CRITICAL**EYE**

The peer to peer Board Community

HUMAN RESOURCES DIRECTOR RETREAT 2020

ALIGNING TALENT, STRATEGY & LEADERSHIP

Held in association with

accenture

**THURSDAY 27TH AND
FRIDAY 28TH FEBRUARY 2020**

Welcome to Criticaleye

Criticaleye is the peer to peer Board Community with more than 17 years of experience in transforming senior executives and leadership teams globally. We work with individuals, executive teams and groups of executives across organisations and provide crucial reference points for leaders in today's disruptive markets.

At the heart of all our work is a deep understanding of our Members. We appreciate the realities of global business and provide the support to be successful in the three areas of leadership, strategy, and stakeholder management.

Although the needs of our individual Members and executive teams within these key areas vary, our approach is consistent – to provide a personalised and highly bespoke leadership development framework that leverages the knowledge and expertise of our international leadership community, enhancing the potential of both individuals and teams.

"At Criticaleye, we believe that great leadership leads to positive outcomes, enabling powerful legacies. Whatever the strategic direction of your business, an effective and cohesive leadership team where there is complete trust and alignment is essential."

Matthew Blagg, CEO, Criticaleye

2019 Attendee Key Takeaways and Highlights

"Do not delay in making difficult people decisions."

"How I can become more effective at Board level."

"Story sharing – outside in perspective."

*Very inspirational thinkers, great content and **impressive business leaders***

*Superb connections, great advice, good commercial discussions at **a level that I've not seen at previous forums***

*Very good overall, excellent day 1 and **worthwhile 36 hours away from the business***

"Attending the HRD Retreat was an excellent experience. It's rare you get the chance to be so open with a group of senior executives but the value in doing so is obvious – there's a lot to be gained from sharing experiences and different approaches to common problems."

Scott Fishburn
Chief Operations Officer, DFS Furniture
HRD Retreat attendee 2019

Thursday 27th February

08:45   **Arrival**

09:10   **Welcome and Opening Remarks**

09:30   **Keynote: Creating a Workforce to Embrace Disruption**

We open the HRD Retreat 2020 by looking at the responsibility of the Human Resources Director to understand what disruption means for their organisation, and then how to go about creating a plan that inspires and motivates people to navigate it successfully.

Areas to be discussed include:

- Disruption and the future of work
- Leading business transformation
- Creating an agile organisation
- New skills for a changing workforce
- The HRD's role in navigating transformation

Chair

Andrew Minton
Managing Director
Criticaleye

Speaker

Andy Young
Managing Director
Accenture

10:00   **The Political and Economic Landscape in 2020**

An air of uncertainty pervades the political and economic landscape in 2020. In this session, we'll try our best to make sense of what's happening and what senior business leaders really need to focus on over the course of the year.

Topics to discuss include:

- The reality of "decoupling" between China and the US
- Assessing the impact of Coronavirus
- Germany, France and the outlook for Europe
- Predictions for the US Election
- Responsible capitalism – what impact is it having on the markets and in boardrooms?

Chair

Charlie Wagstaff
Managing Director
Criticaleye

Speaker

Guy Foster
Head of Research
Brewin Dolphin

10:30   **Break**

Thursday 27th February

10:45   How to Cultivate a Successful Leadership Team

The way success is judged in a leadership team often depends on its ownership structure. The short-term reporting pressures faced by executives operating within a Plc will not necessarily apply to a private equity-backed business, and yet the strategy of the latter will change dramatically as an exit draws closer.

In this session, we'll look at the impact of ownership on how a CEO and Board define success. We'll also explore what characteristics define a high-performance leadership team and how you tackle the problem of keeping it forward-thinking and progressive.

Other areas to discuss include:

- The benefits of a long-serving CEO and leadership team
- How to avoid complacency
- Succession planning
- Why leadership teams become tactical and inward-looking
- Key moments when trust in the top team is tested

Chair

Jamie Wilson
Managing Director
Group Services
Criticaleye

Speakers

Matthew Blagg
CEO
Criticaleye

Chris Jones
CEO
Dwr Cymru
Welsh Water

Mandy Ferries
HR Director
FirstPort

11:30   Stakeholder Management as Group HRD – Art or Science?

FTSE 100 Group HRD Diana Breeze will share her experiences of managing stakeholders when delivering cultural, operational and strategic change.

Diana will draw on her current role as Group HRD at distribution and outsourcing company Bunzl, as well as her previous position at Landsec, the UK's largest commercial property developer, where she was Group HRD from 2013 to 2018. She'll also discuss the importance of having a broader, business-wide perspective if an HRD is to be successful, referencing the work she is currently doing at Bunzl on sustainability.

Other areas to discuss include:

- Building a common framework and approach to talent in a global business
- How to define leadership potential
- Adjusting your style as a new Group HRD
- The similarities and differences between Boards
- Getting divisional leaders to think beyond their own P&L

Chair

Charlie Wagstaff
Managing Director
Criticaleye

Speaker

Diana Breeze
Group HRD
Bunzl

12:15   Peer to Peer Connections

13:15   Lunch

Thursday 27th February

14:15 Building a Multispeed Workforce

Over the next five years, more than half of all current workplace tasks will be performed by machines, up from 29 percent now, according to a report by the World Economic Forum. During this transition, it's expected that over 130 million jobs are going to be created, with approximately 75 million being displaced.

For this panel discussion, we will look at how senior leaders are managing this transformation and what support they need from the HR function.

