

# ReimagineHR London 2017

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Key Takeaways

Europe's most prestigious event  
for HR leaders and their teams.

“ReimagineHR every year is something I look forward to, not only because the research is topical (but) also you get time to spend with other individuals who probably have the same challenges you do.”

Frederick Carstens  
Group Chief Human Resources Officer  
Kuwaiti Finance House KSC

“I think it's important to step out of the operation from time to time to get exposed to new ideas, to hear from different industry leaders, network and take back what's most important”

Chris Meyrick  
Senior Vice President, Human Resources, International  
Avis Budget EMEA Limited

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# Who attended ReimagineHR London in 2017?

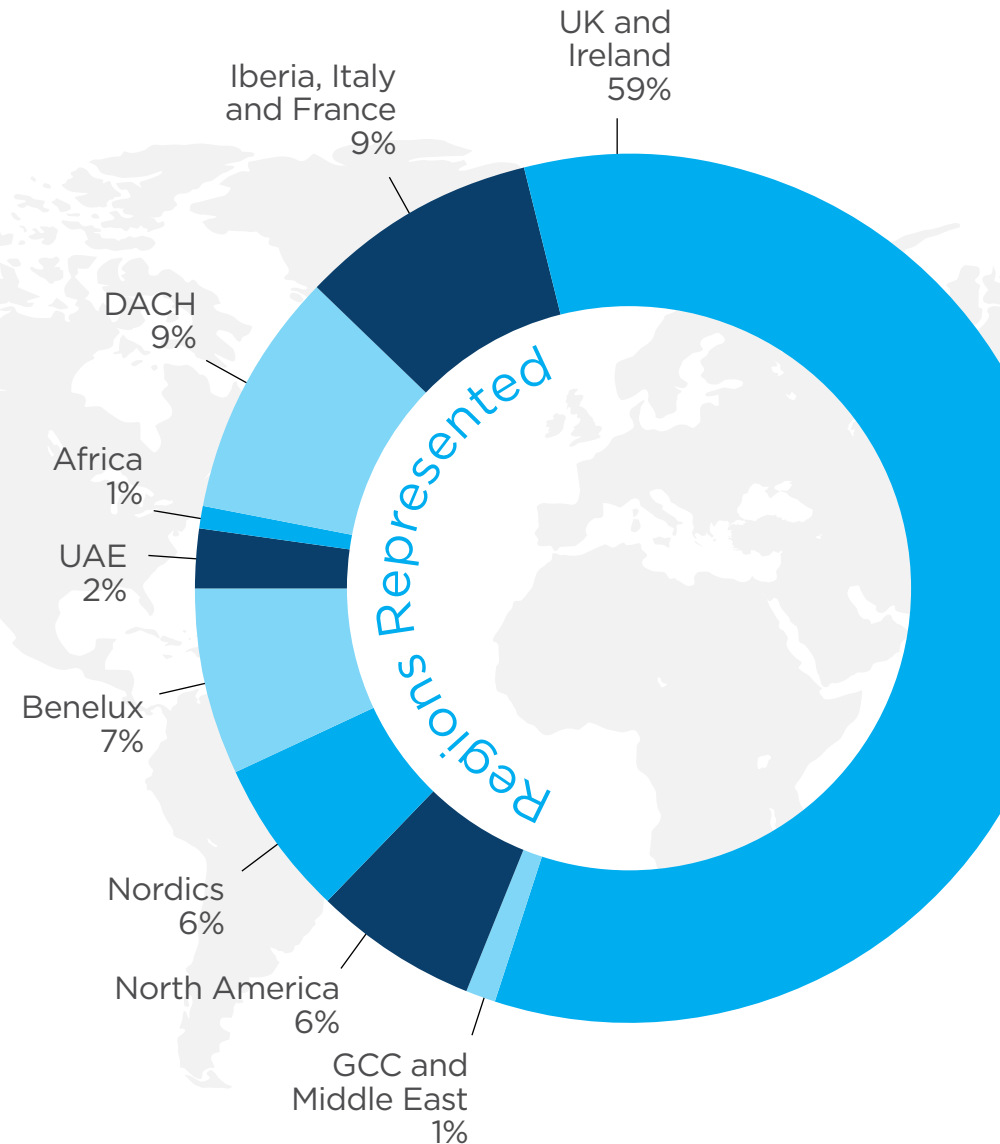
ReimagineHR 2017 attracted over 600 attendees with over 300 organisations represented, including:

