



For All Summit™ 2025 Tip Sheet

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For All Summit™ 2025 Tip Sheet

Mainstage Keynotes



Michael C. Bush, CEO of Great Place To Work talks with Blackstone's Courtney della Cava.

Wednesday, April 9

How Great Leaders Can 'Zoom Out' to Build a Better Workplace

If there's one thing business leaders should do in this moment, it is to "zoom out."

That's the message from Michael C. Bush, CEO of Great Place To Work in his keynote to start the [For All Summit™](#) in Las Vegas. His advice is based in brain science, and how leaders can get fixated and miss the bigger picture.

"Right now the whole world seems to be zooming in – on what we fear, what divides us," Bush says. "Businesses focus on pieces: AI, profit, the topline."

A myopic view misses crucial context that underpins free trade, a fair exchange where both sides of the deal have something to gain.

The For All Summit is highlighting leaders who don't accept this as the only way of doing business. And Bush's message is pointed: "The purpose of business is to improve life for all people."

Shareholders still reap the immense benefits of commerce, but so do employees, customers, and societies.

Can this approach compare with a more greed-based approach? Stories like [Hilton](#) say that creating a great workplace leads to impressive business results. From 2014 to 2024, the market cap for Hilton doubled. At the same time Hilton steadily rose on the [Fortune 100 Best Companies to Work For® List](#), placing No. 1 for 2024 and 2025.

The secret ingredient? Trust.

"Trust is the universal currency," Bush says. "Trust is how people who believe very different things can work together."

"Trust is the universal currency. Trust is how people who believe very different things can work together."

Michael C. Bush
CEO,
Great Place To Work

How Hilton builds trust

Laura Fuentes, EVP, chief human resources officer and head of Hilton supply management, talked about the importance of listening to employee voices – and how their feedback is changing how the company operates.

"In a way, we have a global listening crisis right now," Fuentes says of the political and economic upheaval around the world driving lower levels of trust in institutions. To combat this, she asks herself and her team to act as "chief listening officers."

What does that look like? Listening twice as much as speaking. "If I find myself talking too much, I'm not doing my job well," Fuentes says.

The most important step might be the one that comes after a listening session. "You need to have a tight listen/act ratio," Fuentes says. "We want to show that stories and feedback drive action."

One example is how an employee shared their personal story with Fuentes about how a personal tragedy impacted his life, both at work and beyond, and the ways that Hilton both supported him and fell short. In response, Hilton launched a Crisis Concierge to support employees facing an emergency or trauma.

"Listening is your superpower," Fuentes says.

How trust matters to investors

Hilton's financial performance hasn't gone unnoticed by financial markets. The hotel chain is the most profitable investment ever made by Blackstone, the private equity group with \$1.1 trillion in assets and managing a portfolio of 250 companies.

Investors like [Blackstone](#) care deeply about employee engagement and the level of trust across a workforce.

"Numbers follow people," says Courtney della Cava, senior managing director and global head of portfolio talent & organizational performance at Blackstone. In her role, she focuses on ensuring the right management team is in place to drive value at the companies in which Blackstone invests.

"The No. 1 thing we can get right is leadership," she says. Her remit is to look for learners, people with self-awareness and the grit to persevere. "We worry when somebody has all the answers," she says. The No. 1 indicator of a leader with a learning mindset? They can tell you about a mistake they made, and how they responded.

Blackstone absolutely considers a chief human resources officer (CHRO) to be an essential part of the leadership team that drives success.

And Great Place To Work data plays a crucial role in helping these top leaders understand the preparedness of their workforce.

At [Synchrony](#), No. 2 on the *Fortune* 100 Best Companies to Work For list in 2025, the board of directors is heavily engaged with employee survey data through Great Place To Work. "It's invaluable," says Laurel Richie, a board member at the financial services leader.

"We look at employee engagement scores in all of our companies as a leading indicator of business health."

Courtney della Cava
Senior Managing Director,
Blackstone



Michael C. Bush interviews Brian Doubles, CEO of Synchrony and Laurel Richie, an independent member of Synchrony's board.

Opening doors to opportunity with trust

A foundation of trust is what unlocks potential for companies, a point that was driven home by Anirudh Devgan, PhD., CEO of [Cadence](#).

"Culture is super critical," he shared with the Summit audience. "Everyone says they are customer focused – but if you don't have the right team and the right technology, you won't have the right customers."

For Cadence, building a high-performance culture has three layers. At the foundation is trust and integrity. On top of that are the opportunities offered to every employee, regardless of who they are or what they do. From those layers of trust and opportunity is a meritocracy that drives excellence across the organization.

"Opportunity for all is a competitive advantage to get the best talent," Devgan says. "If we build a culture where we attract the best people, we will perform better for our customers."

For these leaders, this is a better way to do business.

"We are not doing it for charitable purposes," Devgan says. "We are a great place to work because it helps our business."

But don't take these leaders' word for it. Just check their financial performance, and the performance of other [Fortune 100 Best Companies to Work For](#).

"We are not doing it for charitable purposes. We are a great place to work because it helps our business."

Anirudh Devgan
CEO,
Cadence



Michael C. Bush interviews Anirudh Devgan, CEO at Cadence, at the For All Summit in Las Vegas.



Penny Pennington, managing partner at Edward Jones, speaks with Fortune's Diane Brady at the For All Summit in Las Vegas.

Thursday, April 10

How Great Workplaces Focus on People Amid Uncertainty in the Market

The stock market and the impact of tariffs have been top of mind for many business leaders this week.

The markets were down April 3, with the S&P 500 losing more than 4% over the course of the day due to concerns over tariffs and their impact on global trade. When a 90-day pause was announced on many of those tariffs, markets soared with the S&P 500 gaining more than 9%, and then sank again.

What are leaders to make of this kind of volatility?

