

# Winning with Talent London – Agenda

Thursday, March 15

The British Museum

Great Russell Street, Bloomsbury, London WC1B 3DG

Welcome drinks 19:00 - 20:00

Dinner and keynote speeches 20:00 - 22:30

**Host:**

Dominic Barton  
Global Managing Partner, McKinsey & Company

**Keynote speakers:**

General Sir Nick Carter  
Chief of the General Staff, British Army

Jørgen Vig Knudstorp  
Executive Chairman, LEGO Brand Group & LEGO Group

Friday, March 16

Claridge's Hotel

Brook Street, Mayfair, London W1K 4HR

Breakfast and registration 08:00 - 09:00

Opening remarks 09:00 - 09:10

**Talent Wins: The new playbook for putting people first** 09:10 - 09:50

Dominic Barton  
Global Managing Partner, McKinsey & Company

**HR as a source of competitive advantage** 09:50 - 10:40

Alex Cruz, Chairman and CEO, British Airways  
Leena Nair, CHRO, Unilever  
Stefan Ries, CHRO, SAP SE  
Paula Vennells, CEO, Post Office

Break 10:40 - 11:00

Breakout session 1 11:00 - 11:55

Breakout session 2 12:05 - 13:00

Lunch 13:00 - 14:00

**Peak performance and people analytics in Formula 1** 14:10 - 14:50

Claire Williams OBE, Deputy Team Principal, Williams F1  
David Chinn, Senior Partner, McKinsey & Company

Closing remarks 14:50 - 15:00

Drinks reception 15:00 - 15:30

# Winning with Talent London – Breakout sessions (1 of 4)

Breakout session	Facilitators	Description
<b>Engaging the board on talent</b>	<p><b>Jon Erik Haug</b>, former chief people officer of Telenor Group</p> <p><b>Frithjof Lund</b>, global leader of McKinsey's Board Services work and partner in McKinsey's Oslo office</p>	<p>Focusing on HR, talent, and culture is a top priority for today's boards, but many acknowledge that they don't adequately understand their companies' talent situation nor are effective in supporting the HR agenda. During this highly interactive session, Jon Erik Haug and Frithjof Lund will share perspectives on how close board of director involvement can effectively steer the talent agenda of an organisation, while sharing practical insights on how to bring talent topics to the boardroom.</p>
<b>Linking talent to value</b>	<p><b>Mike Barriere</b>, partner in McKinsey's New York office and former chief talent officer at Walmart</p> <p><b>Sarah Pobereskin</b>, expert in McKinsey's London office</p>	<p>Most organisations have a relatively small number of roles that deliver disproportionate value. What are the 25-50 roles in your organisation that will make or break your ability to achieve your objectives? And do you have the right people in those roles? In this session, Mike Barriere and Sarah Pobereskin will show you how to identify the "critical 2%" of roles in your organisations that truly create value, and how to identify the best people to fill those roles.</p>
<b>Achieving inclusion and diversity</b>	<p><b>Elin Horn Wintermeyer</b>, Head of Global HR Organisation and Leadership at Norsk Hydro</p> <p><b>Emily Lawson</b>, National Director for transformation and corporate operations at NHS England</p> <p><b>Vivian Hunt DBE</b>, managing partner of McKinsey's UK and Ireland office</p> <p><b>Sarah Wilson</b>, senior expert in McKinsey's London office</p>	<p>Focus on diversity and inclusion is on the rise, but what do the facts say about the relationship between diversity and business growth? And what pragmatic steps can companies take to achieve a diverse, representative workforce? In this session, Vivian Hunt brings McKinsey's research on the link between diversity and company financial performance. Elin Horn Wintermeyer and Emily Lawson will join Vivian Hunt and Sarah Wilson to share how organisations can craft better inclusion strategies for a competitive edge, with practical insights from both NHS' and Hydro's journeys.</p>

