

Hilton WestEnd  
Budapest  
7th-9th November, 2005

# CEEHR

Value Added Human Capital Strategies for Business Success

The first and most comprehensive cross-industry regional summit program ever assembled for HR Leaders in Central and Eastern European region.

## High Impact Expert Presentations



### Creating Impact as a Leader

**Nigel Risner**  
Managing Director, Award Winning Speaker, HR Specialist  
Nigel Risner & Associates



### Past Present and Future - The New HR Paradigm Shift

**David Forman**  
Chief Learning Officer  
The Human Capital Institute



### Human Capital strategy for the EU in the knowledge society

**Dr. Marc Luyckx Ghisi**  
Former Director of Forward Studies Unit  
European Commission, Dean CBA Business School



### Measuring the Strategic Impact of HR

**Paul Kearns**  
Director  
PWL



### Learning Organization - Leveraging KM for Success

**Verna Allee**  
President  
Verna Allee & Associates



### Career Management at the Very Top

**Paul Basile**  
President  
DBM Europe



### Performance Management (One Day Workshop)

**Michael Armstrong**  
E-Rewards, UK

## Event Objectives

- **Focus** on HR Strategic Planning
- **Align** HR with corporate strategy
- **Become** a high performance leader
- **Develop** a true learning organization
- **Handle** Performance Management
- **Develop** your Leadership Competency
- **Learn** from the leading executives in Central and Eastern Europe today
- **Network** with HR practitioners from the entire CEE region
- **Share** your challenges and successes
- **Explore** future trends and current best practices
- **Realize** how to get better results with lower costs
- **Familiarize** with Integrated Talent Management
- **Become** effective in managing change
- **Improve** your HR product and service knowledge

## LEAD SPONSOR



## Collaborative Partner



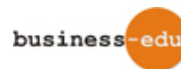
## Exhibitor



## Gourmet Partner



## Media Partners



## Supporting HR Associations:



Czech Society for Human Resources Development



HR Professionals' and Industry Club



The HR Club Romania



Hungarian Association for Human Resource Management



Polish Human Resource Management Organization



Latvian Association of Personnel Management



Slovak Association for Human Resources Management and Development



Slovenian Association for Human Resource Management and Industrial Relations



Estonian Association for Personnel Development

# Welcome

Welcome

Dear HR Professional,

Welcome to **CEE HR 2005**.

HR professionals are continuously pressed by new challenges everywhere in the European Union, particularly in the newly joined EU member countries in Central and Eastern Europe. The emphasis of the profession is placed on the strategy and improved human resource planning. This includes a more focused, pro-active and streamlined recruitment and integrated talent management processes and measures that supports enhanced accountability in demonstrating the role of HR in CEE. Top executives are increasingly looking to the HR functions to improve company performance. The ultimate goal of organizations is to improve their bottom line performance to be sustainable in the long-term.

To achieve those objectives, the traditional HR functions of staffing, recruiting, compensation, and benefits are being replaced by a new generation of value-added core HR functions. These include progressive HR measures such as high-involvement work practices, training, strategic work force planning, and organizational continuous improvement programs. The organizational events of the last ten years - out-sourcing, downsizing, re-engineering, reduced organizational levels, acquisitions and joint ventures, high management turnover, broadened spans of managerial control, rapid technological change and globalization ? are challenging traditional HR and executive development practices.

The impact can be seen in many ways:

- There are fewer levels and broadened spans of organizational control, which means that organizations are finding it harder to retain talented people.
- Radically changing organizational structures have effectively abolished career paths and middle management in both the private and public sectors.
- Reduced budgets and more demanding shareholders and other investors have forced companies to focus developmental resources for optimum return in the short-term and invest less time to more resource-intensive and long-term approaches to HR development.
- Rapid technological change and the growth of e-business and the Internet which, combined with globalization has altered the way work is performed.
- The HR Function is integrated with overall corporate goals and objectives, which counts for increased accountability and responsibility.

CEE HR will deal with these most pressing challenges faced by today's HR Leaders and Practitioners. The program has been carefully researched and designed to address issues facade by Central and Eastern European HR practitioners, delivering a great diversity of knowledge exchange opportunities and high power business intelligence on the subject matter.

The event has been developed to ensure each delegate is able to tailor a program most directly suited to their specific and individual needs.

A high performance 3-day session including world class keynote presentations, case study presentations, panel discussions and Action Learning Workshops. Delegates are assured the highest level interaction throughout the entire event to take immediately actionable strategies back to their organizations.

