

Connections  
Quarterly

VOLUME 122  ISSUE 1



SPRING  
2017

*Leadership on a  
Global Stage*

**World-Renowned Athlete Mia Hamm  
speaks at AAIM Leadership Conference!**

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How to Build Engagement and Create People-Centric Cultures  
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**AAIM**   
EMPLOYERS' ASSOCIATION



# Welcome New Members!

## November

Popejoy Inc.

## December

Continental Energy Services, LLC  
Care Connection for Aging Services  
Grey Eagle Distributors  
Dynalabs, Inc.  
First Southern Bank

## January

The Center for Head Injury Services  
Seventh Wave Laboratories LLC  
Family Farms, LLC  
Majeski Motors  
SGS Refrigeration Inc.  
Walsworth Printing Company  
Larson Engineering  
Federal Reserve Bank of St. Louis  
Commercial Van Interiors  
Associated Oral & Maxillofacial Surgeons of Peoria, Ltd.

## February

InterCard  
UniGroup, Inc.  
Hoyleton Youth & Family Services  
Urban League of Metropolitan St. Louis  
Superior Home Products  
Environmental Restoration, LLC  
Burnes-Citadel Security Company

## AAIM Member Services SPOTLIGHT

### AAIMTrack – a Valuable Benefit of AAIM Membership

*By Brandi Temples, AAIM VP of  
Member Experience*

Given the recruiting challenges of today, employers are increasingly focused on improving their talent acquisition processes. This is why AAIM introduced a hiring and applicant tracking system, AAIMTrack, to our membership value proposition.

An applicant tracking system is a critical tool for navigating today's hiring challenges and we are pleased to provide such an important resource to our members with AAIMTrack.

When it comes to AAIMTrack, here are key features of this valuable member resource:

- Your own branded career site - a place to send all of your applicant traffic
- Integration with AAIMCheck background screening and drug testing
- Online employment application, mobile optimized
- Resume upload feature
- Screening questions
- Automatic email notification alerts
- Easy click to job board technology – with free posts including indeed.com
- Social recruiting through LinkedIn, Twitter and Facebook
- Easy applicant tracking, disposition and communication features
- Affirmative Action tracking and reporting
- Free Member Version; 20% off retail for Member+ and Premium Upgrades

AAIMTrack is also integrated with our AAIMCheck background screening platform, which supports our first-rate, accredited screening service. If you have any questions about this membership benefit, contact us today!



### Other AAIM Member Services to be Highlighted in Future Publications:

AAIMCheck | AAIM University  
AAIM2Connect | Training ePlanner  
AAIM Custom Training | eSurveys  
Roundtables | Process Improvement  
**Or call today for more information now!**

# How to Build Engagement and Create People-Centric Cultures

By Lisa Whealon, Chief People Officer, GL group

I believe that people drive a company's success. Employees do the hard work of keeping operations running smoothly. But all too often, employee needs are overlooked in the name of profit. What we've found at GL group is that when we take care of our employees, the bottom line grows.

GL group is a premier provider of literature, educational materials, and creative solutions. Family-owned and operated, GL group is headquartered in St. Louis, Missouri and is the parent company for Booksource, Peaceable Kingdom, Turtleback Books, and Jaffe Book Solutions. At GL group we always strive to do the right thing. For our business, that means putting our people first. Our benefits and unique culture empower our employees at work and at home, fostering a family-friendly workplace where health, passion, and education are as important to us as the bottom line.

Since 2014, we've committed to rolling out one new employee benefit every year. These benefits are designed to make our employees say, WOW!

- In 2014, we started the Marcia Jaffe Scholarship. Every year, GL group awards a few employees with a 90 percent paid scholarship to continue their education.
- In 2015, we launched Sandy Vacations, where we award 10 percent of our employees an all-expense paid vacation.
- In 2016, we increased the number of paid days off, or IDOs, to 20. Now all new employees receive 20 days off from day one and once there for a year, company donates 80 hours to a personal bank. Current employees also receive at least 20 IDOs and continue to accrue additional IDOs as their years of employment progress.

Our employees are engaged and happy with their work because of the culture we've created. Our culture has been and continues to be at the heart of what makes our company unique.

If you want to improve engagement with your own teams, you need to create a people-centric culture. It's important to implement new programs or initiatives strategically

so they not only provide benefits to your employees but also to the company as a whole.