# Winning with Talent London – Breakout sessions (2 of 4)

Breakout session	Facilitators	Description
<b>Building the leadership and technical capabilities to scale AI in your business</b>	<b>Nicolaus Henke</b> , senior partner in McKinsey's London office, global leader of McKinsey Analytics and chairman of QuantumBlack	One of the hardest CEO and C-Suite challenges in AI is getting value at scale. Leaders who are pulling away spend 70-80% of their efforts on leadership development and “the last mile” of AI deployment. In this session we will share lessons learned from C-Suite discussions and research on how leading companies have scaled AI successfully, how they set up their AI centres of excellence, how they train their top management, and how they attract, develop, and retain technical talent such as data scientists and engineers. We will also share some of the secret sauce on how McKinsey Analytics and QuantumBlack have built a unique AI culture in a team of more than 2,000 leading mathematicians, technologists, and business translators in the last 2 years.
<b>Preparing your workforce for the future</b>	<b>Susan Lund</b> , partner in McKinsey's Washington, DC office and a leader of the McKinsey Global Institute <b>Alina Dimofte</b> , head of education and skills policy at Google	Automation and artificial intelligence are changing the nature of work and threaten to displace millions of workers. McKinsey Global Institute research finds that nearly half of the activities that people around the world are paid to do could be automated. At the same time, the workforce itself is shifting as Millennials become a growing force and new ways of working in the gig economy emerge. In this breakout session, Susan Lund and Alina Dimofte of Google will discuss how companies are responding to tectonic shifts in the world of work through retraining and upskilling workers, hiring new talent, and rethinking their organisational structures.
<b>Re-imagining performance management</b>	<b>Hein Knaapen</b> , chief human resources officer at ING <b>Mary Meaney</b> , senior partner in McKinsey's Paris office and co-convenor of McKinsey's global Organisation Practice	While focusing on top talent is important, lifting the potential of your whole workforce—the 100%—can lead to lasting improvements in organisational performance and health. Hein Knaapen will share ING's journey launching Step Up, a programme that has moved performance management from retrospective reviews to real-time improvement and led to remarkable outcomes for ING. Hein and Mary Meaney will share their reflections on setting stretch ambitions, revising rating systems, ensuring validation and fairness, using recognition and rewards, and spurring continuous conversations to support performance improvement.

# Winning with Talent London – Breakout sessions (3 of 4)

Breakout session	Facilitators	Description
<b>Going digital</b>	<p><b>Tom Janoshalmi</b>, head of Digital Business Services Portfolio and Strategy at SAP SE</p> <p><b>Jon Erik Haug</b>, former chief people officer of Telenor Group</p> <p><b>Frauke von Polier</b>, former senior vice president people and organisation of Zalando SE</p> <p><b>Angelika Reich</b>, partner in McKinsey's Zurich office</p>	<p>Technological advancements and changing customer preferences have made digital skills an absolute necessity. When skill gaps are present across an entire organisation, how do you think about strategic workforce planning? When do you start investing and how do you do it without jeopardising today's business? In this session, Tom Janoshalmi and Angelika Reich will share insights from SAP's journey delivering one of the largest digital transformations in the business-services industry. They will be joined by other industry experts, Jon Erik Haug and Frauke von Polier, to discuss their first-hand experiences with mass digital talent initiatives.</p>
<b>Empowering HR with people analytics</b>	<p><b>Carla Arellano</b>, partner in McKinsey's New York office and global people analytics leader</p> <p><b>Alexander DiLeonardo</b>, expert in McKinsey's New York office</p> <p><b>David Gonzales</b>, head of global diversity and inclusion at Bristol-Myers Squibb</p>	<p>Advanced analytics can dramatically improve the way organisations identify, attract, develop, and retain talent. However, many organisations still make those decisions based on instinct and intuition. In this session, David Gonzales will recount transitioning to an analytics-driven HR organisation at BMS, while Carla Arellano and Alexander DiLeonardo share how managers and senior talent leaders can unlock the power of data to increase rigour, reduce bias, and improve performance across the talent management system.</p>

# Winning with Talent London – Breakout sessions (4 of 4)

Breakout session	Facilitators	Description
<b>Deploying talent and agile organisations</b>	<b>Philippine Risch</b> , director of branches, agents, and cash at ING <b>Marcus Sieberer</b> , senior partner in McKinsey's Zurich office	Hiring the best is not enough; it's what they work on that counts. In an agile model, traditional hierarchy gives way to a stable marketplace providing talent and resources to a collection of small teams that cut across business lines and market segments. Truly agile organisations learn to be both stable (resilient, reliable, and efficient) and dynamic (fast, nimble, and adaptive). In this breakout, Philippine Risch and Marcus Sieberer will bring examples from ING's own agile transformation and share reflections on how to design an agile platform that unleashes the full power of talent.
<b>Driving business value through HR 3.0</b>	<b>Mike Barriere</b> , partner in McKinsey's New York office and former chief talent officer at Walmart <b>Bill Schaninger</b> , senior partner in McKinsey's Philadelphia office and co-convenor of McKinsey's global Organisation Practice	The human resources function continues to evolve. HR 1.0 was effectively about personnel administration, until HR 2.0 centralised, standardised, and professionalised talent management. Now, organisations are mobilising toward HR 3.0—an imperative shift that will allow companies to drive business value through talent management. Join Mike Barriere and Bill Schaninger for this session where they will share new perspectives on how to transform the HR function from a back-office service provider into a value-creating strategic partner able to unleash the full value of talent in achieving business objectives.