

7th HR Directors Summit Europe

30-31 May 2017
Hotel Okura Amsterdam

**ENHANCING BUSINESS
PERFORMANCE:**
TURNING STRATEGY
INTO REALITY

POST SUMMIT REPORT



CONTRIBUTORS

SUMMIT CHAIR



Mark Ellis

Author and Leading Expert on Organisational Development



HRD CONTENT ASSISTANT



Hanna Lukianets

MBA Student

STREAM CHAIRS

Talent and Engagement:



Robert Hooijberg

Professor of Organizational Behaviour



Strategy, Leadership and Business Transformation:



Koen DeMarteau

Director HR and Corporate Operations



Strategy, Leadership and Business Transformation:



Mariska Van IJzerloo

Director of People and Organisation



Organisational Development and Learning & Digital HR and People Analytics:



Perry Timms

Social Learning Strategist and Leading HR Blogger

The 7th HR Director Summit/Europe held on the 30 and 31 May 2017 welcomed 400+ Senior HR and Industry Leaders to Amsterdam from across the globe from industries ranging from pharmaceuticals, automotive and IT.

The event, themed 'Enhancing Business Performance: Turning Strategy into Reality' facilitated thought and discussion around the future challenges and opportunities that are drastically changing the way we think about work. Guiding the discussion were Senior HR Leaders from companies, including IBM, eBay, Soundcloud, LinkedIn and Swarovski.

Described as the most creative and engaging Summit to date; highlights included a deconstructed keynote, Sante Fe's thought provoking Executive Panel, a raw and authentic keynote from Damien Hooper-Campbell on 'Humanising Diversity & Inclusion' and delicious cocktails and live entertainment at the Lirea networking drinks.

CONTRIBUTORS

KEYNOTES



Brian McBride

Chairman of ASOS and
Former CEO of Amazon UK



Gary Kildare

Chief HR Officer



John Rason

Head of Consulting
Services, Santa Fe



Siriana Sopranzi

Group Head of
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Regional Director,
Talent Mobility - EMEA



Damien Hooper-Campbell

VP, Chief Diversity Officer



Stijn Nauwelaerts

HR General Manager



Anneloes Raes

Assistant Professor of
Managing People in
Organizations



Dr. Robert Hogan

International Authority
on Leadership and
Co-founder Hogan
Assessment Systems



Renee Atwood

Former CHRO, Twitter,
and Former Global Head
of People & Places,
Uber Technologies

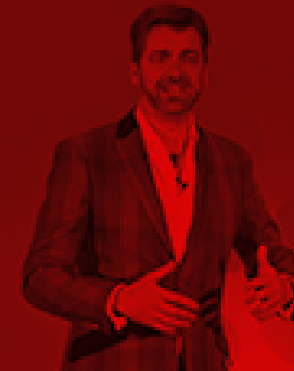


#hrdEurope

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LETTER FROM OUR CHAIR

HRD



Mark Ellis

Author and Leading Expert on Organisational Development



What an amazing line up for this year's HR Directors Summit Europe, my third year as Chair and I've never felt more privileged to have a front row seat. Not only that, but with twice as many delegates as last year, it became a fantastic learning and networking event across all aspects of industry and the people profession in general.

It's hard to draw all of the themes together in a few words, but here are some of the stand outs for me.

- 1** Artificial intelligence may not be the future that we expect - Gary Kildare, Chief HR Officer, IBM Europe highlighted that AI should really be 'Augmented Intelligence' as that's where the greatest benefits can be realised in professions, not least in helping HR leaders succeed.
- 2** Leadership is not all about charisma and ego - all the keynote speakers were humble, competitive, and kind. Responsible for well over a million of employees between them we had Dr Robert Hogan take the stage and demonstrate that research shows that these are the characteristics that make great leaders, and great companies.
- 3** The pace of change - two prominent speakers on this were Stijn Nauwelaerts, HR General Manager at Microsoft and Brian McBride the Chairman of ASOS both spent time talking about how different age groups provide different value to the organisation, and that everyone needs to learn from each other and adapt fast for the benefit of all.
- 4** Diversity was also a hot topic, with Damien Hooper-Campbell, the Chief Diversity Officer at eBay leading an emotional session which placed the audience right in the heart of the exclusion and diversity challenge that all organisations face.
- 5** The challenge of growth and a changing economy was also very much evident - and highlighted by Renee Atwood, former Head of HR for both Uber and Twitter - who encouraged all to be ready to adapt to rapidly growing people challenges as attitudes to work change.