**Here are four ways to build engagement and jump start ideas for programs that support a people-centric culture.**

- 1. Leadership buy-in.** Every leader within your company needs to share in this people first philosophy, otherwise they will disrupt what you are trying to accomplish. Every leader is a culture champion and sets the tone. They need to talk the talk and walk the walk. Put culture at the forefront of what you do, the decisions you make, and ongoing training that happens with leadership.
- 2. Ask employees what they need.** Employees know what is working and what isn't and they have thoughts on how to improve. Give them the opportunity to weigh in. When you take action based on their feedback, follow up with them and let them know their opinion resulted in a change.
- 3. It's all in the details.** Little things matter and by creating seamless experiences, you will build trust with your teams. They in turn will be happy and engaged. Be intentional about your culture and do regular temperature checks to see where you stack up. Pay special attention to areas that impact culture such as hiring, training and development, and decision making.

- 4. Give it some WOW!** Don't just tell employees they are valuable, show them! Look for ways to give back and make sure employees feel genuine care when decisions are made or new programs are created. What unique benefits or experiences do you have for your teams? It is important to show them this level of care and give them a sense of pride about where they work. **CQ**



# The Confidential Search- A Good Recruiting Strategy



By Randy E. Sims, Sims Executive Search LLC

**Confidential = “Done or communicated in confidence; entrusted with the confidence of another. Entrusted with private or restricted information.”**

A confidential search often causes a lot of confusion. It may feel like it is not proper for a company to be involved in a recruiting project that is not announced, yet the exact opposite is actually the case.


The need for a confidential search may arise for several reasons, and it becomes increasingly necessary for a company to keep such a recruiting project contained. Often times, because of its magnitude, it may be difficult to manage this internally, and an outside firm will need to be retained.

## Common reasons that a company may initiate a confidential search could include:

- A senior level executive has resigned with extended notice and the Board of Directors does not want to make an announcement until they have the replacement secured.
- General succession planning; someone may be receiving a promotion and the company does not want to announce this until they have this key role already backfilled.
- There may be a health concern with an employee, and it may not be appropriate to disclose this information until a later date, but as a critical role, the company wants a search firm to begin working to have someone identified and ready to go when necessary.

- A company may be looking to “top grade.” Meaning, a person in an essential role may not be the right person to take the company to the next stage of growth. A search firm can be working behind the scenes to identify the right skill set and person to make a smoother and timely transition in order to put the company in a better position.
- A future termination is planned, and a company needs to be proactive to fill this person’s role.

Managing through open positions and being strategic about predicting future openings is very important in running a department and/or company. And then determining how to best fill these roles is essential to maintaining how well your company is operating and protecting your profitability. Being proactive is always the best approach to recruiting. Being in a reacting mode is when problems tend to arise and positions can remain open for long periods of time leading to undue stress on other employees and loss of revenue.

[www.SimsSearch.com](http://www.SimsSearch.com) 





# EXECUTIVE ORDER: No More ACA ...Not Really


By Doug Simms, Compliance Source, Inc.

Since Donald Trump began running for president, his platform has focused on the repeal of the Affordable Care Act. In many speeches, he claimed that it would be repealed within the first 100 days. Fast forward to his first day in office, and he signed an executive order halting all fines and penalties under the law. The executive order works to lessen the financial burden on employers and individuals, but it does not eliminate the law or its requirements. In short, it simply asks the agencies enforcing the law to follow it as loosely as possible and to find exemptions to the penalties when available. What does this mean for employers? Not much really. The law is still in place, and reporting requirements are still in full affect. It will take 51 votes to repeal the law and 60 to replace it.

There is still much debate as to what will replace the law. President Trump himself has said there are some good things to come from the law, such as eliminating preexisting conditions and allowing a child to stay on their parent's plan until age 26. But in looking at the business side of things, an insurance company works off of pooling risk, and if the pool isn't big enough, then the risk will outweigh the reward. This directly affects the individual mandate. If there is no guarantee that there will be a large pool of participants in the insurance plan,

then insurers will have to price accordingly, and that puts us right back to rising premiums.