A.C. Nielsen Co. Ltd.	Hitachi Europe Ltd	Rio Tinto plc
Adecco	HSBC	Roche Holding AG
AIB Group	IBM Corporation	Royal Bank of Scotland
Akzo Nobel N.V.	Indeed, Inc.	Royal Dutch Shell plc
Al Futtaim Group	ING Bank	Saba Software
Asda Group Ltd	John Lewis Partnership PLC	Sanofi-Aventis Groupe
ASOS plc	KING'S COLLEGE LONDON	Schindler Management AG
Aviva plc	Kuwait Finance House KSC	Scottish Power Energy Retail Ltd
AXA	Lloyds Banking Group - Global Transaction Banking	Seagate Technology
Banco de Espana	Luxoft	Siemens Corporation
Banco Santander	Mandarin Oriental Hotel Group Limited	Société BIC S.A.
Barclays plc	Mercer Inc.	Sony Pictures Entertainment
Bayer AG	Mondelez International	Staples Europe B.V.
Bupa	National Grid plc	State Street Corporation
Central Bank of Ireland	Nationwide Building Society	Tesco PLC
Centrica plc	Nexus	Tetra Pak International AB
Citigroup Inc.	Nokia Corporation	The De Beers Group of Companies
Coca-Cola European Partners Services Europe Limited	Novartis International AG	The Manchester Airports Group Plc
EDF Energy plc	Novo Nordisk A/S	Thomas Cook Group plc
Emirates Group	NPower	Transport for London
ExxonMobil Corporation (dup)	PayPal, Inc.	TUI Group
Ford Motor Company	PepsiCo Inc.	Unilever plc
General Electric Company	Philips International B.V.	Vanquis Bank Limited
Harrods	Reckitt Benckiser plc	Vodafone Group PLC
Hilton Worldwide, Inc.		World Food Programme
		Worldpay Group Plc



42%

of attendees were either their organisations CHRO, VP or Head of HR





# Introduction

Attendee responses to:

“What one capability does HR need most to successfully lead through volatility?”



Volatility is characterised by change with a lack of predictability. With political upheaval, transformative technologies, and the speed of digitalisation, HR must reimagine long-held approaches to enable the business to adapt and thrive. Over two days in September, CEB, now part of Gartner, hosted hundreds of HR leaders at London's Tobacco Dock to share key insights and demonstrate actionable strategies for how HR can support organisational performance when tomorrow is uncertain.

## Keynote Speakers



**Sahar Hashemi OBE**  
Entrepreneur and Best-Selling Author



**David Rowan**  
Editor-at-Large of  
Wired Magazine UK



**Sir Bradley Wiggins**  
Britain's Most  
Successful Cyclist





# Highlights From the Main Stage



“Be prepared to switch goals to survive and succeed.”

Sir Bradley Wiggins,  
Britain's Most Successful Cyclist



“Leap and the net will appear.”

Sahar Hashemi  
Entrepreneur and Author



“We are in a time of accelerated change... although things will never move this slowly again.”

David Rowan  
Editor-at-large  
Wired Magazine UK

## Topic Tracks

### Reimagine Recruiting & Assessment

Both business' and employees' needs are changing faster and more often, making it even harder to attract and hire the talent organisations need for today and tomorrow. Learn how to navigate this fluctuating landscape to attract the right people for current and future needs.

### Reimagine Development & Performance

The relationship between the employee and employer continues to evolve, and organisations must adapt to these changes to drive business performance. Learn how this dynamic is shifting and what organisations must do to empower employees to drive business outcomes.

### Reimagine Diversity & Inclusion

The status quo for driving diversity and inclusion within organisations has proven ineffective, and HR leaders are now being asked to change their approaches to D&I. Learn the most innovative and effective ways to engage a broader range of mind-sets and backgrounds.

### Reimagine Leadership & Talent Management

Given the constantly changing current environment and the very uncertain future, companies are challenged to identify and develop critical talent to lead, co-create, and drive business strategies. Learn how to get the right leaders and employees in the right places now and for the future.



### Reimagine the Role of the CHRO

As boards focus more on organisations' talent, heads of HR must focus on building relationships and rapport with board members. This is especially critical in an environment of constant change. This session is reserved for heads of HR and will address critical topics in boardrooms.

# Reimagine Recruiting & Assessment

## Redefining the Candidate Experience

The competition for talent with critical skills continues to intensify. Talent with skills in areas such as consultative selling, marketing, and data analysis have many opportunities open to them. In addition, the growing abundance of candidate-focused platforms and information sites makes the labor market increasingly transparent for candidates. In volume recruiting, employer branding and reputations can quickly be undermined and eroded by the easy circulation on social media of criticism of application processes that frustrate and repel good potential hires.

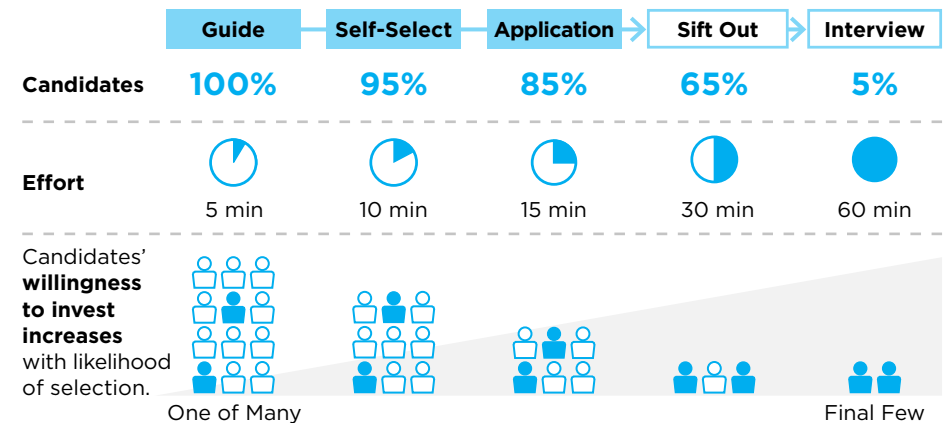
### Key Takeaways

Quality candidates have more choice than ever in where to apply, and they come armed with information that will inform their decision. To differentiate itself, an application process must stop trying to delight candidates to gain their loyalty and instead actively manage the effort and the decisions candidates make throughout the application process. By designing the process to increase candidates' commitment, inform their choices, and tailor to their needs, organisations will be equipped to differentiate themselves in increasingly demanding labor markets.

