

— 8th & 9th MARCH 2016, BARCELONA

# 4th Leading with Talent

— Part of the HRcoreLAB<sup>4</sup>  
3 Streams - 1 Venue



**T E N E O**  
meetings

## FOREWORD from the Chairman

21<sup>st</sup> Century Talent Management has a bigger than ever opportunity to add value, but it will become increasingly challenging for us as practitioners to work in this fascinating field with the 'perfect storm' that is developing. We already have a complex cocktail of a spiralling pace of change in the business and macro-economic environment, geo-political risk and change, longer term demographic shifts, generational attitudinal shifts and of course the on-going impact of new technology.

These dynamics already create new level of challenges for companies' TM and Leadership Development strategies, however, this is just an 'appetiser' to the main course that is to come in the next decades. Looking further ahead the rise of machine learning and artificial intelligence will have huge and substantial impacts on companies, economies and society at large – a recent Deloitte study highlighted

that 35% of all roles in the UK economy could be swept away as a result by 2035. No industry or sector is immune to the changes around us, and we have a key leadership role to support organisations to future proof themselves to the challenges that are emerging.

So are there any 'new' best practices in navigating or evolving our approaches to Talent ? Over these two days in this seminar we will both hear from key Talent Leaders in organisations as to how they are thinking about these issues and the approaches they are implementing, and also debate through interactive roundtable sessions how best to evolve our approaches. The goal is to share great practice and co-create new thinking to further equip us as Talent leaders for the future.

*Stephan Thoma*

## CHAIRS



Gerard Penning,  
Global Executive VP of HR,  
Shell,  
UK



Stephan Thoma,  
Former Global Head of  
Learning & Devt.,  
Google,  
UK

[The Future of Learning Video](#)



Ita Dureke,  
Executive VP EMEA,  
Mannaz,  
UK

## SPEAKER PANEL



Birgit Kley,  
Global Head of  
Talent Development,  
Siemens,  
Germany



Martijn Fietje,  
EMEA Talent Manager,  
Canon,  
UK



Jeff Boudens,  
EMEA Client Services Lead,  
McKinsey & Company,  
UK



Matthias Kempf,  
Senior Director of HR  
Emerging Markets,  
adidas Group,  
UAE



Hanan Darwish,  
Global SVP-HR,  
Schneider Electric,  
Dubai



Yih-teen Lee,  
Associate Professor of  
Managing People in  
Organizations,  
IESE Business School,  
Spain



Derek Bruce,  
Head of Intl. Devt.,  
People & OD, Devt.  
ABN AMRO bank,  
Netherlands



Koen Lukaszcyk,  
Chief HR  
Innovation & Delivery,  
AXA,  
Belgium



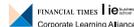
Angel Hoover,  
EMEA TM Leader,  
Willis Towers Watson,  
USA



Joelle Hellinckx,  
HR Director Europe,  
Hilton,  
Belgium



Michael Skapinker,  
Associate Editor,  
Financial Times,  
UK



Marina Kundu,  
Vice President,  
FT|IE Corporate  
Learning Alliance,  
France



Virginie Limbourg,  
Group HR Talent &  
Devt. Manager,  
Knauf Insulation,  
Belgium

## PARTNERS



Platinum



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PEOPLE MATTER

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# Programme Day 1

TUESDAY 8th MARCH 2016



08:15 Registration & Welcome Coffee  
09:15 Opening of the Conference by the Chairmen:  
 Gerard Penning, Global Executive VP of HR, Shell and  
Stephan Thoma, Former Global Head of L&D., Google

## TALENT DEVELOPMENT

09:30 "Talent won..." – our Successes & Learnings on Succession and TM from the past and thoughts for the future!

- 
- Building-up Management capabilities
  - Generations in the workplace
  - Identifying and retaining talents
  - Employee Engagement
  - High Performance Team Culture
  - People strategy & HR Strategy

Matthias Kempf,  
Senior Director of HR Emerging Markets, adidas Group

10:00 Q&A Session with Matthias

10:10 180° shift on TM & PM compared to the business standard!  
On PM we ask our employees to rate themselves on their annual review making the annual performance conversation much more powerful and friendly.