Organizations represented are from the top 1000 companies in Central and Eastern Europe. This ensures common interest, detailed discussion of similar problems and challenges faced by HR practitioners to improve the role of Human Resource Management in the CEE region.

We would personally like to thank everyone involved in putting this event together, especially the trainers and speakers for their relentless support.

We look forward to meeting you in Budapest!

With best wishes,



Mihaly Nagy  
General Manager



Marc Coleman  
Director CEE

# Presenters



## David Forman

David is the Chief Learning Officer of the Human Capital Institute, an organization devoted to helping companies unlock the potential of their people and realize benefits from their intangible resources. He has spent much of his professional career working with major global corporations to use technology to promote learning, employee development and fostering change initiatives. His clients have included SAP, IBM, DuPont, Pricewaterhouse Coopers, Deloitte and Touche, the Society for Human Resource Management, FedEx, UNESCO, Shell Oil and Sony Electronics. David was the CEO of a large training and development firm (Spectrum Interactive in Boston), and is also a recognized expert in the arena of technical certifications, technology-based learning systems and global HR processes. He has worked in Europe, North America, Central America, Asia and the Middle East during his extensive business career



## Dr. Marc Luyckx Ghisi

Dr. Luyckx has been during almost 10 years, working directly for Presidents of the European Commission Jacques Delors and Jacques Santer, as a member of the "Forward Studies Unit", in the European Commission, from 1990 until 1999. He was in charge of the meaning of the European construction and of its ethical, cultural, religious, and political dimensions, in the context of the paradigm shift. Honours and memberships

- Fellow of the "World Business Academy", Ojai, Ca. USA
- Fellow of the "World Academy of Arts and Science". USA.
- Member of the Executive Committee of the Brussels-EU Chapter of the "Club of Rome".
- Member of the "Commission on Globalization" organized by the "State of the World Forum." (San Francisco).
- Member of the "(Yes magazine), Positive Future network". BainBridge Island (WA)
- Member of the "World Future Society" (more US)
- Member of the "World Federation of Future Studies" (more Europe-Asia)
- Honorary President of EUROTAS "European Transpersonal Association"



## Michael Armstrong

Mr. Armstrong is an experienced HR practitioner for 25 years, including 12 years as an HR Director. Ten years experience as head of HR consulting at Coopers & Lybrand. Currently Managing Partner of MA Associates an HR consultancy specializing in reward and performance management. Joint Managing Partner of E-Reward a unique web site dedicated to reward management with over 6,500 registered members. Author of Performance Management (2<sup>nd</sup> edition), Reward management (3<sup>rd</sup> edition) and A Handbook of Human Resource management (9<sup>th</sup> edition). Speaker at numerous international conferences on reward and performance management.



## Nigel Risner

Nigel Risner and his inspirational and empowering messages excite audiences throughout the world.

He delivers over a hundred talks a year in his unique, energetic style to corporations and associations such as The Academy for Chief Executives, The Institute of Directors, Royal Bank of Scotland, HSBC, Red Bull and many others.

Prior to motivating audiences, he ran a successful finance company, being one of the youngest CEO's in the City of London at 26 years of age.

He was the past president of the London Chapter of Professional Speakers Association, and has just been voted Speaker of the year by the Academy of Chief Executives. He is also a Companion of the Institute of Sales and Marketing Management. Speaking and training more than 150 times a year, Nigel Risner provides answers, informs, challenges and entertains at conferences, dinners and events for companies like GSK, HSBC, Exel, Red Bull, RBS, Nat West and Pfizer



## Paul Kearns

Paul Kearns is Director of PWL (Personnel Works Limited) a specialist HR, training and performance measurement consultancy which he founded in 1991. He started working in HR in 1978 and soon realised that the disjointed nature of many HR practices rendered them ineffective. As a direct result he has spent the last 10 years developing and refining a whole system, strategic approach to organisational effectiveness through HR. This incorporates a coherent methodology to develop HR strategies that directly influence business performance through the use of simple performance measurement and evaluation systems. His work in this area has led to him becoming a world authority in the specialist area of evaluation with a large list of satisfied clients both in the UK and internationally, including Europe, the Middle East and the Far East



