ENGAGING AND INTEGRATING A GLOBAL WORKFORCE

October 7-8, 2015
J.W. Marriott Hill Country Resort & Spa
San Antonio, Texas, USA
Program Sponsors

We appreciate the support of our 2015 Thought Leaders Retreat sponsors:

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Major funding for this event was also provided by the Society for Human Resource Management.
Dear Colleague:

Welcome to our 17th annual SHRM Foundation Thought Leaders Retreat, Engaging and Integrating a Global Workforce. Since the first retreat was created in 1999, this conference has grown to become a premier event where senior executives and other thought leaders share candid discussion on future trends and critical business issues of the day.

Business is becoming increasingly global. Even domestic companies often work with suppliers or contractors overseas, and for many organizations, working in global virtual teams has become the new normal. Success often hinges on a leader’s ability to bridge cultural differences and build a productive workforce spanning multiple countries or regions. Over the next two days, we will examine the implications of these changes for HR and for your organization.

The presenters will explore issues such as how to manage a multicultural workforce effectively, how to develop leaders with a global mindset, and how to create global virtual teams that thrive.

Our 2015 theme is part of the SHRM Foundation’s strategic thought leadership initiative. In 2013, the Foundation partnered with the Economist Intelligence Unit (EIU) to identify and analyze critical trends likely to affect the workplace in the next 5-10 years. After conducting a rigorous process of surveys, peer panels, research and analysis, we’ve identified three critical themes, and have focused our program of work on these topics:


This retreat will explore Theme 2. Our goal is to inform “what’s next,” drive evidence-based research and identify solutions for the resulting HR challenges. The SHRM Foundation’s vision is to be the globally recognized catalyst for shaping human resource thought leadership and research. Through this important initiative, we are working to make that vision a reality.

To learn more, please visit our digital hub at [shrmfoundation.org/shapingthefuture](http://shrmfoundation.org/shapingthefuture).

We encourage you to change tables often throughout the retreat to meet new people and expand your network. Ask questions and participate actively in the sessions. Take this opportunity to step back from your daily work and think about the issues, share insights with your peers, and learn from one another.

Thank you for joining us today. Please enjoy the program!

Tom Darrow, SHRM-SCP  
*Chair, SHRM Foundation Board*

Sara Rynes-Weller, Ph.D.  
*Co-chair, Thought Leadership Committee*

Tina Sung, CAE  
*Co-chair, Thought Leadership Committee*
## 2015 THOUGHT LEADERS RETREAT

*Engaging and Integrating a Global Workforce*

**October 7-8, 2015**  
J.W. Marriott Hill Country Resort & Spa, Grand Oaks A-C

### Day One

10.07.2015  
Wednesday

<table>
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<tr>
<th>Time</th>
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<tr>
<td>11:30 a.m.-12:30 p.m.</td>
<td>Lunch</td>
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| 12:30-12:45 p.m. | **Welcome and Opening Remarks**  
Merry Lee Lison, SHRM-SCP, Director, Human Resources, Godfrey & Kahn, S.C. |
| 12:45-2:15 p.m. | **How to Develop Culturally Competent Leaders for Global and Domestic Organizations**  
Allison Abbe, Human Capital Program Manager, Office of the Director of National Intelligence; Dottie Brienza, Vice President, Head of Organizational Performance, Bristol-Myers Squibb; Neddy Perez, VP for Global Diversity, Inclusion and Talent Management, Ingersoll Rand  
*Moderator: Neal Goodman, Ph.D., President, Global Dynamics*  
*twitter: @brienza_dottie | @neddyperez | @nealgoodman* |
| 2:15-2:30 p.m. | Break                                                                |
| 2:30-3:45 p.m. | **Integrating the Global Workforce: Peer Discussions**  
Facilitator: Neddy Perez, VP for Global Diversity, Inclusion and Talent Management, Ingersoll Rand |
| 3:45-4:00 p.m. | Break                                                                |
| 4:00-5:00 p.m. | **Deepening Engagement Through Global Sustainability**  
Eva Sage-Gavin, Former EVP, HR and Corporate Affairs, Gap, Inc. |
| 5:00-5:30 p.m. | Break                                                                |
| 5:30-7:00 p.m. | Reception / on San Antonio Terrace                                   |
| 7:00-8:00 p.m. | Dinner / at Grand Oaks A-C                                           |