On TM, we have implemented self-assessment. The managers don't identify the potential of an employee but it's the employee him/herself who does it. When you talk about trends this will be one in due course!

- What our TM is not and every other at this stage is:
- No Performance rating used to identify potential (performance rating is past and not future oriented)
  - No 9-grid model, but 3 grid model. Simple and easy
  - No use of the words HiPo. We have future leaders for future success
  - No traineeship, but individual learning

Martijn Fietje,  
EMEA Talent Manager, Canon

10:40 Q&A Session with Martijn

10:50 Coffee & Networking  offered by  FINANCIAL TIMES |  IEE  
Corporate Learning Alliance

11:20   Succession Planning vs Talent Devt. & Management

- Uncovering the untapped potential in your organisation
- Developing people through job stretching
- Moving people within the organisation
- Focused on-the-job development
- Long term vigilance

Virginie Limbourg,  
Group HR Talent & Development Manager,  
Knauf Insulation

12:20 Lunch & Networking  offered by WillisTowersWatson 

13:30  Introducing Ownership Culture in Career Devt. for our Talents

- We recently underwent a major transformation of the HR function and also designed sizeable changes in Talent Devt.
- Implementing a cultural change towards ownership and also encourage talents to take ownership for their careers
- We support this by providing them with instruments for self-reflection on their career aspirations and abilities, giving them a stronger role in the potential identification process and much more...

Birgit Kley,  
Global Head of Talent Development, Siemens

14:00 Q&A Session with Birgit

14:10  The New Talent – A profound shift for today's business model  
Getting work done by means other than a full time employees was once considered a fringe event, but now leading organizations are accepting and taking advantage of the notion that talent has shown itself to be mutable – and that the traditional boundaries of an organisation can be permeable.

Today's leaders are increasingly at risk if they fail to recognize that talent can – and do - float into and out of an organization. Long-term employer-employee relationships have given way to medium- or short-term employment, marking the first step in severing the bond that once fixed an individual inside an organization through the length of a traditional career.

In this discussion, we challenge the thinking around a traditional employer-employee relationship and explore a new reality that is not just provocative thinking, it's already here!

Angel Hoover,  
EMEA TM Leader, Towers Watson

14:40 Q&A Session with Angel

14:50 Coffee & Networking  offered by  FINANCIAL TIMES |  IEE  
Corporate Learning Alliance

15:30  In search of the Future Leader  
Shell operates in a complex, fast-paced and turbulent world. This demand presents new types of challenges for leaders.

The Shell Leadership model provides a focus on the leadership qualities needed for the future. The qualities are defined by four key attributes:

- Authenticity to inspire professionalism and resilience
- Growth to ensure leaders capture opportunities to generate value to the organization
- Collaboration to build strong partnerships
- Performance to deliver extraordinary business outcomes by investing in people so that teams are fit for the future.

Gerard Penning, Global Executive VP of HR, Shell

16:00 Q&A Session with Gerard

16:10  Cultural bridging:  
Leading multicultural workforce in a globalized world  
As the world is getting increasingly connected and the workforce is becoming multicultural, leaders need specific competencies to align people and achieve performance objective

- What are these key competences?
- How can leaders effectively align people from different cultural backgrounds, even working at different locations?
- Which roles multicultural individuals may play?

I will address these questions and elaborate a framework of cultural bridging with cognitive, emotional, and behavioral dimensions, namely, facilitating cognitive mutual understanding, unite people at the emotional level, and shaping acceptable behavioral norms

Yih-teen Lee,  
Associate Professor of Managing People in Organizations,  
IESE Business School

16:40 Q&A Session with Yih-teen

16:50  Back to basics - Learning365

- A top class employer journey
- A back to basics 'Vision on learning'
- Making the 'Vision on learning' real
- The transformation of L&D to Performance Consultancy
- What's worked and what really didn't

Derek Bruce,  
Head of Intl. Devt., People & OD, ABN AMRO bank

17:20 Q&A Session with Derek

17:30 Wrap-up - End of Day1

18:00-19:30 Evening Drinks Reception

# Programme Day 2

WEDNESDAY 9th MARCH 2016



08:45 Opening of Day2 by the Chairmen:



Stephan Thoma, Former Global Head of L&D., Google and  
Ita Dureke, Executive VP EMEA, Mannaz

## LEADERSHIP DEVELOPMENT

09:00 HR Strategy : winning hearts & minds of our team members



- How do we champion one global culture and win the hearts of our team members ?
- Corporate responsibility as skills development and engagement tool.
- Our leadership agenda : Give everyone a great boss !