### How We Can Help

- Access insights and tools to maximise the candidate experience through our [Candidate Experience Portal](#).
- Improve the candidate experience through targeted new hire feedback with our [Recruiting Effectiveness Diagnostic \(RED\)](#).

## A Candidate-First Application Process



Source: CEB analysis.

# Reimagine Recruiting & Assessment

## Managing Your Employment Brand in an Information-Rich Era

Employment brands are nowhere near as differentiated as organisations think them to be, and they generally coalesce around a handful of blandly aspirational messages related to career development and social responsibility. The challenge for organisations to fully control their brand story puts greater pressure on static brand attributes such as location and industry, particularly because critical talent can afford to be picky about where they work and what sort of company they work for.

### Key Takeaways

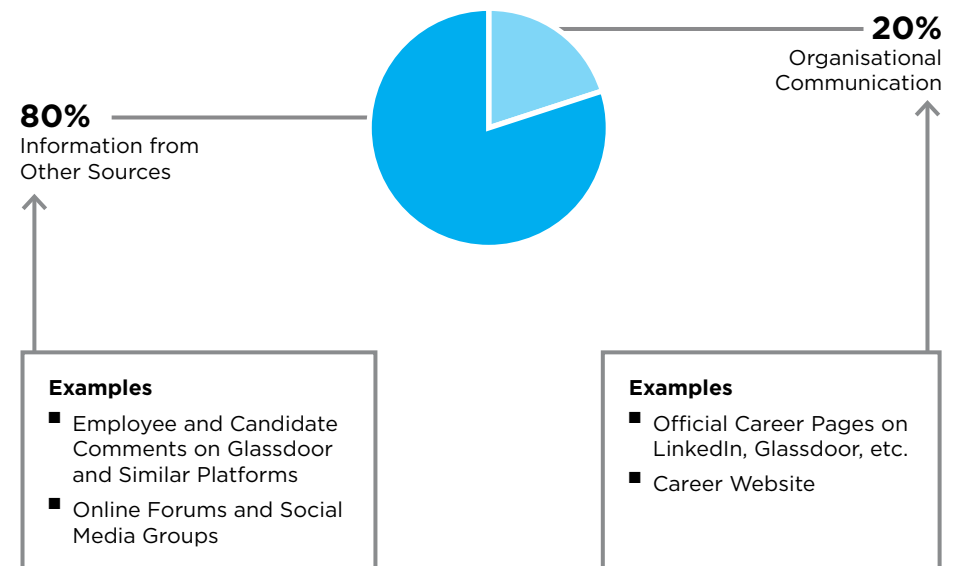
Undifferentiated employment brands mean that there is a lot of “white noise” that candidates can easily tune out. If candidates are interested in an organisation, they have access to a wide set of unofficial and unvarnished sources of information about that organisation’s employment proposition—for example, they can check reviews on Glassdoor. Instead of trying to overcome weak brand attributes by dialing-up their popular attributes, organisations must adopt a market-centric approach by listening to candidates and addressing their misperceptions about the brand head on.

### How We Can Help

- Gain insights and tools to maximise your employment branding with our [Employment Branding Topic Centre](#).
- Build an employment brand messaging strategy with our [CEB Ignition™ Guide](#) on the topic.

## Candidates Focusing on Unofficial Sources

Relative Influence of Information on Candidates’ Decision to Apply<sup>a</sup>



<sup>a</sup> n = 708.

Source: CEB Q3-Q4 2013 Global Labor Market Survey.

If you cannot access any of the resources in the “We Can Help” section, please contact your account manager or [CEB\\_EMEA@cebglobal.com](mailto:CEB_EMEA@cebglobal.com).



# Reimagine Development & Performance

## Addressing Pay Equity

Workforces are becoming more diverse and, therefore, more and more employees are vulnerable to potential pay inequities. To combat this issue, organisations are taking action to address pay equity; however, only 28% are confident that they have been able to close role-to-role pay gaps. Organisations often struggle because these conventional approaches treat pay equity as a one-time initiative that is only focused on the correction of existing gaps.

