

TALENT MANAGEMENT 2015

The new work order

June 16th 2015 • London Marriott Grosvenor Square

Introduction

Talent has always been important but now it needs to become an inseparable part of business strategy on par with technology and finance. The global demographic shift, the widening skills gap and the entry of the more flexible, and technology-driven, 'Millennials' into the workforce is profoundly affecting businesses. Companies need to respond quickly to these trends and prepare for the new work order with its novel ways of working, recruiting, monitoring performance, rewarding and managing in order to attract and retain vital talent.

As your workforce becomes more global, dispersed and agile, how do you engage your talent to develop them, keep them happy, productive and working for you? What can an integrated talent management strategy do for your business? How can a strategic focus on company culture, the talent journey and a persistent focus on integrating new technologies improve your bottom line?

The Economist Events' Talent Management challenges traditional, siloed approaches to talent management through case-studies, presentations, focus groups and discussions from international C-Suite, HR leaders and government officials. Equip yourself with the new thinking on Talent necessary to support your organisation's growth.

Programme

08:00 REGISTRATION

09:00 OPENING REMARKS: THE NEW DYNAMICS OF WORK

Zanny Minton Beddoes, Editor-in-Chief, The Economist

09:05 KEYNOTE PRESENTATION: BRACE YOURSELF FOR THE 2035 WORKFORCE

What will our working lives look like in 2035? As work becomes more horizontal and distributed, what will the work environment be like? How will we be working, where will we be working and who will we be working with? How will we need to translate employee engagement into business

performance? What should we be preparing for? Explore the changes we are all facing and learn about the skills and behaviours we need to learn to remain competitive.

Sir Charlie Mayfield, *Chairman, John Lewis Partnership and Chairman, UK Commission for Employment and Skills*

09:30 KEYNOTE DISCUSSION: REORGANISING C-SUITE PRIORITIES

A key concern of today's C-Suite must be finding, securing and retaining the workforce of tomorrow as demographic dynamics create geographic shifts in the working-age population. At the same time, as emerging economies continue to develop, labour costs increase and educated foreigners return to their countries to seize new opportunities thus causing a reverse brain drain. What are business leaders doing to harness the power of technological progress to find, engage and retain the vital skills needed for the future success of their businesses in a global, open market for talent? How should current notions of talent management be redefined and integrated within the overall strategic management of businesses to ensure that the new generations, the 'Millennials', are motivated and inspired by their work? How are leaders imaging the workplace and ways of working in 2035? What are the immediate 3-5 year plans that company leaders are putting in place to manage their human capital to stimulate innovation and growth?

Opening presentation - Redefine Your Leadership: *Clare Moncrieff, Senior Director, Advisory Services, CEB*

Dave Coplin, Chief Envisioning Officer, Microsoft UK

Geoff McGrath, Chief Innovation Officer, McLaren Applied Technologies

Hazel Keating, Senior Vice President, Global Human Resources, State Street Corporation

Bernard Fontana, Chief Executive Officer, Holcim Group

Moderator: *Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist*

10:30 NETWORKING AND REFRESHMENT BREAK

11:00 PRESENTATION: ECONOMIC BENEFITS OF AN AGILE WORKFORCE

97% of businesses agree that workforce agility is key to economic growth.* CBI Survey

Yet only a handful of companies have implemented agile working practices.

What are the benefits to businesses as well as employees? What do business leaders, alongside HR professionals need to do to lead the development of agility practices? What are businesses struggling with to implement agility practices? How can the challenges be overcome?

Fiona Cannon OBE, Chief Executive Officer, Agile Future Forum and Director, Group Diversity & Inclusion, Lloyds Banking Group

11:20 INTERVIEW: ACHIEVING A PURPOSE-DRIVEN WORKFORCE

Businesses usually succeed in ensuring their C-Suite understand and work in line with the values and purposes of the organisation. Filtering that purpose from the top level throughout the lower ranks and inspiring leaders and employees at all levels is the challenge. How do you create a purpose-driven organisation necessary to stimulate engagement and productivity? What do HR and Talent teams need to reformulate in terms of learning and development, engagement, culture and leadership models to instill purpose in the people they manage?

Matthew W. Schuyler, Executive Vice-president and Chief Human Resources Officer, Hilton Worldwide

Moderator: Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist

11:40 PRESENTATION: MAPPING TALENT'S JOURNEY

Talent management is often wrongly used as a process when it should in reality be a rich, two-way conversation. As part of the rethink of the culture and engagement within a business, strategic managers need to create meaning for employees at an individual level. The initial questions are why the individual comes to work, why they stay and what experiences they have. Why should organisations begin to think about the employee experience from an account management perspective starting from the initial contact through to the day-to-day relationship which builds trust and opens up more opportunities for increased productivity?