So what advice is there for employers? Continue to prepare the filings and reports under the ACA, as the executive order did not waive the fines. Try to streamline your benefits process by instituting a benefits administration system. These systems can help reduce the administrative burden of your benefits offering and can help with tracking the ACA requirements. When it comes to plan designs and rates, take a look at AAIM's survey resources on what each industry is offering. Staying competitive in the marketplace is important for recruiting and retention purposes. Also, look at partially self-funded options. There are many more platforms available for small to medium employers than ever before

that imbed wellness and health concierge tools to keep claims costs down, making partially self-funded options attractive for the right employer. Lastly, stay nimble. One thing we know for sure is that this administration will look to shake things up. Keeping in touch with your AAIM account representative and attending the AAIM Roundtables will provide you with the information needed to make good executive decisions for your company. 



The AAIM Training and Development Planner on-line format is designed to make it easier for you to select the best programs for developing the skills of your employees, thus making them more successful. We take pride in the fact that our training programs – both instructor led and virtual – are designed to teach participants the skills and techniques they can apply immediately to their role.

An advertisement for the 'Training ePlanner' by AAIM. It features a background image of a group of people in a meeting. Overlaid on this is a graphic with the title 'TRAINING ePLANNER' in large, bold, white letters. Below the title, there is a circular diagram with various icons and labels: 'Learn', 'Development', 'Teaching', 'Coaching', 'Knowledge', 'Workshop', and 'Skills'. At the bottom of the graphic, the text 'HIRE • DEVELOP • RETAIN' is visible. The overall theme is professional development and training.

## Training ePlanner

AAIM—Your Personnel Trainer!

# The People First Philosophy

## The Gateway to Happy Employees, Happy Customers & High Profits

By Jack Lannom, Founder and CEO of People First

In today's competitive global market, American business leaders are learning to ask the best questions for creating greater market share and long-term profitability. Many leaders have reduced all their questions to one vitally important question: What is our single greatest competitive advantage? As the leaders work through this thought-provoking query, they ask themselves, Do we find that advantage in our technology? Our buildings? Or do our business systems differentiate us from our competition? In short, do all of our capital assets work together to give us our unique selling proposition? Do our balance sheet items make us the purple tile on the gray wall?

Some business leaders have discovered, through painful failures, that the locus of business success lies in more than gaining lots of business "bling." The best leaders understand that the single most important sustainable competitive advantage that they possess is their people. That is success in a nutshell; make your business all about people! It is the human spirit alone that creates happy employees, happy customers, and high profits. The foundation for long-term success is firmly grounded on a people-centric philosophy, not a profits-centered philosophy. People buy people, not profits, and this truth is especially important to those organizations that depend on the quality of their service as their primary differentiator.

Please don't misunderstand me at this point; I am not saying that profits are unimportant. I do not intend to distinguish between what is important and what isn't important. The distinction I hope to emphasize here focuses on the order of importance. People should always be first in the order of importance in every business philosophy . . . if that organization hopes to achieve sustainable success. Why is that so? Because human well-being is the fertile soil that will yield financial well-being.

For years, I've told my clients that profits are like food; we need food to live, but we don't live for food. It is people who create the profits for an organization. Profits, in and of themselves, don't create profits. When an organization puts its people first in importance over all of their hard assets, they should expect to reap a harvest of high profits. This has proven to be true in many people-centric organizations throughout America, such as Chick-fil-A, The Container Store, Men's Wearhouse, Publix Super Markets, Southwest Airlines, Wegmans, and Zappos. The reason these companies have become virtual icons of sustainable success is because you cannot create strong, happy, trust-based relationships if your focus is on impersonal profits, lifeless buildings, soulless equipment, unfeeling business strategies, and nonhuman technology. Only human beings can create strong, happy, trust-based relationships and only human beings willingly put forth discretionary effort. People alone



possess enormous energy and an amazing capacity to care for one another. Capital assets simply cannot do that.

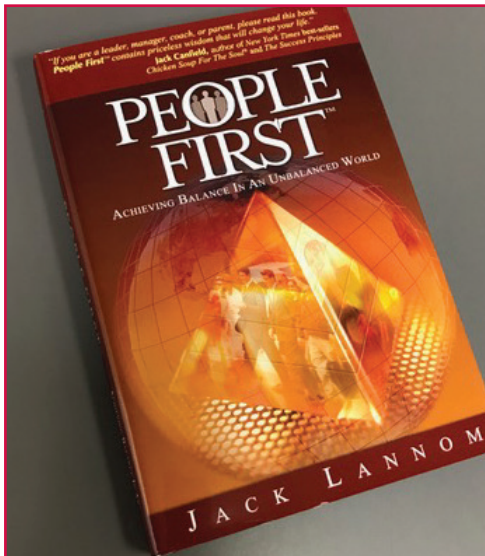
Business leaders should embrace this irrefutable fact: only people create happy working cultures that provide the social context and the interpersonal medium for creating happy experiences for their customers. And these delighted customers will keep coming back for more of those memorable, caring experiences. Impersonal resources alone—as important as they are for delivering quality products and service—do not create a caring culture. There is absolutely nothing caring and personal about even your most expensive, "user-friendly" piece of equipment.

