

# Strategic HR dilemmas

March 8, 2012

## ***Together with SKF we are organising an event for our senior HR Leaders!***

*The current era appears to be marked by seemingly insoluble dilemmas that are not as straight forward as we would hope. Examples range from the economical progress versus the need to protect the environment, national interests versus the necessity for a European approach to the euro crisis or the online transparency versus our privacy and many more.*

*It is no longer possible to choose just one option strategy, we need to create approaches that look at different sides and unite several, seemingly conflicting interests.*

*The same situation occurs when it comes to strategic HR decisions in organisations. During this seminar for HR directors and senior executives on the **8<sup>th</sup> of March 2012**, our goal is to work on three dilemmas that challenge larger organisations worldwide.*

*For every dilemma we have invited two guest speakers that will each share their (opposite) perspective. After that we will be working together on a possible third option.*

*We will be discussing the following dilemmas:*

- **HR Glocalisation:** *Do we work from the approach of one global culture and leadership model, or do we embrace and focus on local culture and needs?*
- **Talent development:** *Do we develop our talents towards a desired (role)profile or do we work from the principle of utilising personal qualities?*
- **CEO typecasting:** *Do we strive for long term continuity in our leadership team or do we match our leadership with the current challenges our organisations face?*

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## Agenda

13.00	Welcome and coffee
13.30	Opening & presentation SKF
13.45	Dilemma 1: HR Glocalisation
14.30	Break
14.45	Exclusive tour at the SKF R&D facility
15.45	Dilemma 2: Talent development
16.30	Dilemma 3: CEO typecasting
17.15	Networking event
18.00	Closing

## Location



## Guest speakers

**Hannie Kroes**  
Country Manager  
SKF



**Usha Cayaux**  
Global Talent Manager  
Heineken



**Willem van der Lee**  
Group HR Director  
Grand Vision



**Tom Haak**  
Corporate HR Director  
Arcadis



**Anne Muller**  
European HR Director  
Diversy



**Ellen Steenbeek**  
Leadership Development Director Europe  
Teva



**How to register:** *The participation to this event is by invitation only. If you would like to register, please contact Renate van Bezu ([Renate.vanBezu@cubiks.com](mailto:Renate.vanBezu@cubiks.com)).*