Key Take-Aways
Australia and New Zealand’s most prestigious event for HR leaders and their teams

“ReimagineHR 2018 ticks all the boxes. Engaging, professional speakers. Relevant, thought-provoking topics. Friendly, helpful support staff. Fun, creative networking drinks. It’s a ‘yes’ from me.”

Helen O’Reilly
CHRO,
Teachers Mutual Bank

“Very thought-provoking presentations. Disruption is here — hold onto your hats, HR, and enjoy the ride.”

Ruth Knewstubb
Director, People & Safety,
Farmlands Cooperative
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 Attendee Demographics</td>
<td>4</td>
</tr>
<tr>
<td>Exhibitors at ReimagineHR 2018</td>
<td>5</td>
</tr>
<tr>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>Topic Tracks</td>
<td>8</td>
</tr>
<tr>
<td>Reimagine Recruiting &amp; Assessment</td>
<td>9</td>
</tr>
<tr>
<td>Reimagine Development &amp; Performance</td>
<td>10</td>
</tr>
<tr>
<td>Reimagine Diversity &amp; Inclusion</td>
<td>11</td>
</tr>
<tr>
<td>Reimagine Leadership &amp; Talent Management</td>
<td>12</td>
</tr>
<tr>
<td>Reimagine the Role of the CHRO</td>
<td>13</td>
</tr>
<tr>
<td>What Attendees Are Saying</td>
<td>14</td>
</tr>
<tr>
<td>Gartner for HR Leaders</td>
<td>15</td>
</tr>
</tbody>
</table>
Who Attended ReimagineHR 2018 in Sydney?

ReimagineHR 2018 attracted more than 400 attendees

42% of attendees were either their organization’s CHRO, VP or Head of HR

WA 18%
TAS 2%
SA 2%
QLD 14%
VIC 3%
ACT 14%
NSW 47%
NT 1%
SA 2%
QLD 14%
VIC 3%
ACT 14%
NSW 47%

Banking, Finance & Insurance 15%
Education 4%
Energy & Utilities 5%
Government 34%
Healthcare 3%
Manufacturing 11%
Media 2%
Retail 2%
Services 15%
Technology & Telecom 6%
Transportation 3%
Thanks to Our Exhibitors at ReimagineHR 2018

We thank all of our partners for a great ReimagineHR 2018, and we are really looking forward to next year!

Premier

ELMO

SAP SuccessFactors

Platinum

Mind Insurance

ZOHO

Silver

BRIDGE

EXPERT360

servicenow
“As a first-time participant, I found the event provided great networking opportunity, and I valued the ability to select sessions most suited to my professional needs.”

Jodie Hill
Executive Manager,
HR Pacific Hydro

“Excellent event to inspire new thinking and create opportunities to make organizations better places to work.”

Fran Boyd
Manager People & Culture,
Government of the State of Victoria

“The speakers have provided insightful messages for the future of our profession. The exhibitors are well-selected and easy to talk to.”

Rynell Hastie-Burroughs
Director, Talent,
Queensland State Government
Volatility is characterized by change with a lack of predictability. With political upheaval, transformative technologies and the speed of digitalization, HR must reimagine long-held approaches to enable the business to adapt and thrive. Over two days in May, CEB, now part of Gartner, hosted hundreds of HR leaders at Sydney’s Hilton Hotel to share key insights and demonstrate actionable strategies for how HR can support organizational performance when tomorrow is uncertain.

**Keynote Speakers**

**Gus Balbontin**
Former CTO, The Lonely Planet

“Solve customer problems, not business problems.”

**Alisa Camplin**
Australia’s First Female Winter Olympic Gold Medalist

“A goal without a detailed plan to get there is just a wish.”

**Diane Gherson**
Chief Human Resource Officer, IBM

“It’s HR’s moment to disrupt our organization in the digital world. Don’t leave it to your CIO!”

**Colin James**
Australia’s Principal Corporate Trainer

“Checking your phone constantly is like opening the front door every 30 seconds expecting someone to be there.”
Reimagine Recruiting & Assessment
Both businesses’ and employees’ needs are changing faster and more often, making it even harder to attract and hire the talent that organizations need for today and tomorrow. Learn how to navigate this fluctuating landscape to attract the right people for current and future needs.

Reimagine Diversity & Inclusion
The status quo for driving diversity and inclusion within organizations has proven ineffective, and HR leaders are now being asked to change their approaches to D&I. Learn the most innovative and effective ways to engage a broader range of mindsets and backgrounds.