To learn more about the SHRM Foundation’s thought leadership initiative, visit [shrmfoundation.org/shapingthefuture](http://shrmfoundation.org/shapingthefuture).
Day Two
10.08.2015
Thursday

7:00-8:00 a.m.  Breakfast
7:45-8:00 a.m.  Welcome and Announcements
8:00-9:00 a.m.  Unleashing the Power of Fully Integrated Teams
                Jim Leighton, Interim CEO & Chief Operating Officer, Boulder Brands
                twitter: @LeightonJim
9:00-9:15 a.m.  Break
9:15-10:15 a.m. Engaging the Workforce of the Future
                Jim Link, Chief Human Resource Officer, Randstad
                twitter: @JimLinkHR
10:15-10:30 a.m. Break
10:30-11:30 a.m. The Lenovo Way—Managing a Diverse Global Company for Optimal Performance
                Yolanda Lee Conyers, VP, Worldwide HR & Chief Diversity Officer
                twitter: YolandaLConyers
11:30-11:45 a.m. Closing Remarks

Thought Leadership Initiative Supporters

We would like to thank the following individuals for their support of the SHRM Foundation Thought Leadership Initiative:

• Tom Darrow, SHRM-SCP, Talent Connections LLC and Career Spa LLC
• Richard Klimoski, Ph.D.
• Karen B. Paul, Ph.D.
• Sara Rynes-Weller, Ph.D.
• Mark J. Schmit, Ph.D., SHRM-SCP
• James Schultz
• Jose Tomas, SHRM-SCP

To find out how you or your organization can support this important work, please contact Foundation Development Director, Ashlee Smith, at Ashlee.smith@shrm.org.
Allison Abbe, Ph.D., has worked closely with the U.S. Army to develop cross-cultural training for the troops. She was the principal scientist with Synergist Research and Consulting. She previously held positions in the federal government with the interagency High-Value Detainee Interrogation Group and the U.S. Army Research Institute for the Behavioral and Social Sciences. Dr. Abbe has a Ph.D. in personality and social psychology and B.A.s in psychology and political science. She is a recipient of the Army Research and Development Achievement Award and a member of the InterUniversity Seminar on Armed Forces and Society, the Association for Psychological Science, and the Society for Personality and Social Psychology.

Dottie Brienza is the vice president/head of organizational performance at Bristol-Myers Squibb. She has held senior positions at Merck, Hilton Worldwide and Johnson & Johnson. Dottie brings executive experience in the pharmaceutical, consumer products, medical device, aerospace, and hospitality industries, with expertise in human capital strategy, talent management, large-scale change leadership, mergers and acquisitions, and sales. She has a strong track record of delivering people solutions to drive the business strategy, and she’s developed expertise in transforming organizations and improving business performance via human talent strategy.

Yolanda Lee Conyers is the vice president of worldwide human resources and the chief diversity officer for technology giant Lenovo, one of China’s first global brands and the world’s number-one personal computer-maker. In this role, she has developed industry-leading expertise in navigating across boundaries to create a company culture built to last. In addition to founding the first-ever diversity office for a company of Chinese heritage, she has transformed Lenovo’s day-to-day human resource operations by ensuring consistency of processes, systems and data for a complex global company with employees in more than 60 nations. A 25-year high-tech industry veteran, Yolanda pioneered “The Lenovo Way,” a blending of the best of Eastern and Western business cultures, by harnessing culture and diversity as core strengths. Using this strategy, Lenovo has grown from a $3 billion China-based company to a $39 billion global powerhouse. Yolanda’s first book, The Lenovo Way – Managing a Diverse Global Company for Optimal Performance (McGraw-Hill, 2014), reveals the challenges behind Lenovo’s strategy to go global and how the company overcame them during its acquisition of IBM’s personal computer division and its iconic ThinkPad product line in 2005. The book is co-authored by Gina Ciao, Lenovo’s SVP of HR. Yolanda received her bachelor’s degree in computer science from Lamar University and an MBA in international business from Our Lady of the Lake Executive MBA Program.

