important in your organization? Why?

What are you doing or planning to do to ensure your leaders have these capabilities going forward?

**CHAT TRANSCRIPT**

09:01:25 From HRSF HRStrategyForum to Everyone: Please rename yourselves with an E if External and an I if Internal.

09:09:48 From I - Craig Ramsay to Everyone: Craig Ramsay, internal Principal People Scientist at Glint (soon to be part

of MSFT Viva). I study culture, people experience and engagement.

09:10:41 From B - Lori Heffelfinger to Everyone: Lori Heffelfinger President The Heffelfinger Co (Leaders, Teams, Change)

09:11:26 From E - Robert David to Everyone: Robert David, Executive Director @ CSHRP, Half Moon Bay, CA.

09:12:26 From I - Craig Ramsay to Everyone: Welcome Ian, Tracy and Michael!

09:12:49 From E - Wally Kuhns to Everyone: Wally Kuhns - External, President WKLeadersolutions.com, practice

focuses on interim HR leadership, exec coaching, exec team strategy facilitation

09:18:37 From B Mike Kent to Everyone: Mike Kent, HRSF Board Member, Independent Mediator, Executive Coach

and HR Consultant. mlkent12@gmail.com

09:24:39 From B - Lori Heffelfinger to Everyone: If you have questions for the panelists, please post in chat...

09:26:40 From B - Barbara Baill to Everyone: Panelists: when you talk about psychological safety and a leader just

doesn't get it, what are you doing to train/develop leaders to get better at it?

09:27:25 From E - Richard Morse to Everyone: It can be hard for an exec to communicate to a large org, but

often they are called upon to demonstrate their leadership

09:27:39 From E - Richard Morse to Everyone: “To the masses” What have you seen work well in that effort?

09:33:21 From I Kerry-Lee Hannon to Everyone: It's almost like defining your north star. What does it mean to you?

how would you like to handle these sorts of situations and how do you want to be known in these circumstances?

09:35:11 From B - Lori Heffelfinger to Everyone: Absolutely Kerry

09:36:00 From E - Patty Woolcock to Everyone: Leaders need to model the behaviors they want others to emulate,

with each person using their own authentic voices.

09:37:00 From B - juliecurrie to Everyone: Completely agree Patty - and embedding those behaviors is an integrated

strategy of reward and incorporating it in all your tools and communication strategies.

09:37:17 From E Jeannette S to Everyone: How do you support the culture change? That hill can be quite steep.

09:37:28 From E - Patty Woolcock to Everyone: Easy to say, more complicated to make it work.

09:39:35 From E - Matt Monnot to Everyone: Patty - totally agree....the signals leaders send define the normative

behaviors that people adopt that eventually define the culture. It seems small, but so important.

09:40:26 From E - Patty Woolcock to Everyone: Tools, training, etc. - I think of it as "just in time, just enough, just for

me." People get what they need when they need it, in digestible pieces.

09:42:12 From E - Deb Colden to Everyone: @Patty Woolcock...yes to digestible pieces just in time, just enough for me...

09:43:36 From E - Patty Woolcock to Everyone: @Ian Ziskin - what you are talking about is experimenting to see what

actually works.

09:43:42 From E - Dave Fay to Everyone: Great point by Ian....experimentation is key, partly because the context is

changing so quickly right now too....

09:43:52 From B - Kristin Speer to Everyone: Ian - I couldn't agree more. If a few leaders can move things forward it is

also a great example to others.

09:44:45 From E - Michael Grove to Everyone:

Ian, very well put. The other side of policy and everyone is treated the same is control.

09:46:37 From E - Matt Monnot to Everyone: Great point by Michael. Employees are never going "back to work" – we

need to think about going forward.

09:46:46 From I - Craig Ramsay to Everyone: So much change, leaders don’t have time to sit back and decide what the

new normal (culture) needs to look like because as they do their current behaviors and actions are what is

actually defining that very new culture,

09:47:17 From E - Patty Woolcock to Everyone: Craig - yes! Reality check.

09:47:58 From B - Barbara Baill to Everyone: Introduce self to your group Identify a Spokesperson to highlight key messages when returning to the main session

Breakout Questions: What leadership skills have become most important in your organization? Why? What are you doing or planning to do to ensure your leaders have these capabilities going forward?

