

OPENING KEYNOTE

THE WORLD'S GREATEST LIVING EXPLORER



Sir Ranulph Twisleton-Wykeham Fiennes was born in 1944 and educated at Eton. He served with the Royal Scots Greys for a time before joining the SAS. In 1968 he joined the Army of the Sultan of Oman and in 1970 was awarded the Sultan's Bravery Medal. In the same year he married his wife, Virginia. (In 1987 Virginia was the first woman to be awarded the Polar Medal. Sadly, Virginia passed away in 2004.)

Since 1969, when he led the British Expedition on the White Nile, Ranulph Fiennes has been at the forefront of many exploratory expeditions. Described in 1984 as the "World's Greatest Living Explorer" by the Guinness Book of Records, his expeditions around the world include:







- Transglobe (the first surface journey around the world's polar axis) 1979/82 - Ranulph Fiennes and Charles Burton became the first people ever to reach both Poles by surface travel.
- North Polar Unsupported Expedition (furthest north unsupported record) 1986, Anglo Soviet North Pole Expedition 1990/91.
- Co-leader of the Ubar Expedition (which in 1991 discovered Ptolemy's long-lost Atlantis of the Sands, the frankincense centre of the world)
- Leader of the Pentland South Pole Expedition (which achieved the first unsupported crossing of the Antarctic Continent and the longest unsupported polar journey in history) 1992/93.
- In 2003, with Dr Mike Stroud, ran 7 marathons, in 7 days, on 7 continents. This, despite his having suffered a major heart attack and double bypass operation in June 2003.
- In 2007, climbed the North Face of the Eiger and raised over £1.71 million for Marie Curie Cancer Care's delivering Choice Programme.
- In 2009, conquered Everest (aged 65) raising funds for Marie Curie Cancer Care.

Sir Ranulph's expeditions have raised over £4.2m for the Multiple Sclerosis Society, (which has enabled the building of Europe's first MS research centre in Cambridge) and £1.9m for Breakthrough Breast Cancer. In 1993 he was awarded an OBE for 'human endeavour and charitable services'.

In 1995, Her Majesty the Queen was graciously pleased to award Sir Ranulph Fiennes a second clasp to the Polar Medal that he already has, in recognition of his outstanding achievements in Polar exploration and, in particular, his attempts to reach the North Pole between 1988 and 1990 and his successful trek across Antarctica in 1992/93. (No-one else has a double clasp medal each of which acknowledges both Arctic and Antarctic achievements.)

In May 2007, Sir Ranulph was awarded The Greatest Britons 2007 Sport Award.

Sir Ranulph Fiennes' first book was published in 1970, and since then he has written 13 further works including his autobiography *Living Dangerously* 1987, *The Feather Men* (UK Number One Bestseller 1991), *Atlantis of the Sands* 1992, *Mind Over Matter* (a harrowing account of his Antarctic expedition 1993), *The Sett* 1996, *Fit For Life* 1998, *Beyond the Limits* 2000, *The Secret Hunters* 2000, *Captain Scott* (best-selling biography of 2003) and *Mad, Bad and Dangerous to Know* (best-selling autobiography 2007).

STRATEGY GROUPS	
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The growth of social networking and its impact on the recruitment process.	 <p>Alastair Dewar, Logica</p>
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1 – NURTURING A SUSTAINABLE LEADERSHIP PIPELINE

PRESENTER: PENNY BROWN, HEAD OF LEADERSHIP & DEVELOPMENT, SEVERN TRENT

- How do we start developing leaders in a cost effective and sustainable way?
- How do we demonstrate the tangible return for the money we spend?
- How do we harness some of this return to grow leadership skills across the whole organisation?

At Severn Trent, in partnership with our suppliers, we may have found a way to address the questions above, growing the most talented people first and enabling them to nurture others. We aim to share with you the core principles of this work, which include:

- identifying groups of potential future leaders through robust talent review processes
- developing healthy cross functional peer support and challenge
- handing over the “crown jewels” of how to develop others as leaders
- driving innovative, money saving projects and investing some of the savings in the next level of talent



With 19 years' experience in learning and organisational development, Penny has a track record of delivering change through developing consistent people development strategies that are clearly aligned to business goals.

Her early career included roles in the voluntary and public sector before she moved into financial services and retail. Penny led the operational Learning and Development team at Halfords Group Plc, before progressing to Organisational Development Manager, leading changes to performance and talent management, leadership and graduate development as well as providing learning and development expertise to major SAP and store system change programmes.

Penny was recruited into Severn Trent in 2007 as Leadership Development Manager and was subsequently promoted to Head of Leadership and Development. In the last three years she has systematically launched a new performance management process and behaviour model, facilitated talent review and succession planning processes in the UK and the wider group, redesigned the management development framework and launched a structured leadership development pipeline from junior to senior levels.

Beyond work, Penny is passionate about creative activities, particularly writing and cooking, enjoys attempting to keep fit and is an optimistic supporter of the Welsh rugby team!