## Verna Allee

Ms. Alle is recognized worldwide in the fields of value networks, knowledge management, intangibles, communities of practice, and new business models. She is a practitioner, thought leader, author, and frequent keynote speaker. As founder of *Verna Allee Associates* and Sr. Fellow of <konvergeandknow> she consults with a wide variety of organizations—from global corporations and entrepreneurial startups to government agencies. She helps people develop and implement knowledge strategies, learning communities, nonfinancial scorecards, and new management practices, drawing from living systems theory. Ms. Allee is a Fellow of the World Business Academy and acts as advisor for special projects in intellectual capital and the knowledge economy for the **European Commission, Stanford University**, the Brookings Institution, multi-organizational task forces, and Digital4Sight. In July 2001 and September of 2003 she was featured in cover articles for knowledge management journals as one of the top people in the knowledge management field. She is on the Advisory Boards of the Collaborative Intelligence Lab at UC Berkeley and the Knowledge Management Institute of George Washington University, and is adjunct faculty member of Alliant International University (California) and Waikato University (New Zealand) and **Advisor to Vision 2020 in Brussels**.



## Paul Basile

Paul Basile has experience in both private and public sector organizations in professional services including human capital services, as well as in energy, information technology, and aerospace. He has led five companies or business units, and has lived and worked in seven countries: Austria, Belgium, France, Singapore, Switzerland, the United Kingdom, and the United States.

As President, DBM Europe, Paul has management responsibility for DBM's transition services to clients and customers in 27 countries across Europe. As a member of the company's global executive team, he is committed to continuing DBM's leadership and innovation in the transitions industry.

Prior to joining DBM, Paul was Managing Director of I to I Limited, a firm he created that provided outsourced marketing leadership to professional services firms in the UK and the US. Previously, he was President, Asia Pacific Region, for SHL plc; Vice President, Global Marketing and Global E-Business for Hay Group, Inc; Director of Global Marketing at The Boston Consulting Group; and President of Computer Sciences Corporation (CSC), France and Vice President of CSC Europe. He has also worked for a global energy organization, a European business school, and an international research institute.

Paul has written 13 chapters in books and over 20 magazine and newspaper articles. He recently completed a book on the leadership and management of global companies. Paul has a BS in Engineering from Princeton University, an MS in Aeronautics and Astronautics from the Massachusetts Institute of Technology (MIT) and an MS in Management from MIT.



## Liviu Cotora

Founder & Chairman of INTEGRATOR.

Whilst working with senior management teams through the process of designing and implementing different business management systems, became in Cotora's tradition to innovate through many technology waves and to help clients benefit of their entire value creation potential.

Recognition of the impact intangible assets would have on companies performance, led Liviu Cotora to the development of new business management solutions and methodologies to offer a more efficient approach to the management of all resources of a particular organization.

Liviu Cotora is a regular speaker within high-level international events; he produces white papers and articles on current subjects such as Strategic Performance, Intangibles Management and Corporate Value Management. Cotora is today part of the leading thinkers' in intangibles management. He strongly believes that the next decades belong to intangibles just as the last ones have been dedicated to tangibles.

*"There is no question that it is necessary to measure and manage intangible values such as know-how, competence or partnerships. The question is how to do that. It's not enough to say you care about the intangible assets and about their value creation potential. You must know how to identify, measure and manage the total value creation and the flows it generates inside the company. In this respect, companies have to benefit from the appropriate methodologies, technologies and tools."*



# Presenters

## Exclusive Case Presentations and Panelists

**Terry W. Laudal**  
Senior VP HR  
**SAP**  
(Country Base: Germany & USA)

**David Kaput**  
VP Global HR  
**SAP**



**Rita Asvanyi**  
HR Director Europe  
**Elcoteq**  
(Country Base: Hungary)



**Ben Van Stekelenburg**  
HR Director Central Europe  
**Citigroup**  
(Country Base: Hungary)



**Laszlo Szocs**  
HR Director  
**MOL**  
(Country Base: Hungary)



**Johan Swarts**  
Executive Director HR  
**Pliva**  
(Country Base: Croatia)



**Anneliese Anghel**  
VP HR & Shared Services  
**Rompetroil**  
(Country Base: Romania)



**Dr. Rupert Dollinger**  
Head of Human Resources  
**Erste Bank Group**  
(Country Base: Austria)



**Sarolta Kiss**  
HR Director CEE  
**Glaxo Smith Kline**  
(Country Base: Hungary)



**Anna Hudakova**  
HR Director  
**Slovak Telecom**  
(Country Base: Slovakia)



**Jana Riebova**  
HR Director  
**HVB Czech Republic**  
(Country Base: Czech Republic)



**Jozsef Blasko**  
HR Director  
**BAT Russia**  
(Country Base: Russia)



**Petra Ulshoefer**  
Managing Director, Hungary  
**International Labour Organization, Geneva**



**Christine Heyting**  
Regional HR Director  
**Ernst & Young**  
(Country Base: Czech Republic)



# Day 1. STRATEGIZE HR

## Event at Glance

Day One  
Strategize HR

Day Two  
Implement HR

Day Three  
Action Learning Workshops

8:00-8:30 Registration & Welcome Breakfast

8:30-8:35 Welcome Message

8:35-9:00 Opening Keynote – Creating Impact as a Leader



Nigel Risner - Managing Director, Nigel Risner & Associates

The practical strategies shared by Nigel will guarantee you know how to: Get from 'where we are' to 'where we want to be'; Be an effective leader; Achieve unbelievable success for HR Directors.