Reimagine the Role of the CHRO
As boards focus more on organizations’ talent, heads of HR must focus on building relationships and rapport with board members. This is especially critical in an environment of constant change. This session was reserved for heads of HR and addressed critical topics in boardrooms.

Reimagine Development & Performance
The relationship between the employee and employer continues to evolve, and organizations must adapt to these changes to drive business performance. Learn how this dynamic is shifting and what organizations must do to empower employees to drive business outcomes.

Reimagine Leadership & Talent Management
Given the constantly changing current environment and the very uncertain future, organizations are challenged to identify and develop critical talent to lead, co-create and drive business strategies. Learn how to get the right leaders and employees in the right places now and for the future.
Redefining the Candidate Experience

The competition for talent with critical skills continues to intensify. Talent with skills in areas such as consultative selling, marketing, and data analysis have many opportunities open to them. The growing abundance of candidate-focused platforms and information sites makes the labor market increasingly transparent for candidates. In volume recruiting, employer branding and reputations can quickly be undermined and eroded by the easy circulation on social media of criticism of application processes that frustrate and repel good potential hires.

**Key Take-Aways**

Quality candidates have more choice than ever in where to apply, and they come armed with information that will inform their decision. To differentiate itself, an application process must stop trying to delight candidates to gain their loyalty, and instead actively manage the effort and the decisions candidates make throughout the application process. By designing the process to increase candidates’ commitment, inform their choices, and tailor to their needs, organizations will be equipped to differentiate themselves in increasingly demanding labor markets.

**How We Can Help**

- Access insights and tools to maximize the candidate experience through our Candidate Experience Portal.
- Improve the candidate experience through targeted new-hire feedback with our Recruiting Effectiveness Diagnostic (RED).

Managing Your Employment Brand in an Information-Rich Era

Employment brands are nowhere near as differentiated as organizations think they are, and they generally coalesce around a handful of blandly aspirational messages about career development and social responsibility. The challenge for organizations to fully control their brand story puts greater pressure on static brand attributes such as location and industry, particularly because critical talent can afford to be picky about where they work and what sort of organization they work for.

**Key Take-Aways**

Undifferentiated employment brands mean that there’s a lot of white noise that candidates can easily tune out. If candidates are interested in an organization, they have access to a wide set of unofficial and unvarnished sources of information about that organization’s employment proposition — for example, they can check reviews on Glassdoor. Instead of trying to overcome weak brand attributes by dialing up their popular attributes, organizations must adopt a market-centric approach by listening to candidates and addressing their misconceptions about the brand.

**How We Can Help**

- Gain insights and tools to maximize your employment branding with our Employment Branding Topic Center.
- Build an employment brand messaging strategy with our Ignition Guide on the topic.
Addressing Pay Equity

Workforces are becoming more diverse and, therefore, more and more employees are vulnerable to potential pay inequities. To combat this issue, organizations are taking action to address pay inequity; however, only 28% are confident that they have been able to close role-to-role pay gaps. Organizations often struggle because these conventional approaches treat pay equity as a one-time initiative that is only focused on the correction of existing gaps.

Key Take-Aways
Progressive organizations are effectively addressing pay equity and driving talent outcomes by establishing pay equity as a fundamental component of the rewards function. They integrate audit practices that more accurately identify role-to-role pay gaps, communicate to combat negative employee perceptions and proactively manage practices along the talent life cycle where inequities can occur.

How We Can Help
• Learn how organizations can progress pay equity initiatives by focusing on three key strategies.
• Educate peers with our research study on Keeping Pay Gaps Closed Through Proactive Prevention.

A New Manager Mandate

L&D functions are betting big on managers. While overall L&D budgets are expected to be down 3% in 2017, spending on manager development is up 11% for training, online resources and coaching programs, among other things. Therefore, L&D functions are increasingly asking managers to take an “always on” approach of coaching and developing employees more often and across a broader range of skills. But this approach is not working, as most managers today are overwhelmed and remain ineffective at coaching and developing their employees.

Key Take-Aways
All managers fall into one of four managerial profiles: Always On, Teacher, Cheerleader, or Connector. Connector Managers are the most effective at developing their direct reports into high performers and improving employee performance. L&D functions that want to empower managers to drive better performance without alienating their people must focus on developing Connector Managers across the organization.