It was the most creative event I've ever attended, with the amazingly talented Sam McNeill, the UK and Europe General Manager for SongDivision taking to the stage regularly and leading the audience through a song writing process, while we all benefited from his own vocal and musical talents. I doubt anyone will forget the one minute energiser, or the final song. Looking forward to next year!



LETTER FROM OUR KEYNOTES



Gary Kildare
Chief HR Officer



WE LIVE IN A DISRUPTED WORLD

Data explosion, 24x7 access to information and networks and pay-as-you-go models have transformed our expectations, introduced new ways of working and redefined what value creation means for entire professions.

This is the backdrop for the cognitive (or AI) revolution, it's a new era of collaboration between human AND machine. We have hardly tried it, but we have already started to get a glimpse of the possibilities that are just ahead of us - and this makes us impatient for more.

As industries rethink their strategies and approaches for the new era, we need to evolve HR into an agile, outcome-oriented function. We need to use cognitive technologies to help HR professionals be at the top of their game and transform their profession.

At IBM, we are already seeing this paradigm in action. We are using IBM Watson capabilities to transform key employee experiences, from talent acquisition and development to compensation, retention and career development.

“Work smartly with the data you have, and the data you can gather to create more intelligent solutions to people challenges.”



LETTER FROM OUR KEYNOTES



Damien Hooper-Campbell
VP, Chief Diversity Officer



HUMANIZING DIVERSITY & INCLUSION

Making our organizations more diverse and inclusive doesn't happen overnight or through the flip of a switch. If your organization is serious about D&I, real change will be fuelled by a comprehensive strategy that considers the financial and human capital implications. It will be a multi-year and global strategy that is led by a hybrid of ground-up and top-down communities. Most important, it must start with a conversation - an honest one. Before you launch programs, frameworks, and initiatives, ask yourself - do you actually know how your people define D&I? If not, press pause and start there. Put the Human back in Human Resources and start with a conversation to Humanize Diversity & Inclusion.

“Diversity needs to be spoken about honestly - without political correctness.”



Stijn Nauwelaerts
HR General Manager



THE CHANGING HR EQUATION

Digital Transformation is changing the HR Equation as we know it. To successfully drive digital transformation in organizations HR must:

- 1 Be more intentional about culture and people priorities
- 2 Use data to drive insights and decision-making
- 3 Simplify processes, standardize and deliver self-service offerings

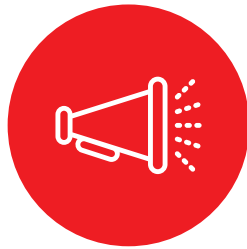
There is such opportunity for HR as a function to transform, which in turn will help the business. What an exciting time to be a HR professional!



SUMMIT HIGHLIGHTS



200+
Senior HR
Leaders



30+
Speakers



20+
Commercial
Partners



20+
Exhibitors



60+
MATCH Meetings



1
Man & Guitar



4
Streams

- 1 Strategy, Leadership and Business Transformation
- 2 Talent and Engagement
- 3 Organisational Development and Learning
- 4 Digital HR and People Analytics

“I really enjoyed everything, from the atmosphere, the speakers, the topics to the venue and especially the food.”

