

— 8th & 9th MARCH 2016, BARCELONA

HR Agility Seminar

Keeping the Entrepreneurial spirit alive

— Part of the HRcoreLAB⁴
3 Streams - 1 Venue



TENE O
meetings

offered by **IBM**

FOREWORD from the Chairman

During this seminar, we will explore the HR trends and best practices employed by high growth companies. More importantly, we will take a microscope to the different HR strategies and behaviours of both small and large businesses.

Nowadays, power has shifted to start-ups and there are many ways in which corporates can learn from entrepreneurs as they are the real innovation catalysts. They are fast and agile compared to the slow huge turtles, can seize new opportunities, provide better customer service and are less intimidating to potential partners...they are a real source of distinct and competitive advantage.

How can Large Companies keep the Entrepreneurial spirit alive?

Decisions for entrepreneurs are made much more on passion, experience, simplification, intuition and they don't have any room for employees who don't contribute to the company in some way, shape or form.

Compare this to a corporate decision-maker life which can sometimes result in a mundane 9 to 5 with little room for creation, growth, innovation and a lot of bureaucratic red tape that can lead to disengagement and the feeling that his/ her talents and abilities are not used to the fullest.

Elon Musk (CEO of SpaceX, PayPal, Tesla Motors) says: "Entrepreneurs make smarter choices"

Entrepreneurs recognise that markets keep changing, technology evolves rapidly like consumer preferences, and learning from experience can often lead to a different choice and that makes them very agile.

Jack Ma (CEO, Alibaba Group) quotes "Don't hire the most qualified, hire the craziest". However, according to the New York Times, 80% of hiring is done based on "cultural fit"...which means we hire people we want to hang out with.

During these two days, we will ask a number of entrepreneurs and innovative corporate thinkers to reflect on the elements they think are most critical for HR and the Business. We'll discover what can be learnt from them and what practical experiments can be applied in larger organisations.

"HR leaders should assume a more vital, strategic role inside their companies rather than merely keeping busy with everyday stuff like: policies, payroll, and picnics" argues Dave Ulrich, Professor, University of Michigan and #1 HR thought Leader

CHAIRMEN



Tom Haak,
Founder,
HR Trend Institute,
Author of 'The Future of HR'
Previous roles include:
Global HR Director, Arcadis
Global Head Talent Management, Aon
HR Devt. Manager, KPMG

[Future Trends Blog](#)



Patrick Gilbert,
Sr. Managing Consultant,
IBM Smarter Workforce,
UK

SPEAKER PANEL



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



Linda Aiello,
Head of HR EMEA,
Uber,
Netherlands



Melanie Vones,
Sr. Consultant,
Netcentric,
Germany



Mat Cortez Weglinski,
Managing Partner,
KeyNetIQ,
Spain



Matthias Schneider,
CEO & Founder,
NOUVEL,
Austria



Kristian Lindwall,
Agile Coaches Team Lead,
Spotify,
Sweden



Mark Levy,
Global Head of
Employee Experience,
Airbnb,
USA



Bjarte Bogsgnes,
VP Performance
Management Devt.,
Statoil,
Norway



Bart Kollau,
Chief Review Officer and
co-founder,
TruQu,
Netherlands



Mathis Christian,
Group Agile Lead,
TUI Travel Group,
Germany



Steffen Maier,
Co-Founder,
Impraise,
USA



Mark Jacobs,
Global Head of HR
Online Classifieds Business,
Naspers,
Netherlands



Agnes Uherezky,
Co-Founder,
the WorkLife HUB,
Belgium



Vicki Marsh,
Head of Operations,
Equus,
UK



Stijn de Groef,
CEO & Co-Founder,
Talmundo,
Belgium



Wouter van Linden,
HR Director,
KPMG,
Belgium



Roberta Le Gac,
Marketing Serv. Manager,
Klaxoon,
France

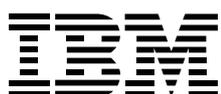


Jarkko Sipiläinen,
Business Line Director HR,
HappyOrNot,
Finland



Nathan Hobbs,
Head of Solution Design,
Mannaz,
UK

PARTNERS



Platinum



Premier Academic



Gold



Silver

Programme Day 1

TUESDAY 8th MARCH 2016



08:15 Registration & Welcome Coffee

09:15 Opening of the Conference by the Chairmen:

 Tom Haak, Founder & Director, HR Trend Institute and Author of 'The Future of HR' and Patrick Gilbert, Sr. Managing Consultant, IBM Smarter Workforce

INNOVATIVE & AGILE HR

09:30 Agile HR: an introduction

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- In the last few years Tom has published articles about Future directions of HR, Innovations in HR and how HR can become more Agile. He will set the scene for the seminar:
 - Current trends and opportunities for HR
 - The fit between the type of organisation and the type of HR
 - Why is Agile important?
 - What are characteristics of Agile HR?
 - What can large organisations learn from start-ups (with a focus on HR)?
 - The dangers of Benchmarking

Tom Haak, Founder & Director, HR Trend Institute and Author of 'The Future of HR'

10:00 Q&A Session with Tom

10:10 Taking reality seriously - towards a more self-regulating management model at Statoil

We need to take reality seriously, not just a dynamic and unpredictable business environment, but also all the competent and responsible people in our organisations. It sounds obvious, but requires fundamental changes in how we lead and manage.

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- Three powerful levers:
- Abolishing the traditional budget in favour of a more self-regulating and decentralised process
 - Scrapping the annual calendar in favour of a more business- and event driven process
 - Introducing a more holistic performance evaluation with "living the values" as a key component

Bjarte Bogsnes, VP Performance Management Devt., Statoil
Winner of the "Management Innovator of the Year" Award given by Harvard Business Review/ McKinsey and Author of "Implementing Beyond Budgeting - Unlocking Perf. Potential"

10:40 Q&A Session with Bjarte

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

11:20 HR Game Changers

6 presentations of 5 min. each, will give you a broad spectrum of new cutting edge technology & software solutions available on the market

Speakers from TruQu, Klaxoon, Impraise, the Worklife Hub, Equus and HappyOrNot

12:20 Lunch & Networking  offered by  Willis Towers Watson 

13:30 Techno-agility and the impact of IT on Talent practices

The impact of new technology, a spiralling pace of change in the business environment and generational shifts are creating new levels of challenge. Google and other Silicon Valley 'tech sector' companies offer a case study in navigating these waters – but how, and do they offer us any transferable insights?

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- The role of culture in keeping tech employees engaged and in keeping creativity in a company thriving
 - Encouraging and leveraging learning and leadership in such a world to grow talent
 - Wider people mngmnt strategies as a part of this dynamic
 - Specific examples and 'good' practices in Talent and Learning

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

13:45 Q&A Session with Stephan

13:50 Collaboration, Capabilities & Culture – How to build a Sustainable Global Online Business that matters

- Collaboration: how do we build strong, agile and genuine organisations that find balance between chaos & structure, start-up passion and sustainable & profitability
- Capabilities: how do we ensure we have the best and the right people, working in a globally aligned way and doing what they love
- Culture: how do we build a winning culture that breeds empowerment, responsibility, permission to make mistake, the ability to ask for help and staying away from command and control

Mark Jacobs, Global Head of HR Online Classifieds Business, Naspers

14:05 Q&A Session with Mark

14:10 HR 2020: Will your HR function be fit for purpose?