How We Can Help
• Learn why manager-led development fails — and what to do about it — with our “Rethinking Manager-Led Development” e-book.
• Boost manager capability and address managerial development needs with our Manager Success Workshop Series.

“Connector Managers triple the likelihood that their direct reports are high performers.”
Robin Boomer, Senior Executive Advisor, Gartner
Building Inclusive Leaders

Heads of D&I know inclusion must be business-led and fully installed in how an organization makes decisions and does daily business to improve business and talent outcomes. While progress has been made, there still remains an enormous and costly gap between the current state of inclusiveness at organizations and the desired state.

Key Take-Aways

It is challenging for leaders to create inclusive climates because they must personalize the employee experience for each individual situation but also be fair across the workforce. They must incorporate different perspectives and work styles and encourage open decision making while remaining decisive and fast. Sadly, few leaders have been able to build this type of climate.

How We Can Help

• Support your leaders in practicing inclusive decision making with our Red Hat: Open Decision Framework case study.
• Match talent needs with labor market supply with CEB TalentNeuron™.

Women in Leadership: The Journey to Date

Although a large percentage of women work at lower organizational levels, the majority of them aspire to rise to a higher leadership position. Having women in leadership positions isn’t just a diversity bonus — it is a commercial imperative for organizational success. Organizations with higher levels of female leaders significantly outperform their peers, and organizations with greater gender diversity see higher levels of employee productivity and effectiveness.

Key Take-Aways

The lack of women in leadership today perpetuates a stagnant talent pool for recruiting. As a result, recruiting has a limited talent pool from which it can source and place female executives. While more organizations have been promoting themselves as a great place to work for female leaders in an effort to cater to their preferences, female leaders are more likely than their male peers to consider an organization if it has generous family leave policies and programs targeted at helping women reach leadership positions.

How We Can Help

• Debunk myths surrounding women in leadership with our Four Imperatives to Increase the Representation of Women in Leadership Positions research study.
• Build more diverse talent pipelines with our Ignition Guide to Developing a Diversity Recruitment Strategy.
Linking Leadership Performance to Business Outcomes: The Power of Context

Nearly 50% of all leaders fail to meet their objectives after moving into a new role. Leaders are struggling to cope with the demands of increased complexity and interdependence while changes to the work environment have made their jobs more complex. Despite the increasing and ever-changing demands placed on leaders, organizations continue to use generic, one-size-fits-all approaches to leader selection and development.

Key Take-Aways
To better predict leader performance, organizations must account for the work context of leaders. These are the unique situations and challenges that leaders face. By examining the fit between leaders and contextual challenges and by relying on data-driven insights, organizations can gain an edge on their competitors and realize the benefits of intelligent, specific and timely leader selection, development and placement. By factoring in the wider work context, organizations are able to predict, with three times more accuracy on average than a one-size-fits-all approach, which leaders will succeed.

How We Can Help
• Access objective and validated business intelligence that informs leadership talent solutions with CEB Leader Edge Solution.
• Understand how context affects leader success through the Harvard Business Review article “When Hiring Execs, Context Matters Most.”

Agile HIPO Development

High-potential (HIPO) talent strategies are facing an existential crisis. Although common at many organizations, only 24% of HR leaders are satisfied with the results of their HIPO strategy, leaving many to question their value. A major challenge for HIPO strategies is that leadership roles are evolving rapidly. HR functions must design effective strategies to find and develop future leaders when it doesn’t know what leadership roles will look like in the next five years.

Key Take-Aways
Although most organizations focus their HIPO strategies on finding and retaining agile people who can quickly and easily adapt to changing needs and new circumstances, the most successful organizations create agile HIPO processes that align ability, aspiration and engagement with evolving business needs. Individual agility is still important, but agile HIPO processes will set the best organizations apart by strengthening their leadership bench amid constantly changing needs.

How We Can Help
• Apply design thinking principles to your learning solutions with our Design Thinking Toolkit.
• Design, define, and execute your HIPO strategy with our High-Potential Strategy Roadmap.

“Leaders don’t drive culture themselves; but the best leaders design systems and processes to drive culture.”
Brian Kropp, Group Vice President, Gartner
Creating a Common Vision of Digitalization for the Business and HR

Technology has dramatically changed how we communicate, explore and conduct business, with capabilities considered novelties just a few years ago now considered essential. Today, embracing digitalization means looking beyond talent to consider how technology affects the way we work throughout the organization, and working with other executives to implement that technology in a thoughtful manner.

