



CHRO FORUM



**CHRO Forum, The Annual Meeting 2024**

Leading the Way in an Era of Fragmentation  
and Dynamic Business Models

Randstad Global Headoffice, Diemen  
May 30, 2024



# Leading the Way in an Era of Fragmentation and Dynamic Business Models

**On May 30th 2024, the CHRO Forum gathered at the Randstad Global Headoffice in Diemen. The event, a beacon for CHROs, CPOs, and subject matter experts, aimed to delve into the ever-shifting political landscape and its profound implications for businesses. The theme for this year's annual meeting was clear: Leading the Way: People Strategies for an Era of Fragmentation and Dynamic Business Models.**

Myriam Beatove Moreale, CHRO of Randstad, took to the stage for the opening remarks of the evening. Her words set a tone of optimism and unity, emphasizing the collective impact that leaders can have on society. "Together, we can create the positive impact we want to have in society", she declared enthusiastically. Renée de Boo from KPMG and Chris Upjohn from Mercer, the evening's facilitators, took over. They guided the participants through the agenda, encouraging interaction and engagement. Attendees were invited to introduce themselves, fostering a sense of community. As a unique touch, spoken word artist Justin Samgar was introduced, promising a live wrap-up based on his observations throughout the evening.

The first keynote speaker, Haroon Sheikh, Professor of Strategic Governance of Global Technologies at the Vrije Universiteit Amsterdam, captivated the audience with his insights on "Business in Times of Change." A philosopher at heart, Haroon dissected the context of our times, focusing on geopolitics and technology. He spoke of the hegemonic cycle, innovation cycle, and sociocultural cycle, painting a vivid picture of the grand transitions shaping our world. His exploration of China's ambitions and the US-China rivalry left the room pondering the future of global power dynamics. Haroon's closing thought resonated deeply: "Geopolitical dynamics will always affect your company in one way or another."

Next, Jeroen Tiel, CEO of Randstad Groep Nederland, took the stage. His presentation provided a closer look at the Dutch labor market, highlighting rising wages, high sickness rates, and labor scarcity. Jeroen introduced the concept of inclusive employership, emphasizing the importance of bridging divides within companies. “There is no one strategy for all,” he stated, advocating for a personalized approach to talent management. His insights into labor market trends and how employers can anticipate the emerging wants of talent sparked inspiration.

Diederik Samsom, Former Head of Cabinet to the Vice-President of the European Commission and Commissioner for Climate Action, followed with a compelling talk on climate change. He began with the origins of the Green Deal, drawing inspiration from Roosevelt’s New Deal when asked about it. Diederik spoke passionately about the urgent need for action, highlighting renewable energy and the pivotal role of the younger generation in driving change. “We are in runaway climate change times, and we can feel it,” he urged, calling on companies to embrace the transition towards sustainability. His emphasis on the social challenges of the fast-paced societal changes resonated with the audience.

The plenary conversation brought Haroon, Jeroen, and Diederik together on stage. The interactive session saw the public actively participating, posing questions that sparked deeper insights. Haroon’s thoughts on China’s environmental investments, Jeroen’s strategic priorities focusing on the labor force, and Diederik’s call for education as a renewable source created a dynamic and thought-provoking dialogue.

As the first course was served, Caroline Tervoort, CHRO of KPMG, opened the panel discussion with reflections on trust and the impact of politics on recruitment. Natalia Wallenberg, CHRO of Royal Ahold Delhaize, discussed the complexities of change and the need for diverse teams. “The tendency is to simplify things. That causes a lot of polarization.” Natalia adds. Armand Sohet, CHRO of AkzoNobel, addressed the role of AI in augmenting human capabilities, while Kai Anderson from Mercer highlighted the transition from well-being to organizational resilience. “We need to redesign work and augment humans and technology to get the results we want to see. The level of stress in many companies is too high and we need to leverage tech to work much smarter – benefiting both the individual and the organization.” he says.