Other areas to discuss include:

- Creating a culture of continuous learning
- Redefining people and performance through AI, automation, augmented reality, advanced data analytics...
- The role of HR in supporting faster, more flexible and collaborative organisations
- Is the 'Ulrich model' fit for purpose in a digital world?
- Understanding the importance of purpose and corporate responsibility

Chair

Speakers

Tom Beedham Director Board Mentors & NEDs Criticaleye	

Liz Cane Head of HR, EMEA VMware		**Denise Sefton** Chief People Officer Dunnhumby	

15:00 Learning Circles

a) Developing Agile Mindsets and Behaviours

If an organisation is to stay competitive, it needs a workforce that is agile and able to adapt to changing customer needs and new technology.

During this Learning Circle, we will split into groups of 10-12 to share examples of what agility means for your organisation and the steps taken to change behaviours and mindsets.

Areas to be discussed include:

- Agility as the new strategic imperative
- Effective techniques to change behaviours
- 'Agile HR': Eminently achievable or an oxymoron?
- Finding the balance between structure and agility
- Rethinking remuneration and bonuses

b) Influencing the Board's Agenda as an HRD

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

During this Learning Circle, we will split into groups of 10-12 to share examples of how to effectively engage and interact with the Board.

Areas to be discussed include:

- Understanding how to present information to the Board
- Knowing what information Boards place value on
- How to influence the Board
- Alignment with the CEO vs independence
- Building the case for a forward-thinking approach to talent

Thursday 27th February

16:00 **Break**

16:15 **Adventures in Disruption**

Susanna Dinnage will draw on her vast experience in the media industry to discuss how a senior leader operates in an environment where uncertainty and volatility have become the norm.

The former Global President of the Discovery-owned Animal Planet will share her views on communicating with authenticity as a leader, the importance of strategic agility, and the role of HR in supporting organisational change.

Areas to discuss include:

- Competing in the fast-changing world of TV
- Defining the support a regional / divisional leader needs from HR
- Implementing transformation in a global business
- How to get buy-in from a new team
- The impact of tech on talent

Chair

Marc Barber
Managing Editor
Criticaleye

Speaker

Susanna Dinnage
Former Global President
Animal Planet

17:00 **Peer to Peer Connections**

18:00 **Break**

19:00 **Pre-Dinner Drinks and Dinner**

🐦 **@CriticaleyeUK #HRDretreat**

Friday 28th February

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

09:10 **Welcome**

Charlie Wagstaff, Managing Director and co-founder at Criticaleye, will set the scene for Day 2 of our HRD Retreat.

09:15 **The Role of the HRD as a Storyteller**

Storytelling is a crucial skill for senior business leaders, not least HRDs. They need to be able to explain an organisation's strategy in a way that's compelling to a wide and complex mix of stakeholders.

In this session, we'll compare and contrast different contexts for communicating with stakeholders, putting particular emphasis on how to keep people on side when the story itself may be difficult to hear.

Other areas to discuss include:

- How do you communicate with a union over significant organisational change?
- What message can you deliver when it's evident that major reskilling is required?
- As an HRD, what responsibility do you have in shaping the narrative around business model disruption?
- How visible should the HRD be in an organisation?
- What can the HRD do to ensure there is consistent communication among the leadership team?

Chair

Emma Carroll
Senior Editor
Criticaleye

Speakers

Stuart Kennedy
Director of People &
Internal Communications
IAG Cargo

Neil Hayward
HRD
HS2

10:00 **Learning Circle: Identifying and Implementing Effective Change**

For this Learning Circle, we will split into groups of 10-12 to share examples of implementing effective change that have helped to improve business performance.

As part of the discussion, we'll also look at how the HR function is having to adapt as organisations operate in a state of perpetual change and evolution.

Areas to discuss include:

- Benchmarking best practice when delivering change
- Communication and engagement – how do you win hearts and minds?
- Managing the ever increasing demands of customers and employees
- The role of HR in delivering change
- The impact of disruptive tech on business models

11:00 **Break**

Friday 28th February

11:15 The Impact of Organisational Design on Leadership

Our panellists will share their own experiences of how changes to organisational structure have enabled leadership teams to be far more effective in how they make decisions and deliver results.

By comparing and contrasting different types of operating models, such as matrix versus hierarchical, we will explore what impact these structures have on the behaviours of leadership teams and overall business performance.

Areas to be discussed include:

- What happens when leadership teams are overwhelmed by organisational complexity
- Deciding what a high-performing leadership team looks like for your business
- Blending local, regional and global teams
- Choosing the right structure and then deciding how it should be implemented
- Delivering against the old model while building the new

Chair

Andrew Minton
Managing Director
Criticaleye

Speakers

Kevin Brady
HRD
Openreach

Diana Barea
Managing Director
Accenture

Caroline Prendergast
Interim Chief
People Officer
Aviva

12:15 The Relationship between the HRD and the Board

The focus on talent and leadership capability means that HRDs are increasingly interacting more with Boards. However, the expectation level from Chairs and NEDs about what insight a HRD can provide varies enormously from company to company.

We close the HRD Retreat 2020 by interviewing Jamie Pike, Chair of FTSE 100-listed Spirax-Sarco Engineering plc, about his views on the role of the Chair in leadership capability, alignment, and where a good, independent HRD adds value to both strategy and performance.

Other areas to discuss include:

- Common characteristics of a high-performance leadership team
- The relationship between Chair, CEO and HRD
- Differences between private equity and Plc
- Why leadership teams break down
- Succession planning – how far do you go?

Chair

Matthew Blagg
CEO
Criticaleye

Speaker

Jamie Pike
Chair
Spirax-Sarco Engineering

13:00 Final Remarks

13:10 Lunch

14:00 Retreat Closes

**Inspiring
Leaders to
Succeed**

STRATEGY

STAKEHOLDER

LEADERSHIP

Our Values

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

....

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

....

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

....

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

....

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

To discuss the Retreat in more detail, please contact:

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www.criticaleye.com

CONFERENCE
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