**Key Take-Aways**

More than 50% of CEOs plan to invest more resources to improve the employee digital experience as well as pivot the organization’s talent acquisition strategy to focus on digital skills. CEOs are increasingly asking CHROs for help with digitalization regardless of where the organization is in its digital evolution. This presents a major opportunity for CHROs to create a common understanding of digitalization among their business leaders. They can also use that framework within the HR function to prioritize initiatives, integrate workstreams and processes, and upskill their teams.

**How We Can Help**

- Allocate resources and build team capabilities with our Maximizing the Impact From Talent Analytics Investment workshop in Brussels on 10 October 2017.
- Link the future of work to business outcomes for your CEO with our CEO 20 Survey.

What CEOs Want From HR

CEOs task heads of HR to take an active role in initiatives that deal with evolving customer expectations and behaviors, changing political or regulatory landscapes, and digital disruption. These expectations reflect the CEO’s assumption that the CHRO is able to engage on business issues that go well beyond talent management. CHROs who can answer key questions on these topics from the CEO or board members will really shine.

**Key Take-Aways**

When their CEO asks a tough question, most heads of HR have a trusted network of peers they can ask for advice, but these networks face limitations when trying to anticipate business trends and related CEO-level questions.

Leading heads of HR are highly efficient at taking a regular pulse of their extended peer network to proactively monitor trends and questions their CEO will need to discuss.

**How We Can Help**

- Understand how CEOs and investors are talking about talent and prepare your CEO for the next earnings call with our Investor Talent Monitor report.
- Learn how CEOs and CHROs differ in their approach to the biggest talent trends impacting business today with the CEO 20 Pulse Benchmark report.
Validating my current thinking ... expanding my thoughts into digital disruption and HR-enabling role.”

Tiffany Blight
Assistant Secretary,
Federal Government

Today was inspiring — wow. Our field of HR is changing ... I’m so excited to be part of the journey.”

Donna Bringolf
Senior Business Partner,
Central Coast Council

This event has been extremely valuable. The content is relevant and interesting, the keynote speakers engaging, and the opportunity to network with other HR professionals has been very beneficial.”

Terri Blakesley
Section Manager People Services,
Central Coast Council
Introducing: Gartner for HR Leaders

Gartner for HR Leaders brings together the best insights, guidance and tools from across the entire CEB, now part of Gartner, suite of HR offerings (CLC, Recruiting, D&I and Total Rewards), and Gartner’s expert research on HR technology, to give you the confidence to achieve your mission-critical priorities and drive business impact on:

- Digitalization and the future of work
- Future-proofing your leadership bench
- Strategic partnerships with your board and CEO
- Creating a high-performing culture
- Improving the effectiveness of your HR function and staff

Learn more about Gartner for HR Leaders, and please reach out to your sales representative for more details.

About CEB, Now Gartner
Leading organizations worldwide rely on CEB services to harness their untapped potential and grow. Now offered by Gartner, CEB best practices and technology solutions equip clients with the intelligence to effectively manage talent, customers and operations. More information is available at gartner.com/ceb.

About Gartner
Gartner, Inc. (NYSE: IT), is the world’s leading research and advisory company and a member of the S&P 500. We equip business leaders with indispensable insights, advice and tools to achieve their mission-critical priorities today and build the successful organizations of tomorrow.

Our unmatched combination of expert-led, practitioner-sourced and data-driven research steers clients toward the right decisions on the issues that matter most. We’re trusted as an objective resource and critical partner by more than 15,000 organizations in more than 100 countries — across all major functions, in every industry and enterprise size.

To learn more about how we help decision makers fuel the future of business, visit gartner.com.
Get the Insights

Build an HR function for the future with CEB, now part of Gartner. We uncover best-practice approaches to solve your mission-critical priorities and build frameworks and tools to help you understand and apply the insights. Our case studies, tools, diagnostics and training help you improve the effectiveness of your HR function, create a high-performing culture, lead through volatility, build your leadership bench, and more.

www.cebglobal.com/insights.html
www.cebglobal.com/human-resources
www.cebglobal.com/blogs/business-lines/human-resources
www.cebglobal.com/talentdaily

Join Us for ReimagineHR 2019

Stay informed about ReimagineHR 2019.
For exhibitor and speaking opportunities for 2019, contact: apacevents@gartner.com

#GartnerHR