Steven Baert, Chief Human Resources Officer, Novartis

12:00 KEYNOTE TALK: DNA OF A CHAMPION

The DNA of a Champion highlights key attributes and qualities that Sir Clive believes all true champion individuals exhibit in both business and sport. Using a pyramid with four levels, Sir Clive will explain what each of these characteristics are built on, and how to elicit them in order to achieve high performing individuals and teams.

Sir Clive Woodward OBE, Rugby World Cup Winning Head Coach, Team GB Director of Sport, London 2012 and CAPTURED Founder

Moderator: Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist

12:40 NETWORKING LUNCH**13:40 STORYTELLING AND BEST PRACTICES**

Join one of three interactive working groups on a topic of your choice. The groups will be led by our expert speakers so you can share experiences and learn through networking with others in the group.

- **DIVERSITY'S SUBTLETIES**

The diversity discourse is stuck in time with its focus on quotas and targets which limits the thinking space needed to tackle more subtle forms of unconscious bias. What approach and what tools are needed to deal with unconscious bias?

Dan Robertson, *Diversity and Inclusion Director, enei*
Allyson Zimmermann, *Head of Europe, Catalyst*

- **PRESERVING EMPLOYEE BRAND IN A SOCIAL MEDIA WORLD**

The likes of Glassdoor offer a new set of challenges. You are no longer the sole holder of your reputation as an employer as your organisation is now more exposed to public opinion based on what your employees think of you. What relationships do you need to build with these new social, collaborative organisations to capitalise on the opportunities they offer and mitigate the challenges?

Diarmuid Russell, *Senior Vice-president and General Manager International, Glassdoor*

14:50 NETWORKING AND REFRESHMENT BREAK

15:20 TECHNOLOGY DISCUSSION: THE ELEPHANT IN THE ROOM

The efficient use of professional digital networks remains at the top of the agenda with key questions around the capabilities of businesses to mine data and analyse it. The opportunity to reach wider, more remote talent with reduced transaction costs is huge. But how do you integrate into your mindset the use of new technologies and adapt your culture to making the most of the data you receive from them?

The broader technology discussion will also cover approaches to dealing with outdated HR legacy systems which are a stumbling block to integrating new thinking and new approaches to talent management. How do organisations overcome the challenge of being out-of-date with technology in the digital age?

Prithvi Shergill, *Chief Human Resources Officer, HCL Technologies*

Gianvito Lanzolla, *Professor of Strategy, Cass Business School, City University London*

Kim Wylie, *Change Management Lead, Google for Work*

Moderator: *Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist*

16:00 FOOD FOR THOUGHT: DIGITAL AGE SKILLSETS

Advances in robotics and machine intelligence are mind boggling and offer opportunities for the automation of many human skills. History shows that human adjustment is usually slow and difficult in times of economic disruption. Will the digital age come with a balance between job destruction and creation? Will human workers be able to upgrade their skills and adapt to the new economics of technology? How do the 'traditional' sectors see the rise of digital and how are they planning for their competitiveness in the age of digital? What are companies doing to foster digital skills their employees need to keep them competitive?

Evgeny Káganer, Associate Professor of Information Systems, IESE

Obed Louissaint, Vice President of People & Culture, IBM Watson, Industry Solutions Units, Corporate & Technical Talent

Kevin Wilkinson, Senior Vice President, Human Resources, Atos UK & Ireland

Moderator: Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist

16:40 LEADERSHIP INSIGHT: HOW EXECUTIVES BUILD AND DESTROY ENGAGEMENT

When it comes to engaging employees, many companies make the mistake of prioritising the easy, shiny stuff – hip office space, remote work arrangements, and inventive benefits – over the elements that will strengthen emotional ties and connect employees more deeply to their managers, teams and companies.

Leaders' own attitudes, beliefs and behaviours have powerful trickle-down effects on their organisations' cultures. Leaders of great workplaces don't just talk about what they want to see in the management ranks – they model it and keep practicing to get better at it every day with their own teams. By displaying a little vulnerability and visibly working on improving themselves, they signal that such engagement is how one gets ahead.

Peter Flade, Managing Partner Europe, Gallup

John Cresswell, Chief Executive Officer, Arqiva

Moderator: Adrian Wooldridge, Management editor and Schumpeter columnist, The Economist

17:10 CHAIR'S CLOSING REMARKS