For the CEOs speaking at the For All Summit, the answer comes down to people.

Consider [Edward Jones](#), with 54,000 employees helping 9 million customers make a sound financial plan. Penny Pennington, managing partner of Edward Jones, shared her assessment of a turbulent market, including the four “worst words” you can hear in the investment world: “This time it’s different.”

Mainstage Keynotes April, 10

Having led seven generations of clients through volatility, crises, and geopolitical turmoil, Pennington sees a crisis that is urgent, but very familiar. "A good plan is better than a bad prediction every time," she shared with Summit attendees.

For Edward Jones, that good plan is investing in people. It starts with purpose, which Pennington identifies as clearly articulated values that guide the organization. Those values inform culture, which guides strategy and empowers execution. "When all of that comes together, it creates an enduring institution," she says.

Great Place To Work research supports this, where high-trust companies not only [outperform their peers during economic downturns](#), but see outsized market performance that continues well into the future.

"A good plan is better than a bad prediction every time."

Penny Pennington
Managing Partner,
Edward Jones

Empowering employees to excel

Great workplaces know that empowered employees deliver exceptional experiences for customers.

For leaders like Jim Kavanaugh, co-founder and CEO at [World Wide Technology](#), the experience customers and partners have working with his employees is a source of deep pride. "The amount of feedback I get from our partners on how much they enjoy working with our employees is amazing," he says.

At the heart of their strategy are their values – principles that guide the organization through all the disruption happening in the technology sector. "The one thing that I think is a

constant are your values and your culture," he says. "If you have a really strong set of values that you commit to, it's amazing how that culture helps navigate through challenging times ... and present opportunities.

One of those values? The importance of everyone to embrace a growth mindset and pursue lifelong learning. "You need to learn how to embrace constructive input," Kavanaugh advises, a lesson he learned as an Olympic soccer player. "You don't get better as a player if you think you all have the answers."

The rise of AI demands agility

One of the things driving the rapid change and disruption in the marketplace is the rise of generative AI. Company values are crucial touchstones for how this technology can be used to innovate and uplevel the impact of every employee.

Leaders like Anthony Capuano, president and CEO of [Marriott International](#), are looking for efficiencies that increase human capacity.

"All of us have had that unfortunate day of travel," he shared as an example. The flights were delayed. The weather was miserable. Luggage was lost. The potential of AI to allow a desk clerk at a hotel to quickly check-in a

traveler and have 120 seconds of extra capacity to offer a warm welcome make all the difference.

"We're using AI everywhere," he shared. "We want to use it to create capacity for better, more impactful human interactions."

Pennington puts it another way: "Automate the ordinary to humanize the extraordinary."

"Our business is a people business," she says. "It's a business built on trust." That trust enables people to grow and develop, from adopting new AI tools to exploring new ways of serving customers.

"We're using AI everywhere. We want to use it to create capacity for better, more impactful human interactions."

Anthony Capuano
President and CEO,
Marriott International



Michael C. Bush interviews Anthony Capuano, President and CEO, at the For All Summit in Las Vegas.

How great workplaces build a better world

The impact of workplace culture isn't confined to the marketplace. How employees feel about their work follows them home, a sacred responsibility that leaders like John Pearson, CEO of [DHL Express](#) take very seriously.

"The biggest part of my job is to send people home happier than they arrived in the morning," he shared from the mainstage at Summit. The reason why? "When people leave work unhappy, they take it out on the people they find at home."

For Pearson, creating a great workplace is his way of preventing domestic violence, alcoholism, and child neglect. And an organization at the scale of DHL, with operations in 220 countries, the impact is enormous.

"I like to think people are right in the middle of everything we do," he says. His aspiration: Be a great place to work, not for some or for many, but for all.

That doesn't mean it's an easy task, but it's an essential part of DHL's business strategy: People plus quality equals growth.

"The biggest part of my job is to send people home happier than they arrived in the morning."

John Pearson
CEO,
DHL Express



Leaders from DHL join Michael C Bush, CEO at Great Place To Work, at the For All Summit in Las Vegas.

The hard road of collaboration

The closing keynote featured Jon M. Chu, Hollywood director behind hit films like “Crazy Rich Asians” and “Wicked.”

His final message to attendees was about the real work required to create a truly inclusive and collaborative workplace.

“When I started working on studio films, it was really hard to work with an editor,” he shared. “I just wanted to do it myself.” However, collaboration is what is required to create a truly great workplace that is more than the sum of its parts.

Great Place To Work® research found that the likelihood that employees will give extra effort at work jumps 720% when they feel they have a cooperative, collaborative workplace,

according to a survey of 1.3 million employees.

The secret to collaboration? Chu says it is all about communication. “I’m not just a storyteller when I release my movie,” he says. “I’m a storyteller at every step of the process.”

And it’s still hard to open the door to collaboration and let outsiders into the process. “People start to run you over,” Chu says. However, he believes this difficult, demanding collaboration is the future of great work.

“If you have a great place to work, but the final result isn’t what you wanted, I don’t know if that is where I want to work,” he says. “You have to create great things.”

When you do great work, you earn the next opportunity, and open the door wider for others to come behind you and build a better world.

"The secret to collaboration? It is all about communication."

Jon M. Chu



Hollywood director Jon M. Chu speaks with Ellen McGirt at the For All Summit in Las Vegas.

Focus Sessions

Hilcorp Energy Company

How Culture Supports Growth Through Acquisitions

In this session, Mike Brezina, SVP, human resources, shared valuable insights on how Hilcorp's culture drives successful acquisitions and growth.

Brezina highlighted the importance of Hilcorp's high-trust culture in integrating acquired properties and fostering growth. He emphasized that Hilcorp's collaborative leadership style and open-door approach create an environment where employees feel heard, valued, and supported. This trust-focused culture is crucial for preserving the company's core values during acquisitions, ensuring smooth integration and alignment.