Let's trace this People First philosophy and see how it plays out in the real world of business economics. Let's test and see if the premises are true and the conclusions are valid with reference to creating the ultimate system for developing a highly profitable organization, both financially and personally.

If a company wishes to determine its economic sustainability, that company need only inspect each link in its human value chain. Organizations that bullishly guard the potential of each human encounter prepare every employee to intentionally honor other people. In doing so, an organization begins to shift its service paradigm from the transactional to the personal. That organization is not merely high-tech but also high touch.

It is personal, emotional connections that inspire employees to engage. And it is those same heartfelt, authentic interactions that cause customers to remain loyal for years, thereby securing market share and future viability. When you see a company that consistently emphasizes and invests in the vital importance of both its internal and external relationships, you are witnessing a People First organization at work.





Once a leader adopts the People First philosophy and values the people he or she leads more than all the hard assets on hand, the human spirit is set free to demonstrate an authentic happiness to each and every external

and internal customer. This genuine joy in the workplace can only be created by honoring, respecting, and esteeming the exalted dignity and worth of the human spirit. Such a people-centric culture will not only create high morale and reap high profits, but it will also serve as a shining example of how every business should operate. Businesses should boldly broadcast to the world that yes, we can make money and have fun at the same time, and we can do it all with the utmost integrity . . . simply by treating everyone we interact with extremely well.

I have summarized this transformational business philosophy in a simple book, titled *People First: Achieving Balance in an Unbalanced World*. *People First* is a short story that teaches leaders how to create a culture that celebrates the human spirit by developing the capability of every person in the art of honoring people over profits. When people are honored and appreciated—not only for what they do but more importantly for who they are: walking marvels, masterpieces, and miracles—this ennobling philosophy shapes a highly engaged culture that unleashes everyone's potential and gives people the permission, freedom, and motivation to reach for their highest and best.

The People First philosophy has been adopted

by many outstanding organizations in America.

One of the finest examples of an organization that has fully implemented the People First Leadership

program is MiTek Industries, a Berkshire Hathaway company headquartered in Chesterfield, Missouri.

MiTek became a People First certified organization in 2012, and they have enjoyed tremendous success ever since, both in their financial results and in the growth and development of their people.

Tom Manenti, MiTek's Chairman, has said, "My message to my senior team is that [People First] has the potential to have the most transformational impact on our lives and our company that we will ever encounter, and it will create a culture gap between MiTek and our nearest competitor that is so wide, it will be inconceivable to imagine ever coming near to us culturally." The organizations of the future that will rocket past their competition will be those companies that have an evangelistic zeal for proclaiming the untapped potential of every individual in their employ. These People First leaders will exhibit a consistent, heartfelt interest in honoring, valuing, and esteeming their employees more than any other organization in the world. These People First practitioners will distinguish themselves from the impersonal muddle of mediocrity by means of their transformational belief in the innate dignity, immeasurable worth, and untapped potential of every human being.



If you are a business leader who has a burning desire to achieve the triple bottom line—that is, happy employees, happy customers, and high profits—I encourage you to wholeheartedly embrace the People First philosophy today. Make 2017 the best year that you have ever experienced, both personally and professionally, by becoming passionate about putting people first.

**cq**

# Financial Wellness

## Protection Against Out-of-Network Healthcare Charges

By Susan L. Lang, Chief Executive Officer, HooPayz, LLC

Increasingly, when patients choose in-network hospitals or ambulatory facilities, they may be seen by out-of-network physicians and specialists. Here's what happens:

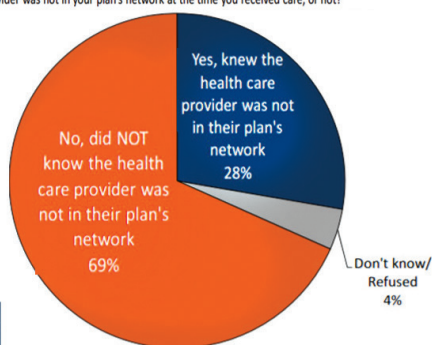
**Scenario #1:** Following a visit to the local emergency room, Emily receives bills from the hospital and a Physician Group. Emily paid a \$250 co-pay, but had no idea the plastic surgeon who saw her is part of a separate agency contracted by the hospital to staff the Emergency Department. Her \$3,200 doctor bill is 100% of the charges with no in-network discount applied.

