CRITICALEYE

The peer to peer Board Community

HUMAN RESOURCES DIRECTOR RETREAT 2019

DELIVERING STRATEGIC VALUE
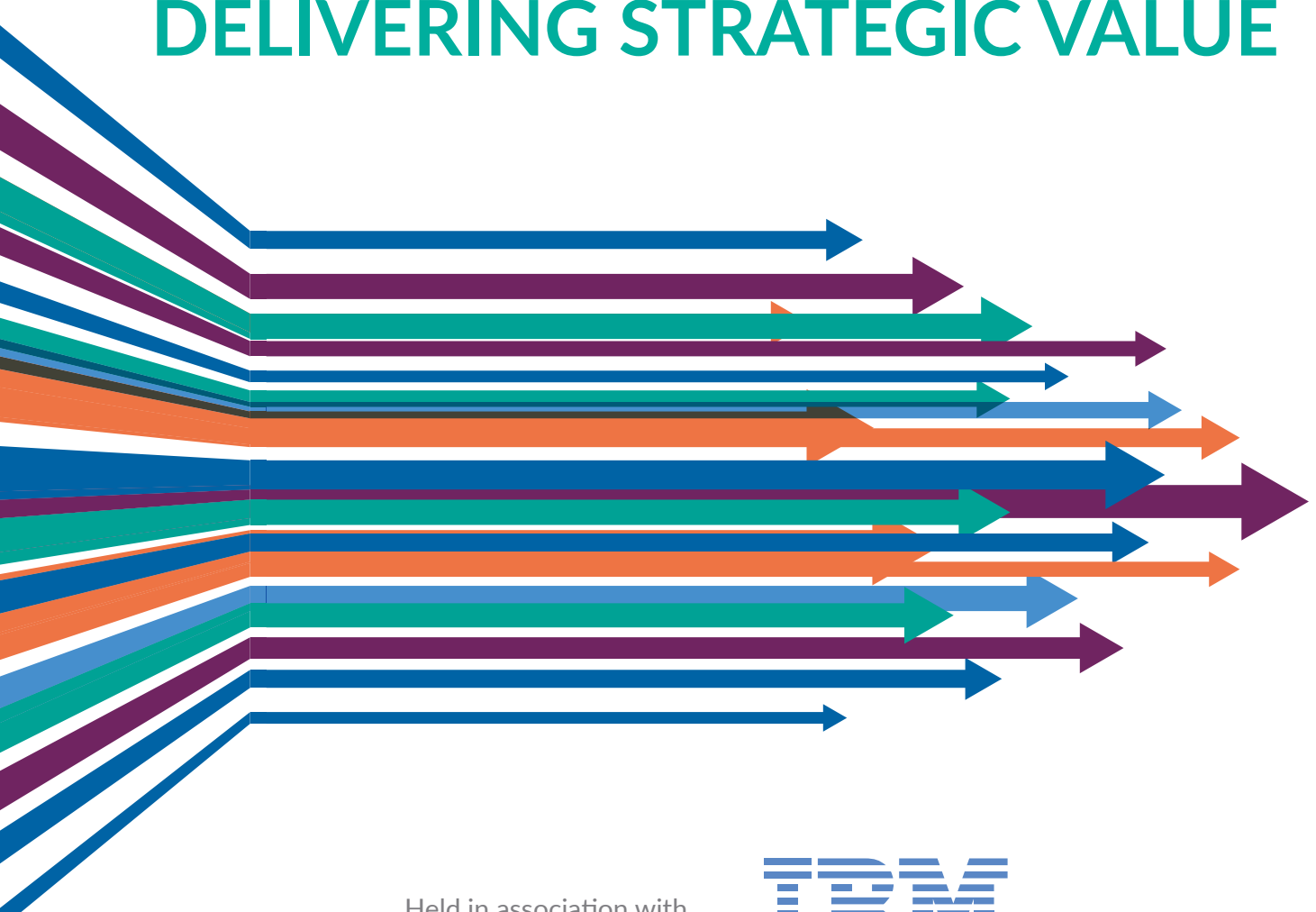
Held in association with **IBM** ®

Overview

Criticaleye is the leading peer to peer Board Community with 16 years of experience in enhancing performance for leaders and executive teams globally. Our work with individual executives, leadership teams and groups of senior leaders across organisations, enables businesses to address both individual and collective skills and competencies, helping executives work more collaboratively, achieve alignment, break down silos and build trust.

