ReimagineHR
D.C. 2017

Key Takeaways
North America’s most prestigious event for HR leaders and their teams

“The conference was very informational on how HR is moving presently and in the future. Culture, digitalization and agility is the future. By attending these sessions, I can help to drive my organization forward.”

Lora Keider
Director, HR
Armstrong World Industries

“I had a wonderful experience that challenges the status quo and unleashes possibilities for the future. This is energizing and refreshing. The event not only empowers us with ideas, but grows my network of peers!”

Cassie Cox
Senior Learning Manager
Capital One
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Who attended ReimagineHR Washington, D.C. in 2017?

ReimagineHR 2017 attracted over 1,300 attendees with over 700 organizations represented, including:

- Activision
- Comcast
- CVS Health
- Exxon
- Google
- Hilton
- Kellogg's
- Merck
- Oracle
- Starbucks
- Viacom
- Wells Fargo

33% of attendees were either their organization’s CHRO, VP or Head of HR.
Job Functions Represented

- HR: 67%
- Recruiting: 10%
- Talent Management: 8%
- L&D: 7%
- Total Rewards: 4%
- D&I: 4%
Attendee responses to:

“In one word, what one capability is most important to HR’s ability to lead through volatility?”
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 three days in October, CEB, now part of Gartner, hosted hundreds of HR leaders at Washington, D.C.’s National Harbor to share key insights and demonstrate actionable strategies for how HR can support organizational performance when tomorrow is uncertain.

Keynote Speakers

Denis Doolan  
Vice President,  
Special Olympics

Lydia Martinez  
CHRO & SVP, Long & Foster Companies

David Rose  
MIT Media Labs Instructor;  
Author of Enchanted Objects
Highlights From the Main Stage

There’s a lot of people with intellectual disabilities who are more than capable of working — All it takes is support, inclusion and, most of all, opportunity.”

Denis Doolan  
Keynote Session—A New Future: Inclusive Leadership through Special Olympics

“We must create a culture of awareness.”

Lydia Martinez  
Keynote Session—Mental Health: The ‘Not-So Hidden Factor’

“In many ways, this audience is in the design business for utopias. You’re trying to make workplaces productive, sustainable, humane, social (and) collaborative.”

David Rose  
Keynote Session—Dreams for Future Cities: How AI Wants to Take Care of us
Reimagine Recruiting & Assessment
Both businesses’ and employees’ needs are changing faster and more often, making it even harder to attract and hire the talent 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 Talent & Learning Analytics
Organizations recognize the promise of talent analytics to drive better decisions and are investing heavily in improving their talent analytics capabilities, yet few have realized the potential so far. Discover the latest innovations in how other organizations are using talent and learning analytics to improve their talent management processes and, ultimately, their business decisions.

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, companies 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.

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.
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. In addition, 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 Takeaways

Quality candidates have more choice than ever in where to apply, and they come armed with information that will inform their decisions. 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).
A Candidate-First Application Process

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<tr>
<th>Guide</th>
<th>Self-Select</th>
<th>Application</th>
<th>Sift Out</th>
<th>Interview</th>
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<td>5 min</td>
<td>10 min</td>
<td>15 min</td>
<td>30 min</td>
</tr>
</tbody>
</table>

Candidates’ willingness to invest increases with likelihood of selection.

Source: CEB analysis
Managing Your Employment Brand in an Information-Rich Era

Employment brands are nowhere near as differentiated as organizations think them to be, and they generally coalesce around a handful of blandly aspirational messages related to 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 selective about what sort of company they work for and where they work.

**Key Takeaways**

Undifferentiated employment brands mean that there is 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 ones, organizations must adopt a market-centric approach by listening to candidates and addressing their misperceptions about the brand head on.

**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 [CEB Ignition™ Guide](#) on the topic.
Candidates Focusing on Unofficial Sources

Relative Influence of Information on Candidates’ Decision to Apply

80% Information From Other Sources

20% Organizational Communication

Examples
- Employee and Candidate Comments on Glassdoor and Similar Platforms
- Online Forums and Social Media Groups

Examples
- Official Career Pages on LinkedIn, Glassdoor, etc.
- Career Website

Source: CEB Q3–Q4 2013 Global Labor Market Survey
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 equity; 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 Takeaways
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 on the role they play in Keeping Pay Gaps Closed Through Proactive Prevention with our research study.

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Role-to-Role Gaps Are Trending Upward

Trend Line in Average Role-to-Role Gender Pay Gap by Year

Source: Employee data provided by Glassdoor; CEB analysis
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 Takeaways
All managers fall into one of four managerial profiles:

- Always On
- Teacher
- Cheerleader
- 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

- Boost manager capability and address managerial development needs with our Manager Success Workshop Series.

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Four Types of Managers
Manager Approaches to Employee Coaching and Development

**Teacher**

“I develop my employees using my expertise and experience.”

**Always On**

“I provide continuous coaching and feedback across a breadth of skills.”

**Connector**

“I introduce my employees to the right people for their development needs.”

**Cheerleader**

“I enable my employees to take their development into their own hands.”

Source: CEB analysis
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 Takeaways**

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™.

