

30 MARCH 2023
Lyon

HR Innovation Roundtable®
Workshop hosted by



Future-Proof Talent & Performance Management

Attracting Great Talent and Cultivating a Diverse, Engaged and Innovative
Workforce to Drive a High-Performance Culture

SPEAKERS



Barbara Bawidamann

Global HR Business
Partner



Andrea Nagy

Global HR Business
Partner



Mirna Zerekli

Head of Talent
& Leadership
Development



Natalie Koeppe

Global Head of HR,
adidas Tech



Sébastien Boule

Head Total Reward
EMEA



Mara Lucini

EMEA Talent Acquisition
Director

TOPICS

Talent: Developing a New Talent Management Strategy: from Approach to Implementation • Building Culture Bottom-Up: Co-creating Company Values and Purpose to Drive Engagement • Creating New Leadership Models: From Competencies to Values-Based Frameworks • Driving Diversity and Embedding It in Succession Planning • Accelerating Talent Development with Leadership Training

Performance Management: Taking a Development-Focused Approach to Performance Management • Building a Consistent and Flexible Approach with Structured Data Points • Enabling Continuous Feedback Dialogues within Teams • Supporting People to Take Ownership of Their Development

AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast
09:00 - 17:00 **Workshop** (incl. lunch and coffee breaks)

Holcim • Redefining Performance Management & Taking a New Angle on Talent Management

Barbara Bawidamann • Global HR Business Partner
Andrea Nagy • Global HR Business Partner

Roundtable Discussion I: Insights and challenges

adidas • Taking a Holistic Approach to Performance Management: How adidas is Building a Culture that Recognizes and Rewards Growth through Value-Driven Performance Management

Natalie Koeppel • Global Head of HR – adidas Tech

Iveco Group • Transforming Talent & Performance Management: Learning by Doing and Lessons Learned

Mirna Zereкли • Head of Talent & Leadership Development

Roundtable Discussion II: Topics of choice

BD • Redesigning Performance Management: Moving Away from Individualized Performance Review

Sébastien Boule • Head Total Reward EMEA

HP • Building Hybrid Solutions for New Future of Work: Driving Mobility Internally and Supporting New Talents

Mara Lucini • EMEA Talent Acquisition Director

Panel & Plenary Sharing

17:00 - 18:00 Drinks on the premises

30 MARCH 2023 • Lyon

Future-Proof Talent & Performance Management

Attracting Great Talent and Cultivating a Diverse, Engaged and Innovative Workforce to Drive a High-Performance Culture



Holcim Innovation Center

95 Rue du Montmurier,
38291 Saint-Quentin-Fallavier,
France

✈ Lyon Saint-Exupéry 15 min

Venue, directions, parking and recommended hotels on p. 6-7

NETWORKING DINNER



Ahead of the workshop, on the evening of **Wednesday 29 March**, there will be a dinner (at own expense) at the **Brasserie Flow**.

Details & registration info on p. 5 (NB: register by 27 March)

TOUR



Holcim is at the forefront of decarbonizing building end-to-end, to build progress for people and the planet. During breaks, you will be able to join a guided tour of the brand new **Holcim Innovation Hub** - a showroom that sheds light on the greener, smarter, circular and next generation innovative solutions!

Limited availability, register at innoround.co/tours



Barbara Bawidamann

Global HR Business Partner



Redefining Performance Management & Taking a New Angle on Talent Management

Andrea Nagy and Barbara Bawidamann will share the journey of developing and implementing a dialogue-driven approach to performance management. They will also introduce their new talent management practice that was launched recently. Andrea and Barbara will share insights on:

- Making performance management conversation-oriented – addressing the problem with the traditional approach where it easily slips into a transactional interaction
- Rolling the project out – addressing the different needs globally and creating a more flexible approach that is still consistent and has structured elements
- The initial results from the new approach
- Learning from the journey such as the need to provide coaching to managers and employees, especially to those new in the role
- Initiating a new way of talent management: the need, approach, and implementation



Andrea Nagy

Global HR Business Partner



Roundtable Discussion I | Insights & challenges • Each attendee makes an illustration or writes a text to highlight a key aspect or challenge in one of the key topics of the day. The group discusses the input one person at a time.