An interactive session that will challenge your thinking on the new role required of HR in the future, exploring:

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- The future of work and how this will impact upon the HR function
 - How new developments in technology and data will affect the HR mind-set and capabilities that will be needed to 'add value' in the future
 - Examples of what forward-thinking organisations are doing now to stay ahead of the evolving workplace

Dave Millner, Executive Consulting Partner, IBM

14:50 Q&A Session with Dave

15:30 Coffee & Networking  offered by  FINANCIAL TIMES  Corporate Learning Alliance

Growing faster than light with a focus on Data at Uber

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- Our mission is to remove friction points and accelerate adoption by disrupting all barriers. We fail fast and drive projects like owners, not renters.
 - We use data to fast-forward to the future. We constantly look for and create force multipliers. We choose innovation battles carefully, based on impact and then we tackle the high value targets for maximum results

Linda Aiello, Head of HR EMEA, Uber

16:00 Q&A Session with Linda

16:10 Building agile organisations takes more than neuroscience or mindfulness

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- In uncertain times it's tempting to get behind the latest trend, be that coaching, NLP, mindfulness, VUCA mastery or for that matter neuroscience
 - The danger is that we merely create the illusion of control and mastery, and miss opportunities to build agile organisations
 - Sometimes the questions we are not asking ourselves, are more important than the prevailing rhetoric

Nathan Hobbs, Head of Solution Design, Mannaz

16:40 Q&A Session with Nathan

16:50 What Startups and High Growth Companies do differently

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- High growth companies' HR trends and best practice
 - Recruiting & on-boarding, Outsourcing, Culture, Digital
 - HR as innovation catalyst
 - Design and implementation of innovation culture
 - Delivering HR insights and perf. management through data
 - Aligning benefits with various innovation strategies
 - 5 ways corporates can learn from entrepreneurs
 - Failure is a data point; Appreciate the details; Meet the lieutenants; Understand persuasion; Metrics, metrics, metrics

Matthias Schneider, CEO, NOUVEL

17:20 Q&A Session with Matthias

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:
 Patrick Gilbert, Sr. Managing Consultant, IBM Smarter Workforce
and Tom Haak, Founder & Director, HR Trend Institute and
Author of 'The Future of HR'

NETWORK ANALYSIS

BUSINESS, HR & WORKFORCE MANAGEMENT

09:00 [How Airbnb People and Culture has focused on Growth by Design](#)

- How to manage the 2x growth by design of the company while managing the size, structure and complexion of the organization
- How to grow by design the employees through focused development and internal mobility
- How to grow by design the culture with a focus on community connections

13:40 [Unleashing Social Capital with Organizational Network Analysis](#)

- Seeing is Believing - the hidden power of informal employee networks
- Strategic network alignment for growth and innovation
- The role of networks in accelerating organizational change
- Improving performance through network-oriented Talent Management processes
- Knowledge Management from the network perspective


Mark Levy,
Global Head of Employee Experience, Airbnb


Mat Cortez Weglinski,
Managing Partner, KeyNetIQ

13:55 Q&A Session with Mat

09:30 Q&A Session with Mark

NEW ORGANISATIONAL SHAPES

09:40 [How to disrupt HR in a traditional corporate environment?](#)

- The use of a disruptive approach in a traditional environment
- 5 concrete examples from Wouter (KPMG) and Stijn (Goodyear, Swarovski, now CEO Talmundo)
- From onboarding technology to virtual reality

14:00 [Autonomous teams, the core building block of Spotify](#)

- At Spotify we value Autonomy extremely highly; it is one of our core guiding principles
- To be truly fast and responsive, we need decisions to be made as close to the actual work as possible.
- We aim to remove communication overhead and bureaucracy and improve quality and speed of decisions by having people with the right context make them
- Kristian will explore what Autonomy means to them, and how we as leaders give people the freedom and help their need to perform. Supporting autonomy goes all the way from individual behavior to team coaching to organizational constructs and we will provide several examples of all of this!


Wouter van Linden, HR Director, KPMG and
Stijn de Groef, CEO & Co-Founder, Talmundo

10:10 Q&A Session with Wouter & Stijn


Kristian Lindwall,
Agile Coaches Team Lead, Spotify

10:20 Coffee & Networking  offered by indeed[®]
How the world works.