Joelle Hellinckx,  
HR Director Europe, Hilton

09:30 Q&A Session with Joelle

13:40 Offering Employees the best possible Customer Experience!



- Basic marketing principles inspiring HR to focus beyond efficiency and cost reduction
- An integrated approach to Talent Management
- The bricks, bytes and behaviour to leverage company culture change

Koen Lukasczyk,  
Chief HR Innovation & Delivery, AXA

14:10 Q&A Session with Koen

09:40 Why employees mistrust their companies and what we can do about it



- The recent Edelman Trust Barometer shows that a disturbing number of employees have no trust in the companies they work for. This is mirrored in the growing gap between political and business elites and the rest of society, as shown by the popularity of Donald Trump, Marine Le Pen and Nigel Farage.
- The causes of mistrust: the end of jobs for life, cutting back of pensions, the gulf in pay within organisations ...
- How companies can win trust back

Michael Skapinker, Associate Editor, Financial Times and  
Marina Kundu, Vice President, FT|IE Corporate Learning Alliance

10:10 Q&A Session with Marina & Michael

10:20 Coffee & Networking  offered by  **indeed**  
How the world works.

11:00 A business case on the 9 box system, 'today's fashion'



- With 29k employees WW, Hanan is empowering transformation and change management for their Leaders
- She recently went on an amazing journey
- How did we live the experience and taught our leaders to calibrate and use the full 9 boxes for Succession Management serving not only the Leadership and Management path but also Expertise (especially for technical company like ours)

Hanan Darwish,  
Global SVP-HR Energy Business, Schneider Electric

11:30 Q&A Session with Hanan

11:40 Lumesse ETWEB Career Succession and Devt. Solutions

- Use ETWeb to help identify and make the most of talent pools at all levels of your business!  
Reduce attrition and build focused leadership development programs to retain your best talent!  
Identify your top performers and use this insight to retain, reward and promote from within to support career progression.
- How can you engage top candidates in an increasingly competitive market?
  - Do you know what talent your organization will need over the coming years?
  - Do your employees know where their careers are heading?

Director, Lumesse

12:10 Q&A Session with Lumesse

12:20 Lunch & Networking  offered by  **Cubiks**  
PEOPLE MATTER

## PEOPLE ANALYTICS

14:20 Three lessons from the organizational frontline powered by People Analytics



There is a huge need to run HR like business. The session will share three lessons on how to build an agile organization that adapts to change rather than responds to it reactively:

- Trust your numbers: what's been done is not always right
- You have more data than you think, but there is pre-work involved
- Rigour in Organisational Health and Organizational Analytics is key

Jeff Boudens,  
EMEA Client Services Lead,  
McKinsey & Company

14:50 Q&A Session with Jeff

15:00 Wrap-up and end of conference

## BOARDROOM SESSIONS

Day1

14:10- World Class Onboarding  
15:10 Stijn de Groef,  
CEO & Co-founder, Talmundo

16:10- The Truth about Coaching  
17:10 Frederic Funck,  
EMEA Business Coaching Director,  
Center for Creative Leadership

Day2

09:40- HR analytics,  
10:40 What do you want to measure and  
Why do you want to measure this?  
Oscar Smits,  
Intl. Sales executive, Talentsoft

## MORE REASONS TO ATTEND

The seminar is part of the 4th HRcoreLAB which will feature [\(click to view general programme\)](#):

- 3 Seminars
- 47 High-level expert speakers
- 250+ HR professionals
- 37 Case-Studies from leading Organisations
- 9 Interactive roundtable sessions
- 3 hands-on R&D sessions
- 3 Boardroom sessions
- 2 Exclusive Cocktail parties
- And much more...