9:00-9:30 Keynote – Past Present and Future – the new HR paradigm shift



DAVID FORMAN - Chief Learning Officer, The Human Capital Institute

The role of HR function has been going through major transformation in the recent years especially in CEE. The HR Professional must be proactive in terms of linking people strategy with corporate vision and mission in addition to be accountable for and ensure a result orientated HR delivery. David Forman will present how to be a pro-active change agent and link business strategies with business and measurable HR goals, processes and systems.

9:30-10:15 Case Presentation – HR Transformation at SAP- Integrating HR with Corporate Strategy



Terry W. Laudal  
Senior VP HR  
SAP

David Kaput  
Vice President Global HR  
SAP

An increasing number of companies globally and in Europe are implementing management systems and HR practices with greater employee involvement to enhance productivity and quality. This ensures gaining the competitive advantage of a workforce which is strategically aligned with the organization's goals and objectives. Critical organizational processes such as information sharing, training, decision-making, and rewards are now being moved down to the lowest levels. This approach to HR puts knowledge, power, rewards, and a communication network in place at every level across the organization.

10:15-10:45 Coffee Break

10:45-11:30 Case Presentation – Integrating HR - Acquisition of Shell Romania



Laszlo Szocs - HR Director

Improving the performance of employees and aligning HR after merger is key to the success of the organizations. Every department is also part of a larger business, and any optimization project should consider questions related to the enterprise as a whole. While a workforce can be trained, managed and rewarded, it sounds somewhat mechanistic to speak of "optimizing" people and HR procedures. This paper will examine how MOL copes with such task after acquiring Shell in Romania.

11:30-12:15 Case Presentation - Succession Planning: Career Management & Development - The Citi Way



Ben Van Stekelenburg - HR Director Central Europe

Succession Planning takes career management and development to the next level. It is a strategy which allows an organization to prepare personnel with the potential to take the next step – to fill vacancies in key positions. Implementing a succession planning program will help ensure that the company doesn't suffer when planned or unplanned vacancies occur. By identifying appropriate people and developing their skills, the organization can effectively be protected from the adverse impact of unexpected staff losses, and ensure a smooth hand-over for planned staff movements.

12:15-13:00 Lunch

13:00-13:30 Afternoon Keynote Presentation – A Win –Win strategy for the EU in the knowledge society



Marc Luycckx Ghisi  
Former Director of Forward Studies Unit, European Commission  
Dean, CBA Business School

The Council of Head of State have decided in Lisbon in March 2000 that the EU should be the most competitive market in the knowledge society before 2010, but in a socially inclusive and sustainable way. Dr. Luycx will demonstrate how the EU have been very forward looking because (1) Instead of speaking of technologies, they speak knowledge society. (2) They have made the link between competitiveness and sustainability, which is crucial for the future. (3) In pushing for social inclusion they have capitalized on the rising new inclusive logic of knowledge management. (4) In one single statement, they set the stage of a win-win scenario for the European Union in the coming decade

13:30-14:00 Expert Presentation - Career Management at the very top - who gets the corner office?



DBM Paul Basile President  
DBM Europe

Careers don't manage themselves. The people at the top are not always the top people. Anything of complexity and importance should be managed and developed, and careers are no exceptions. Several characteristics of successful career management will be discussed, and examples given. Above all, people with talent, who wish to apply that talent to their organization's goals, need to guide themselves and their colleagues through the frequent and unavoidable transitions that shape all careers.

14:00-14:30 Expert Presentation – Measuring the Strategic Impact of HR



Paul Kearns - Director, PwL

Human capital management is about maximizing the value of people. It involves identifying, managing and measuring the human capital issues that can affect organizational and financial performance.