**Scenario #2:** A knee surgery patient, Bill, selects an in-network hospital and confirms his surgeon is in-network during the office visit. But unless he knows to ask if the anesthesiologist and lab are in-network, he may be on the hook for out-of-network charges.

Understandably, out-of-network care happens with routine procedures such as colonoscopies, when a patient doesn't know to confirm network status, but it also happens for scheduled, elective procedures that involve services that are only available by contractual arrangement with the hospital and not selected by the patient. Patients are not routinely provided with the network status for laboratories or anesthesiologists involved with their care. And when in-network physicians practice at multiple locations, patients are at financial risk if their surgery center is not in-network. Today, more and more patients are receiving bills from out-of-network providers and the financial burden can be substantial.

### Most Who Received Out-Of-Network Care Did Not Know the Provider Was Out-Of-Network at Time of Treatment

AMONG THOSE WHO HAD PROBLEMS PAYING HOUSEHOLD MEDICAL BILLS IN THE PAST 12 MONTHS AND RECEIVED CARE FROM AN OUT-OF-NETWORK PROVIDER THAT INSURANCE WOULD NOT COVER: Did you know that the health care provider was not in your plan's network at the time you received care, or not?



SOURCE: Kaiser Family Foundation/New York Times Medical Bills Survey (conducted August 28-September 28, 2015)

How big is this problem? A 2015 Kaiser Family Foundation survey found that 26% of adults age 18–64 indicated they, or someone in their household struggled or were unable to pay medical bills in the previous 12 months. The survey

identified 69%, almost 7 out of 10 people facing out-of-network medical bills did not know the healthcare provider was not in their network when they received care.

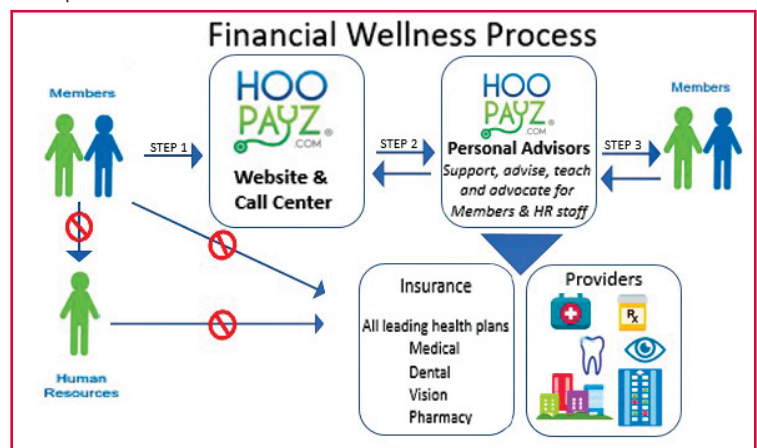
Unfair! Patients are not only responsible for unexpected bills; they're charged higher out-of-network rates, and may be subject to higher deductibles and coinsurance. Worse, out-of-network care may not be covered by some insurance plans. And we're not talking peanuts. Out-of-network providers typically charge higher

rates – leaving patients on the hook for hundreds (or thousands) of dollars they can't afford. So how do you protect yourself against hidden costs?

- Do your homework before any procedure – call and ask what services are involved in your care and if they're in-network
- Carefully review every bill and Explanation of Benefits – contact the provider and your insurance company if you have questions
- Use a healthcare advocate to confirm network status and get cost estimates before you receive care to eliminate any surprises



**HOO PAYZ**  
COM  
Improving Your Health Financially



Confusing, right? At HooPayz, we advocate on behalf of employers and employees to reduce healthcare costs, negotiate discounts or eliminate 'balance bills'. Our billing experts review medical bills for errors, identify out-of-network charges and verify benefits for our members. HooPayz Personal Advisors work with providers, billing agents and collection agencies to manage the financial health of employees and protect them from unnecessary and unfair billing practices.