### Key Takeaways

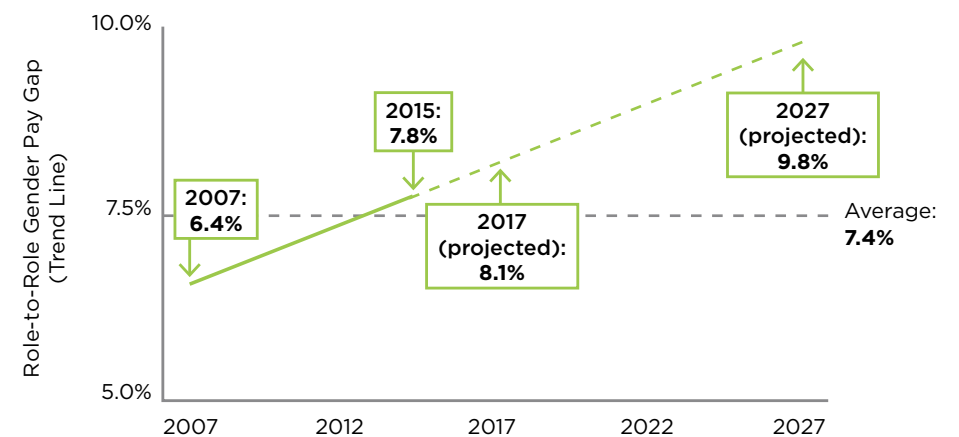
Progressive organisations are effectively addressing pay equity and driving talent outcomes by establishing pay equity as a fundamental component of the Rewards function. They integrate audit practices that more accurately identify role-to-role pay gaps, communicate to combat negative employee perceptions, and proactively manage practices along the talent lifecycle where inequities can occur.

### How We Can Help

- [Learn how](#) organisations can progress pay equity initiatives by focusing on three key strategies.
- Educate peers on the role they play in [Keeping Pay Gaps Closed Through Proactive Prevention](#) with our research study.

## Role-to-Role Gaps Are Trending Upward

Trend Line In Average Role-to-Role Gender Pay Gap by Year



n = 505,438.

Source: Employee data provided by Glassdoor; CEB analysis.

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# Reimagine Development & Performance

## A New Manager Mandate

L&D functions are betting big on managers. While overall L&D budgets are expected to be down 3% in 2017, spending on manager development is up 11% for training, online resources, and coaching programs, among other things. Therefore, L&D functions are increasingly asking managers to take an “always on” approach of coaching and developing employees more often and across a broader range of skills. But this approach is not working, as most managers today are overwhelmed and remain ineffective at coaching and developing their employees.

### Key Takeaways

All managers fall into one of four managerial profiles:

- Always On
- Teacher
- Cheerleader
- Connector

Connector managers are the most effective at developing their direct reports into high performers and improving employee performance. L&D functions that want to empower managers to drive better performance without alienating their people must focus on developing Connector managers across the organisation.

### How We Can Help

- Learn why manager-led development fails—and what to do about it—with our [“Rethinking Manager-Led Development”](#) e-book.
- Boost manager capability and address managerial development needs with our [Manager Success Workshop Series](#).

## Four Types of Managers

Manager Approaches to Employee Coaching and Development

### Teacher

“I develop my employees using **my expertise and experience.**”

### Always On

“I provide **continuous coaching and feedback** across a breadth of skills.”

### Connector

“I introduce my employees **to the right people** for their development needs.”

### Cheerleader

“I enable my employees to take their development **into their own hands.**”

Source: CEB analysis.

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# Reimagine Diversity & Inclusion

## Building Inclusive Leaders

Heads of D&I know inclusion must be business-led and fully installed in how an organisation makes decisions and does daily business to improve business and talent outcomes. While progress has been made, there still remains an enormous and costly gap between the current state of inclusiveness at organisations and the desired state.

### Key Takeaways

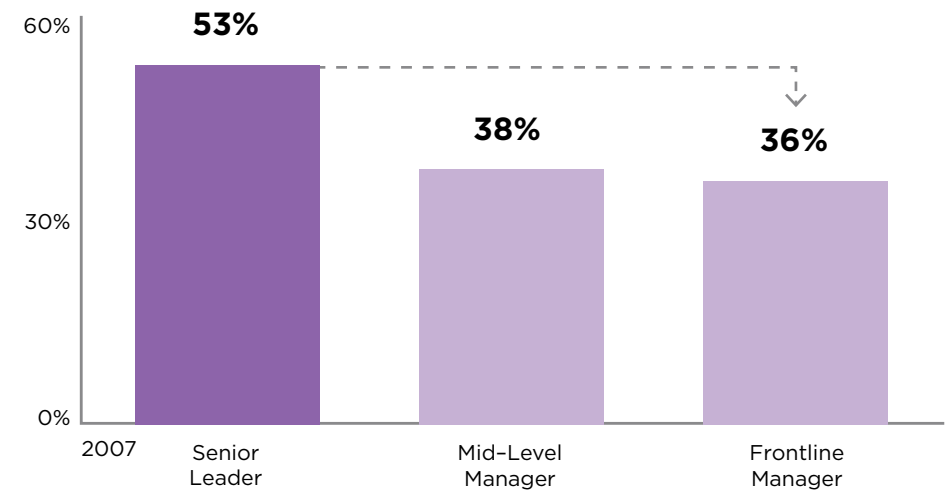
It is challenging for leaders to create inclusive climates because they must personalise the employee experience for each individual situation but also be fair across the workforce. They must incorporate different perspectives and work styles and encourage open decision making while remaining decisive and fast. Sadly, few leaders have been able to build this type of climate.

### How We Can Help

- Support your leaders in practicing inclusive decision making with our [Red Hat: Open Decision Framework](#) case study.
- Match talent needs with labour market supply with [CEB TalentNeuron™](#).