2 –THE GROWTH OF SOCIAL NETWORKING AND ITS IMPACT ON THE RECRUITMENT PROCESS

PRESENTER: ALASTAIR DEWAR, HR DIRECTOR – PROGRAMMES AND TECHNICAL SERVICES

The internet world is relentlessly enthusiastic in its embrace of the latest and greatest, and over the last couple of years, social networking has captured the attention of millions of people worldwide. It is a phenomenon defined by linking people to each other in some way, whether personally or for business purposes. It is a form of self-expression and although people have always networked, the internet has opened up whole new ways of connecting us globally.

How should HR react? Is social networking something that should be controlled through HR policies and blocking of sites or something that should be embraced as a new means or engaging with employees or potential employees?

In this presentation we will see how the recruiting process is being transformed by social media and network; how recruiters are using this new tool to seek out and contact potential candidates, and how recruitment will be less of an HR 'system' and more of a person-to-person dialogue. As the social networking phenomenon grows organisations that are not prepared will miss the chance to recruit some of the best and most technologically advanced talent in the marketplace.

Social networking is here to stay and it should be no surprise then that recruiters must look at social networking as the next big wave on how organisations will hire in the next five to ten years.



Alastair Dewar is one of Logica's leading experts in Human Resource services. He has over 31 years of experience in this field. As HR Director for Programmes and Technical Services (PTS), he is responsible for managing HR for Logica's UK delivery business.

Before joining Logica, Alastair worked as HR Operations Director at 24 Seven Utilities Services. Prior to this role he worked at EDF Energy where he was Senior HR Business Partner for the Distribution Business. He has also worked within employee relations, compensation and benefits and management development.

Alastair really enjoys the challenges his current role presents and the fact HR still has the capacity to throw up new surprises after 31 years.

3 – STRATEGIC TALENT: UNDERSTANDING IT AND FINDING IT

PRESENTER: SIMON HABEN, GROUP TALENT DIRECTOR, ROYAL MAIL

This session will look at what we mean by strategic talent in the first place. Is an organisation simply looking to find the people with high potential or is it looking to locate and utilise those people who will really make a big difference to the future? The session will explore different types of talent and how all of these can be harnessed for organisational benefit. It shows how talent can increase its importance on the Exec agenda.

The second component will examine ways of getting to understand the organisation's strategy and how to determine the talent needs for the medium and long term. There are useful models that can be used for this and examples will be given of where this has had a positive outcome, and how these can be used to promote both the talent and HR agenda as a whole.

The third element will talk about different ways of identifying talent at different levels and how potential should be differentiated from performance in both talent identification for an existing employee but also when considering external hires.

The fourth and final element will discuss different ways of utilising talent and how both organisations and individuals need to create flexible paths for development, but have some clear aims in mind.

This session will therefore provide people with some examples of how talent can be managed, but at the same time look at how it can be pushed further up a busy executive's agenda, adding to the strategic HR agenda.



Simon's diverse career has spanned a variety of roles including director of operations, organisational development, consultancy and change management.

His career started in Local Government and the public sector where he led large scale organisational change programmes and was responsible for creating policy. A change of direction followed with the transition to consultancy, working across a variety of industries delivering strategic projects to businesses operating in highly competitive markets.

In 2004, Simon joined Post Office Ltd where he was Head of Organisational Development. He moved to Royal Mail Group in 2007.

4 – SUMMIT SOLUTIONS

PRESENTER: IAN HAMMOND, HR DIRECTOR, THE SALVATION ARMY

I attended this session last year and found it useful and supportive as it allowed people to share ideas, learn from others, contribute to debate and to clarify that some of the issues we are grappling with are shared by others.

In hosting the session I do not want to lose those aspects and so we are inviting people to put forward issues and items for discussion.

As a framework for our discussion I invite people to think about a few ideas coming from a number of key writers in our profession, people such as Dave Ulrich and Justin Allen.

In our organisation we talk a lot about “the second question”. We work a lot with disadvantaged people, many of whom are unemployed, and we are increasingly finding that the reality of self confidence and self worth is based on that second question. Question one is “what is your name”, question two is “and what do you do?”

Dave Ulrich and his colleagues identify this increased need to fulfil wider societal and personal needs through work as key in developing a 'transforming HR strategy', but how do we do that?

How do we harness the drive for self value through work to engage staff and drive performance of our businesses?

I believe many of us are doing good work in this area, some knowingly, some maybe unknowingly. What are your good practices, what are you struggling with, what are you being challenged to deliver, how can we support each other?



Ian has been an HR professional for 11 years. He has always been a generalist, but with a real passion for coaching and mentoring. He has performed three roles at The Salvation Army, starting as a regional Director, then Deputy HR Director and now HR Director.

His management style is one of a leader enjoying motivating and engaging people to achieve high outcomes and performance.

Ian's work experience has been varied, ranging from sales in a commercial environment, to working as a practitioner in social care settings for a local authority, as well as HR.

This background gives him an interesting insight into many other areas of the organisation he works for and allows him to operate as a strong partner to other directors and senior managers driving organisational change and development, often at a very practical and programme delivery level.