HooPayz is an affordable financial wellness strategy, offering procedure and prescription price transparency, physician choice services, debt management, and benefit support. Our 'radical service' engages employees and their families to become better healthcare consumers through education and support. Available nationwide, HooPayz currently serves employers with employees located in 38 states. We are unaffiliated with any health plan, insurance company, or provider. For more information, visit us at [www.hoopayz.com](http://www.hoopayz.com) or email us at [contact@hoopayz.com](mailto:contact@hoopayz.com) to continue the conversation. **CQ**



5th Annual

AAIM  
EMPLOYERS' ASSOCIATION

# AAIM LEADERSHIP CONFERENCE

5 • 4 • 17



World-Renowned  
Athlete!

**MIA HAMM**

- Hailed by ESPN as "the greatest female athlete of the past 40 years"
- Outspoken advocate for Title IX and gender equality across sporting lines

- Two World Championships
- Two Olympic Gold Medals
- The best women's soccer player in history

**WELLS  
FARGO**



Innovative Business Leader!

**JOHN NATIONS**

- President and CEO of Bi-State Development, which operates five diverse economic development enterprises
- Served as Mayor of Chesterfield three terms
- Former President of Chesterfield Economic Development Authority

International Business Expert  
(Joining us from Ireland!)



**BRIAN MACNEICE**

- Co-founder of Kotinos Partners
- Co-author of *POWERHOUSE: Insider Accounts Into The World's Top High-Performance Organizations*
- Expert in high performance in a diverse range of industry sectors
- BSc in Computer Applications from DCU, Diploma in International Marketing, International MBA

3 Exciting Keynotes • 10 Breakout Sessions



[aaim.org](http://aaim.org)

Sheraton Westport Lakeside Chalet  
St. Louis, MO

# Meet Our New Team Member!

Brittani Strong is the newest addition to AAIM Employers' Association as a Research and Solutions Specialist. Brittani brings years of communications experience pertaining to obtaining and evaluating relevant information in relation to product and service inquiries.



Brittani received her associate's degree in Medical Billing and Coding and has held positions in the fields of healthcare, collections, and federal entities. Her knowledge and experience is a tremendous asset to the Research and Solutions Team specifically in the area of education and substance testing information.

Brittani's favorite part about working at AAIM thus far is the company culture. She states she thoroughly enjoys, and is appreciative of, the "family-like" atmosphere at AAIM. She likes the challenges of her position and is looking forward to what's ahead!

Brittani was recently married and has two daughters ages 7 & 8 who keep her busy with Girl Scout meetings and cheer competitions. **CQ**

## Who You Gonna Call? The Research and Solutions Team

The Research and Solutions Team is your portal to HR information and answers! The team is here to provide you the most up to date information on your most pressing issues.

### Issues the team can assist you with:

- Compensation & Benefits
- Regulatory compliance
- Employment law
- Personnel issues
- Safety
- Training

### The team can also provide:

- Sample employee policies
- Sample job descriptions
- Sample HR employee forms
- Salary Data

**314.754.0236**  
**OR**  
**[solutions.team@aimea.org](mailto:solutions.team@aimea.org)**



# 90 Days to Success... *The Sequel*

What comes after "90 Days to Success?"

**Beginning this year, AAIM is offering Advanced Principles of Leadership.**

This program, spread over several months, will be for experienced leaders and will include the "next" topics and level of depth to engage experienced leaders. It will be extremely interactive with high levels of hands-on work in the classroom, as well as pre-work and post-work on AAIM's Learning Management System!

**Topics include, but are not limited to:** matching leadership and coaching style to results expected of any employee | communication tactics that drive results | the leadership practices model | building fully functional teams using Lencioni's model | the role of DiSC styles in team building | building emotional intelligence (EQ) and behavioral interviewing for the competencies of EQ | coaching and influencing for results | the leader's role in understanding finance | creating an annual plan for one's area | problem solving and decision-making tools and models | project management and leadership | and understanding how to recognize and work with generational differences.

**This brand new program begins in July!**

Be on the lookout for more information to come, or let us know you're interested!

**314.754.0236 OR [solutions.team@aimea.org](mailto:solutions.team@aimea.org)**



# HR QA's

**Q.** Am I required to pay overtime on a week when there is a holiday?

**A.** Overtime pay is required for non-exempt employees for hours worked in excess of 40 hours in a workweek. The key words here are "hours worked."