## Few Perceive Workplace as Inclusive

Employees That Agree Their Manager Fosters an Inclusive Environment



*n* = 5,891 employees.

Source: CEB 2016 Workforce Change Survey.

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# Reimagine Diversity & Inclusion

## Women in Leadership: The Journey to Date

Although a large percentage of women work at lower organisational levels, the majority of them aspire to rise to a higher leadership position. Having women in leadership positions isn't just a diversity bonus—it is a commercial imperative for organisational success. Companies with higher levels of female leaders significantly outperform their peers, and organisations with greater gender diversity see higher levels of employee productivity and effectiveness.

### Key Takeaways

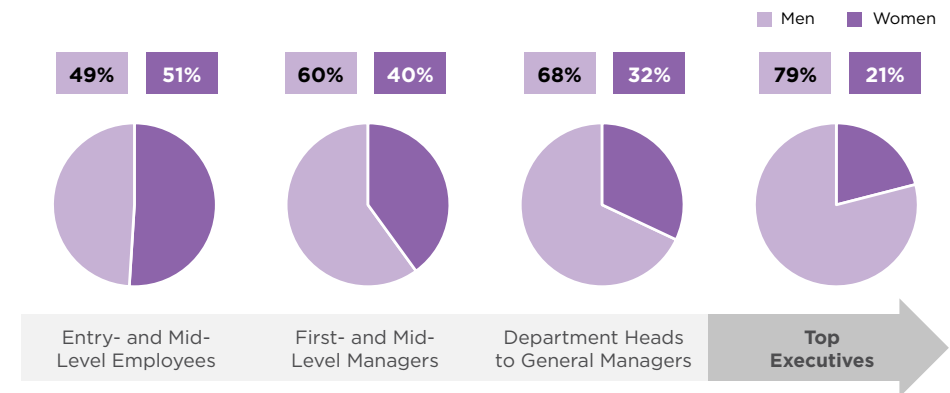
The lack of women in leadership today perpetuates a stagnant talent pool for Recruiting. As a result, Recruiting has a limited talent pool from which it can source and place female executives. While more organisations have been promoting themselves as a great place to work for female leaders in an effort to cater to their preferences, female leaders are more likely than their male peers to consider an organization if it has generous family leave policies and programs targeted at helping women reach leadership positions.

### How We Can Help

- Debunk myths surrounding women in leadership with our [Four Imperatives to Increase the Representation of Women in Leadership Positions](#) research study.
- Build more diverse talent pipelines with our [CEB Ignition™ Guide to Developing a Diversity Recruitment Strategy](#).

## Gender Balance Decreases with Seniority

Current Distribution of Men and Women in Organisational Roles



Source: CEB Q1-Q3 2014 Global Labour Market Survey.

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# Reimagine Leadership & Talent Management

## Linking Leadership Performance to Business Outcomes: The Power of Context

Nearly 50% of all leaders fail to meet their objectives after moving into a new role. Leaders are struggling to cope with the demands of increased complexity and interdependence while changes to the work environment have made their jobs more complex. Despite the increasing and ever-changing demands placed on leaders, organisations continue to use generic, one-size-fits-all approaches to leader selection and development.

### Key Takeaways

To better predict leader performance, organisations must account for the work context of leaders. These are the unique situations and challenges that leaders face. By examining the fit between leaders and contextual challenges and by relying on data-driven insights, organisations can gain an edge on their competitors and realize the benefits of intelligent, specific, and timely leader selection, development, and placement. By factoring in the wider work context, organisations are able to predict, with three times more accuracy on average than a one-size-fits-all approach, which leaders will succeed.

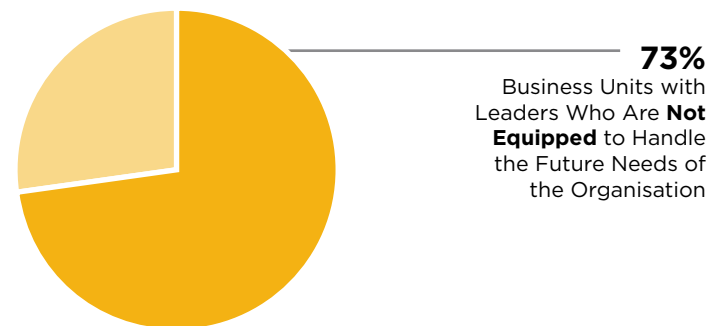
### How We Can Help

- Access objective and validated business intelligence that informs leadership talent solutions with [CEB Leader Edge Solution](#).
- Understand how context affects leader success through the *Harvard Business Review* article "[When Hiring Execs, Context Matters Most.](#)"