5 – MAJOR CHANGE – THE NEW ‘BUSINESS AS USUAL’

PRESENTER: JUDITH LYONS, HEAD OF HR – OPERATIONS & ENABLERS, ALLIANCE BOOTS

My presentation will be based on a major change programme, which took 4 years to complete at the UK high street retailer, Boots The Chemists, now Boots UK and part of the Alliance Boots Group. I will offer you some of the learning gained from our experiences leading this programme, and hope that you will find something to apply to your own change situations.

The challenge: In 2006 Boots launched its biggest ever change project, restructuring its supply chain to deliver a £50m annual cost saving. It involved closing 18 distribution centres and merging 3 warehouses. 1,200 colleagues needed new terms and working hours, and over 2,000 redundancies were announced 3 years in advance.

What we did:

- Developed a clear people vision, culture change and leadership development plan
- Developed a support and severance package for affected staff, including a £300 vocational training allowance for every colleague
- Opened a learning suite in every distribution centre
- Change management training for all managers and induction/culture training for all colleagues

Benefits and achievements:

- Programme delivered on time and to budget
- Colleague engagement survey scores increased by 13%
- Retention of more engaged, productive workforce
- Absence reduced from 7 to 4.5%
- 54% of leavers went straight into new work

Our work in this area has been externally recognised; last year, winning a National Training Award, the TUC Learning for Change Award with our recognised Trade Union Usdaw, and, becoming a finalist in the Personnel Today Awards for Managing Change, where one of the judges said: “This was a complex high-risk change programme with significant business risk. It has lots of components but has been driven through based on clear values. The same care and thought has been given to all groups of staff impacted by this change.”



With over 20 years’ experience of HR and learning and development, Judith has a track record of delivering change within large organisations. During her time at Boots she has been involved in numerous acquisitions, TUPE transfers, disposals of businesses and, organisational restructuring.

Over the last 4 years, Judith has led the HR team who have supported the biggest change project in the history of Boots – to completely reengineer their Retail Supply Chain. With a budget of £140m, the challenge was to centralise the storage and picking operations into one automated warehouse in Nottingham.

The work to achieve this involved closing 17 Regional Distribution Centres across the UK; impacting 2500 colleagues, the challenge has been one of keeping them engaged, motivated, and productive over a three-year period as the work was completed on the new warehouse. In Nottingham the impact on the colleagues who worked in the warehouses that have been converted into the new automated facility has involved changing ways of working and terms and conditions, so that they are fit for the future operations.

In her spare time Judith has a full family life, enjoys eating out and to combat the affects of this she is a keen runner!

6 – AUTHENTICITY – THE LATEST FAD OR BOTTOM LINE ADDED VALUE?

PRESENTER: SUE SWANBOROUGH, HR DIRECTOR, GENERAL MILLS

Hardly a day goes by when you don't see authenticity and trust referred to in some way by the media. A result of both local and worldwide events maybe, but recent surveys carried out in the UK and US, in particular, have also show that the level of trust which employees have in their CEO, executive team, business and government is reducing.

Arguably then, it is becoming ever more important to increase the level of trust in our organisations and our leaders in order to build employee engagement. But is this really worthwhile? Does it offer a business benefit? How does it add value – is it a good investment of time and money or just the latest HR fad?

Sue will explain how building trust within organisations can add value to the bottom line, saving both time and money. She will outline the journey which her organisation, already a highly successful business, has been on for the past 3 years, the role that HR has played in this and the impact that this has had for the business.

Sue, a science graduate, has worked in a number of fmcg businesses, including Boots plc, Mars and, more recently, General Mills. During her career she has moved cross functionally through R&D, supply chain, logistics and manufacturing before joining HR. She has held a number of generalist and specialist roles covering the full spectrum of HR. Her passion and expertise lies in cultural and leadership development through building trust to deliver excellent business results.

General Mills UK & Ireland is one of the fastest growing food companies in the market and has a track record of double digit growth with its portfolio of dynamic market-leading brands including Häagen-Dazs, Old El Paso, Green Giant, Wanchai Ferry, Betty Crocker, Nature Valley and Jus-Rol. General Mills has a reputation for bringing careers to life as a multi-award winning employer, committed to developing employees' talents for the benefit of the business and individual.

Part of the world's sixth largest food company, General Mills is also proud to be consistently named in the Sunday Times 100 Best UK Companies and the Top 50 Best Workplaces UK which is published annually in the Financial Times Best Workplaces Special Report.



Sue graduated with a degree in Physics and Chemistry and started her career as a scientist with The Boots Company plc before moving to Mars and, in 2006, joining General Mills.

Importantly and almost uniquely among her HR peers, Sue brings a special understanding of the food industry to her role at General Mills; she has held various roles across business functions during her career, including R&D and, within the supply chain, logistics and manufacturing roles, before moving into HR whilst at Mars where she held various HR roles, latterly heading up the UK Snackfood

Manufacturing personnel team.

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