Criticaleye's global reach, robust network of peer relationships and its bespoke approach accelerates this transformation. It supports leaders by helping them to overcome challenges and reach structured outcomes by creating an experiential learning environment. To achieve this, the organisation leverages the knowledge and expertise of its leadership Community to foster team collaboration and enhance individual capabilities.

With so many pressing issues falling under the remit of the HRD, there's never been a better time to demonstrate leadership and deliver strategic value. Through interviews, panel sessions and discussion groups, we will explore how HRDs can help businesses break down silos, build their next generation of leaders and deliver on large-scale change.

Canada
UK
USA
Spain
France

Sweden
Netherlands
Russia
Germany
Switzerland
China
Belgium
Hong Kong
Thailand
Vietnam
India
Indonesia
Singapore
Australia

Brazil

South Africa

Criticaleye: The peer to peer Board Community **transforming leaders** and **executive teams** globally

Programme Day 1

Thursday 28th February

08:45 Arrival

09:15 Welcome and Opening Remarks

09:30 Economic Outlook

We open the HRD Retreat by looking at the macro-economic landscape for businesses, both in the UK and globally.

Areas to discuss include:

- Where are we in the global business cycle?
- How will some of the current hot geopolitical issues affect the future?
- What other factors are driving the future of the world's economy?
- The impact of Brexit on British and European businesses

Chair

Charlie Wagstaff
Managing Director
Criticaleye

Speaker

Guy Foster
Group Head of Research
Brewin Dolphin

10:15 Panel Discussion: Leadership Dynamics on the Executive Team

According to research conducted by Criticaleye, both CEOs and CFOs agree that HRDs can make a real difference to business performance if they focus on two key areas: strategic thinking and building alignment in the senior leadership team.

In this session, we will delve deeper into these three roles and the strategic and operational challenges they need to overcome.

Areas to be discussed will include:

- Retaining talent and developing skills
- Lining up the people agenda with the business strategy
- Creating more collaborative teams
- Balancing short, medium and long-term priorities
- Retaining independence as an HRD

Chair

Emma Carroll
Senior Editor
Criticaleye

Speakers

Matthew Blagg
CEO
Criticaleye

Sally Cairns
Chief People Officer
Paddy Power Betfair

Brian Stringer
former CEO
Survitec Group

11:15 Break

Programme Day 1

11:30   Interview: Delivering a Digital Talent Strategy

During this interview, Nickle LaMoreaux, Global Head of Compensation, Benefits, M&A and Corporate Functions at IBM, will explain how the global HR function has capitalised on technology to remain strategically relevant.

She will outline the steps in that transformation:

• Developing a clear view of the talent within organisations and where gaps exist

• Using analytics to assist in decision-making around talent

• Implementing AI solutions to drive engagement and development

• Building consensus when introducing new ways of working

• How technology is changing the HR function

Chair

Joshua Tearney
Account Director
Criticaleye

Speaker

Nickle LaMoreaux
Global Head of Compensation, Benefits, M&A and Corporate Functions, IBM

12:15   Peer to Peer Connections

13:15   Lunch

14:15   Panel Discussion: Taking a Long-Term Approach to Talent Planning

The talent and skills agenda continues to be a top priority for Boards. Yet investment in developing a workforce that is fit for the future is difficult when the focus is often on short-term delivery.

However, as business models continue to evolve, it's evident that organisations do need to analyse the mix of skills in their workforce and how this is going to change over the coming years.

Areas to be discussed include:

• The impact of new technology on the workforce

• Aligning business strategy with workforce planning

• Reskilling and engaging a liquid workforce

• Assessing productivity and profitability

• Where does strategic workforce planning go wrong?

Chair

Phillippa Crookes
Senior Relationship Manager
Criticaleye

Speakers

Lucy Dimes
Non-executive Director
Babcock International Group

Julie Elder
HR & Corporate Services Director
NATS

Nichole Viviani
HR Director
UK Marketing & Global eCommerce, Worldpay

Programme Day 1

15:15   Discussion Group

a) Influencing the Board as an HR Director

Boards are increasingly looking to the Human Resources Director to provide information and insight around talent development, succession and culture.

During our first discussion group, we will explore how attendees can ensure the CEO, Chair and NEDs are engaged and aligned so that the talent strategy is an integral part of the business strategy.

b) How to Future-Proof Your Workforce

New technology continues to reshape and redefine what it means to have an efficient and productive workforce.