Brezina detailed Hilcorp's business model, which focuses on opportunistic acquisitions of mature legacy fields from major oil companies. By improving operating efficiency and investing in development, Hilcorp enhances these fields' productivity, generating cash flow and positioning itself as a responsible steward in the oil and gas industry. This approach aims to make Hilcorp the last man standing in the industry.

The session also underscored the importance of transparent communication and employee engagement in maintaining a strong company culture. Brezina shared how Hilcorp involves employees in decision-making processes, treats them like owners, and aligns rewards with performance. This strategy fosters a sense of ownership and urgency among employees, driving the company's success and growth.

"If you want people to act like an owner, treat 'em like an owner. And owners want to know what the score is ... at all times."

Mike Brezina

Senior vice president, human resources
Hilcorp Energy Company

Top Tips

01

Build trust with open communication

Create an environment where employees feel heard, valued, and supported. Collaborative leadership and an open-door approach are key to building trust and ensuring smooth integration during acquisitions.

02

Get everyone to focus on efficiency

This not only improves cash flow, but also positions the company as a responsible industry leader.

03

Engage employees through transparent communication

Involve employees in decision-making processes and treat them like owners. Align rewards with performance to foster a sense of ownership and urgency, driving the company's success and growth.

Calix

The Catalyst of Transformational Change

In this session, Parul Kapoor, chief talent and culture officer, shared how Calix navigates organizational change. Kapoor emphasized the importance of purpose-driven transformation, transparent leadership, and using technology to foster a positive work culture. She highlighted Calix's journey from a hardware company to a platform company, which involved significant workforce changes and strategic planning.

Kapoor discussed the challenges of leading change, including layoffs and rapid growth, and stressed the need for proactive, long-term strategies rather than reactive measures. She underscored the importance of transparent communication and distributed leadership, especially in a remote-first environment. Kapoor also detailed how Calix uses AI tools to enhance productivity and employee engagement, ensuring that employees feel empowered and connected to the company's mission.

Kapoor's approach to transformational change is rooted in trust, transparency, and a strong sense of purpose, making it a model for other organizations to follow.

"Transparent leadership is not a buzzword for Calix. It is our operating system. It is how we do a day-to-day task. It is how we show up. It is how we tell stories, one honest conversation at a time."

Parul Kapoor

Chief talent and culture officer
Calix

Top Tips

01

Embrace purpose-driven change

Focus on long-term, vision-driven strategies rather than reactive measures. Communicate the company's mission and goals clearly to all employees to foster a sense of purpose and direction.

02

Foster transparent leadership

Build a culture of trust and transparency by openly communicating both good and bad news. Ensure that employees feel heard and valued by closing the feedback loop and explaining decisions.

03

Use technology for engagement

Leverage AI and other technological tools to enhance productivity and employee engagement. Provide access to resources that support continuous learning and development, and empower employees to manage their time effectively.

Hackensack Meridian Health

Leader Attention: An Investment That Pays the Best Dividends

In this session, Tria Deibert, SVP, culture & team member well-being and Mary Baszkowski, director, culture & team member experience shared tips for building a positive workplace culture through consistent leader engagement. Deibert emphasized the importance of leaders in fostering team member engagement, noting that engagement is built leader by leader and team by team. She highlighted a "Committed Coach" model, which focuses on consistency and commitment to drive engagement.

Baszkowski discussed the data-driven strategy behind their approach, which includes four key practices: involve, communicate, celebrate, and check-in. She explained how these practices empower team members, strengthen connections, and ensure team members feel supported. The session underscored the significance of aligning leaders' goals with actions within their sphere of influence – and providing tools and resources to support these actions.

The speakers also shared their success in improving engagement and retention rates, attributing these achievements to their consistent and meaningful attention to team members. They highlighted the importance of celebrating successes and amplifying positive moments to maintain high levels of engagement.

"When you develop your leaders, they can build strong teams and you see the very best dividends."

Tria Deibert

SVP, culture & team member well-being
Hackensack Meridian Health

Top Tips

01

Develop leaders to build strong teams

Invest in leadership development to ensure leaders can effectively engage and support their teams. This includes providing training and resources that align with the organization's goals and values.

02

Use data to drive engagement

Implement a data-driven approach to identify key behaviors that drive engagement. Focus on actions within leaders' sphere of influence and track progress to ensure consistent improvement.

03

Celebrate and amplify successes

Regularly recognize and celebrate team members' achievements to maintain high levels of engagement. Use storytelling and branding to create a compelling narrative that reinforces the organization's values and successes.

Mosaic Consulting Group

From KPIs to Culture: Shaping Employee Experience for Tangible Business Impact

In the session, Krystyn Sadler, CEO, and Jesse Fuller, VP, people & culture consulting, explored how transforming employee experience drives business results. Sadler and Fuller emphasized the importance of integrating culture into business metrics, highlighting Mosaic Consulting Group's journey from plateauing growth to significant expansion through strategic cultural initiatives.

Sadler discussed the pivotal role of leadership in fostering a culture that aligns with business goals. She shared Mosaic's approach to maintaining high engagement and retention during acquisitions, stressing the importance of clear communication and scalable processes. Fuller presented data showing the correlation between employee engagement scores and business outcomes, including revenue growth and client satisfaction.

The speakers underscored the necessity of involving leaders in cultural development and using data to measure the impact of initiatives. They provided practical examples of how Mosaic Consulting Group has leveraged employee feedback to create actionable plans, resulting in improved retention and reduced turnover costs.

"If you don't have people, you don't have a business."

Krystyn Sadler
CEO
Mosaic Consulting Group

Top Tips

01

Develop a post-survey engagement strategy

Implement a 30/60/90 day plan post-survey to show employees their feedback is valued and acted upon. This builds trust and encourages future participation.