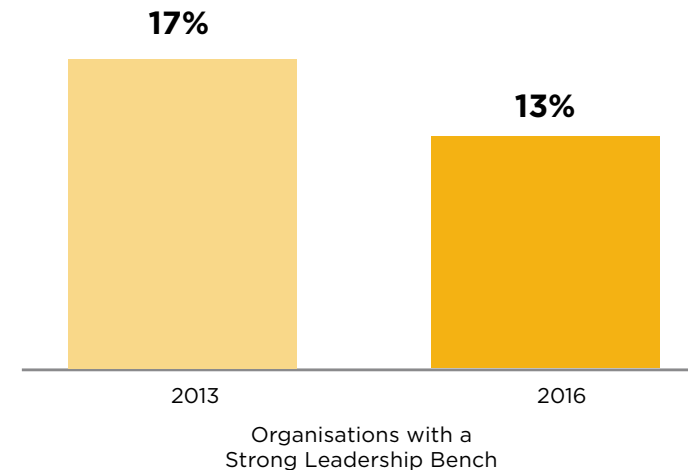
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## Confidence in Leaders is at a Low Level

Leaders Are Unprepared



Confidence Has Declined



Source: CEB 2014 Enterprise Leadership Survey; CEB 2016 HIPO Survey.



# Reimagine Leadership & Talent Management

## Agile HIPO Development

High-potential (HIPO) talent strategies are facing an existential crisis. Although common at many organisations, only 24% of HR leaders are satisfied with the results of their HIPO strategy, leaving many to question their value. A major challenge for HIPO strategies is that leadership roles are evolving rapidly. HR functions must design effective strategies to find and develop future leaders when it doesn't know what leadership roles will look like in the next five years.

### Key Takeaways

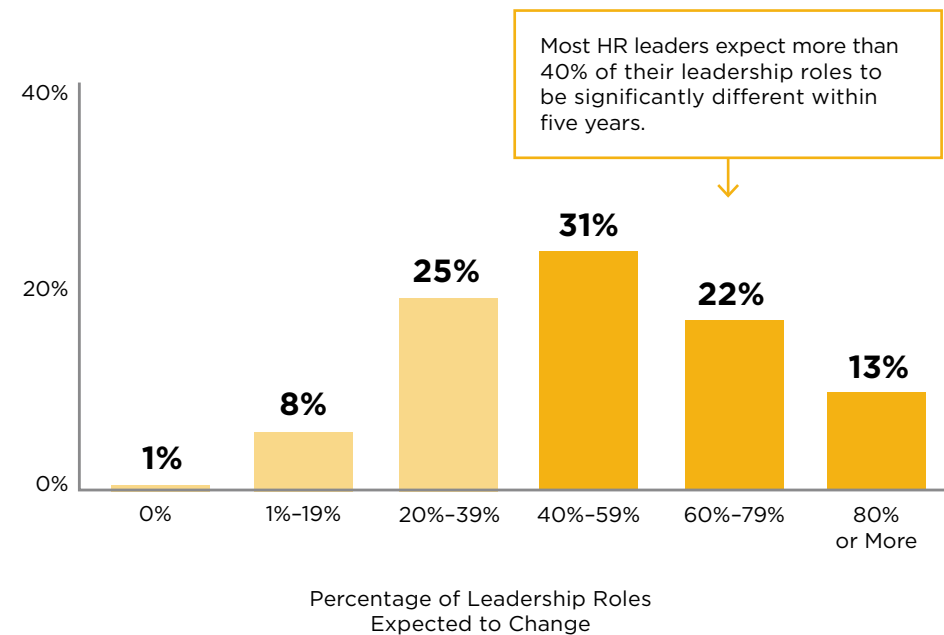
Although most organisations focus their HIPO strategies on finding and retaining agile people who can quickly and easily adapt to changing needs and new circumstances, the most successful organisations create agile HIPO processes that align ability, aspiration, and engagement with evolving business needs. Individual agility is still important, but agile HIPO processes will set the best organisations apart by strengthening their leadership bench amid constantly changing needs.

### How We Can Help

- Apply design thinking principles to your learning solutions with our [Design Thinking Toolkit](#).
- Design, define, and execute your HIPO strategy with our [High-Potential Strategy Roadmap](#).

## Leadership Roles Are Changing Rapidly

HR Leaders Expecting Leadership Roles to Change Within Five Years



n = 173.

Source: CEB 2016 Quick Poll.

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# Reimagine the Role of the CHRO

## Creating a Common Vision of Digitalisation for the Business and HR

Technology has dramatically changed how we communicate, explore, and conduct business, with capabilities considered novelties just a few years ago now considered essential. Technology's rapid pace can be intimidating, with today's business leaders often feeling like they are scrambling to catch up with digital trends. Today, embracing digitalisation means looking beyond talent to consider how technology affects the way we work throughout the organisation and working with other executives to implement that technology in a thoughtful manner.