Deutsche Bank

SUMMIT HIGHLIGHTS VIDEO



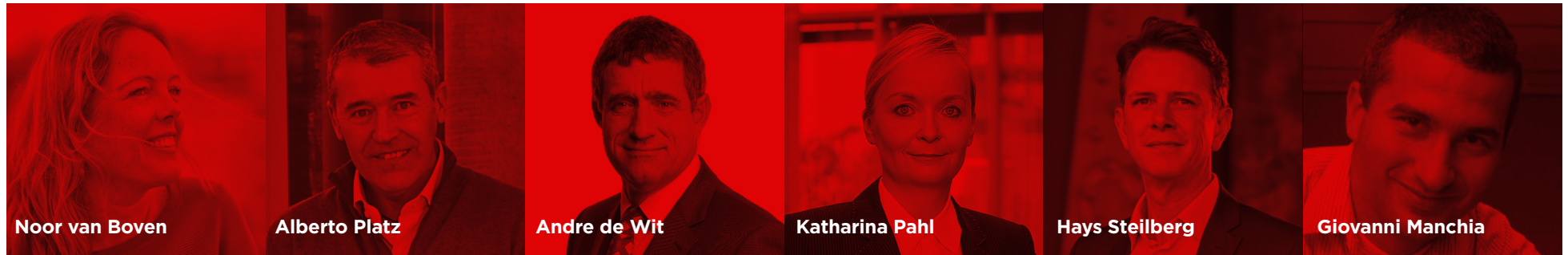
“Coaching has a prominent role to play in leadership, even more so with bespoke development needs and the comfort in having someone who can listen and help you find your own resourcefulness. A strong sense of maturing as a leader comes from earning the right to coach others.”

Joel Casse, Global Head of Executive & Leadership Development - Nokia

“A tech savvy HR is an HR that is more prepared to help people in its business to advance their work using digital workplace technology.”

Martin Wilckens, HR Digital & Innovation, Deutsche Telekom AG

WHO WAS THERE: SPEAKERS



BERTELSMANN



Rabobank

Alberto Platz
VP Global Talent Acquisition & Engagement, Swarovski

Alex Mackenzie
Director, OneLeap

Andre de Wit
VP Capability Building and Learning, Carlsberg Breweries A/S

Angus McCarey
CEO, Hive Learning

Anneloes Raes
Assistant Professor of Managing People in Organizations, IESE Business School

Brian McBride
Chairman of ASOS and Former CEO of Amazon UK, ASOS

Catherine Berney
International Leadership and Organisational Development Consultant, Mannaz

Constance Scholten
CEO and Founder, Camarilla

Damien Hooper-Campbell
VP, Chief Diversity Officer, eBay

Francisco Cherny
CEO & Managing Director, Axialent: Conscious Business

Gary Kildare
Chief HR Officer, IBM

Gerrit Brouwer
CEO and Founder, Appical

Giles Slinger
Director, Concentra Analytics

Giovanni Manchia
SVP Human Resources, Rabobank

Hamish Forsyth
CEO, OneLeap

Hamish Taylor
Former CEO Eurostar, CEO Sainsbury's Bank and Head of Brand, BA and OneLeap Community member, OneLeap

Hays Steilberg
Executive Vice President Corporate HR, Executives and Talent, Bertelsmann

James Anderson
CEO, Peachy Mondays

Jane Sassienie
Global Director, Bridge Partnership

Joel Casse
Global Head of Executive & Leadership Development, Nokia

Josee Meiners
Head of HR, The Ocean Cleanup

Julia Howes
UK Head of Strategic Workforce Planning Analytics, Mercer

John Rason Head of Consulting Services, Santa Fe Relocation

Jørn Møller
Senior Consultant, Hogan Assessments Systems

Jorrit van der Togt
Executive Vice President HR Strategy and Learning & OE, Royal Dutch Shell

Katharina Pahl
Member of the Management Board; Labour Director, ISS Facility Services Holding GmbH