Natalie Koeppe

Global Head of HR,
adidas Tech



Taking a Holistic Approach to Performance Management: How adidas is Building a Culture that Recognizes and Rewards Growth through Value-Driven Performance Management

Performance management remains an ambiguous topic for organizations. While some companies are rethinking their approach to performance management or moving away from it entirely, Dr. Natalie Koeppe, global Head of HR at adidas, will share why and how adidas

continues to build a culture, that recognizes and rewards the growth of employees. Fostering a high-performance culture, adidas has transitioned to a more holistic performance management framework, which beyond company- and individual performance is measuring employees against the company's core values. Through this newly introduced performance-values approach the organization is holding employees accountable for delivering results in a way that is consistent with its core values.



Mirna Zerekli

Head of Talent & Leadership
Development



Transforming Talent & Performance Management: Learning by Doing and Lessons Learned

Mirna Zerekli will discuss how Iveco, a recently spun off company, is revamping its approach to talent and performance management. She will discuss the challenges and learnings in rolling out the projects in a company with legacy complexity and startup energy.

- Building culture bottom-up – getting the VOICE of the people to build purpose and values that drive engagement
- Rolling out a human-centric approach to managing performance and talent that aligns with the new culture
- Building a new competency-based leadership model: creating an objective and consistent approach to serve as the core of talent acquisition, review, and succession planning
 - Detaching potential from performance – and diversifying the succession pool
- Focusing on development in performance management: simplifying ratings, leveraging continuous feedback, and embedding development goals to boost the organization
- Lessons learned including managing change, involving people, experimenting, and more

Roundtable Discussion II · Topics of choice · Each attendee selects one discussion topic within the overarching themes of the day, based on the inputs emerging from the first roundtable discussion..



Sébastien Boulle

Head Total Reward EMEA



Redesigning Performance Management: Moving Away from Individualized Performance Review

Sebastien Boulle will share how BD is evolving its performance management and reward approach. He will discuss how the organization shifted from an individualized approach towards a focus on ongoing achievement and collaboration, with less differentiation. Sebastien will share insights on:

- Driving performance through collaboration - challenges and the role of culture
- Ensuring ongoing feedback and coaching to manage performance - moving towards institutionalized feedback and instant recognition
- The interplay of talent and performance & reward management
- Learnings and challenges



Mara Lucini

EMEA Talent Acquisition Director



Building Hybrid Solutions for New Future of Work: Driving Mobility Internally and Supporting New Talents

Mara Lucini will talk about HP's approach to creating hybrid solutions for HR. She will discuss how the organization implements a high-touch approach to support both talents and recruiters. Mara will share insights on:

- Career concierge initiative: driving internal mobility with a high touch approach
- Virtual onboarding project – supporting hiring managers, and the new hires
- Implementing post-covid initiatives to support employees
- Lessons learned including the need to scale initiatives globally, involve diverse contributors, make the program fun and personal, and more

Panel & Plenary Sharing: Panel with speakers from the day.

We recommend the following readings with insights and cases related to the workshop themes:

#Talent

- [Rethink Your Employee Value Proposition](#)
Mark Mortensen and Amy C. Edmondson, 2023 – Harvard Business Review – Free Access**
- [Designing Jobs Right](#)
Roger L. Martin, 2023 – Harvard Business Review – Free access**
- [Future-Proofing Your Organization](#)
Michael Mankins, Eric Garton, and Dan Schwartz, 2021 – Harvard Business Review – Free Access**
- [It's Time to Future-Proof Skill Sets for the Decade Ahead](#)
Jacqueline Brassey, Marino Mugayar-Baldocchi, Nicolai Nielsen, 2020 – McKinsey Blog – Free Access
- [Why We Want to "Future-Proof" Our Organization - Is Managing Talent a Way to Do It?](#)
Gopal Bansal, 2020, Medium – Free Access
- [How HR Leaders Are Preparing for the AI-Enabled Workforce](#)
Thomas H. Davenport and George Westerman, 2021 – MIT Sloan Management Review – Free access*

#Performance Management

- [Resilient Performance Management in Volatile Times](#)
Michael Birshan et al, 2022 – McKinsey Blog – Free Access
- [Future-Proofing Performance Management](#)
Steve Macaulay and David Buchanan, 2021, Training Journal – Free Access
- [Rebooting Work for a Digital Era: How IBM Reimagined Talent and Performance Management](#)
David Kiron and Barbara Spindel, 2019 – MIT Sloan Management Review – Free access*
- [Are Peer Reviews the Future of Performance Evaluations](#)
Alessandro Di Fiore and Marcio Souza, 2021 – Harvard Business Review – Free access**
- [How to Conduct a Great Performance Review](#)
Frank V. Cespedes, 2022 – Harvard Business Review – Free access**

* You can register as a Site Member on sloanreview.mit.edu and access up to 5 articles for free each month. Yearly subscription with unlimited access to articles: USD 69.

