



HR M&A CONFERENCE

People: The X Factor in Deal
Value Capture and Creation

November 19–20, 2019
Westin New York at Times Square
New York, NY

www.conferenceboard.org/hrmergersandacq

Lead Sponsor



Agenda

Day One

Tuesday, November 19, 2019

8:00 - 8:45 am

Registration and Breakfast

8:45 - 9:15 am

General Session A

Welcome and Introduction – People: The X Factor in Deal Value Capture and Creation

Current headlines show that companies recognize that a strong focus on people is paramount to the success of most deals. With the boundless disruption all industries are facing and the ever-growing intersection of people, technology, businesses and society, the challenge of managing the talent needed for the future of work is at the top of the CEO's agenda.

This conversation will reinforce that organizations that bring the same discipline and rigor to addressing people issues as they do to managing balance sheet risk and other key operational aspects of a deal ultimately realize the most value from the transaction.

Jeff Black, Partner, M&A Advisory Services, **Mercer**

9:15 - 9:45 am

General Session B

Meet the Customer of the Future Keynote

Anticipating the future is a challenging endeavor. Artificial intelligence, automation, virtual reality, genomics, distributed ledger and other technologies are coming at us at an accelerated pace. With them have come fundamental questions upon which the future of businesses will rest.

Lippincott's research has unearthed six fundamental shifts shaping the customer of the future. This session will share the latest research, learnings and insights into how to anticipate changing customer needs and how to ensure strategy stays a step ahead of the wants, demands, anxieties, and ambitions of the customer of the future.

Dan Clay, Partner, **Lippincott**

9:45 - 10:45 am

General Session C

An Agile M&A Playbook: A Catalyst for HR Readiness and Deal Success

Deals are moving at an accelerated pace and with heightened people-related risk, which requires HR M&A teams to rapidly adapt their approaches to the unique requirements of each deal — from retirement and pension plans to decisions related to corporate culture and retention of critical talent.

In this session, panelists will lead a discussion on maintaining an agile M&A playbook in order to support their organizations more effectively in transactions and maximize value throughout the deal life cycle.

Moderator:

Paul Kibbe, Principal, **Mercer**

Panelists:

Cara Richard, Senior HR Acquisitions Manager HR Operational Excellence, **Ferguson**

Dan Klein, VP HR M&A, **HCL Technologies**

10:45 - 11:15 am

Networking Refreshment Break

11:15 - 12:00 am

General Session D

Due Diligence: Uncovering the HR Insights

Organizations must take an in-depth look at the areas that can make or break a deal — HR financial issues, talent, culture, and organization design and operations.

Comprehensive due diligence analysis enables teams to surface the critical issues quickly, helping them get clarity and certainty on pricing, prepare for negotiations, and lay solid groundwork for closing and integration.

This conversation will uncover best practices and lessons learned.

Lisa Blackburn, VP, Global Human Resources Business Development, **IBM**

12:00 - 1:00 pm

Lunch

1:00 - 1:45 pm

Concurrent Session E1

Transform Your Talent Assessment and Selection Approach to Prepare for the Future of Work

M&A is a people business and talent is the number one perceived risk in future transactions. This discussion will outline a strategic, flexible and integrated framework for leadership and workforce assessment/selection in M&A transactions.

Kim Dickens, SVP & CHRO, **Univar Solutions**

Tom Agler, VP HR, **Univar Solutions**

Concurrent Session E2

New Employee Data Protection Requirements, Data Breaches and Due Diligence: What You Need to Know

Due diligence is a critical component of deals, and the strict requirements of new data protection laws in Europe, California and elsewhere are impacting the work of business and HR leaders and their teams. In this session, learn about the increasing pitfalls surrounding HR data, employee privacy, the needs of the business and how leading companies are developing a system of best practices.

Rohan Massey, Partner, **Ropes & Gray**

Edward McNicholas, Partner, **Ropes & Gray**

Ropes & Gray has been recognized as one of the world's premier law firms and been named one of the leading firms for *pro bono* work and diversity initiatives)

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1:45 - 2:30 pm

Concurrent Session F1

Culture in M&A: What the C-Suite Needs to Know

Culture can be a silent deal killer. While historically culture was categorized as a nonfinancial risk, recent research points to culture as having multiple operational derailers in M&A, leading to productivity loss, customer disruption, flight of key talent and delayed synergies.

In this session, learn what your C-suite needs to know about embracing the power of culture for the organization and its impact on shareholder value.

Moderator:

Carly McCoy, Principal, **Mercer**

Panelists:

Maureen Lowney, Senior Consultant, HR Deal Leader M&A, **Cisco**

JoAnne Kruse, Partner, Talent, **TZP Group**

Andy Roberts, Director, HR M&A, **Northwell Health**

Concurrent Session F2

The Art and Science of Retaining Talent in M&A: Emerging Trends and Effective Strategies in Employee Retention

Identifying talent is only half the challenge. The other half involves retaining and engaging that talent in order to realize deal value.

The discussion will cover today's best practices in retaining critical talent during and after the transaction.