02

Double down on leadership development

Invest in leadership training programs to enhance management competencies, which directly impact employee satisfaction and retention.

03

Quantify turnover costs

Calculate both hard and soft costs of turnover to demonstrate the financial impact to executives, making a compelling case for investing in employee experience initiatives.

Wegmans Food Markets

Deepening Values-Based Culture: Communication Strategy for Deskless Employees

Riley led a session on enhancing values-based culture through strategic communication with deskless employees. She emphasized the importance of integrating Wegmans' mission and values into everyday interactions to foster a family-like atmosphere among the company's 54,000 employees.

She highlighted the significance of personalized communication tools, such as "people pages," which help employees feel valued and connected from their first day. Riley also discussed the role of listening programs and surveys in driving continuous improvement and innovation.

Throughout the session, Riley underscored the need for simplicity in communication, especially given the diverse and busy nature of Wegmans' workforce. She shared examples of how Wegmans uses mobile apps and digital platforms to keep employees informed and engaged, ensuring that messages are clear and accessible. Additionally, Riley stressed the importance of storytelling in creating emotional connections and celebrating employee contributions, which helps reinforce the company's values and culture.

Riley also discussed the challenges of communicating during difficult times, such as store closures, and how Wegmans prioritizes employee well-being and support during such transitions. She emphasized that consistent, values-driven communication can build trust and resilience.

"When we make our employees' lives better, you don't just make it better for them, you make it better for your customers."

Peggy Riley

VP, employee communications & engagement
Wegmans Food Markets

Top Tips

01

Use personalized communications

Implement tools like "people pages" to help employees feel recognized and valued from day one. These pages should include personal and professional information to foster connections and a sense of belonging.

02

Simplify your messaging

Ensure that communication is straightforward and easy to understand, especially for deskless employees who may have limited time and access to information. Use mobile apps and digital platforms to deliver clear, concise messages.

03

Use storytelling to reinforce values

Use storytelling to create emotional connections and celebrate employee achievements. Highlighting personal stories and contributions can help reinforce the company's values and culture, making employees feel integral to the organization's success.

The Breakers Palm Beach

How Finance and HR Collaborate to Build a High-Trust Organization

In this session, Denise Bober, chief human resources officer and Pat Ciavola, director, team member development talked about how to build a high-trust workplace through collaboration between finance and HR. The Breakers Palm Beach, a historic luxury resort, has been recognized as a *Fortune* 100 Best Companies to Work For® three years in a row, thanks to its commitment to employee well-being and development.

Bober emphasized the importance of a strong partnership between HR and finance, highlighting how the Breakers' CFO is a key ally in implementing HR initiatives. She shared the resort's history and its unique business model, which prioritizes family care, servant leadership, and modernization. Ciavola discussed three collaborative initiatives that have significantly impacted their team members: compensation, financial well-being, and health and wellness.

The compensation initiative involved a living wage study and adjustments to hourly pay, ensuring competitive and equitable wages. The financial well-being program included partnering with SageView Advisory to improve 401k participation and provide personalized financial advice. The health and wellness initiative focused on engaging Black employees, resulting in improved health metrics and participation rates.

"We're going to do our best to make people's lives better and help people become the best versions of themselves."

Denise Bober

SVP, president & CHRO

The Breakers Palm Beach

Top Tips

01

Collaborate with finance

Build strong relationships with your CFO and finance team to ensure HR initiatives are supported and funded. Demonstrate the long-term ROI of investing in employee well-being.

02

Use data to drive decisions

Collect and analyze employee feedback and key performance indicators to identify areas for improvement and measure the impact of HR programs.

03

Focus on holistic well-being

Implement programs that address physical, financial, and mental health to support employees' overall well-being and enhance their engagement and productivity.

SCAN Health Plan

Activating Agents of Change: Integrating ERGs into Business Strategy to Drive Improved Business Performance

In a compelling session, Cynthia Crowder-Bryant shared insights on transforming employee resource groups (ERGs) into strategic assets that drive business performance. Crowder-Bryant emphasized the importance of empowering ERG members to find their voice, embedding ERGs into business strategy, and making ERG participation irresistible.

Crowder-Bryant began by discussing the significance of helping ERG members find their voice. She recounted her personal journey of overcoming self-doubt and learning to speak up, highlighting the necessity of creating psychological safety. She stressed that without ERG members believing their voice matters, no strategy will succeed.

Crowder-Bryant detailed how SCAN Health Plan embedded ERGs into their business strategy. During a period of organizational change, ERG members were rebranded as culture champions and integrated into various strategic initiatives. This approach not only improved team collaboration but also ensured that ERG members contributed to critical business decisions, such as product development and marketing strategies.

SCAN Health Plan made ERG participation irresistible by showcasing the impact of ERGs, providing access to senior leaders, and creating opportunities for professional development. This led to increased visibility and recognition, fostering a sense of belonging and commitment.

"Your perspective, your capabilities, all of your unique experience – I need you to bring that into the room."

Cynthia Crowder-Bryant

Senior director, people & culture
SCAN Health Plan

Top Tips

01

Empower ERG Members

Create psychological safety and encourage ERG members to find their voice. Their belief in the importance of their contributions is crucial for driving change.

02

Integrate ERGs into your business strategy

Rebrand ERG members as culture champions and involve them in strategic initiatives. Their unique perspectives can enhance business outcomes.

03

Make participation irresistible

Showcase the impact of ERGs, provide access to senior leaders, and offer professional development opportunities to motivate engagement and foster a sense of belonging.