** HBR.org allows unregistered users to access up to 2 articles for free every month.

NETWORKING DINNER


Before the workshop, on the evening of Wednesday, 29 March, there will be a dinner (at own expense) at the **Brasserie Flow**, located in Lyon, and offering gourmet dishes through traditional French and regional cuisine.

Participants can meet at the restaurant for drinks from 18:45; the dinner will start at 19:45.

3-course dinner with drinks incl. mineral Water, ¼ of wine & hot drinks: **€41.82**.

MAR 2023
29
Wednesday

Register and pay by **27 March** at
innoround.co/dinners

 **Brasserie Flow Restaurant**
6 Av. du Progrès, 69680 Chassieu, France
brasserie-flow.fr





Holcim

95 rue du Montmurier – 38291 Saint Quentin Fallavier Cedex



Holcim is the global leader in building materials and solutions and active in four business segments: Cement, Aggregates, Ready-Mix Concrete and Solutions & Products.

The **Holcim Innovation Center** is located close to the airport, approx. 25 km South-East from the center of Lyon.

From Lyon Saint-Exupéry Airport (LYS) and Lyon Saint-Exupéry TGV train station:

The best way to reach the venue is by taxi or car (estimated time: 15 min).

From Part Dieu Railway Station:

The best way to reach the venue is by taxi or car (estimated time: 45 - 60 min).



ACCESS

Please bring a picture ID to access the venue.

PARKING

Free parking is available at the venue. Additional details will be provided to registered participants.

INTERNET

You will receive WiFi access at the venue.

CONTACT

For inquiries, please call us: +45 4050 8686



Recommended Hotels - Attendees can book rooms at the following hotels, all located close to the workshop venue. Please note that we do not have booking agreements with many of those hotels and price and availability is subject to change. Therefore it is suggested that you reserve your room as soon as possible.

Mercure Lyon Est Villefontaine ★★★★★

all.accor.com



- Parc Technologique, 20 Rue Antoine Condorcet, 38090 Villefontaine, France
- 10 min (drive) to venue; 15 min (drive) from Lyon-Saint Exupéry Airport
- Single room, double bed €125; excl. breakfast
- To avail the special rate, send an email to h1132-sb1@accor.com and mention the keyword "Holcim" and that you are a participant at the Innovation Roundtable event
The special rate is based on availability.

Gatsby Hotel & Restaurant ★★★★★

hotel-gatsby.com



- 36 Rue des Frères Lumière, 69680 Chassieu, France
- 15 min (drive) to venue; 18 min (drive) from Lyon-Saint Exupéry Airport
- Double room, queen bed €125; excl. breakfast
- Reservation on the hotel's website or booking portals

Hotel NH Lyon Airport ★★★★★

nh-hotels.com



- 915 Rue d'Espagne, 69125 Lyon, France
- 13 min (drive) to venue; 3 min (walk) from LYS Airport; 34 min (drive) from Part Dieu Railway Station.
- Rates from €130 per night
- Reservation on the hotel's website or booking portals.

Novotel Lyon Bron Eurexpo ★★★★★

all.accor.com



- 260 Av. Jean Monnet, 69500 Bron, France
- 15 min (drive) to venue; 17 min (drive) from Lyon-Saint Exupéry Airport
- Single room, queen bed €151; excl. breakfast
- Reservation on the hotel's website or booking portals

Hotel Kyriad Prestige & Spa Lyon Saint Priest ★★★★★

kyriad.com



- Parc Technoland ZI Champ Dolin, 9 Rue Aimé Cotton, 69800 Saint-Priest, France
- 15 min (drive) to venue; 17 min (drive) from Lyon-Saint Exupéry Airport
- Double room, queen bed €117; excl. breakfast
- Reservation on the hotel's website or booking portals

Comfort Hotel Aeroport Lyon St Exupery ★★★★★

comfort-hotel.com



- 65 rue du Royaume Uni, 69124 Saint-Exupéry, France
- 11 min (drive) to venue; 4 min (drive)/15 min (walk) from Lyon-Saint Exupéry Airport
- Single room, single bed €110; incl. breakfast
- Reservation on the hotel's website or booking portals

DoubleTree by Hilton Lyon Eurexpo ★★★★★

hilton.com



- 160 Cr du 3^e Millénaire, 69800 Saint-Priest, France
- 19 min (drive) to venue; 16 min (drive) from LYS Airport; 25 min (drive) from Part Dieu Railway Station.
- Rates from €99 per night
- Reservation on the hotel's website or booking portals.