14:30-15:00 Coffee Break

15:00-15:45 Case Presentation – Dealing with Organizational Change



PLIVA Johan Swarts - Executive Director HR, PLIVA

As any organizational change has to be implemented through people, HR has always been playing an important role in introducing and successfully managing change across the workforce. In this context HR Professionals has a vital role to ensure the organizational objectives of change are met, and they have to ensure that they gain the commitment of their people, both during and after implementation.

15:45- 16:30 Case Presentation - Developing the next generations leaders



Sarolta Kiss - HR Director, CEE

16:00-17:15 Panel Discussion – Demonstrating the Role of HR, as a strategic business partner

HR's future role will be supporting a company's competitive advantage by providing high quality people and by helping business managers to strategically plan the functions of those people within the organization. This Panel Discussion will deal with how HR shifts from being an administrative support function to becoming a business partner in charting business strategy. This requires transforming the HR function into a strategic business partner that will positively affect a company's earnings in a climate which is becoming more fiercely competitive for intellectual capital required for corporate sustainability.

Moderator: Paul Basile - Managing Director, Europe, DBM

Panelists:

- David Forman - The Human Capital Institute
- Terry W. Laudal - SAP
- David Kaput - SAP
- Ben Van Stekelenburg - Citigroup
- Paul Basile - DBM Europe
- Johan Swarts - Pliva

- Nigel Risner - Nigel Risner & Associates
- Laszlo Szocs - MOL
- Sarolta Kiss - GSK
- Rita Asvanyi - Elcoteq
- Senior Representative - Hay Group

17:15-18 Virtual Cellar Tour and Wine Tasting - Gourmet Partner: Lics Winery

17:15-23:00 Wine Tasting & Cocktail Dinner



*“When more is expected of the HR function, a higher quality of HR professional must be found.”*  
Dave Ulrich

*ected  
of the  
HR  
unction*

# Day 2. IMPLEMENT HR



Hilton

Best Business Hotel in Hungary 2001" "Best 5-star Hotel in Budapest 2001"

Enjoy the luxurious service and modern conveniences of a 21st century hotel and experience the far-famed Hungarian hospitality!

This modern contemporary style hotel is located on the Pest side of Budapest, Hungary, in the downtown district offering direct access to an entrancing high-class shopping mall.

All major sights such as the Parliament, the Opera, the Hero's Square, the St. Stephens Basilica are within walking distance and the hotel is in close proximity to the Liszt Ferenc Music Academy where late Kings and Queens enjoyed the tunes from Liszt to Kodály

## About Budapest

Budapest is located in the heart of Central and Eastern Europe. This dynamic and culturally rich city lies at the bank of River Danube. The river, Europe's highway, determines the life of Budapest dividing it into two and yet connecting both sides of the city's unfurling districts.

The Royal Castle, the Fisherman's Bastion and the Matthias Church together with the castle district define the view of Buda.

The view of Pest on the left bank is dominated by the Parliament Building-one of the most beautiful architecture in Europe-and dynamic economic and social marks of the development of large middle class housing units throughout the 19th century

8:00-8:30 Registration & Welcome Breakfast

8:30-9:00 Opening Keynote – Learning Organization - Leveraging Knowledge



Verna Allee - President, Verna Allee & Associates

Members of a "learning organization" are engaged in their work, striving to reach their potential, by sharing the vision of a worthy goal with team colleagues. They have mental models to guide them in the pursuit of personal mastery, and their personal goals are in alignment with the mission of the organization. Working in a learning organization is far from being a slave to a job that is unsatisfying; rather, it is seeing one's work as part of a whole, a system where there are interrelationships and processes that depend on each other. Ms. Allee will take participants beyond typical ROI, value chain and process models to rethink business activities from the whole system perspective of a value network, she will show how value network strategies ensures business success by leveraging knowledge and intangibles and demonstrates the role of HR in successful Knowledge initiatives.

9:00 - 9:30 Expert Presentation – Making Human Resources Tangible



Liviu Cotoră - Chairman, Integrator

9:30-10:15 Presentation – Senior Management Development Centers at E&Y



Christine Heyting - Regional HR Director, Ernst & Young

10:15-10:45 Coffee Break

10:45-11:30 Case Presentation – HR Shared Services - a Rompetrol Case



Anneliese Anghel - VP HR & Shared Services, Rompetrol

Rompertrol was acquired by its current investors about five years ago. Since than Rompetrol moved from one company to a group of companies, from 200 to 7300 employees, and had to face huge changes in Romania and other regions. Furthermore, HR had to work with management to create awareness of HR issues and obtain buy-in for its projects.