Under the Fair Labor Standards Act, employers are not required to pay overtime on hours not actually worked, such as vacations, holidays, sick time, or any other time that is not worked. Even though employers are not required to count this time when calculating overtime, some employers choose to as a benefit to the employee.

**Q.** How often must I conduct a performance review on an employee?

**A.** This answer all depends on your organization. By law, performance reviews are not required at all, however, they are highly recommended. The first step is to begin conducting performance reviews on all employees. Employers usually start with running reviews at least one time a year.

After your organization adapts to that, you can integrate in more timely reviews throughout the year. Performance reviews can mean many different things. They can mean a 1-hour sit down meeting with a 3-page review or a quick 5-minute meeting. Either way, it is when a manager provides feedback to their employees.

When conducting performance reviews, it is important to remain fair and consistent. It is best practice to evaluate employees (or groups of employees) on the same criteria. Employers usually have one or two standard evaluation forms they use to ensure they are consistent across the organization.

**Q.** Why can we not terminate an employee even though we work in an at-will state?

**A.** Employment at-will means that the employer or employee can end the employment relationship at any time for any reason. Even though this law seems broad, employers still must be careful when terminating an employee.

Here are a few reasons employers may have complications after terminating an employee:

- The employment relationship was an employment contract instead of an at-will employment relationship.
- An unfair labor practice took place.



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**aaimea.org**

AAIMEA Employers' Association is a not-for-profit association. This newsletter has been compiled by knowledgeable labor and human resources specialists. It is not intended or designed to render legal advice to its readers.

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**AAIM Employers' Association**



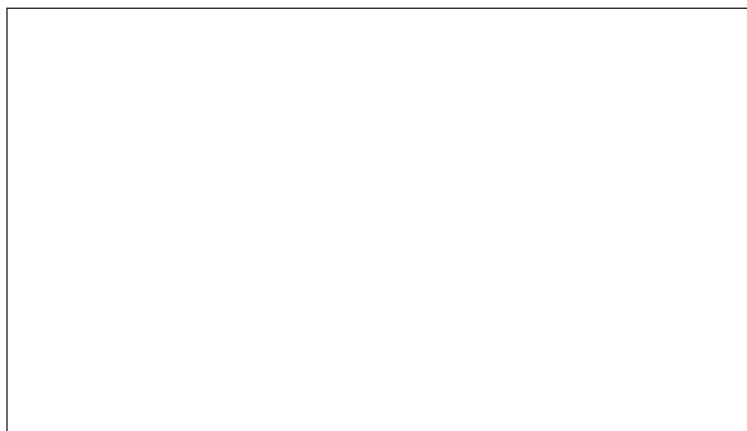
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# 5th Annual AAIM LEADERSHIP CONFERENCE

5 • 4 • 17 SHERATON WESTPORT LAKESIDE CHALET, ST. LOUIS, MO

## AM Breakout Sessions

### **The Story of Rapid Continuous Improvement at Dr Pepper Snapple Group**

Karl Hofman, Senior Director of Environmental, Health & Safety, DPSG

### **The Power and Potential of Data-Driven Employee Performance Evaluation**

Dr. Joseph Alsobrook, Dean of the School of Arts, Media, and Communications, Lindenwood University  
Dr. Deb Ayers, Vice President of Human Resources, Lindenwood University

### **Talent Optimization: Making Development Work for the Business**

Jay Jamrog, Futurist and Co-Founder, Institute for Corporate Productivity

### **Inside the St. Louis Cardinals Organization**

William DeWitt III, Team President, St. Louis Cardinals

### **How to Grow Your Bottom Line with a Little WOW!**

Gary Jaffe, Chief Executive Officer, GL group  
Lisa Whealon, Chief People Officer, GL group

## PM Breakout Sessions

### **People Can't Align to a Strategy They Don't Understand**

Andy Kanefield, Founder, Dialect, Inc. • Chuck Feltz, Consultant, Dialect, Inc.

### **Empowering People Through Change**

Laurie Calzada, President, Sharp Approach Enterprises, Inc.

### **Invest and Align - Failure is Not an Option**

Jessica Gibbens, Senior Consultant, AAIM Employers' Association

### **Inspired by Life: Building a Culture of Innovation**

Diane Brockmeier, President and CEO, Mid-America Transplant

### **Diversity and Inclusion in the Workplace: A Kaleidoscope View**

Donna Moody, Manager, Training & Organizational Development, AAIM Employers' Association

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