

**Special Edition of HR Leader**  
**SUMMIT 2013 Executive Briefing**

*Session 1: “Cleared Hot . . . Creating Your Own Flight Plan”*

*Vernice Armour*

“Cleared hot” means you have permission to engage. How you engage is up to you. To help your organization break through to a culture of **one mission, one goal, one team**, follow these steps:

1. Create your flight plan—focus on where you want to be.
2. Pre-flight—creating a better plan allows you to turn negative feedback into positive action.
3. Take-off—make sure you have the fuel you need—buy-in, leadership—to get through take-off.
4. Execute—be ready; the biggest challenges occur in this phase.
5. Review, recharge, re-attack—there are only two ways to succeed: the first time, and the next time.

*Session 2: “Workplace Flexibility: Business Trends for (All) the Ages”*

*Jason Fried (moderated by Melissa Harris)*

Consider the following trends when developing a flexible and fulfilling work environment:

- *Remote workplace.* Dispel the reasons your company cites for not allowing remote work by showing that the work gets done.
- *Communication tools.* On-site presence not required. Almost any meeting can take place using a persistent chat room that is private to a company, such as 37 Signals’ Campfire.
- *Flat corporate structure.* Removing layers of management allows people to grow horizontally, thereby removing limits on their ability to add skills or become better at what they do.
- *Benefits.* For example, 37 Signals provides each employee a \$4,000–\$5,000 paid vacation every year and pays for professional and personal development that has nothing to do with the business.

*Session 3: “Innovation in HR: Case Studies”*

*Dean Carter, Sears Holdings Corporation; Tonya Corling, Deloitte LLP; William Edwards, The Boeing Company; and moderator Patricia Christensen-Rees, BMO Harris*

The panelists offered a rapid-fire look at innovations taking place at their companies.

**Sears Holdings: Gamification**

- Elements of gamification that drive performance include points awarded, a leaderboard and prizes, shout-outs, and social learning.

**Deloitte: From zero to mobile in one year or less**

- When the company's technology folks say mobile can't be done, don't take no for an answer. Instead, use what you have (access to free software), use what you know (the expertise of staff), and implement quickly.

**Boeing: Hiring veterans**

- Boeing's recruiting web page features the Military Skills Translator, where military veteran applicants can select the skills they developed while serving to view corresponding civilian job titles.

*Session 4: "From the Stage to the Office: Collaborative Communication"*

*Mick Napier*

Collaborative communication can be learned using the devices employed by improvisational performers. The four fundamental concepts of improv are as follows:

1. Crazy—start with a nonsensical statement.
2. Create without judgment—the fact that you have an idea is more relevant than what you put out there.
3. "Yes, and . . ."—immediately agree, then add to it.
4. Analyzation—think of a behavior you hate, then be that behavior.