



THE RICHMOND HUMAN RESOURCES FORUM, LONDON 26th November 2015, Four Seasons Park Lane CONFERENCE PREVIEW

You're not going to change the world from behind a desk.

Ok, so your goal may not be to change the world, but whatever your ambitions are, they are bound to involve some element of change, risk and innovation: what you need are great ideas and smart people to help you. However, these great ideas and smart people aren't going to automatically come your way, you need to seek them out.

So, step away from your desk and join us at The Four Seasons on Park Lane, London on 26th November to find those ideas and people who can help you turn your ambitions into a reality.

OPENING KEYNOTE: 'WHY SHOULD ANYONE WORK HERE? – WHAT IT TAKES TO CREATE AN AUTHENTIC ORGANISATION



**Rob Goffee, Emeritus Professor of Organisational Behaviour and
Gareth Jones, Fellow of the Centre for Management Development,
London Business School**

If you would like to receive an invitation to attend The Human Resources Forum on 26th November, please contact Anna Parkin on aparkin@richmondevents.com / 020 8487 2224.

Full details about all of our HR events can be found at www.hrforum.co.uk.



The Human Resources Forum qualifies for CPD credits. All delegates will receive a CPD certificate after the event.





OPENING KEYNOTE: Why should anyone work here? - what it takes to create an authentic organisation

Rob Goffee, Emeritus Professor of Organisational Behaviour and Gareth Jones, Fellow of the Centre for Management Development, London Business School

It used to be that businesses simply expected individuals to conform to the organisation's needs – and conform they did. But the paradigm has flipped. Now, leaders are charged with creating the best company on earth to work for: workplaces must transform their organisations to attract the right people, keep them, and inspire them to do their best work.

In order to make this happen, Rob Goffee and Gareth Jones have identified six key organisational attributes that must be in play:-

1. Let people be themselves
2. Practice radical honesty
3. Magnify people's strengths
4. Stand for authenticity (more than shareholder value)
5. Make work meaningful
6. Make simple rules

With vivid stories and examples, our speakers will illustrate the kind of strong, attractive workplace culture that leads to sustained high performance. They will share ways of assessing how your company is doing and describe the tensions and trade-offs that leaders must manage as they transform their organisations.

Why should anyone work here? is the question all contemporary organisational leaders must constantly ask themselves if they want to survive and thrive in the new world. This is the session that will help them to answer that question.



Rob Goffee is Emeritus Professor of Organisational Behaviour at London Business School. He has led several of the School's major executive programmes, acted as Chair for the Organisational Behaviour Group, served as Deputy Dean and Governor, Director of the Innovation Exchange and Faculty Director of Executive Education.

Rob has led significant executive development and corporate change initiatives around the world, with his work focusing on leadership, change, board dynamics and corporate performance.



Gareth Jones is Visiting Professor at the IE Business School, Madrid, and a Fellow of the Centre for Management Development at London Business School. Gareth's research interests are in organisational design, culture, leadership and change.

Gareth's career has spanned both the academic and business worlds with his most recent corporate role being Director of Human Resources and Internal Communications at the BBC.

Rob and Gareth have co-authored several books including *"The Character of a Corporation"*, *"Why Should Anyone Be Led by You?"* and *"Clever, leading your smartest, most creative people"*. Their new book *'Why should anyone work here'* is being published by Harvard later this year.





BREAKOUT SESSIONS

Guided by industry experts and experienced practitioners, the breakout sessions allow delegates to get under the skin of the critical issues they are facing, identify quick fixes to immediate problems and consider longer term plans.

All sessions aim to offer practical takeaways and action points, many of which can be used immediately upon the return to the office. Most sessions are interactive in nature, allowing delegates to learn from each other as well as the session leader.

The future of 'the laminated book of dreams' – Argos's journey to enterprise leadership

Sian Evans, Head of Talent and Development, Home Retail Group

Argos has a fantastic story to tell. For so long the bastion of a child's Christmas wish list with its famous catalogue – or 'laminated book of dreams' as it's fondly known – for the past two years it has undergone a transformation. And it's not just a lick of paint and a new uniform. It's a systemic and seismic shift, and it's not over yet.