Seminars:

- 1) 6th Future of Recruitment
- 2) 4th Leading with Talent
- 3) HR Agility **\*NEW\***

## TENE O SEMINAR ENDORSMENTS

*"Great organization, Teneo's Staff and of course the city!"*  
**GLOBAL ENGAGEMENT DIRECTOR, SWAROVSKI**

*"Outstanding cross-cultural mix of participants, nice breadth of topics. Enjoyed case studies a lot"* **HEAD of LEADERSHIP DEVT., SAUDI ARAMCO**

*"Great opportunity to pick the most interesting topics of each one of the streams"*  
**PEOPLE & ORG. DIRECTOR, SOUTHERN EUROPE & ME, SONY**

*"Congratulations for the organization and the selection of topics"*  
**REC. & HR PLANNING MANAGER, LEROY MERLIN**

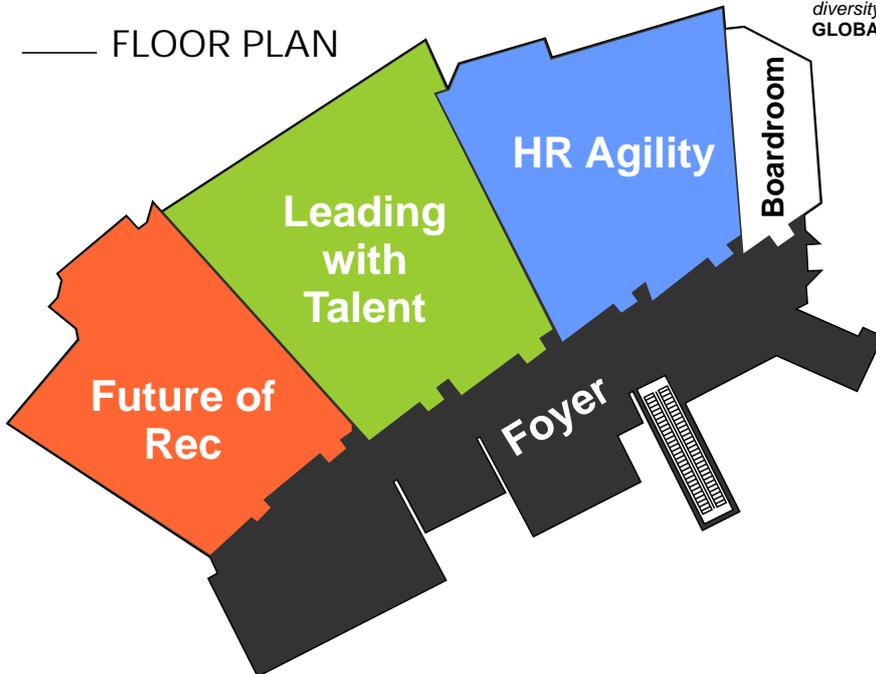
*"Very engaging, fun & informative"*  
**MARKETING DIRECTOR, DEFENCE REC.SERVICES, BRITISH ARMY**

*"I liked the variety of topics and presenters with different points of view"*  
**HR MANAGER, ACCENTURE**

*"Various experiences from different areas/ niches and real life experiences influenced me in a very good way"*  
**HR DIRECTOR, ANADOLU GROUP**

*"Well arranged, great opportunities to network and a wide people/company diversity"*  
**GLOBAL REC. MANAGER, RAMBOLL OIL & GAS**

## FLOOR PLAN



Move freely  
between all  
three streams!  
[See Agenda](#)

## VENUE: 5\* HOTEL FAIRMONT REY JUAN CARLOS I, BARCELONA



The 5\* Fairmont Rey Juan Carlos I Hotel is a unique resort in the heart of Barcelona. Located on the Diagonal - the city's main avenue - this luxury hotel is walking distance from the shopping, cultural and financial centres.

The comfortable and spacious accommodation features the latest facilities and outstanding views over Barcelona. It's 19th century Mediterranean gardens and outdoor pools create a tranquil resort in the city center.

With 432 luxury rooms and professional conference facilities, the Hotel Rey Juan Carlos I is the ideal location for a business or leisure visit to Barcelona. Relax and unwind with our spa and fitness center.

[www.fairmont.com/barcelona/](http://www.fairmont.com/barcelona/)

The cost to attend the 3 seminars is 1500€

**CLICK HERE TO REGISTER NOW**

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List**