Marriott International

Inclusive Leadership at All Levels: Maximizing Business Impact Through Strategic Integration of Associate Resource Groups

In this session, Marisa Milton, senior vice president, inclusion, was joined by colleagues, Julia Theoharis, associate growth center manager, and Donna Kimball, director of customer engagement, to discuss Marriott's commitment to fostering an inclusive workplace through associate resource groups (ARGs). Milton emphasized Marriott's long-standing culture of inclusion, dating back to its origins as a small root beer stand. She highlighted the company's dedication to ensuring all associates feel they belong.

Milton showcased a video illustrating the positive impact of ARGs on associates, emphasizing community, connection, and growth. Marriott's ARGs have grown to include 22,000 members across nine groups, representing over 140 countries.

The speakers shared insights on the structure and expansion of ARGs, noting the importance of executive sponsorship and the senior leader team rotation program. This program embeds senior leaders in ARGs to foster closer community ties. They also discussed the challenges of engaging frontline workers and the strategies to activate ARGs at the property level, such as appointing champions at each hotel.

The session underscored the role of ARGs in driving business priorities and professional development. Theoharis and Kimball shared personal experiences, highlighting the value of ARGs in building connections, amplifying voices, and fostering leadership. They emphasized the importance of curiosity, courage, and connection in leadership at all levels.

"When you have a community that you feel supports you, it makes you feel more comfortable and more confident ..."

Marisa Milton

Senior vice president, inclusion
Marriott International

Top Tips

01

Appoint champions at each location where you operate

Marriott ensures each hotel has a designated ARG champion to facilitate engagement and activation at the local level.

02

Leverage executive sponsorship

Embed senior leaders in ARGs through rotation programs to strengthen community ties and drive business priorities.

03

Foster inclusive leadership

Encourage curiosity, courage, and connection among all employees to build a supportive and inclusive workplace culture.

Accenture, Hilton & Great Place To Work

Globally Great: How Leading Companies Excel at Culture Audit Submissions

In this session, leaders from Hilton and Accenture shared their insights on excelling at Culture Audit submissions, part of the eligibility process for the *Fortune* 100 Best Companies to Work For list.

The speakers emphasized the importance of collaboration between HR and marketing teams, continuous storytelling, and the integration of trust index survey data to provide a comprehensive view of the company's culture. They highlighted the need for a dedicated team to manage the culture audit process, ensuring that it accurately represents the organization's efforts and achievements.

Annemarie Reed and Heather Niebel from Accenture shared their approach to maintaining a consistent narrative while adapting to rapid growth and organizational changes. They stressed the importance of involving senior leaders and stakeholders throughout the process to ensure alignment and authenticity. Meghan Magette and Sarah Reid Fletcher from Hilton discussed the significance of anchoring the audit in the company's purpose and leveraging global stories to create a cohesive and compelling submission.

The session concluded with practical advice on avoiding common pitfalls, such as neglecting stakeholder input and failing to match audit narratives with survey data. The panelists encouraged HR leaders to embrace the culture audit as an opportunity to showcase their organization's strengths and address areas for improvement.

"Don't forget that you are that storyteller for your company and the representation of all the amazing things that your employees around the world are doing."

Meghan Magette

VP, recruiting & employer brand
Hilton

Top Tips

01

Collaborate across departments

Ensure HR and marketing teams work together throughout the year to gather stories and data, creating a unified and authentic culture audit.

02

Anchor in purpose

Use your company's core values and purpose as the foundation for your audit, highlighting how these principles create a great workplace for all employees.

03

Engage stakeholders

Involve senior leaders and key stakeholders from the beginning to ensure the audit reflects the organization's true culture and addresses any challenges transparently.

NVIDIA

Shaping the Employee Experience Through Listening

In this session, Beau Davidson, VP of employee experience, shared how NVIDIA has evolved its approach to employee feedback. Davidson highlighted the transition from a cumbersome annual survey to more frequent, concise pulse surveys. These pulses, consisting of five to six questions, are conducted every three to four months, focusing on specific topics such as culture and employee perceptions.

Davidson emphasized the importance of a flat organizational structure at NVIDIA, where the mission is the boss, fostering a culture of trust and collaboration. He detailed how the pulse surveys have helped NVIDIA understand employee experiences and inform decisions on flexible work policies, burnout prevention, and manager effectiveness. Davidson noted that the most critical element of employee experience at NVIDIA is having a great manager, which has led to ongoing research on what makes a successful manager at the company.

The session also covered various feedback mechanisms, including suggestion boxes, focus groups, and anonymous voice sessions, which allow employees to share their experiences openly. Davidson stressed the importance of transparent communication and empowering managers with accessible data to drive meaningful changes.

"When we're asking employees about career development, we're signaling that we want employees to develop their career and have their next best job at NVIDIA."

Beau Davidson

VP, employee experience
NVIDIA

Top Tips

01

Implement frequent pulse surveys

Conduct short, focused surveys regularly to gauge employee sentiment and identify areas for improvement. This approach helps maintain engagement and reduces survey fatigue.

02

Empower managers with data

Provide managers with detailed, accessible feedback data to help them understand their team's needs and make informed decisions. This fosters a culture of continuous improvement and responsiveness.

03

Promote transparent communication

Share survey results openly and regularly with employees, highlighting actions taken based on their feedback. This builds trust and demonstrates a commitment to listening and acting on employee concerns.

Cisco

Leading in the Age of AI: The Call for More Human, Connected, and Empathetic Leadership

In this session, Macy Andrews, CP, global communications at Cisco, emphasized the importance of integrating AI into leadership while maintaining human connection and empathy. She highlighted Cisco's approach to equipping leaders with the skills needed to navigate the AI-driven future. Andrews discussed the evolution of work from the goods economy to the knowledge economy, and now to the innovation economy, where machine intelligence combines with human insights.

Andrews underscored the need for leaders to be tech-savvy and deeply human, referring to them as "super leaders" who wear different capes to prepare their teams for the future. She shared data showing that employees who feel cared for by their managers are more engaged and likely to stay with the company. Andrews also stressed the importance of empathy, transparency, and trust in leadership, as well as the need for leaders to be change agents and philosophers who draw ethical boundaries in the use of AI.