Neal Goodman, Ph.D., is an internationally recognized authority in global human resource management and organizational development. Dr. Goodman designs training programs for multinational corporations and international organizations, and his programs have helped thousands of corporate executives to be

“87 percent of organizations cite culture and engagement as one of their top challenges, and 50 percent call the problem ‘very important.’”

Source: Culture and Engagement: The Naked Organization, Deloitte University Press
more effective. Dr. Goodman is the co-founder and president of Global Dynamics, Inc., an international consulting firm that designs, organizes and implements cross-cultural training programs. Dr. Goodman has assisted clients such as AT&T, Johnson & Johnson, Citi, G.E., Axiom, BD, Bristol-Myers Squibb, Lucent Technologies, Samsung, BOC, Bechtel Corp, The NBA, Fujitsu, Daimler Chrysler, Monsanto, Philips, Sun Microsystems, Genentech, Reynolds Metals, Hyundai, Volvo, ConocoPhillips, HP, and The World Bank. A frequent speaker at professional meetings, Dr. Goodman is also on the faculty of several corporate universities. He received his Ph.D. from NYU and has three times been honored with invitations to be a Fellow at the East-West Center in Hawaii. He has lectured at scores of colleges and universities, including Georgetown, NYU, Princeton and UNC. Dr. Goodman has authored numerous books and articles on the globalization of organizations. He has served on the Executive Committee of the Society for Intercultural Education, Training and Research (Sietar) and the editorial board of the International Journal of Intercultural Relations.

Jim Leighton joined Boulder Brands Inc. as the new chief operating officer in October 2013 and is currently serving as the interim CEO. He is also the author of Getting FIT: Unleash the Power of Fully Integrated Teams, winner of a 2013 Small Business Book Award in the Management category. He has been a member of the board of the Boulder-based food company since August 2007 and continues to serve on the board as an employee director. In his role as COO, Leighton oversees manufacturing, R&D and food service. Prior to joining Boulder Brands, Jim served as president of Perdue Food Products, a privately held Maryland company that’s part of the Perdue Farms family of companies. With more than 35 years of experience in the consumer packaged goods food and beverage industry, Jim has held senior management and executive positions with ConAgra Foods, The Hain-Celestial Group, Celestial Seasonings and Nabisco. Jim was founder and CEO of National Health Management Inc. and is a graduate of University of Iowa. He holds a master’s degree in business administration and has taught leadership and organizational behavior as a senior faculty member at Keller Graduate School of Business. Jim serves on the board of directors at Smart Balance Inc., multiple trade association boards and Atlantic General Hospital Corporation and Foundation boards.

“More people than ever are living abroad. In 2013, 232 million people, or 3.2 percent of the world’s population, were international migrants, compared with 175 million in 2000 and 154 million in 1990.”

Source: United Nations Information Service

Jim Link oversees Randstad’s human capital strategy and manages the company’s human resource initiatives for 125,000 employees. Over the past year, Jim has enhanced recruiter efficiency, tripled the number of leadership programs and significantly grown employee participation in professional development programs. Most recently, he was

Thank You

The SHRM Foundation recognizes all of the Thought Leaders Retreat presenters, planning committee members and other supporters for generously donating their time and expertise to make this event a success.
named HR Executive of the Year in the 2013 American Business Awards. He serves as one of Randstad’s primary media spokespersons, with coverage spanning *Atlanta Business Chronicle*, *Atlanta Journal-Constitution*, *Forbes*, NPR and FOX Business, among others.