10:19:46 From B - Barbara Baill to Everyone:

How do you get the Exec Team of a company to role model psychological safety, connecting with each other personally, honoring transparency and diversity of opinions?

10:20:16 From B - Lori Heffelfinger to Everyone: Is this to the whole panel or a specific panelist?

10:21:03 From E - Michael Grove to Everyone: Very well said

10:24:27 From E Jeannette S to Everyone: Traci - so much info and well said!

10:24:39 From P-Tracy Herbert to Everyone: thank you!

10:29:45 From E - Dave Fay to Everyone: Love that idea Ian. That's a takeaway for me. Thanks!

10:30:10 From P Michael to Everyone: Tracy's description of head to heart and Ian's on personalization seem key to

me - you've got to start where are they as individuals and a group and ask what's important to them.

10:31:30 From B-Shreya Sarkar to Everyone: Thanks for sharing the nuance around psychological safety. It doesn't

work when one wears a black label after speaking up.

10:36:33 From E - Matt Monnot to Everyone: "Operational Rhythm" is such a great term. Pandemics last years and

leaders and orgs will have to continue to flex work and work space.

10:39:26 From B - Barbara Baill to Everyone: Managers want the "rules" for hybrid. True leaders demonstrate that do

not need them.

10:39:53 From B - Lori Heffelfinger to Everyone: true - but this is sophisticated and nuanced

10:40:59 From I - Craig Ramsay to Everyone: Spot on, Ian!

10:43:37 From E Jeannette S to Everyone: Like this conversation. Different perspectives based on experience, age, etc.

10:43:53 From B - Lori Heffelfinger to Everyone: yes!

10:44:26 From E Jeannette S to Everyone: No hiding!

10:44:38 From B - Lori Heffelfinger to Everyone: NO hiding! True

10:44:43 From E - Wally Kuhns to Everyone: agreed, love the active dialogue and format of these programs

10:45:12 From E - Patty Woolcock to Everyone: Yes, Jeannette! Weak or reluctant managers may not be able to step

up and be more active and intentional in their manager roles.

10:46:09 From E Jeannette S to Everyone: @Patty - this is where we need to come in and teach, allow conversation

and redirect where needed.

10:47:18 From E - Patty Woolcock to Everyone: @Jeannette - yes! And then they have a choice! Many managers at

tech companies don't really actively manage.

10:51:58 From E Jeannette S to Everyone: Yet you kept qualitative and quantitative in the conversation and process

10:53:47 From E - Deb Colden to Everyone: Love the idea of "potential" assessment for succession planning.

10:56:14 From E - Deb Colden to Everyone: By the way, other takeaways from today. Tracy's Culture is a long game,

but we are in a short term game. Ian's Using business reviews to increase the speed of "bad news" and using

that to model safe space for truth.

10:58:05 From E - Deb Colden to Everyone: Thank you all for this valuable discussion and modeling creating safe space.

10:58:33 From E - Patty Woolcock to Everyone: Thank you all! A lot of rich conversations here!

10:58:35 From E - Richard Lee to Everyone: Loved this forum. Thanks to all, Richard

10:58:41 From I - Stacy Proctor to Everyone: Thank you all!

10:58:41 From E - Dave Fay to Everyone: Great session - thanks panel and all for a valued dialogue...lots to takeaway!

10:59:19 From E Jeannette S to Everyone: Thank you Panelists! I feel honored to be a part of the conversations today!

11:00:11 From Danielle Burkhardt (E) to Everyone: Thank you everyone!

11:01:15 From HRSF HRStrategyForum to Everyone:

Membership Information https://hrstrategyforum.org/Membership-Info

11:01:19 From I - Craig Ramsay to Everyone: Thanks panel and to everyone for the rich dialogue.

11:01:33 From HRSF HRStrategyForum to Everyone: https://insight.humancapitalgrowth.com/index.php/749799?lang=en

11:01:41 From B-Shreya Sarkar to Everyone: Great panel discussion! Thank you all.

11:02:17 From B I - Dena House to Everyone:

Thank you. Excellent panel discussion!