Cisco's initiatives, such as the proximity initiative and weekly check-ins, were highlighted as ways to foster genuine connections and empathy among leaders. Andrews also discussed the importance of continuous learning and development, using AI to enhance leader wellness and performance assessments. She concluded by emphasizing that leadership is being redefined in the age of AI, and the best leaders are those who can feel deeply, think critically, move boldly, and build wisely.

"Machines are accelerating the how, but our compassion keeps us grounded in why."

Macy Andrews

VP, global communications, marketing, events & employer branding for people, policy & purpose
Cisco

Top Tips

01

Foster empathy and connection

Implement programs like Cisco's proximity initiative to encourage leaders to connect with employees from different backgrounds and regions. Use weekly check-ins to maintain regular communication and alignment with team members.

02

Embrace continuous learning and development

Invest in reskilling and upskilling employees to prepare them for the future of work. Create an always-on learning culture that supports microbursts of learning and curiosity.

03

Leverage AI responsibly

Use AI tools to enhance leader wellness and performance assessments, freeing up time for more meaningful interactions. Promote transparency and trust in AI's role, ensuring ethical use and mitigating bias.

Delta Air Lines

Leveraging the Power of Business Resource Groups to Create Thriving Workplaces

In this session, leaders from Delta Air Lines shared insights on how their business resource groups (BRGs) foster a sense of belonging and drive business success. Ashley Black, managing director, equity strategies, emphasized the importance of BRGs in promoting diversity, equity, and inclusion (DEI) within the company. She highlighted that Delta's BRGs, which include groups like ABLE, BOLD, and Fusion, are integral to the company's strategy and culture, helping to reflect and respect the diverse world they serve.

Elizabeth Ninomiya, senior manager, global communications, discussed how BRGs influence Delta's business strategy by providing valuable insights into different markets and customer needs. She shared examples of BRGs contributing to family planning benefits and curating in-flight entertainment content that resonates with diverse audiences. Ninomiya also underscored the role of BRGs in professional development, offering tailored growth paths and training opportunities for members.

Avery Monthero, data enablement specialist at Delta, spoke about the personal and professional growth opportunities BRGs provide. She highlighted the importance of intersectionality and collaboration among BRGs, citing examples of joint events and initiatives that address complex issues like sustainability and community health. Monthero also shared her experience in organizing cultural celebrations and the continuous learning process involved in meeting the needs of diverse communities.

The session concluded with a focus on the collective impact of BRGs and the importance of aligning their activities with Delta's business goals. The speakers encouraged HR leaders to leverage BRGs to enhance employee engagement, drive innovation, and create a more inclusive workplace.

"We can't connect the world if we don't reflect and respect the world."

Ashley Black

Managing director, equity strategies
Delta Air Lines

Top Tips

01

Align BRGs with business strategy

Ensure BRGs are integrated into the company's overall strategy to drive meaningful impact and business success.

02

Promote intersectionality

Encourage collaboration among different BRGs to address complex issues and foster a sense of community.

03

Support professional development

Provide tailored growth paths and training opportunities for BRG members to enhance their skills and career progression.

ServiceNow, PwC and MetLife

Scaling Up Human Potential: Becoming an AI-enabled Skills-Based Organization

In this session, industry leaders Catherine Kevett, global head of enterprise learning & development at MetLife, Kim Jones, talent strategy and people experience leader at PwC, and Jayney Howson, SVP, global learning and development at ServiceNow, shared insights on transforming workplaces through AI and skills-based strategies.

Kevett emphasized the importance of personalized learning journeys and the need for leaders to focus on critical thinking and intellectual curiosity. She highlighted MetLife's internal talent marketplace, "MyPath," which has successfully engaged a significant portion of their workforce in skill development projects and networking opportunities.

Jones discussed PwC's approach to creating a skills-based economy, stressing the importance of AI fluency and human skills such as leadership and creativity. She shared PwC's initiatives, including its AI champions and prompting parties, which foster a fun and collaborative learning environment. Jones underscored the need for middle managers to drive these changes and support their teams.

Howson introduced ServiceNow University, a platform offering free AI courses to both employees and the public. She emphasized the importance of creating safe spaces for learning and play, allowing employees to experiment and grow. Howson highlighted the need for resilience and agility in adapting to rapid technological changes, and the role of human conversation in learning.

"No AI is going to replace our ability to connect with a human being. The ability for AI to be perfect is actually its biggest weakness because what we love about each other is our imperfection."

Jayney Howson

SVP, global learning and development
ServiceNow

Top Tips

01

Embrace AI fluency

Encourage employees to engage with AI tools daily, fostering a culture of continuous learning and adaptation. Provide resources and support to build confidence and reduce fear.

02

Create safe learning environments

Develop programs that allow employees to experiment and learn without fear of failure. Use fun and collaborative activities to make learning more engaging and effective.

03

Focus on human skills

Balance AI training with the development of critical human skills such as leadership, creativity, and emotional intelligence. Ensure that leaders are equipped to support their teams through these transitions.

TP

The High-Tech to High-Touch Imperative: Integrating AI with Emotional Intelligence to Supercharge Business

In a recent focus session, Winters discussed the transformative power of integrating artificial intelligence (AI) with emotional intelligence (EI) to enhance business operations.

Winters emphasized the importance of human empathy in customer interactions, which AI alone cannot replicate. He highlighted TP's approach to blending AI with EI to prepare their 500,000 employees for future challenges. Winters underscored the significance of emotional intelligence in fostering a positive workplace culture and improving customer service.