For our second discussion group, we will explore the challenges businesses face when they need to transform their existing workforce. As part of this, we will also consider how businesses are tapping into alternative talent pools, as well as the role technology can play where there are skills shortages.

16:15   Break

16:30   Interview: Leading in a Federated Business

Des Pullen has been Group HR Director of Associated British Foods, the FTSE 100 food-processing and retail company, since 2006. In that time, he has overseen international expansion, a range of acquisitions and complex regulatory change.

During this interview, Des will discuss the challenges of leading a federated business. He will outline how the Board creates a direction for Group while empowering business units to define their own strategy. He will also touch on how he has developed a people strategy in a federated organisation and why this will need to change as the skills required evolve.

Chair

Marc Barber
Managing Editor
Criticaleye

Speaker

Des Pullen
Group HR Director
Associated British Foods

17:15   Peer to Peer Connections

18:15   Break

19:30   Pre-Dinner Drinks and Dinner

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@criticaleyeUK #HRDretreat

Programme Day 2

Friday 1st March

08:00 **Breakfast and Peer to Peer Connections**

09:15 **Interview: Understanding Board Dynamics through Change**

When delivering change, understanding the dynamics between Board members and executives is essential. Particularly as a new HRD, developing credibility throughout the group is incredibly important.

We open Day Two by interviewing Emma Hardaker-Jones, Group HR Director at Legal & General, and Kerrigan Proctor, who sits on Legal & General's Main Board and is CEO of the Capital Division. The two will explain how they have worked together to deliver acquisitions and change, while establishing themselves in their new roles.

Chair **Speakers**

Charlie Wagstaff Managing Director Criticaleye	**Emma Hardaker-Jones** Group HRD Legal & General	**Kerrigan Proctor** Chief Executive Capital Division Legal & General

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10:15 **Panel Discussion: Creating a Framework for Innovation**

The focus on delivery and execution in large organisations often comes at the expense of driving innovation and fresh ideas. However, without time and money being invested in the latter, a business is going to lose its competitive edge.

In this session, we compare different approaches to innovation, looking at what delivers the best results.

Areas to be discussed include:

• Who takes responsibility for innovation and feeding ideas into the business?

• Which businesses really 'get' innovation and why are they different?

• Are you a genuine innovator or a fast follower?

• Does a "fail-fast" culture really work in a large organisation?

• Are "innovation hubs" working?

Chair **Speakers**

Andrew Minton Managing Director Criticaleye	**Line De Decker** SVP HR, Pharma, Europe Intercontinental and Emerging Markets, GSK	**Scott Fishburn** Chief People & Transformation Officer DFS Furniture	**Gareth Llewellyn** CEO DVSA

11:15 **Break**

Programme Day 2

11:30   Discussion Group: How to Break Down Organisational Silos

Leadership teams are increasingly aware that a business can achieve its objectives faster by removing organisational silos.

This is supported by research conducted by Criticaleye, where CEOs, CFOs, HRDs and NEDs agree that silos have a negative impact on business performance. In this session, we look at how to integrate different functions and create better cross-team collaboration.

Areas to be discussed include:

- Creating the case for better collaboration
- Rethinking KPIs and incentives
- Assessing whether the behaviour of the leadership team reinforces organisational silos
- Introducing a flat leadership structure
- Removing blockers to change

12:30   Interview: Leading a High-Performing Business

We close the HRD Retreat by reflecting on what it takes to lead a high-performing organisation. What skills, qualities and culture are required to get the very best out of your people?

Areas to be discussed will include:

- Building – or rebuilding – trust with employees, customers and other stakeholders
- The importance of purpose when navigating organisational and strategic change
- The need for authenticity
- Creating shared value within an organisation

Chair   **Speaker**

Matthew Blagg   **Gareth Davis**
CEO   Chair
Criticaleye   Ferguson

13:30   Lunch

14:30   Retreat Closes

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CRITICALEYE

The peer to peer Board Community

Inspiring Leaders to Succeed

Our Values

Respect: an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

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Collaboration: working together to share knowledge and expertise is a defining characteristic of effective executive teams

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Challenge: strategies and ideas need to be constructively challenged to reach the best outcome

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Trust: leaders need to trust their colleagues and peers in order to work effectively and drive results

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Integrity: we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

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To discuss in more detail, please contact:

Victoria Kavanagh

Events Manager

T: +44 (0)20 7350 5110
E: tori@criticaleye.com

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