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Few Perceive Workplace as Inclusive

Employees That Agree Their Manager Fosters an Inclusive Environment

Source: CEB 2016 Workforce Change Survey
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 higher leadership positions. Having women in leadership positions isn’t just a diversity bonus — it is a commercial imperative for organizational success. Companies 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 Takeaways

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 great places for female leaders to work 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 CEB Ignition™ Guide to Developing a Diversity Recruitment Strategy.

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Gender Balance Decreases With Seniority

Current Distribution of Men and Women in Organizational Roles

- **Entry- and Mid-Level Employees**: 49% Men, 51% Women
- **First- and Mid-Level Managers**: 60% Men, 40% Women
- **Department Heads to General Managers**: 68% Men, 32% Women
- **Top Executives**: 79% Men, 21% Women

Source: CEB Q1-Q3 2014 Global Labour Market Survey
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 Takeaways**

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.”

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Confidence in Leaders Is at a Low Level

Leaders Are Unprepared

73% Business Units With Leaders Who Are Not Equipped to Handle the Future Needs of the Organization

Confidence Has Declined

17% Organizations With a Strong Leadership Bench in 2013

13% Organizations With a Strong Leadership Bench in 2016

Source: CEB 2014 Enterprise Leadership Survey; CEB 2016 HIPO Survey
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 they don’t know what leadership roles will look like in the next five years.

Key Takeaways

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 benches 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.

If you cannot access any of the resources in the “How We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
Leadership Roles Are Changing Rapidly

HR Leaders Expecting Leadership Roles to Change Within Five Years

Most HR leaders expect more than 40% of their leadership roles to be significantly different within five years.

Source: CEB 2016 Quick Poll

Percentage of Leadership Roles Expected to Change

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<thead>
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<tr>
<td>0%</td>
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<td>1%-19%</td>
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<td>31%</td>
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<tr>
<td>60%-79%</td>
<td>22%</td>
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<tr>
<td>80% or More</td>
<td>13%</td>
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Shifting the Measurement Paradigm: Capturing the Value of Informal Learning

More than half of employees expect workplace learning to be more "just in time" than three years ago, and they no longer expect their learning to happen exclusively in a classroom setting. In fact, 89% of employee time spent learning occurs informally on the job. Informal learning impacts employee performance 53% more than formal learning, while also lowering training expenses and time to productivity and increasing best practice sharing.

Key Takeaways

Employees engage in informal learning experiences much more often than they participate in formal learning. The increased prevalence of informal learning is a positive development because it is a more effective learning channel. Most organizations do not prioritize measuring informal learning, but those that do struggle to measure it effectively.

The best L&D functions focus on three key priorities when measuring informal learning.

• Measuring “Planned” Informal Learning
• Assessing “Unplanned” Informal Learning
• Communicating Results to Drive Action

How We Can Help

• Learn the insights around measuring formal and informal learning with our book ‘Learning Analytics: Measurement Innovations to Support Employee Development.’
• Metrics That Matter enables more precision in strategic talent decisions, moving beyond big data to optimizing your workforce learning investments against the most business-critical skills and competencies.
Learning Channels

- **65%** of employees access more channels for information and learning than just two years ago.

Peer Learning

- **68%** of employees are actively learning new ways of doing things from their coworkers compared to 51% two years ago.

Social Learning Technology

- **59%** of employees access more channels for information and learning than just two years ago.

Manager-Lead Learning

- **57%** of employees get advice and coaching from their manager, compared to 48% four years ago.

Formal Learning

- **64%** of employees participate in more formal learning than just two years ago.

Source: CEB 2016 L&D New Learner Survey
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. Technology’s rapid pace can be intimidating, with today’s business leaders often feeling like they are scrambling to catch up with digital trends. 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 Takeaways
The variability of digitalization’s impact 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. Over 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 company is in its digital evolution.

How We Can Help
• Allocate resources and build team capabilities from our Maximizing the Impact From Talent Analytics Investments workshop in Brussels on 10 October 2017.
• Link the future of work to business outcomes for your CEO with our CEO 20 Survey.

If you cannot access any of the resources in the “We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
The Meaning of Digitalization

Using data and technology to enhance existing products and services

Improving channel coordination and performance

Improving productivity or optimizing enterprise activities and processes

Launching new products or services beyond the core business portfolio

Transforming channels to match customer behaviors and preferences

Making broad improvements in one or more corporate functions

Enhancement  Scope of Change  Transformation

Source: CEB analysis
What CEOs Want From HR

CEOs expect 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 should be able to engage on business issues that go well beyond talent management. CHROs who can answer key questions on those topics from the CEO or board members without being caught flat-footed will really shine.

Key Takeaways

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.

If you cannot access any of the resources in the “We Can Help” section, please contact your account manager or ReimagineHR@cebglobal.com.
The Growing CEO Focus
Percentage Concerned About Skills Availability as Business Threat

![Graph showing the percentage of CEOs concerned about skills availability as a business threat from 2009 to 2017. The percentage increased from 46% in 2009 to 77% in 2017.]