Koert Grever
Director Netherlands and Nordic Countries, IESE Business School

Mairead Maclure
VP Reward and HR Operations, TomTom

WHO WAS THERE: SPEAKERS



NOKIA

Cargill

TOMTOM

Islamic Relief Worldwide

Johnson & Johnson

GENERALI

Marc Bruins
Global Mobility Lead
Advisor, Rabobank

Marcos Eguillor
Adjunct Professor, FT |
IE Corporate Learning
Alliance

Maria Semykoz
Senior Consulting
Specialist, Gallup

Mariska Van IJzerloo
Director of People and
Organisation, Ampelmann

Mark Ellis
Author and Leading
Expert on Organisational
Development, Culture
Transform

Mark Hurrell
Development Manager

Martin Wilckens
HR Digital & Innovation,
Deutsche Telekom AG

Niriti Mehta
Group HR Director - Cocoa
and Chocolate, Cargill

Noor van Boven
VP, Global Head of
People, Soundcloud

Nick Starritt
Managing Director,
Mercer | Sirota

Nicola McAdam
Leading Expert in Digital
Disruption and Capability
Upskilling, Avado Learning

Perry Timms
Social Learning Strategist
and leading HR Blogger

Peter Flade
Senior Advisor, Gallup

Prof. Gianluca Carnabuci
Associate Professor of
Organizational Behaviour,
ESMT Berlin

Raymond Huner
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Renee Atwood
Former CHRO, Twitter,
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of People & Places, Uber
Technologies

Richard Bradley
VP Kelly Services Europe,
Kelly Services Europe

Dr. Robert Hogan
International Authority on
Leadership and Co-founder
Hogan Assessment
Systems, Hogan
Assessments Systems

Robert Hooijberg
Professor of Organizational
Behaviour, IMD

Sam McNeill
Chief Story Teller and
UK & Europe General
Manager, SongDivision

Shakil Butt
Human Resources
and Organisational
Development Director,
IR Worldwide

Sigrid Nauwelaerts
Regional Director,
Talent Mobility - EMEA,
Johnson & Johnson

Siriana Sopranzi
Group Head of Expatriate
Management, Assicurazioni
Generali S.p.A

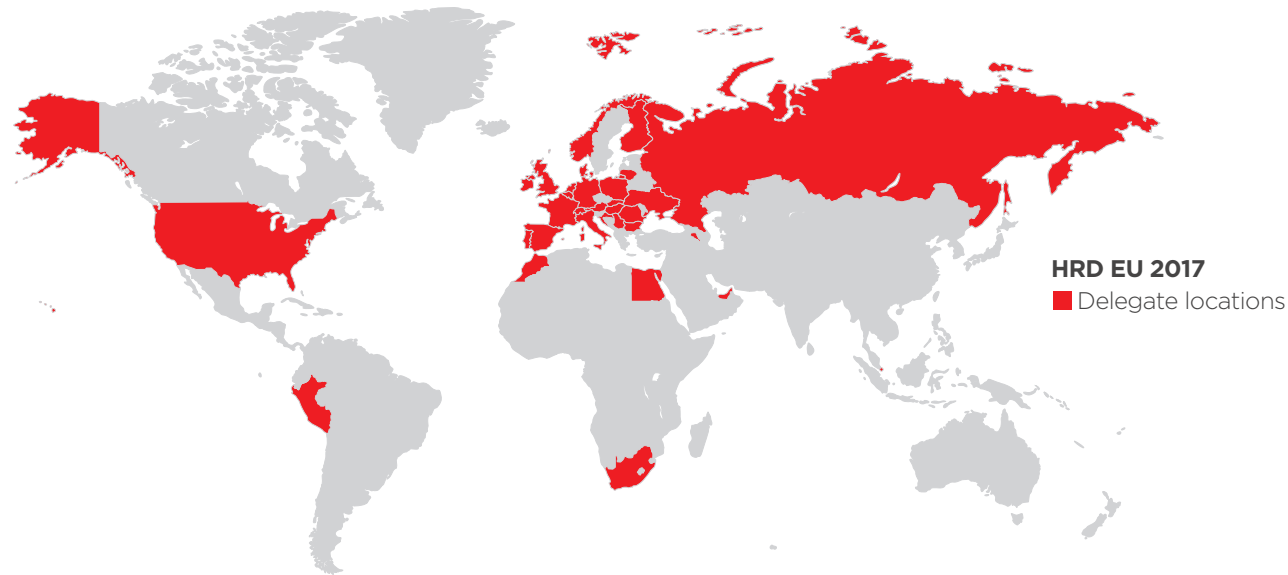
Stijn Nauwelaerts
HR General Manager,
Microsoft

