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Speakers

Elizabeth J. Altman
Associate Professor of Management
Manning School of Business, UMass Lowell

Andrew Barnes
Cofounder
4 Day Week Global

Beth Berwick
Partner
Grads of Life

Julie Dervin
Global Head of Talent Atlassian

Brian Elliott
Executive Leader
Future Forum

Tony Gigliotti
Senior Director of Talent Management and Organizational Development
UPMC

N. Sharon Hill
Associate Professor of Management
George Washington University School of Business

Gabriella Rosen Kellerman
Chief Innovation Officer
BetterUp

David Kiron
Editorial Director, Research
MIT SMR

Lani Montoya
Chief Human Resources Officer
Pernod Ricard

Haig R. Nalbantian
Cofounder
Workforce Sciences Institute

Martin Seligman
Zellerbach Family Professor of Psychology and Director of the Positive Psychology Center
University of Pennsylvania

Mike Smith
Chief Executive
Randstad Enterprise

George Westerman
Senior Lecturer
MIT Sloan School of Management

Moderators

Abbie Lundberg
Editor in Chief
MIT SMR

Elizabeth Heichler
Editorial Director, Magazine
MIT SMR

Ally MacDonald
Senior Editor
MIT SMR
## Agenda

**10:00 A.M.**

**Welcome**  
*Abbie Lundberg, Editor in Chief, MIT SMR*

**10:05 A.M.**

**Dismantle Career Roadblocks for More Equitable Outcomes**  
Organizations that are focused on advancing diversity, equity, and inclusion (DEI) nonetheless often struggle when it comes to improving representation at all levels in a sustainable way. Recent research shows that women and people of color still face obstacles advancing to more senior roles, often due to “situational” factors such as the roles they’re in or whom they report to. This session will introduce attendees to new management approaches and practices that can help address these systemic barriers and improve career outcomes for marginalized employees.  
*Haig R. Nalbantian, Cofounder, Workforce Sciences Institute*

**10:35 A.M.**

**The Why, What, and How of Skills-Based Talent Practices**  
When done well, skills-based hiring can lead to far-reaching benefits, from stronger hiring outcomes to a more equitable labor market. Yet many HR leaders are grappling with how to shift toward a skills-first paradigm across hiring, workplace culture, and advancement — and how to do so at scale. In this action-oriented session, leading DEI and skills-based hiring expert Beth Berwick will offer new insights, guidance, and real-world examples to help you get started or take the next step on your skills-based hiring journey.  
*Beth Berwick, Partner, Grads of Life*

**11:00 A.M.**

**The New World of Accessing Talent**  
Mike Smith and David Kiron discuss how innovative organizations are finding the people they need by designing their own talent pools, building their talent brands, and expanding diversity, equity, and inclusion initiatives beyond their own boundaries.  
*Mike Smith, Chief Executive, Randstad Enterprise*  
*David Kiron, Editorial Director, Research, MIT SMR*
Flexible and Effective: Leadership Strategies for the Hybrid Workplace

Business leaders who are responsible for delivering results are having second thoughts about the kind of workplace flexibility that emerged during the pandemic. But performance needn't be sacrificed — it just needs to be managed differently in the hybrid environment. This includes managing how work is configured and achieving the right mix of worker autonomy and organizational alignment. It is possible — and necessary — to build strong relationships and to leverage hybrid work to ensure equity for all employees.

Julie Dervin, Global Head of Talent, Atlassian
Brian Elliott, Executive Leader, Future Forum
N. Sharon Hill, Associate Professor of Management, George Washington University School of Business
Abbie Lundberg, Editor in Chief, MIT SMR

10-Minute Break

Thriving in the New World of Work

Workforce well-being is an urgent issue for leaders who recognize how stress and burnout limit employee engagement and creativity — and drive out talented workers. Gabriella Rosen Kellerman and Martin Seligman will outline the five skills that their research — described in their new book, Tomorrowmind — has identified as the most critical to flourishing in today's dynamic work environment. By fostering the development of these skills in themselves and their teams, organizational leaders can boost performance and help employees thrive in the face of rapid change and uncertainty.

Gabriella Rosen Kellerman, Chief Innovation Officer, BetterUp
Martin Seligman, Zellerbach Family Professor of Psychology and Director of the Positive Psychology Center, University of Pennsylvania
Elizabeth Heichler, Editorial Director, Magazine, MIT SMR

How to Deliver Career Development for All

To remain competitive in today's tough labor markets, companies must expand career development beyond their “high potential” employees. But traditional development programs can't scale to engage the entire organization with viable career pathways, learning, and advice, and managers aren't well equipped to handle this process. Some forward-leaning companies are building a unified three-pronged process to help all of their employees chart rewarding career paths, to the benefit of their workers and themselves. MIT Sloan professor George Westerman will share insights from his research and lead a conversation with two leaders who are breaking new ground.

Tony Gigliotti, Senior Director of Talent Management and Organizational Development, UPMC
Lani Montoya, Chief Human Resources Officer, Pernod Ricard
George Westerman, Senior Lecturer, MIT Sloan School of Management
An Integrated Approach to Workforce Ecosystems

The vast majority of leaders regard their workforces as more than just their full-time employees, according to research from the authors of the new book Workforce Ecosystems. Contractors, gig workers, professional service firms, app developers, and even customers or technologies can contribute to value creation. The changing composition and boundaries of workforces have implications for workforce planning, work allocation, talent development, and DEI efforts. Organizations that take an integrated approach are more effective than others at acquiring the right talent and aligning business and workforce strategies.

Elizabeth J. Altman, Associate Professor of Management, Manning School of Business, UMass Lowell

David Kiron, Editorial Director, Research, MIT SMR

The Four-Day Workweek: How to Make It Work in Your Organization

This session will dive into lessons and takeaways from the world’s largest trial of the four-day workweek, which included 61 companies and nearly 3,000 employees in the U.K. Andrew Barnes will present highlights from this and other recent pilot programs across the globe, with a focus on the implementation processes and cultural practices that have enabled companies to successfully shift to shorter workweeks.

Andrew Barnes, Cofounder, 4 Day Week Global

Closing Remarks

Abbie Lundberg, Editor in Chief, MIT SMR

Elizabeth Heichler, Editorial Director, Magazine, MIT SMR