Pragya Sharma, Senior Director, HR Acquisitions and Divestitures, **Johnson & Johnson**

2:30 - 3:00 pm

Networking Refreshment Break

3:00 - 4:00 pm

General Session G

Corporate Development Panel - Influencing the Influencers: How HR Can Inform Strategy Throughout the Deal Lifecycle

Corporate development and strategy functions within organizations are where M&A growth opportunities are developed and executed.

In this session, attendees will engage with a panel of corporate development and strategy leaders to hear their perspectives on how HR drives financial returns in M&A deals. This interactive session will also discuss:

- How deal value is defined
- How HR can deliver greater deal value
- How the HR deal team can best partner/align with corporate development and strategy

Moderator:

Ben Collins, Director Strategy and Product Marketing, **Intralinks**

Panelists:

Melis Tanlay, Vice President Corporate Development & Strategy, **Genpact**

Carlos Cesta, Head of M&A Americas, **Dentsu Aegis Network**

Christian Keane, Global VP of Strategy & Corporate Development, **Gartner**

4:00 - 5:00 pm

General Session H

HR M&A Problem Solving — “Reciprocity Ring”

HR M&A professionals face common challenges while facilitating successful deals, including the inevitable people issues that occur. In this Reciprocity Ring format, attendees will engage with those at their table by sharing an HR M&A challenge they have faced within their organization. Others at the table will share their knowledge, network and/or resources to help their colleagues.

Each table will determine the top challenge(s) that were discussed, and those will be turned into a post-session highlight document for attendees.

This format is based on the concept in Dr. Adam Grant's book titled *Give and Take: Why Helping Others Drives Our Success**

J. Keith Dunbar, Ed.D., Program Director & Distinguished Principal Research Fellow, **The Conference Board**

**Give and Take* was named one of the best books of 2013 by Amazon, Apple, the *Financial Times* and the *Wall Street Journal* — as well as one of Oprah's riveting reads, *Fortune's* must-read business books, *Harvard Business Review's* ideas that shaped management, and *The Washington Post's* books every leader should read. Adam Grant earned his Ph.D. in organizational psychology from the University of Michigan, and his B.A. from Harvard University, magna cum laude, with highest honors and Phi Beta Kappa honors.

5:00 - 6:00 pm

Networking Reception

Day Two

Wednesday, November 20, 2019

8:00 - 8:30 am

Breakfast

8:30 - 8:45 am

Welcome Back

Jeff Black, Partner, **Mercer**

8:45 - 9:45 am

General Session I

Conference Board Research – HR M&A Value Drivers and the Leadership Factor

Those involved in M&A transactions understand the importance of leadership, though they often are at a loss regarding how to identify and strengthen the specific critical aspects of leadership needed for deal success. A new Conference Board research study examines leadership practices in M&A transactions that are drivers of deal success, including different aspects of leadership assessment, selection and development initiatives related to M&A activities. The key leadership behavior and skills needed at each phase of an M&A transaction are also discussed. The session will also include recommendations for an M&A Leadership Playbook.

J. Keith Dunbar, Distinguished Principal Research Fellow,
The Conference Board

9:45 - 10:45 am

General Session J

The Truth About Divestitures

Companies are selling subsidiaries and carving out noncore businesses at record rates in a desire to create value. However, if not done right, split-ups and stand-ups can result in the loss of key talent, decreased productivity/engagement and declining organizational performance.

Moderator:

Elizabeth Bryant, Partner, **Mercer**

Panelists:

Barbara Beckmann, Manager, Mergers and Acquisitions, **GE**

Ann Glackin, Director HR M&A, **Jabil**

Jillian Kaebel-Sisk, Global Mergers, Acquisitions and Divestitures HR Manager, **Caterpillar**

10:45 - 11:00 am

Networking Refreshment Break

11:00 am - 12:00 pm

General Session K

Start Up Founder Panel: Selling Your Dream

You put your blood, sweat and tears into a startup organization that you founded. The staff is your family and the product is your dream — and then, you sell it. Now what?

Listen to founders of startups who share their experiences, challenges and lessons learned on what to consider when your organization is acquiring a startup. What are the questions to ask and opportunities to consider driving deal value, retain talent and bring the deal thesis to life?

Moderator:

Barb Marder, Partner, **Mercer**

Panelists:

Chris Bruce, Co-Founder and Managing Director, **Thomsons**

Jeff Wald, Co-Founder and President, **WorkMarket**, an **ADP company**

Avi Karnani, CEO, **Alice**

Thor Ernstsson, CEO, **Alpha**

Alec Andronikov, Angel Investor, **NDCapital**

12:00 - 12:30 pm

HR M&A Conference Wrap-Up and Feedback

REGISTRATION INFORMATION

Online www.conferenceboard.org/hrmergersandacq

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Conference Pricing:	
Members	\$1,795
Non-Members	\$1,995

Fees do not include hotel accommodations.

Location

The Westin New York at Times Square

270 West 43rd Street

New York, NY 10036

Phone: **(212) 201-2700**

Reservations: To book a room at the hotel, [click here](#).

Hotel Cut-Off Date: October 28, 2019

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration. One discount per registration. Multiple discounts may not be combined.