YouMe Jeon
Managing Director,
Kelly Services Korea

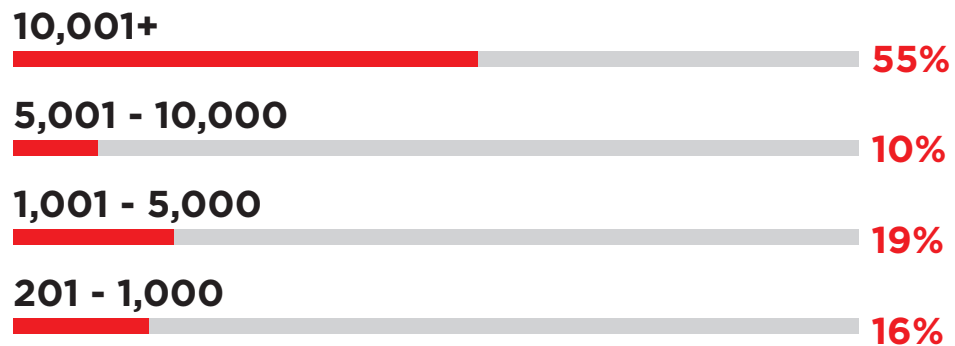
Yuval Dvir
Head of Online
Partnerships, Google Cloud

WHO WAS THERE: DELEGATES

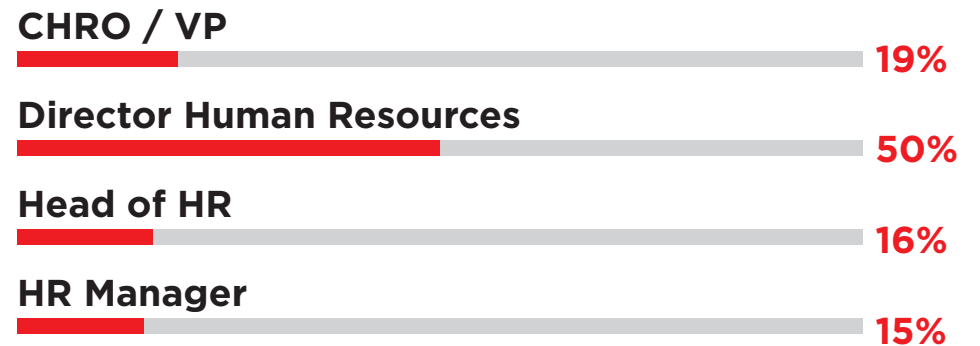
DELEGATES BY COUNTRY



SIZE OF COMPANIES IN ATTENDANCE



SENIORITY OF ATTENDEES



WHO WAS THERE: DELEGATES

COMPANIES INCLUDED



WHAT WAS SAID: KEY TAKEAWAYS

EVOLVE OR DIE: DEVELOPING A GROWTH-MINDSET

Millennials only know smartphones, and 50% of global traffic is now on that platform. Companies are not changing their marketing or hiring with this in mind. Hiring, recruitment, reviews - all require not just a mobile presence, but a mobile led strategy. HR Leaders need to work more closely with emerging technologies, ensuring skills are up to date and the HR function is leading alongside IT and marketing. Not following.



