

**NOCCA**

**HR Business Partner Day 2023**

in collaboration with

**Nordea**

# Welcome to HR Business Partner Day

**Navigating Complexity**

**Strategic Workforce Planning**

**Inclusive Transformation Leadership**

**Special Guest CPO**

**Change & Strategy Implementation**

**Panel: Business Partnering for the Future**

96 member organizations  
7.500 HR professionals

42 events in 2022  
24 in English

4.182 participants  
in year 2022

# NOCA



# HR BP Memory Share

*What is one of your good memories from working as or with an HR Business Partner?*



**Reflect individually and make a mental note...**

**We invite you to turn to your neighbors and share a good HR BP Memory**

***What is the biggest challenge right now for you  
in the role of HR Business Partner?  
(in one word)***



## **Slido for Q&A**

- Go to Slido to answer our opening question + to ask questions to our speakers (Q&A)
- If *NOT* using the QR code, but instead accessing via Slido.com: #NOCA23
- Ask questions for the speakers in the Q&A tab via Slido
- Help prioritize the questions → like to vote for the questions you also wish to get answered.

# Navigating Complexity

*Helen Tracy*  
*Principal Learning Partner*  
*Harvard Business Publishing*







**Harvard Business Publishing**  
Corporate Learning

# Navigating Complexity

PRESENTED BY

Helen Tracy

23<sup>rd</sup> November 2023

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# Harvard Business Publishing: Who We Are

Renowned business experts

Harvard  
Business  
School



*Harvard  
Business  
Review*

Global  
research  
centers

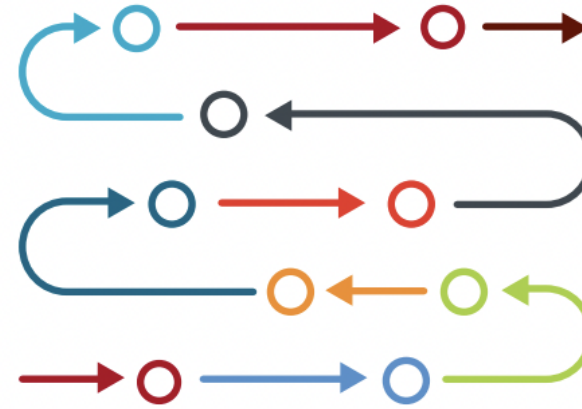


Leadership  
advisory board

Leadership development experts



# Navigate Complexity



Navigating complexity means grappling with pitfalls that can blindsides even the most conscientious leaders and often means dealing with thorny situations in which desired goals seem mutually exclusive.

# Study Methodology

## 2023 Global Leadership Development Study

1,274 surveys and interviews with senior L&D leaders (Jan-Mar 2023) from the following:



ROLE

**1:1**

Ratio of L&D / HR professionals to functional heads among all respondents



COMPANY SIZE

**47%**

work for companies that earn revenue of more than \$20 billion

**63%**

work for companies with a headcount of more than 20,000



SECTORS

**34%**

Financial Services and Energy & Utility

**66%**

spread out over an additional seven industries



REGIONS

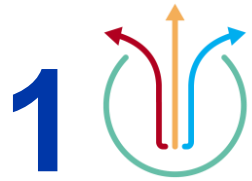
**73%**

America and APAC

**27%**

EMEA

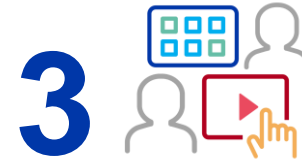
# Key challenges in leadership development today



Contending with ongoing disruption beyond the C-Suite



Building the tech-savviness of all leaders

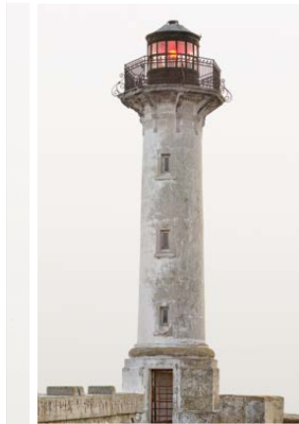
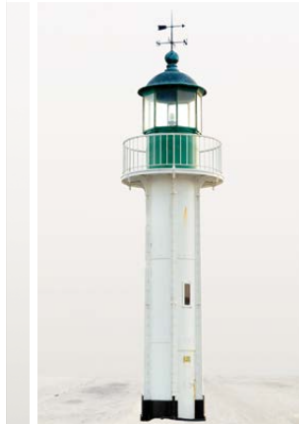


Humanizing leadership in the digital age



Leading hybrid work in four dimensions

FOR ARTICLE REPRINTS CALL 800-988-0886 OR 617-783-7500, OR VISIT [HBR.ORG](http://HBR.ORG)



Photographs by VLADIMIR SPASSOV

**Ranjay Gulati**  
Professor, Harvard Business School



## The Messy but Essential Pursuit of Purpose

Win-win solutions are less common than we think.