- Development in a uncertain moving economic environment with former state ownership, wavering legislation and strong unions
- Support from the top: Working with the board to move from a bureaucratic organization to transparency, flexibility and quality
- "Educating" the board in modern HR approaches
- HR keeping pace with the rapid development of Rompetrol companies, while heavily investing in a stable and flexible environment for the future.

11:30-12:15 Case Presentation - Performance & Competency Management in CEE, the ERSTE way



Dr. Rupert Dollinger - Head of Group Human Resources, ERSTE Bank

This presentation will highlight Erste Bank's strategy on how the company uses different target driven bonus system in comparison to other business lines in addition to identifying Erste's Group Performance Model. Furthermore it also unveils how transfer of know how, standardized instruments of personal development satisfaction surveys and managed networks are essential part of the company's Competency Management.

12:15-13:00 Lunch

13:00-13:30 Case Presentation - Effective Compensation and Benefits Strategies in CEE



Jos Bomers - Managing Director, Europe, HayGroup

The level of salaries sends a clear message to the firm's workforce if they are regarded as truly valued and valuable to the organization. Compensation can take many forms such as pay increases, share ownership, stock options, profit sharing, paying for skills acquisition and individual or team incentives. In principle, any compensation system should be aligned with organizational strategy.

13:30 - 14:15 Case Presentation - Talent and Innovation: Change for leadership at British American Tobacco in Russia



Jozsef Blasko - HR Director Russia, BAT

Now, more than ever the demand for talent has increased tremendously globally, including Central and Eastern Europe. Most organizations have some recurring themes: there was no single view of what glues talent management initiatives together to make them integrated with the overall corporate strategy; in addition to what the necessary steps are to ensure long term commitment, loyalty, leadership development and service of the brightest individuals.

14:15-14:45 Coffee Break

14:45-15:30 Case Presentation - Training for Success - Optimizing Staff Training and Development



Jana Riebova - HR Director, HVB Bank

This presentation will focus on how to set up priorities in organization development in the period of changes. It also highlights how to involve managers in training and development activities and which are the strong and weak points of development processes automation. In addition explore how to design winning sales development programme and how to show to management which value the company received for the investment.

- HR heritage of mergers in HVB Bank
- T&D as a priority of company performance increaseFinancial institution
- T&D specificsManager or Professional?
- Can we measure the impact of diagnostics of potential to company performance?
- Do it faster and cheaper - implement e-learning!
- Why "training resistance" is still existing?
- What we have done and how we measure the result

15:30-16:15 Expert Presentation - Talent Retention and Development at Slovak Telecom



Anna Hudakova - Vice President, HR, Slovak Telecom

16:15-16:45 Closing Keynote - Labour market in transition: Balancing security and flexibility in CEE



Petra Ullshoefer - Managing Director, Hungary, International Labour Office, Geneva

16:00-17:00 Panel Discussion – Workforce Acquisition & Redeployment

Firms need to build long-term commitment not only acquire new workforce, but also to retaining the existing human capital. This can be achieved through more rigorous recruitment and selection and greater investment by firms in training and developing their work force. Many organizations need to change their philosophy to regarding people as assets rather than costs. The Panel discussion will identify how effectively optimize staffing in the current challenging business environment.

Moderator: Maria Babosik, PhD - Managing Director, Hungary, HayGroup

- |                                  |  |                                |
|----------------------------------|--|--------------------------------|
| <b>Panelists:</b>                | • David Forman - The Human Capital Institute | • Anneliese Anghel - Rompetrol |
| • Liviu Cotoră - Integrator      | • Terry W. Laudal - SAP                      |                                |
| • Anna Hudakova - Slovak Telecom | • Jozsef Blasko - BAT                        |                                |
| • Rita Asvanyi - Elcoteg         | • Jana Riebova - HVB Bank                    |                                |
| • Jos Bomers - Hay Group         | • Christine Heyting - Ernst & Young          |                                |
|                                  | • Paul Basile - DBM Group                    |                                |

17:00 Close of Day Two

# Day 3. Action Learning Parallel Workshops

## Stamford Global Action Learning Approach

Only those who have experienced a formal Stamford Global Action Learning program understand the difficulty in attempting to define action learning.

This results from participant's learning being far greater than the sum of the individual learning components that make up an action learning event. Action Learning goes beyond problem solving, acquiring new knowledge and facts, and developing new skills, to deep learning that can penetrate the heart and core of the individuals involved.

Action Learning is a means of development, intellectual, emotional or physical, that requires our delegates, through responsible involvement in some real, complex and stressful problem, to achieve intended change sufficient to improve his/her observable behavior henceforth in the problem field. Learning-by-Doing may be, perhaps, a simpler description of this process.