Brian McBride

Chairman of ASOS and
Former CEO of Amazon UK



LEADING WORK MEANINGFULNESS

When people create meaning of what they do, they stay longer, are happier and perform better. Reduction in costs and improvements in performance can be driven by changing the way people think about their work. Make sure that people are clear about the bigger picture and meaning of their work.



Anneloes Raes

Assistant Professor of Managing People
in Organizations



HIGH POTENTIAL: CORE COMPETENCIES FOR EMERGING LEADERSHIP

The best leaders are humble and competitive, not charisma driven ego maniacs. When developing future leadership capability, sometimes the 'obvious' choices are not the right ones - investment needs to flow more smartly. Broaden the assessment process for leadership development - look at results and employee feedback, together with specific psychometrics to determine who to invest in rather than relying on 'instinct' or 'recommendation'.



Dr. Robert Hogan

International Authority on Leadership
and Co-founder Hogan Assessment Systems



“Superbly organised and gained a great perspective for my role and organisation.”

Wiggle & Chain Reaction Cycles



WHAT WAS SAID: KEY TAKEAWAYS

CULTURE CHANGE: MAKING IT SIMPLER

Culture is a Transformational change. This demands us to look at it from different perspectives. Start where it flows, take it as a journey, focus on the early adaptors, embrace whatever emerges. Chose where to focus because what you focus on expands. The mindset towards Change itself will alter, the heaviness leaves and turns to the excitement of the flow – the journey itself dominates. The communication and stories you share about the culture change will create more flow.



Francisco Cherny

CEO & Managing Director



LEADERSHIP IN VUCA TIMES: DRIVING FIT AND PURPOSE

Creating a programme called Learning Leaders is a smarter way of creating the right energy and focus for existing leaders to work more impactfully in a volatile world. That learning agility is a critical factor in identifying leaders who are the strongest investments in as learning leaders to role model their way to success. Instead of throwing the usual content into learning programmes for executives and aspiring executives, the art and craft of learning is the main focal point for this programme. A recognition that leaders who AREN'T actively learning are diminishing the return on their expertise, influence and direction. HR should use this to be more assertive in working with leaders in a more purposeful way and create a learning culture at all levels of the organisation.



Andre de Wit

VP Capability Building and Learning



BUILDING DIGITAL CAPABILITIES: TRANSFORMING THE WAY WE WORK

We are in the midst of a digital skills deficit and we need to skill up more of our people to understand the digital tools, platforms and environments we're increasingly using in the workplace. HR needs to lead the charge in equipping themselves and their business colleagues to be more digitally skilled from a strategic, tactical and practical point of view. HR is a key function in sourcing and delivering the right kinds of learning programmes and a culture to boost the digital skills needs across the organisation to prepare it for more and more digital disruption.



Nicola McAdam

Leading Expert in Digital Disruption and Capability Upskilling



WHAT WAS SAID: KEY TAKEAWAYS

LEADERSHIP'S ROLE IN ADVOCATING ORGANISATIONAL WELLBEING

Stress equals values being disrespected. And this is about people's personal values not the company values. Balancing creates stress; what you need is integration. Understand the difference between company and personal values. Help people integrate the different aspects of their lives. We expect managers to run, run and run. As HR professionals, we need to ensure that people slow down, reflect and regain their energy before they have to run again. HR has to move beyond one-size-fits-all.



Niriti Mehta

Group HR Director – Cocoa and Chocolate



CREATING TALENT MANAGEMENT THAT SUPPORTS STRATEGY-BUILDING AND EXECUTION IN YOUR ORGANIZATION

Change your talent development approach to meet tomorrow's challenges. This may mean centralizing your talent pools and identification processes. Forget about old competencies and be honest about what you need today - Identify the key competencies for tomorrow linked to your strategy and then execute!



Hays Steilberg

Executive Vice President Corporate HR, Executive and Talent

BERTELSMANN

“Great rhythm, energy, connection moments, high level speakers, variety of topics... Thank you!!!”