TP's strategy involves using AI to support employees, not replace them. By implementing AI microservices, TP aims to streamline processes and enhance efficiency while maintaining a human touch. Winters stressed the need for companies to consider the downstream impacts of AI on culture and people before rushing to adopt new technologies. He shared insights on TP's comprehensive emotional intelligence program, which includes training, coaching, and real-time feedback mechanisms to ensure consistent employee experiences across the globe.

Winters also discussed the importance of trust and psychological safety in the workplace. He explained how TP's emotional intelligence program helps build trust and improve employee engagement. The program's success is measured through various metrics, including client satisfaction, employee feedback, and performance evaluations. Winters concluded by highlighting the need for leaders to lead by example and embrace emotional intelligence to drive cultural evolution within their organizations.

"AI cannot replicate human empathy."

Alan Winters

Chief people and diversity officer & deputy chief global compliance officer
TP

Top Tips

01

Integrate AI with EI

Use AI to support employees and enhance efficiency, but ensure that human empathy remains central to customer interactions.

02

Focus on trust and psychological safety

Build trust and create a psychologically safe environment by listening to employees and addressing their needs.

03

Lead by example

Encourage leaders to embrace emotional intelligence and lead by example to drive cultural evolution and improve employee engagement.

Trek Bicycle

Maximizing the Gift of Feedback: A Collaborative Approach that Fuels Business Performance

In this session, Mark Joslyn, VP, human resources and IT at Trek Bicycle shared how employee feedback can drive business performance. Joslyn emphasized the importance of viewing feedback as a gift and integrating it into the organizational culture. He highlighted Trek's commitment to hospitality and its mission to produce products that can help solve global problems.

Joslyn discussed the company's approach to feedback, including surveying employees twice a year and ensuring high participation rates. He stressed the significance of leaders in influencing survey results and the need for transparency and vulnerability in communication. Joslyn also shared Trek's strategy of breaking down the business into minibuses, each responsible for its own feedback and improvement. He concluded with five pieces of advice for HR leaders, focusing on participation, reviewing results, discussing feedback, and creating a meeting in a box.

"What if [the feedback you get from an employee] is true? On the surface you might not agree with it, but just give it a minute and say it's true to someone. What if this actually was true? What would we do if that was the case?"

Mark Joslyn

VP, human resources and IT
Trek Bicycle

Top Tips

01

Encourage participation

Regularly survey employees and emphasize the importance of their feedback. High participation rates indicate trust and engagement.

02

Review and discuss feedback

Leaders should review survey results with their teams, clarify any misunderstandings, and collaboratively solve problems. Transparency and vulnerability are key.

03

Create a "Meeting in a Box"

Provide consistent, concise updates and discussion prompts to facilitate regular, meaningful conversations about feedback and improvement within teams.

Coats

Well-Being for All: Cultivating Energy for Sustained Performance

In this session, Farnaz Ranjbar, chief human resources officer and Joe Mamone, group head of employee experience & head of HR, footwear, shared insights on Coats' comprehensive approach to employee well-being. They emphasized the importance of creating a workplace where employees feel valued and supported, which in turn drives productivity and business success.

Ranjbar highlighted Coats' global presence and its commitment to employee engagement, noting that the company operates in over 50 countries and employs 20,000 people. She shared impressive statistics on employee engagement, with scores rising significantly post-COVID due to initiatives like the Energy for Performance (E4P) program. This program focuses on four key areas of well-being: physical, mental, social, and emotional.

Mamone introduced an interactive exercise to illustrate the importance of balancing these four dimensions of well-being. He shared personal anecdotes about his own journey to maintain well-being across different geographies and life stages. The E4P program, he explained, aims to ensure employees have the energy to perform both at work and at home, emphasizing the interconnectedness of personal and professional well-being.

The speakers also presented several case studies from Coats' global operations, showcasing successful initiatives such as the Clear Vision Workplace Program in Bangladesh, childcare support in India, and mental health support in China. These programs have led to significant improvements in employee morale and engagement, demonstrating the tangible benefits of investing in well-being.

"Take care of people, and they will take care of the business."

Farnaz Ranjbar
CHRO
Coats

Top Tips

01 Implement comprehensive well-being programs

Develop initiatives that address physical, mental, social, and emotional well-being. Ensure these programs are well-branded and communicated to create a unified approach across the organization.

02 Leverage local insights

Adapt global programs to fit local cultures and needs. Engage employees by incorporating local traditions and preferences into well-being initiatives.

03 Promote caring leadership

Train managers to recognize early signs of mental health issues and foster a culture of care. Encourage leaders to share personal stories and actively participate in well-being programs to build trust and camaraderie.

Camden Property Trust

Building Meaningful Engaging Careers That Drive Organizational Success in the Age of AI

In this focus session Allison Dunavant, SVP, human resources was joined by Carter Powell, regional vice president, operations, to share how the company uses AI to enhance employee experience and organizational efficiency. Dunavant emphasized the importance of starting with people, then refining processes, and finally integrating technology. She highlighted Camden's commitment to improving lives through AI, ensuring career development opportunities, and maintaining a culture of excellence.

Powell discussed the practical implementation of Camden's AI platform – “Birdie” – which has streamlined operations and enhanced customer interactions. He noted the challenges of trust and volume management, stressing the importance of feedback and adaptability. Both speakers underscored the significance of maintaining Camden's core values amidst technological advancements.

The session provided valuable lessons on balancing automation with human touch, fostering career growth, and continuously improving through employee feedback.

**"Change before you have to
and never stop learning."**

Allison Dunavant

SVP, human resources
Camden Property Trust

Top Tips

01

Prioritize people over technology

Begin with understanding the strengths and needs of your employees before selecting and implementing AI solutions.

02

Empower employees

Allow frontline workers to make decisions and provide feedback on AI tools to ensure they enhance rather than hinder their work.