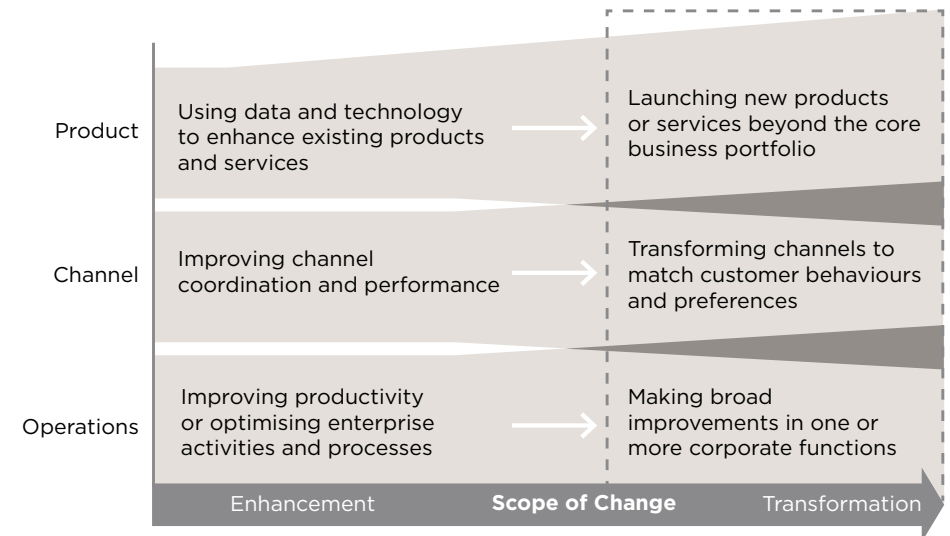
### Key Takeaways

The variability of digitalisation's impact presents a major opportunity for CHROs to create a common understanding of digitalisation among their business leaders. They can also use that framework within the HR function to prioritize initiatives, integrate work streams and processes, and upskill their teams. Over 50% of CEOs plan to invest more resources to improve the employee digital experience as well as pivot the organisation's talent acquisition strategy to focus on digital skills. CEOs are increasingly asking CHROs for help with digitalisation regardless of where the company is in its digital evolution.

### How We Can Help

- Allocate resources and build team capabilities with our [Maximising the Impact from Talent Analytics Investment](#) workshop in Brussels on 10 October 2017.
- Link the future of work to business outcomes for your CEO with our [CEO 20 Survey](#).

## The Meaning of Digitalisation



Source: CEB analysis.

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# Reimagine the Role of the CHRO

## What CEOs Want from HR

CEOs expect heads of HR to take an active role in initiatives that deal with evolving customer expectations and behaviours, changing political or regulatory landscapes, and digital disruption. These expectations reflect the CEO's assumption that the CHRO should be able to engage on business issues that go well beyond talent management. CHROs who can answer key questions on those topics from the CEO or board members without being caught flat-footed will really shine.

### Key Takeaways

When their CEO asks a tough question, most heads of HR have a trusted network of peers they can ask for advice, but these networks face limitations when trying to anticipate business trends and related CEO-level questions.

Leading heads of HR are highly efficient at taking a regular pulse of their extended peer network to proactively monitor trends and questions their CEO will need to discuss.

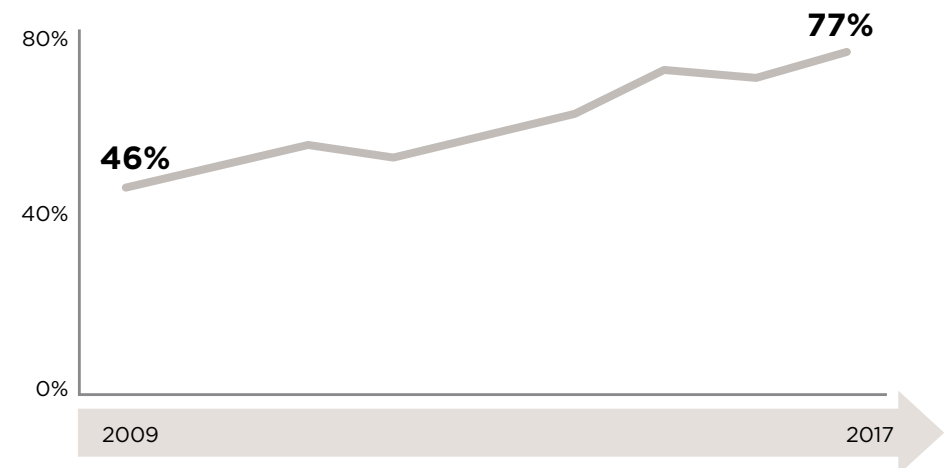
### How We Can Help

- Understand how CEOs and investors are talking about talent and prepare your CEO for the next earnings call with our [Investor Talent Monitor](#) report.
- Learn how CEOs and CHROs differ in their approach to the biggest talent trends impacting business today with the [CEO 20 Pulse Benchmark](#) report.

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## The Growing CEO Focus

Percentage Concerned About Skills Availability as Business Threat



Source: PwC, 20th CEO Survey, 2017; PwC Annual Global CEO Survey, 2009-2017.

## Top Investments to Capitalise on New Opportunities

- 1 Innovation
- 2 Human Capital
- 3 Digital and Technology Capabilities
- 4 Competitive Advantage
- 5 Customer Experience

Source: CEB analysis.

# Photos from the Event



Tom Hancock, HR Practice Leader at CEB, now Gartner, compares 'Hello' by Adele to the lives of HR executives!



The 'CEB Mobile' app was a major part of the events success as attendees were able to review the agenda, answer polling questions, download presentations, exchange business cards virtually, and connect directly with staff.



ReimagineHR is not just inspirational speakers and insightful presentations, it also provides attendees with the opportunity to network and build relationships with peers in their industry.