In this session, Sian Evans, Argos's Head of Talent and Development will share the Argos story - how they are moving the business to be more customer-centric and the implications this has on culture change, leadership and how managers manage.

Sian tells us: 'We've had to raise our level of sophistication in our organisation to one of enterprise leadership. We are asking our leaders and managers to work holistically, collaboratively and for the greater good. This gives us a systemic view of an organisation that works collectively, is interdependent, works as one team and shares learning. Our leaders understand how their teams' performance impacts the rest of the organisation. It has been a fascinating and challenging journey with many lessons learned but there is still much to do.'



Sian Evans is a senior HR professional with a strong specialism in organisational development and talent management. With previous roles in Premier Foods, BAA, Pepsico and also in consultancy, Sian has extensive experience across a range of business sectors. She uses her commercial focus to deliver HR solutions at pace in fast-moving businesses with challenging business transformation agendas.

Sian is currently Head of Talent and Development at Home Retail Group (Argos, Homebase, Habitat).





Meet the digital natives: getting the most out of Gen Y. Why. Whatever.



Dean Van Leeuwen, Futurist, TomorrowToday Global

Generation Y has grown up in a world where EVERYTHING is technology enabled. Being digital is the 'norm' for them and they expect everything to be tech-enabled. "Meet the digital natives" takes you into the world and mind of Generation Y. It will show you what shaped and formed them, help you understand how to get the most out of them, and give you some secrets to success when engaging with them.

This workshop is more than just a "user's guide" to the newest members of the workforce, it will provide a framework for understanding the digital ecosystem they have grown up in, and how you can tap into this for the benefit of your organisation.

Dean Van Leeuwen is a founding partner of TomorrowToday Global, a consultancy that explores and helps leaders to succeed in a changing world. His areas of focus include leadership, strategy and future/disruptive trends. Dean's extensive global experience covers multiple industries. He has worked across 30 countries, with senior leadership for FTSE 250 companies and consulted to both large and small businesses and is passionate about the future of work. He has worked in business schools and institutions including the London Business School in their global executive development programmes. He studied economics and law and has a masters degree in business strategy.

Making your diversity initiatives work

Joanna Barker and Tara Zutshi, Beacon Women



Are your leadership team engaged with your diversity agenda?
 Is your business culture empowering all talent?
 Are your gender balance initiatives working?
 Have you retained more senior women this year?
 If the answer to these questions is NO then you need:

The 7 Golden Rules for creating inclusive culture and diverse teams

In this interactive workshop we will show you how to apply the 7 Golden Rules to your existing diversity programme to ensure better retention, engagement and results.

Joanna Barker and **Tara Zutshi** are experts in gender balancing organisations, providing education and solutions for companies that want to promote and retain hard to reach talent.

Current clients include BBC Worldwide, Royal Bank of Canada, John Sisk, and Beazley, providing coaching, inclusive leadership programmes, unconscious bias training and their own bespoke sponsorship programme.

They both held senior executive positions in large businesses before training as coaches and specialising in gender balance and inclusive leadership. Joanna worked in media as group sales director on market leading brands and Tara has held senior exec positions for numerous FMCG companies including the brewing industry.





Focused leadership in a busy world

Mick Roberts, Director, andpartnership



Juggling multiple projects and demanding deadlines can result in feeling out of control and unmanageable stress levels.

In this interactive session, Mick Roberts will take you through some simple tools and techniques to drive greater efficiency, stay focused and take back control.

Key workshop elements will include:-

- How to be more purposeful
- How to break the 'busy' habit
- Being present in a changing world
- Tackling distractions
- Hearing the sound among all the noise
- Why distractions can stop us being our 'best self'

Mick Roberts is a talented, highly experienced learning and development professional with over 25 years in L&D, OD and HR functions. He is a qualified coach with extensive experience coaching senior leaders and teams from a wide client base and in a variety of contexts. He has worked closely with senior leaders, designing and delivering numerous interventions for managers and teams at all levels in the retail and manufacturing environments.

He joined the andpartnership team at the start of 2013 prompted by his desire to spend more time directly working with leaders and their teams following a successful career in both field based and support office based positions with Boots covering the UK and Ireland.

What can internal recruiting teams learn from their agency cousins?