HRD Summit/Europe Attendee



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WHAT WAS SAID: SOCIAL MEDIA

HR Directors Network @HREvent Follow

@dhoopcamp doing a selfie at #hrdeurope #incredible #legend



0:00 ...

Retweets 2 Likes 6

8:55 am - 30 May 2017

2 6

Noor van Boven @emvanboven Follow

Great reunion with this amazing crew at #HRDEurope @AnnaBrandt3 @futurexavi



Retweets 4 Likes 8

3:40 am - 30 May 2017

4 8

Appical @appicalnow Follow

70% of US workers said that they would accept a pay decrease if someone would fire their boss. #engagement #HRDEUROPE @HoganAssessment



Retweets 2 Likes 7

3:49 am - 31 May 2017

2

Jon Ingham @joningham Follow

Leadership should be defined and evaluated in terms of the performance of the team, group or organisation #thesocialorganization #hrdeurope



Inger Blankestijn @ingerbw
Dr. Robert Hogan on Leadership. Brilliant! #HRDEurope

Retweets 3 Likes 4

5:09 am - 31 May 2017

MervynDinnen @MervynDinnen Follow

#HRDEurope "In HR we get requests. If it doesn't move the needle from an employee experience point of view then we're not doing it"

Retweets 7 Likes 4

6:03 am - 31 May 2017

7 4

Richard Bradley @Richbradley Follow

#HRDEurope only 38% of business leaders see Global Mobility as important in developing high potentials - Crazy!!!!

7:45 am - 30 May 2017

3 Retweets 5 Likes

3 5

THANK YOU TO OUR ADVISORY BOARD

The programme for the 2017 HRD Summit Europe is developed in collaboration with the HRD Advisory Board. We thank them for their continuous contribution and support.



Catherine Berney
International Leadership
and Organisational
Development Consultant



Denise Haylor
Chief HR Officer



Gerrit Brouwer
CEO and Founder



Johanna Soderstrom
Corporate Vice President,
CHRO, Human Resources
& Aviation



John Rason
Head of Consulting Services



Katerina Psychopaida
Director of Business
Development EMEA



Koen DeMarteau
Director HR and
Corporate Operations



Mandy Chooi
Global Director of Strategy
& Innovation for HR



Mariska Van IJzerloo
Director of People
and Organisation



Mark Ellis
Author and Leading Expert on
Organisational Development



Mervyn Dinnen
Talent & HR Analyst
and Author



Paolo Vasques
Global HR Director



Perry Timms
Social Learning Strategist
and leading HR Blogger



Rebecca Winter
Director Talent Management -
EMEA & ASIA



Tom Brown
VP HR International



Tom Haak
Director



William McClain
Vice President Human Resources



COMMERCIAL PARTNER SUCCESS STORY

“The HRD Summit provides a perfect format for maximising networking opportunities and gaining new insights on a variety of HR and leadership development topics. The high level of speakers as well as the professional organisation make it a great event for the industry.”



YOUR AIM IN ATTENDING THE SUMMIT

The main objective for attending was raising our brand awareness and establishing genuine leads

- Key aims were to be present with a speaker session to show the high level content we own
- To use all networking opportunities and create leads
- To listen to offered content and thoughts provided throughout the programme

THE RESULTS

- The Summit setting allowed us to make our brand more visible, to create numerous promising leads and show our expertise in the speaker session
- To be able to meet key decision makers from mostly European companies actually looking for dialogue is invaluable
- The match meetings were the most essential part of the summit enabling us to start a focussed dialogue

WHAT ADVICE WOULD YOU GIVE TO THOSE JOINING THE SUMMIT FOR THE FIRST TIME?

Make use of all networking opportunities and pre-conference event to start a dialogue.

WOULD YOU RECOMMEND THE SUMMIT TO OTHER SOLUTION PROVIDERS?

Yes.

THANKS TO OUR SPONSORS



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CONTACT US

KEEN TO SHARE YOUR STORY AT OUR NEXT EVENT?



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