**Nereida (Neddy) Perez**
is vice president and chief diversity officer at Ingersoll Rand. An internationally known HR and diversity practitioner, Neddy has more than 20 years of experience working with Fortune 500 corporations in developing and implementing business strategies designed to remove organizational and cultural barriers to spur talent and business growth. Neddy has been a speaker at a number of national conferences and events in HR, diversity, supplier diversity and STEM. She has served as an advisor on diversity initiatives at an array of Fortune 500 companies and government agencies. Ms. Perez has been on the board of several national nonprofit organizations focusing on manufacturing, energy, leadership development and workforce management. In 2014 she was named the Top Hispanic Executive in the U.S. by the National Hispanic Business Group and more recently was named one of the top 10 Latina in the U.S. by *Latina Style Magazine*. A strong advocate for MWBE’s and supplier diversity, she has created and implemented supplier diversity programs at KPMG, National Grid and established the initial structure at Ingersoll Rand.

**Eva Sage-Gavin** is vice chair of the Aspen Institute’s Skills for America’s Future Advisory Board, working directly with senior White House leaders, community colleges and corporations to build skilled workforces. In 2013, she became the ninth member and first woman elected to the board of directors of Sapient, a technology marketing firm based in Boston. Previously, she was executive vice president of global human resources and corporate affairs at Gap Inc. In her role as chief people officer, she set the strategy for the company’s internal and external communications, government and public affairs, social and environmental responsibility, foundation, and human resource operations for 136,000 employees worldwide. Gap Inc.’s fiscal year 2013 net sales were $16.15 billion, with products available for purchase in more than 90 countries worldwide. Ms. Sage-Gavin was an executive leadership team member at Gap Inc. for more than 10 years. Previously, she worked at Sun Microsystems and Disney Consumer Products. In addition, she has served in various senior HR leadership positions for PepsiCo and for Xerox Corporation. In 2005, *Human Resource Executive* magazine recognized Ms. Sage-Gavin as one of the 25 most influential and prominent women leading HR organizations. In 2006, she was elected as a Fellow of the National Academy of Human Resources in recognition of her lifelong professional achievements in the field of HR. She is author of a chapter in *The Chief HR Officer: Defining the New Role of Human Resource Leaders* (Jossey-Bass, 2011). In 2012, Cornell University honored her with the prestigious Groat Award for her professional accomplishments and outstanding service to the College of Industrial and Labor Relations. Ms. Sage-Gavin served on the Cornell Center for Advanced Human Resources Studies Board, the President’s Council of Cornell Women, and the University of Southern California’s Center for Effective Organizations.

“Our research shows that sustainability is a mother lode of organizational and technological innovations that yield both bottom-line and top-line returns…. smart companies now treat sustainability as innovation’s new frontier.”

Source: Harvard Business Review, Why Sustainability Is Now the Key Driver of Innovation
When you have the ability, you have the responsibility.
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Visit www.randstadusa.com for more information.
Lynn C. Outwater and Jackson Lewis P.C. are proud to support the SHRM Foundation’s 17th annual Thought Leaders Retreat

With 800 attorneys practicing in major locations throughout the U.S. and Puerto Rico, Jackson Lewis provides creative and strategic solutions to employers in every aspect of workplace law. Recognized as a “Powerhouse” in both Complex and Routine Employment Litigation in the BTI Litigation Outlook 2015 and ranked in the First Tier nationally in Employment Law – Management; Labor Law – Management and Litigation – Labor and Employment in U.S. News – Best Lawyers® “Best Law Firms,” our firm has one of the most active employment litigation practices in the world. To learn more about our services, please visit us online at www.jacksonlewis.com.

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Save the Date!

The 2016 Thought Leaders Retreat will take place September 26-27, 2016, at the Sheraton Seattle Hotel in Seattle, Washington, USA.

At the SHRM Foundation, we are a catalyst for thought leadership. We help predict where the workforce is headed because we’ve been studying its evolution for nearly 50 years. Our mission is to offer unmatched human capital knowledge for the benefit of professional organization leaders with a total focus on studying and reporting the management practices that work. Supporting the Foundation is a chance to contribute to an ongoing study about the direction of human resources in society. The Foundation is governed by a volunteer board of directors, comprising distinguished HR academic and practice leaders. Contributions to the SHRM Foundation are tax-deductible. The SHRM Foundation is a 501(c)(3) nonprofit affiliate of the Society for Human Resource Management (SHRM). For more information, contact the SHRM Foundation at (703) 535-6020. Online at www.shrmfoundation.org.