Roopesh Panchasra, Director, Talent Acquisition, Workday



The recruiting agency world and what internal recruiting teams can learn from their agency cousins. When recruiters make the transition to the internal world there are many skills they fine tune in order to adapt to the corporate world but there are also some they leave behind. Let us identify these areas and understand whether there is anything we can learn from the way the agency world operates.

Roopesh Panchasra calls himself a recruiting trailblazer for a few reasons; he is deeply passionate about all things recruiting and has strived for many years to build organisations that combine skills, passion, flair and fun. Roopesh is part of the revolution at Workday and holds the post of Director of Talent Acquisition for the EMEA/APAC regions. In 2005 David Duffield and Aneel Bhusri founded Workday, the now \$16 billion market capital software player that delivers human resource and financial software across the ultramodern world of the Internet cloud. For 4 years up until Sept 2013 Roopesh was a recruiting leader for multiple global brands with Expedia Inc. group of companies. For 5 years prior to joining Expedia Roopesh managed International Recruiting groups for VMware during their peak years of growth. A common theme between all leadership roles was the imperative need to grow the internal Recruiting teams in order to scale to the aggressive growth of each of these organisations. Prior to moving internally Roopesh spent many years in Executive Search.





The power to engage: how to drive organisational effectiveness through employee engagement

Jason Langley, Researcher, London School of Economics and Managing Partner, SenseEIA



Case studies show that a single-unit increase in employee engagement can lead to a 10% increase in company performance. We have established ways to measure engagement, but who can actually change it?

Drawing on academic research & practitioner insight, this workshop will explore the four key dimensions of organisational life that lead to an engaged employee: pay, process, people and purpose. We will ask if an employee's perception can be structurally mandated or is it socially constructed? The workshop will investigate the use of Social Network Analysis, and the role of social power, in changing these perceptions.

Key workshop elements include:-

- The different roles of social & structural power
- The social element of engagement
- Turning strategy into action with storytelling
- The role of key opinion leaders in delivering employee engagement
- The importance of sensemaking

After 15 years working within the media & communications sector, across the UK, US and Australia, in 2012 **Jason Langley** started research into the role of power in delivering organisational effectiveness. As part of the world's leading institute for social sciences - the London School of Economics - his research has quickly challenged the established view of power in organisational life and has significant implications on how to effect change within an organisation.

Alongside his ongoing research, Jason is also the Managing Partner of SenseEIA, a boutique management consultancy that focuses on driving organisational effectiveness through employee engagement.

Discussion Group: Effective HR Business Partnering in the real world

Facilitator: Jenifer Richmond, HR Director, National Express



Join this round table group to discuss how to develop successful business partnering across a range of teams and business units and better understand how to build effective relationships based on business and interpersonal skills.

Bring your Business Partnering challenges and let's identify together what really works and develop practical strategies to ensure future success.

Jenifer Richmond has held a variety of roles in HR, Change and Line Management including Production Manager, Development Consultant, People and Change Director and HR Director. She has held executive level roles in HR for the last 13 years and joined National Express in May 2012 as HR Director for their UK Coach business.

Jenifer has a MBA and a Certified Diploma in Accounting and Finance. She is psychometrically qualified in 16PF and OPQ, is a licensed NLP Practitioner and is an accredited Executive Coach.





The Inadvertent Saboteur® – the missing link in high performance

Laurence Coen, Change Management Innovator and Founder, Glorious Day



Like good managers, we try to fix our issues in a logical and structured way. However, where mind-set, attitude and culture are concerned, this doesn't always work out, because human behaviour at work, in spite of what we'd like to think, is not a rational response mechanism. This is why it can be easier to re-fit your shops than to get the staff who work in them to smile more at customers.

Hence inadvertent sabotage, where we do things that don't help without meaning to, and then get defensive because we can't explain why. Like really smart people who can use language to do anything, except, sometimes, it seems, take responsibility for their own actions (and words.)

Fortunately this unpredictable and unreliable aspect of human behaviour, that can be so detrimental to business performance improvement, now has a neurological explanation and solution, developed by Laurence Coen in partnership with neuroscientist, Parisa Zarnegar, PhD.

In this session Laurence will outline the Inadvertent Saboteur® methodology, based on the principles of Neuro-effective Leadership™, to help you change your team, department and organisation for the better – without the usual drama and cost.