14:30 Q&A Session with Kristian

11:00 [RACI is killing innovation! - How to create a Structure & Culture with "Shared Responsibilities"?](#)

- RACI Matrix: Responsible, Accountable, Consulted, Informed
- Roles need to be clear and focused, a classic tool like „RACI“ is initially pointing for this ambition. But the four (4) slightly different terms on responsibilities supports a significant concentration to which exact line we may think
- Like Conways Law suggests: Structure creates culture!
- In bigger Enterprise organisations which are on their journey for an agile transition, where multiple roles and multiple processes are involved as a constraint, HR can totally screw up by introducing a traditional RACI or may succeed and manage by constraints with a „Agile RACI - Shared Responsibilities“.

14:40 [Why and How we embraced Holacracy](#)

Technology has changed. Marketing has changed. How people use the internet has changed. The digital world is one that is not slowing down anytime soon, and if a company's goal is to keep up with those changes to deliver the best possible experience to their clients, then a company must also change. Better yet, a company must evolve.


Mathis Christian,
Group Agile Lead, TUI Travel Group

11:30 Q&A Session with Mathis

Traditional corporate structures are a dying fashion of the old world, they don't provide the agility needed to make changes and to react properly. Therefore, we have adopted a new internal structure called Holacracy (organisational governance with no hierarchy) to help facilitate these demands.


Melanie Vones, Sr. Consultant, Netcentric

15:10 Q&A Session with Melanie

11:40 **Interactive Session**
with real-time voting and word-cloud generation

BOARDROOM SESSIONS


Led by the Chairs 

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

12:20 Lunch & Networking  offered by Cubiks
PEOPLE MATTER

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 ENDORSEMENTS

"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

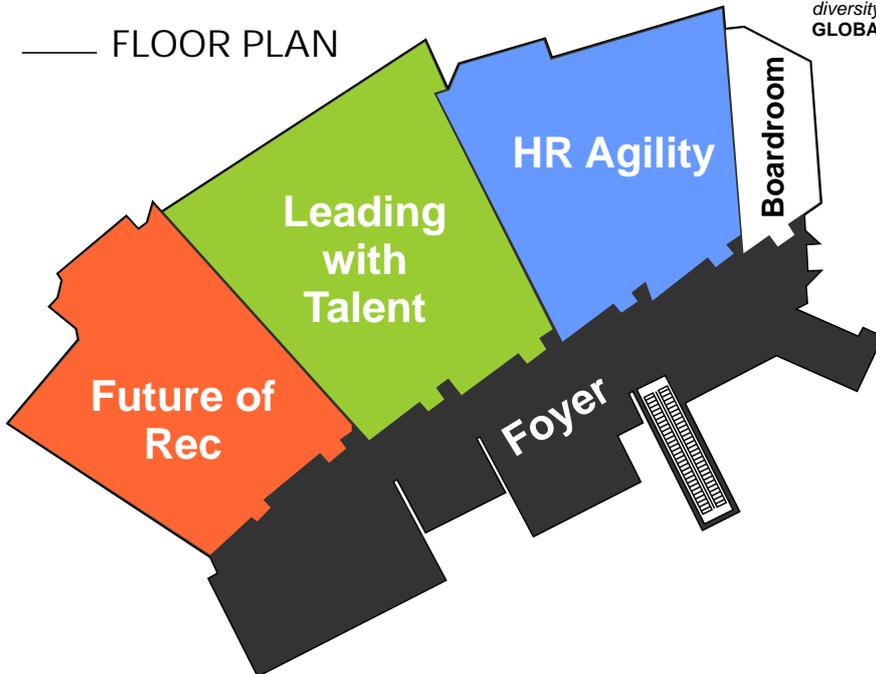
"Very engaging, fun & informative"
MARKETING DIRECTOR, DEFENCE REC.SERVICES, BRITISH ARMY

"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/

The cost to attend the 3 seminars is 1500€

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