

HR @ THE CROSSROADS - MULTINATIONAL PERSPECTIVES

ORGANISATION SHEET

Objectives

At the end of this programme, participants will:

- Have a deeper understanding of the **strategic impact of their own roles** and the challenges facing HR now and in the future.
- Be familiar with current HR best practices in Luxembourg as well as in a broader international environment in key areas of HR management including the challenges facing HR in an ever changing environment, team-building, value based workforce planning, talent management, employee engagement and effectively linking all HR practices.
- Be able to draw on a diverse range of practical ideas and tools to **lead and manage change** in these areas in their own organisations.
- Have access to an expanded network of HR professionals from different cultures and organisations to continue a rich exchange of ideas and learning after the programme.

Methodology

The programme will revolve around **practical exercises and discussions of participants' current HR challenges**. Local HR experts will add context, concepts, insights to the discussion and share tips and techniques from their own experience.

Target group

- Human Resources Directors;
- Human Resources Managers;
- Executive Leaders with HR in their portfolio of responsibilities;
- Candidates seen to reach such a position in the near future working in commercial and central banks & other financial institutions.

Language

Candidates must have **a good level of spoken English**.

Participants

20 participants

Invited countries : Armenia, Azerbaijan, Bosnia-Herzegovina, Bulgaria, Cape Verde, China, Croatia, Cyprus, Czech Republic, Egypt, El Salvador, Estonia, Georgia, Hungary, Kazakhstan, Kosovo, Latvia, Lebanon, Lithuania, Macedonia, Malta, Moldova, Mongolia, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Tunisia, Turkey, Ukraine, Vietnam

**Date**

8 days seminar (weekend off)
7-16 September 2014
Arrival date: Saturday 6 September 2014
Departure date: Wednesday 17 September 2014

Experts

Experts from Luxembourg-based banks with extensive HR experience and locally recognised as leaders in their field.

Mr Freddy Vanderlooven
Managing Partner FV Consult
Moderator

Mrs Viviane Harnois
Senior Vice-President Human Resources (retired)
ABN Amro Group, Luxembourg

Mr Nicolas Rasson
General Secretary & HR Director
ING Luxembourg

Mr Gilles Ossona de Mendez
Managing Director
Inspirance Consulting

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TOPICS

Team-building and Personal Challenge

During these sessions the participants will have the opportunity to get to know each other, to do group exercises outdoors and to discover hidden personal strengths.

Teamwork

Based on the conclusions resulting from the team-building session, participants will analyse ways of working in a team.

Further teamwork concepts and an exercise will complete this session.

HR @ the Crossroads and Strategic HR

This session is focused on exploring how HR Directors/Managers' role is a key strategic part of the business and to how to increase their impact and influence in an ever changing and challenging environment.

Change, Leadership and The Manager as Coach

Effective change management is no longer about keeping abreast of change or adapting successfully to changing business contexts. It is about anticipating change and the implications.

The fundamental principles of Leadership Styles and the Organizational Climate they create will be looked at in the context of a more humanistic and holistic approach. The role of Managers as Coaches will be linked to their individual leadership style.

Aligning HR Practices

HR departments often look like a fire station, answering requests coming from all departments in the company at the same time! Consistency in the HR practices seems difficult to ensure on the long term.

Furthermore, the holy words of "efficiency and performance" tend to force HR departments to "slice up" the different practices into silo experts.

Given these challenges, how can we keep HR aligned around a solid backbone?

How do we build an HR vision enabling everyone to work with a common language and purpose?

We will work around practical exercises based on your experience, to help you reflect on your HR vision as well as the consistency of your HR policy.

Value-based Workforce Planning

One of the key roles of HR is to make a clear link between the business strategy and the people strategy. The goal of Value-Based Workforce Planning is to define the key business challenges and to identify the key competencies the Company needs to reach their targets. One of the results is the creation of a competencies framework.

In this section we will also see how to make a gap analysis between the skills/competencies needed and the ones we currently have in our company. This analysis and approach will directly influence the structure of the main HR processes: recruitment, development, career/talent management, performance management, competencies management, job weighting...



Talent Management

Talent management is a business need recognized by CEOs as crucial to future success. This challenge must be supported by processes to identify, assess and develop future managers/decision-makers and specialists as well as support the development of succession strategies. We will look at a typical process including exercises.

Back to Work Workshop

In this workshop, summarizing the learning and take-aways of the seminar, the participants will identify practices, improvements or changes they will recommend for implementation.

They will prepare a presentation for their management with their objectives.

All participants are encouraged to bring their own situations and challenges into the seminar to enhance learning and the sharing of knowledge.