Laurence Coen is the founder of change agency, Glorious Day, the creator of the Inadvertent Saboteur®, and the former marketing director of Guinness Great Britain.

He spent fifteen very successful years at Unilever, Mars and Diageo, but still felt that there was so much more that could be done to unlock the power of mind-set, culture and attitude on business performance. So, in collaboration with Parisa Zarnegar, PhD, and Professor McDonald of Cranfield University, he has developed a methodology which has already helped to slice through resistance to change in Vodafone, KPMG and TUI Travel, and a multitude of smaller businesses. The results can be measured in commercial breakthroughs worth millions of pounds to Laurence's clients.

He has a unique style that combines humour with science, and strategy with storytelling – check out his website www.itsagloriousday.co.uk to get an idea of what his session at the HR Forum in November will be like.





The Future CEO: Unleashing the maverick factor

Mark Borkowski, Founder, Borkowski PR



In pushing against the established ways mavericks can redefine the rules. While maverickness is embraced in some fields – arts and media especially - it is often held back in business, especially HR. There are obvious risks in flouting all conventions; HR relies on trusted networks and channels that have corporate buy-in across all levels of the organisation.

Understanding how mavericks think and develop should be a crucial part of every talent management strategy. You need to explore the limits of the maverickness in your field: know which rules should be broken and which, like the proverbial bathwater babies, need to be kept. This consideration can help you to attract the next thought leaders and cultivate a culture for your people to challenge the rot in a constructive and inclusive setting.

Through a series of case studies and analysis gleaned from a broad sweep of different sectors Mark Borkowski will deliver a crash course in how to inject maverick sensibilities into your outlook. Drawing on a career of over 30 years in PR Mark will also share insight on how to build relationships with challenging clients and generate media influence.

Mark Borkowski is an acclaimed PR specialist, writer and industry commentator who has been leading the British marketing and communications industry for more than 30 years.

His career has seen him successfully position, establish, consolidate and manage a breath-taking range of major product and entertainment brands and earned him international recognition as a thought leader and innovator. He ranks alongside Alistair Campbell and Tim Bell in PR Week's list of the 25 influential figures in the industry.

Mark is a sought-after and highly visible commentator on PR and media matters who has been entered into the Brand Republic Hall of Fame.





Cultivating a culture of wellbeing

Sue Warman, Group HR Director and Elena Pond, Human Resource Programme Manager, SAS UK



With an ever increasing amount of research hailing promising results for employee wellbeing - increased engagement, productivity and retention to name just three - a culture of health and happiness has become an essential for the modern business to innovate and handle increasing demands on its employees.

So what does a successful wellbeing strategy look like? How can teams, leaders and organisations develop and maintain this positive momentum?

Join Sue Warman and Elena Pond to hear how they have recently formalised their wellbeing strategy and the range of initiatives they are using to raise the focus of it across the business. They will also share research on the positive impact their wellbeing activity has had on employee engagement.

Sue Warman is Senior HR Director at SAS, the leading analytics software company. With over 25 years experience in senior HR roles in the Tech Sector, Sue has established highly impactful HR functions for a number of companies including Vodafone, Lotus Development, Taleo and Cable & Wireless. Sue is a change agent who takes firm accountability for the people agenda and it's impact on business success.

Elena Pond is a Human Resources Program Manager at SAS where she has worked for 18 years, starting her career in Customer Education and moving to a Learning and Development role within the Human Resources team 10 years ago. Since then Elena has gained valuable experience in other HR professional roles such as Compensation and Benefits and Human Resources Operations. Employee wellbeing and engagement have been key focus areas for Elena who is responsible for both these initiatives for SAS in the UK.

SAS have a longstanding track record for winning accolades as an outstanding employer. In the increasingly competitive analytics market, the HR challenge is to maintain a strong and motivated workforce who stay with SAS as a positive choice. A significant part of the HR strategy being driven focuses on the overall wellbeing and engagement of employees. At the heart of the strategy is the belief that great people management is fundamental to a thriving business and therefore managers are actively engaged in owning and driving wellbeing initiatives and in tracking results.



**Closing Q & A
Book Launch and Drinks Reception
with keynote speakers
Rob Goffee & Gareth Jones.**



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