Interactive segments using Mentimeter allowed attendees to share their experiences with AI initiatives, emphasizing the need for companies to embrace AI to stay competitive. The discussions were lively, with attendees debating the best approaches to integrating AI and the importance of psychological safety in the workplace. The evening concluded with focused breakout sessions, each tackling critical areas such as digital acceleration, transformational sustainability, and balancing founder values with governance. These sessions provided a platform for deep dives into specific topics, fostering collaboration and idea-sharing among the attendees.

As the night drew to a close, we're left with a beautiful summary of the evening by Spoken Word artist Justin Samgar. "Because it's all about the people, being human and prospering." The CHRO Forum 2024 successfully provided a platform for leaders to explore the challenges and opportunities in today's dynamic business environment, emphasizing the critical role of strategic leadership in navigating these complexities. The event not only highlighted the importance of topics like climate, geopolitics and inclusive employership but also underscored the need for continuous learning and adaptation in an era of fragmentation and dynamic business models.

### Key Takeaways

- *Understand the cyclical nature of geopolitical shifts and their impact on business strategies.*
- *Companies need to prioritize inclusive employment to bridge divides within organizations and foster a sense of belonging among employees.*
- *Embrace sustainability as a strategic imperative, recognizing the urgency of climate action is crucial.*
- *Recognize the transformative power of the younger generation in driving societal and business change.*
- *AI is here to stay. Leveraging AI and technology can augment human capabilities and enhance organizational resilience.*
- *Equip leaders with the insights and tools needed to drive organizational success in an era of rapid change.*

## *LIFE*

*What is it really about?  
Where are we going?  
How do we make things better?  
How do we get to know more?*

*In a world full of unpredictable uncertainties  
In an era of fragmentation and unstable situations  
There is one thing you can be certain of:  
Every society has human foundations  
And we are observant of patterns, trends and waves  
Observant of how everything moves and behaves  
So we can predict whats coming, instead of being caught up in the chase*

*People are the building blocks  
And every one of us started as little rocks  
We worked on our own, helped others and got bigger  
And we're still building the future  
Big rocks and little rocks  
Rocks in every shape and form, challenging the norm  
Forming an unique organization with conviction and clear communication*

*Today you came through, here, together  
To talk about these important matters  
The stuff that keeps you awake at night  
Because what happens outside, also happens inside  
You dived into the details without any fright*

*Temperatures are rising, literally and figuratively  
The political landscape shifts, people are very invested  
Businesses are tested on their adaptability  
Leaders are looking for solutions, seeing possibilities*

*I saw all of you gathered this season for one reason  
To prepare for the unknown  
To face the current dilemmas and challenges  
Starting honest dialogue to exchange unifying perspectives  
To be open, share knowledge and make connections  
To sail towards new solutions and directions*

*To go where needed, from me to we, you certainly need more strategy  
While navigating uncertainty, you need loads of creativity  
Embracing data and technology to empower people naturally  
Being an ethical and curious leader with objectivity  
You want to be the moral compass of your company*

*The diversity of perspectives gives room to different ideas discussed  
The inclusion of every angle shows new connectivity  
It opens the road to new possibilities for sustainability*

*If you create a space for employee health, well-being, societal trust and transparency  
It pays back to business in stability, performance quality and productivity  
Trust is the most important, essentially*

*You examined everything you need to know for today  
By listening, sharing, questioning and answering on this day  
What you as CPOs can do for humans in your organization  
In its value creation, growth, footprint, and leading the way  
In enabling an important corporate transformation with the right education  
Building skills that will lead to innovation*

*We're talking about the certain and uncertain  
Because It's all about the people, being human and prospering  
It's all about what you can do for these persons and the future because  
You have the power to really change something  
In the HERE and NOW*

*So  
its up to you...  
Please  
lead  
the way*



# Photo Impression



























**This post read is offered by the partners:**

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**About CHRO Forum**

CHRO Forum is a peer-to-peer platform for CHROs from leading organizations across a wide range of industries. The forum offers a sharing platform to discuss, learn and inspire each other. Enabling people to be part of a meaningful community, this setting offers CHROs a reference on the speed of change, in order to gain actionable insights.

Organization:



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