03

Embrace continuous learning and adaptation

Regularly measure and adjust AI implementations based on employee experiences and feedback to maintain trust and effectiveness.

Hilton

AI-Driven Learning: Empowering Frontline Team Members to Deliver on Our Customer Promise

In this session, Blaire Bhojwani, VP, learning and Martess Green, senior manager, learning, explored how artificial intelligence (AI) enhances learning and development for their global workforce. The speakers emphasized Hilton's commitment to innovation and the importance of AI in driving efficiency and engagement among team members.

Bhojwani highlighted Hilton's history of technological advancements, from in-room air conditioning to digital key systems, and underscored the company's dedication to continuous improvement. She discussed the development of AI-driven learning tools, such as virtual reality simulations and guest messaging platforms, which have significantly improved problem resolution and guest satisfaction scores.

Green elaborated on the practical applications of AI in training, showcasing the "Heart Virtual Reality Simulation" and the guest messaging chat simulation. These tools use AI to provide real-time feedback and coaching, helping team members develop empathy and problem-solving skills. The simulations have led to notable improvements in team performance and guest experiences.

The session concluded with a discussion on the future of AI at Hilton, including plans to expand AI-driven training to sales and revenue management. Both speakers stressed the importance of finding meaningful use cases, securing leadership buy-in, and ensuring accessibility of learning opportunities for all team members.

**"Nothing will replace a warm smile ...
But when technology can help amplify
and build that confidence in our team
members, I am all for it."**

Blaire Bhojwani
VP, learning
Hilton

Top Tips

01

Identify use cases with high impact

Focus on areas where AI can drive significant improvements in efficiency, cost reduction, and stakeholder excitement. Start with pilot projects to learn and iterate before scaling.

02

Secure leadership buy-in

Ensure senior leaders are on board with AI initiatives by demonstrating potential benefits and aligning projects with organizational goals.

03

Make learning accessible

Develop AI-driven learning tools that are accessible to all team members, regardless of their location or technological proficiency. Use web-based platforms and desktop simulations to ensure widespread adoption.

UKG

Launching, Growing, Thriving: Navigating ERG Maturity Stages for Collective Impact

In this session, Derek Valentine, senior director, belonging, opportunity & impact and Nicole Taylor, belonging, equity, and impact manager, employee resource groups, shared their experience with employee resource groups (ERGs) at UKG. They emphasized the role of ERGs in fostering a sense of belonging, driving talent attraction and retention, and shaping company policies and business innovation.

Valentine highlighted the structured approach UKG takes with its ERGs, focusing on four key pillars: member experience, professional development, business innovation impact, and community outreach. He stressed the importance of aligning ERGs with business goals and ensuring they have clear missions and visions. Taylor added that intersectionality and collaboration among ERGs are crucial for maximizing their impact. She also discussed the significance of global expansion and leveraging company-wide events to enhance ERG visibility and engagement.

Both speakers underscored the need for financial support and resources to sustain ERGs, as well as the importance of recognizing ERG leaders and contributors. They shared strategies for measuring the effectiveness of ERGs, including tracking membership growth, event attendance, and the impact on company policies and innovation.

"We want to be a For All company. As long as our messaging is that we're open to everyone and our ERG programs are leveraged to drive talent attraction, retention, and business impact, we can traverse these waters even in a challenging political climate."

Derek Valentine

Senior director, belonging, opportunity & impact
UKG

Top Tips

01

Align ERGs with business goals

Ensure that ERGs have clear missions and visions that align with the organization's business objectives. This alignment helps in driving positive business outcomes and gaining executive buy-in.

02

Foster intersectionality and collaboration

Encourage collaboration among different ERGs and promote intersectionality to strengthen their impact. This approach helps in creating a more inclusive and supportive workplace.

03

Provide financial support and resources

Invest in ERGs by providing the necessary budget and resources for their initiatives. Recognize and celebrate ERG leaders and contributors to sustain their engagement and motivation.

DHL Group, Penn Mutual

Creating Impactful Employee Resource Groups For All

In this session, Rick Jackson, EVP, engagement & enablement at DHL Group and Thomas Goggin, AVP, talent & culture at Penn Mutual, shared tips on maximizing the impact of employee resource groups (ERGs) within their organizations. Jackson emphasized the global scale of DHL, with 600,000 employees across 200 countries, and the transition from ERGs to alliances to better align with the company's strategy and mitigate risks. He highlighted the need for clear language and risk assessment to ensure business stability while fostering inclusivity.

Goggin discussed Penn Mutual's journey in establishing engagement teams, driven by employee feedback during the pandemic. He underscored the significance of aligning ERGs with business strategy and values, noting that Penn Mutual's remote work model necessitated innovative approaches to employee engagement. Both speakers stressed the importance of executive sponsorship and leadership involvement in ERGs to ensure their success and integration into the broader business strategy.

The session also touched on the challenges and lessons learned in implementing ERGs. Jackson and Goggin shared their experiences with managing expectations, fostering communication, and ensuring that ERGs are accessible to all employees, regardless of their work environment. They highlighted the need for continuous feedback and adaptation to meet the evolving needs of employees and the business.

"Listening to understand is crucial ... It's important to suspend judgment and bring in all employee voices."

Thomas Goggin

AVP, talent & culture
Penn Mutual

Top Tips

01

Prioritize executive sponsorship

Ensure that ERGs have strong support from senior leadership to drive engagement and align with business strategy. This includes having executive sponsors who actively participate and advocate for the groups.

02

Set clear objectives – but stay flexible

Establish clear goals and missions for ERGs while allowing flexibility to adapt to employee needs and feedback. This helps in maintaining focus and relevance while fostering innovation.

03

Commit to inclusive communication

Develop strategies to engage all employees, including frontline and remote workers, in ERG activities. Use various communication channels and tailor initiatives to be accessible to different employee groups.