Charlotte Johns, Head of Recruitment at Transport for London, discusses the value of TFL's relationship with CEB, now Gartner.



The 'Innovation Zone' provided attendees with the opportunity to connect with staff members and learn how our products can help them build a HR function for the future.



Every break in the agenda gave attendees the opportunity to refuel ahead of the next session with a wide range of delicious healthy food and beverages available.



Attendees were encouraged to 'Charge Up and Challenge' Sir Bradley Wiggins with our innovative mobile device charging stations.



Our cocktail reception at the end of day 1 allowed attendees the opportunity to relax with a well deserved drink and discuss the days insights.



# What Attendees Said



Neil Gregory @gregnj75 · Sep 6

#ReimagineHR Fabulous set-up at Tobacco Dock. Ready for 2 days of insight and learning!!



Rob van der Meulen @bobvdmeulen · Sep 7

Enjoying my first CEB event today @CEB\_HR's - #ReimagineHR - great venue, great keynote and enjoying first session on #digital #recruiting



Kirsten @KirsDix · Sep 6  
Great to be listening to @saharhas  
#quoteoftheday #ReimagineHR



Polly Stevens @harveyp2008 · Sep 7  
Great session today with @iRowan one of the best keynote speakers I have had the pleasure of hearing speak! #reimagineHR



Kate Milloy @milloyk · Sep 7

Great end to the first day listening to Sahar Hashemi - inspired! #ReimagineHR



Sheena Nagar @sheenanagar · Sep 6

Great Speakers at #ReimagineHR



Florian Roeser @F\_Roser · Sep 7

Replying to @CEB\_HR

Looking forward to interesting insights on Day 2 - #ReimagineHR



Hannah Joyce @IDBSHannahJ · 23h

Why I ❤️ HR. Our job is to grow the value of the business and HR practices should drive this. We all need a growth mindset #ReimagineHR



Emily Plummer @EmilyPlummer UK · Sep 7  
Words of wisdom from @OfficialWIGGINS  
"celebrate your successes as a team"  
#ReimagineHR @hellenbenefex



Kacper @KacperSiw · 23h  
#ReimagineHR Was great to meet you and spend some time together @jennifercandee @NigelKBarker #TArulezzz #team #learning



Ben Thomas @BenCoachmatch · 18h

Great days with @CEB\_HR...inspirations, new friends and new passion to #ReimagineHR and to help our clients #transformculture @coachmatch



Seb Kol @KolSeb · 22h

great insights and good discussions about the future of #HR. Next is to stay #curious and share with the #team to start action #ReimagineHR



# Get the Insights

Build a Human Resources function for the future with CEB, now Gartner. We uncover best-practice approaches to solve your mission-critical priorities and build frameworks and tools to help you understand and apply the insights. Our case studies, tools, diagnostics, and training will help you to improve the effectiveness of your HR function, create a high-performing culture, lead through volatility, build your leadership bench, and more.

## Get the Insights

<https://www.cebglobal.com/insights.html>

<https://www.cebglobal.com/top-insights/executive-guidance/editions/2017-q3.html>

<https://www.cebglobal.com/human-resources.html>

<https://www.cebglobal.com/blogs/business-lines/human-resources/>

<https://www.cebglobal.com/talentedaily/>

## Join Us for ReimagineHR 2018

ReimagineHR is an annual event for executives and their teams from across HR and talent functions. Each year, we gather to examine critical challenges facing those who oversee talent at their organisations and discuss solutions to those challenges. Register your interest for 2018: [cebglobal.com/human-resources/reimaginehr-london-2018.html](https://www.cebglobal.com/human-resources/reimaginehr-london-2018.html)

Sponsorship and speaking opportunities for 2018: [ReimagineHR@cebglobal.com](mailto:ReimagineHR@cebglobal.com)

ReimagineHR London 2017 is one of three events in a global series, following the successful Sydney event and preceding ReimagineHR in Washington, DC.

### Other CEB, now Gartner events in 2017:

ReimagineHR D.C.  
*Washington D.C., 18-20th October*

Addressing Pay Equity  
*Amsterdam, 26 October*

The Cultural Evolution: Creating  
a Culture That Performs  
*London, 21 November*



### About CEB, Now Gartner

Leading organisations worldwide rely on CEB services to harness their untapped potential and grow. Now offered by Gartner, CEB best practices and technology solutions equip clients with the intelligence to effectively manage talent, customers, and operations. More information is available at [gartner.com/ceb](https://gartner.com/ceb).

### About Gartner

Gartner, Inc. (NYSE: IT) is the world's leading research and advisory company. The company helps business leaders across all major functions in every industry and enterprise size with the objective insights they need to make the right decisions. Gartner's comprehensive suite of services delivers strategic advice and proven best practices to help clients succeed in their mission-critical priorities. Gartner is headquartered in Stamford, Connecticut, USA, and has more than 13,000 associates serving clients in 11,000 enterprises in 100 countries. For more information, visit [gartner.com](https://gartner.com).



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 **CEB**  
is now Gartner®

The CEB logo icon is a white square containing a stylized white building with three columns. To its right is the text 'CEB' in a large, bold, white sans-serif font. Below this, the text 'is now Gartner®' is written in a smaller, white sans-serif font.