Top Investments to Capitalize on New Opportunities

1. Innovation
2. Human Capital
3. Digital and Technology Capabilities
4. Competitive Advantage
5. Customer Experience

Source: CEB analysis
What is the CHRO Global Leadership Board?

On 10 August 2017, CEB, now a part of Gartner, announced the formation of the CHRO Global Leadership Board. This board is composed of chief HR officers from the world’s top companies with expertise in HR, talent management and executive leadership, and will play a major role in influencing and advancing the HR community.

The purpose of the CHRO Global Leadership Board is to lead a collaboration movement between the world’s most distinguished and trusted CHROs. This movement is based on the core belief that peer-to-peer, cross-industry collaboration is key to optimizing individual and organizational success.

Chairs and Co-Chairs of the Board

Ken Carrig
Chairman, CHRO Global Leadership Board; CHRO (Emeritus), SunTrust Bank

Kevin Cox
Co-Chair, CHRO, American Express

Ceree Eberly
Co-Chair, SVP & Chief People Officer, The Coca-Cola Company
**What are the Board’s next steps?**

Model of a World-Class Hero

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**Drive Business Results**

- **Architect of People Strategy**
- **Organizational Change Leader**
- **Steward of Culture and Purpose**
- **Trusted Advisor and Coach**
- **Functional Business Leader**

**Business Strategy Development:** Shape and influence business strategy, and partner with executive peers to move the organization forward.

**Business Acumen:** Understand the business model, financials, external markets, and customers.

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“CHROs need to be proactive in every activity. Staying up to date on HR best practices is reactive. CHROs need to be anticipating business trends and seeking out opportunities for the business to pursue that will create value.”

Ken Chenault
Chairman and CEO
American Express
Our veterans panel provided key insights from leading organizations and veterans groups on how companies are recruiting, engaging and retaining veterans.

The Gaylord National Resort & Convention Center allowed attendees to reflect on the insights delivered over the three days while taking in the stunning sunset views over National Harbor.

The ‘CEB Mobile’ app was a major part of the event’s success as attendees were able to review the agenda, answer polling questions, download presentations, exchange business cards virtually and connect directly with staff.

Every break in the agenda gave attendees the opportunity to refuel ahead of the next session, with a wide range of delicious healthy food and beverages available.
Attendees showed their appreciation for our active duty military members, veterans and spouses by leaving notes of thanks throughout the event.

The ‘Innovation Zone’ gave attendees the opportunity to connect with staff members and learn how our products can help them build an HR function for the future.

Attendees were surprised at the end of day 1 by local celebrities, the Washington Nationals Presidents!

Following his captivating main stage presentation on leadership, Bob Rosen signed copies of his book ‘Grounded’ for attendees.
What Attendees Said

Susan Seubert @emilyscoolmom · Oct 20
I’m ready to #ReimagineHR and kick off the next three days of learning and development!

Karen @k4mickey · Oct 20
#ReimagineHR love the conversations on culture and the networking!

cswanevelder @cswanevelder · Oct 18
The week’s event here in DC is off to a great start! Lovely venue! #ReimagineHR

Aimee Waters @Aim_Waters · Oct 21
#ReimagineHR closed out yesterday beautifully! Can’t wait to see what today brings.

Jayeeta Dutta @duttajayeeta26 · 10h
Learning from sessions only gets better when you have a voice with real time poll sharing #ReimagineHR #CEB_HR #Diversityandinclusion

Kara Aley @karaaley · 13h
Fascinating presentation by @davidrose on future cities at #ReimagineHR
Dr. Cheryl Seminara @cheryl_seminara · Oct 20
"Unleash the human spirit"...moving stories about the athletes of the Special Olympics. #ReimagineHR

Misti Freyenberger @staffingleader · Oct 19
Having an amazing time at the Reimagine Conference #ReimagineHR #CEB
#Washington

Katelyn Louise @KLouise2989 · Oct 20
So proud to have attended #ReimagineHR in National Harbor this week. Closing out the week with a keynote from Special Olympics. #reimagine

Michelle M. Smith @michelleMsmith9 · Oct 21
Thank you @CEB_HR & @brainkropp for an EXCELLENT event - exceptional #content & #networking #ReimagineHR @octanner

Melanie Sergejeff @melsergejeff · 15h
#ReimagineHR
Amazing conference of HR professionals, great presenters and networking. Invaluable experience.
Get the Insights

Build an HR function for the future with CEB, now 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 will help you to improve the effectiveness of your HR function, create a high-performing culture, lead through volatility, build your leadership bench, and more.

Get the Insights

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

Join Us for ReimagineHR 2018

ReimagineHR is an annual event for executives and their teams from across HR and talent functions. Each year, we gather to examine critical challenges facing those who oversee talent at their organizations and discuss solutions to those challenges.

Register your interest for 2018: cebglobal.com/human-resources/reimaginehr-2018.html

Sponsorship and speaking opportunities for 2018: ReimagineHR@cebglobal.com

Other CEB, now Gartner events in 2017:

The Cultural Evolution: Creating a Culture That Performs
30 November, Dallas

Recruiting for the Digital Enterprise
6–7 December, Washington, D.C.
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.

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