In most of the Action Learning programs developed by Stamford Global, delegates learn with and from each other by mutual support, advice and criticism during their attacks upon real problems, intended to be solved in whole or part. The learning achieved is not so much an acquaintance with new factual knowledge nor technical art conveyed by some authority such as an expert or a teacher (although such fresh acquaintance is not ruled out), as it is the more appropriate use, by and reinterpretation, of the subject's existing knowledge, including his recollections of past lived experiences.

Action Learning particularly obliges subjects to become aware of their own value systems, by demanding that the real problems tackled carry some risk of personal failure, so that the subjects can truly help each other to evaluate in what they may genuinely believe. Action Learning demands real-time and hence observable activity on the subject's parts and thus tests whether the subjects are committed to what they can, in other conditions, merely asseverate. This may well be done by followers of the case study, business game or other simulation, but is impossible in the Me-Here-and-Now of operational reality. Action Learning therefore leads the delegates to undeceive themselves in ways denied to the seminar

8:00-8:30 Re-Registration & Welcome Breakfast

8:30 - 16:30 FULL DAY Seminars

### Seminar 1 Integrated Talent Management

Course Instructor: David Forman



Now, more than ever the war for talent has become the everyday concern of top HR practitioners. While the HR phenomenon known as talent management has become a key component of overall corporate strategy, the idea of Integrated Talent Management is in its infancy. It is vital that companies begin to recognize the importance of Integrating Talent Management. Companies must begin to look at each of the eight components of talent management in light of long-term strategy.

#### Seminar Focus:

The Key Principles of Talent Management.

Effective Workforce Planning.

Learn effective techniques on:

- Talent Acquisition.
- Talent Development.
- Talent Deployment.
- Talent Retention.

Evaluate the value of Human Capital by using HR Scorecard, HR Metrics, ROI, and other human capital evaluation tools

Participate in Action Learning and case-study presentations.

Identifying and evaluating new trends in HR practice.

### Seminar 2 Performance Management

Course Instructor: Michael Armstrong



Performance management will be described as a systematic process for improving organizational performance by developing the performance of individuals and teams. Its aim will be defined as being able to get better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Processes for establishing shared understanding about what is to be achieved, and for managing and developing people in a way which increases the probability that it will be achieved in the short and longer term will be described. It will be emphasised that performance management is about managing the business and that it is owned and driven by line management. Performance management is a key process in any organization wanting to improve performance and achieve competitive edge. It provides an effective means of developing and maintaining a high-performance culture.

#### Seminar Focus:

Understand the aims and principles of performance management and how it works.

Find out how world-class organizations use performance management as a vital business tool.

Obtain practical guidance on how to introduce and operate performance management.

Appreciate how performance management functions as a means of developing, motivating and rewarding people.

Gain insight in how to obtain the support of top management and achieve buy-in from front line managers.

Know how to train line managers in their performance management responsibilities.

### Seminar 3 The Human Side of Knowledge Management

Course Instructor: Verna Allee



This seminar is an in-depth exploration of **two important dimensions of success** in the knowledge economy.

**The first dimension** is supporting the human dynamics of collaboration, knowledge networks, and communities of practice—to increase knowledge sharing, generate new ideas and innovation, and accelerate group learning.

**The second dimension** is understanding how to use the economic principles of intangibles and networks, to bring breakthrough thinking and dramatic business results for bottom line profitability.

Participants will explore the increasingly important themes of transparency, sustainable economics, ethical behaviour, information security and multi-culturalism, and the changing world of work. This larger reflection on societal change will set context for the dynamic skills participants will be learning over workshop.

**Sharing knowledge:** When is knowledge sharing critical? What strategies have been tried to counteract the tendency of people to hoard knowledge? How can informal communities of practice be the basis for more formal organizational knowledge sharing? What participatory approaches work?

**Knowledge synergy in a group:** What obstacles prevent a group from more effectively building upon their stocks of individual knowledge? What are the obstacles to group learning? How can people begin team learning?

**Transferring tacit knowledge:** In what situations are classroom learning and virtual e-learning not effective? What methods have been used by other firms for successfully transferring tacit knowledge?

**Continuous learning:** Why do some people stop learning and growing? What new habits and processes can help people renew their interest in learning? What attitudes help and what others hinder learning? How is learning and KM practiced at the personal level?

**Generating new knowledge:** Why are some people innovative but some are not? What conditions encourage creative insights? How can generative insights be facilitated in a group? What kinds of firms should pay more attention to innovation processes?

**Leadership in KM:** How important is executive sponsorship and modeling in KM? What are the elements of organizational policy and culture favorable to learning and KM?

### Seminar 4

Leadership in the HR Function.

Presented by

**HayGroup**<sup>®</sup>

Today's HR practitioners must step up to the demands of the global organization and participate as full strategic partners in the business. They can only realize that if they fully understand the nature of the HR value proposition and develop the necessary leadership within HR and the organization at large. *Leadership in HR* focuses on key strategic and tactical issues for HR professionals as business partners.

#### Seminar Focus:

**Understand** the strategic management context of HR

**Identify** the HR value proposition

**Become** a full strategic partner in the business

**Develop** an effective HR workplan

**Measure** the contribution of HR to the organization

**Develop** leadership throughout the organization

# Supporting Organizations

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Hay Group is a global organizational and human resources consulting firm. We actively seek to improve our clients' business in ways that are unparalleled by other consulting firms. We improve business performance by focusing on critical "people, cultural, or organizational" issues that either enhance or restrain success. We work uniquely in the areas of organization structures and roles, reward and talent management to help our clients achieve their strategic objectives. While we have distinct services in each of these areas, we can also solve problems by combining services so that clients' receive just the right solution for them.  
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DBM is a leading global human capital management firm providing transition services to private and public companies, not-for-profits and governments. With almost 40 years of experience creating innovative career transition solutions, DBM annually guides more than 7,000 organizations and 250,000 individuals through key transitions caused by significant change events or by the dynamic ongoing employee changes that impact business daily. DBM counsels organizations on aligning workforces with business strategy after mergers, acquisitions and restructuring, transitioning employees for increased speed to competency or improved productivity; and outplacement planning and implementation. DBM consultants also provide career transition and business coaching services to individuals clients seeking to get the most out of their personal career transitions. DBM has 230 locations serving 85 countries and has partnered with 70% of the Fortune 500 and 80% of the Global 500.  
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## Exhibitor



„Value Management is Our Value“  
INTEGRATOR's core competence is to structure and analyze the Corporate Value on all its strategic aspects (Competitive Advantage, Knowledge, Competence, Innovation, Partnership, Brand). The company „savoir faire“ includes also Business Intelligence, Business Process Modeling; its experience comes from INTEGRATOR's projects in France, Ireland and Romania, countries where the Group is present. INTEGRATOR's strategy focuses on developing Value Management solutions, lining up with the world's latest trends in business management solutions. Today, we integrate intangible values created by people with the organization's tangible values. We create the ground for innovative management of corporate values, providing a patented methodology (MVME) and a tool (SPID™) for the integrated Intangible Assets Management.

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The Management Board of **Stamford Global** developed their expertise working for leading multinational UK and US Marketing Consulting, Media, Executive Training and Conference companies. Their experience is truly international having worked in the United States, Japan, Singapore, Malaysia, Korea, Greater China, Australia, New Zealand, UK, Ireland, and throughout the Central and Eastern Europe region.

Their vast international network and close relationship with leading minds from most industry verticals provide Stamford Global the unique opportunity to bring to CEE region, the trainer of trainers and international business leaders.

Our goal is simple. **Stamford Global** strives to be the best in becoming the recognized business intelligence and business networking provider in the region.

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### Testimonials:

**I would be very interested to attend more courses run by Stamford Global. This course gave me a lot of tools and techniques on business best practices**  
*Tetrapak (Packaging)*

**Excellent! Really Good and Professional**  
*Siemens (IT & Telecommunications)*

**Useful, practical oriented, very good subjects have been covered, very good and very well experienced trainer, well selected participants allowing to extend true networking and establish professional relationships.**  
*ING Bank (Capital Markets)*

**Stamford Global provided outstanding curriculum, and exceptional quality of service. Both the essential business needs and every other small details was given due attention and fulfilled 100%.**  
*Blue Bridge (IT&Telecom)*

**Great idea of bringing Stamford Global to Poland!**  
*BZ WBK Bank (Capital Markets)*

**Judging from this particular event, I have assumptions that the Professionalism is the same in any other activities. Great trainer, full of information, there was the highest quality of senior professionals in the team workshops.**  
*GlaxoSmithKline (Pharmaceutical and Biotechnology)*

**Very Good! On a scale of 1-5 the rate is 5 Thank you it was a very useful and interesting event.**  
*Matav (Telecommunications)*

**I am taking away some really good golden nuggets!**  
*PTC Polska (Era) (Telecommunications)*