AS PURPOSE-DRIVEN start-ups go, Gotham Greens is a tremendous success story. The company uses advanced hydroponic farming techniques to grow fresh, high-quality, pesticide-free produce, which it now sells in more than 40 U.S. states. Since its launch, in 2009, it has redeveloped 500,000 square feet of out-of-use city industrial spaces and brownfield sites into modern urban greenhouses—facilities that use 95% less water and 97% less land than conventional farms do. Profitable since its first year, it's been named one of *Business Insider's* "50 Coolest New Businesses in America." By the close of 2020 the company had attracted \$130 million in investment.

Gotham Greens clearly delivers social and environmental benefits, making good on its mission of finding new ways to produce local food, revitalize communities, and innovate for a sustainable future. At the same time, it's creating wealth for its employees and investors. It's an example of what my Harvard Business School colleague Michael Porter and the FSG cofounder Mark Kramer have dubbed "shared value" and what Whole Foods Market's CEO, John Mackey, calls "conscious capitalism."

And yet not even Gotham Greens always realizes its ideals perfectly. If you've bought its produce, you know that the greens come in single-use

Harvard Business Review  
March–April 2022 **3**

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# Reinventing Your Leadership Team

Your organization's future depends on getting this right.

PHOTOGRAPHER ALICE MANN

AUTHORS

**Paul Leinwand**  
Leader of growth strategy for PwC's Strategy&

**Mahadeva Matt Mani**  
Principal, PwC US

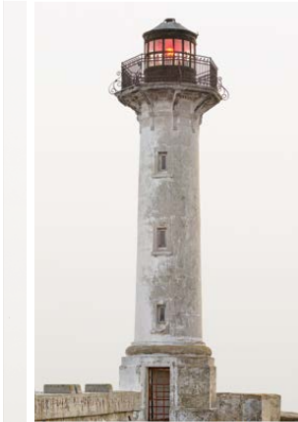
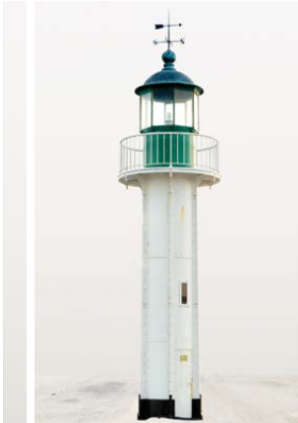
**Blair Sheppard**  
Global leader of strategy and leadership for the PwC network



LEADERSHIP

Harvard Business Review  
January–February 2022 **3**

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**Ranjay Gulati**  
Professor, Harvard Business School



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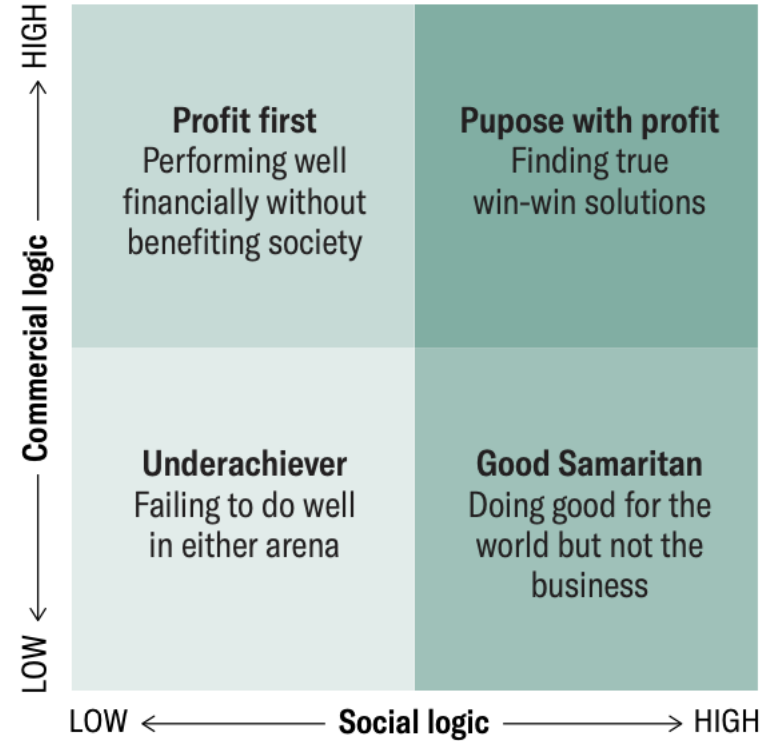
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Photographs by VLADIMIR SPASSOV

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## Six Paradoxical Expectations of Leaders

In a 2021 survey of 515 businesspeople from around the world, respondents placed high importance on leaders' ability to balance the paradoxical demands inherent in six key roles. At the same time, they had much less confidence that leaders could effectively manage the tensions involved.

■ % of respondents indicating that both elements of the paradox are important or critical to the company's future success

■ % of respondents indicating that top leaders in their organization are good or best in class at both elements of the paradox



Source: Strategy&



# Reinventing Your Leadership Team

Your organization's future depends on getting this right.

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LEADERSHIP

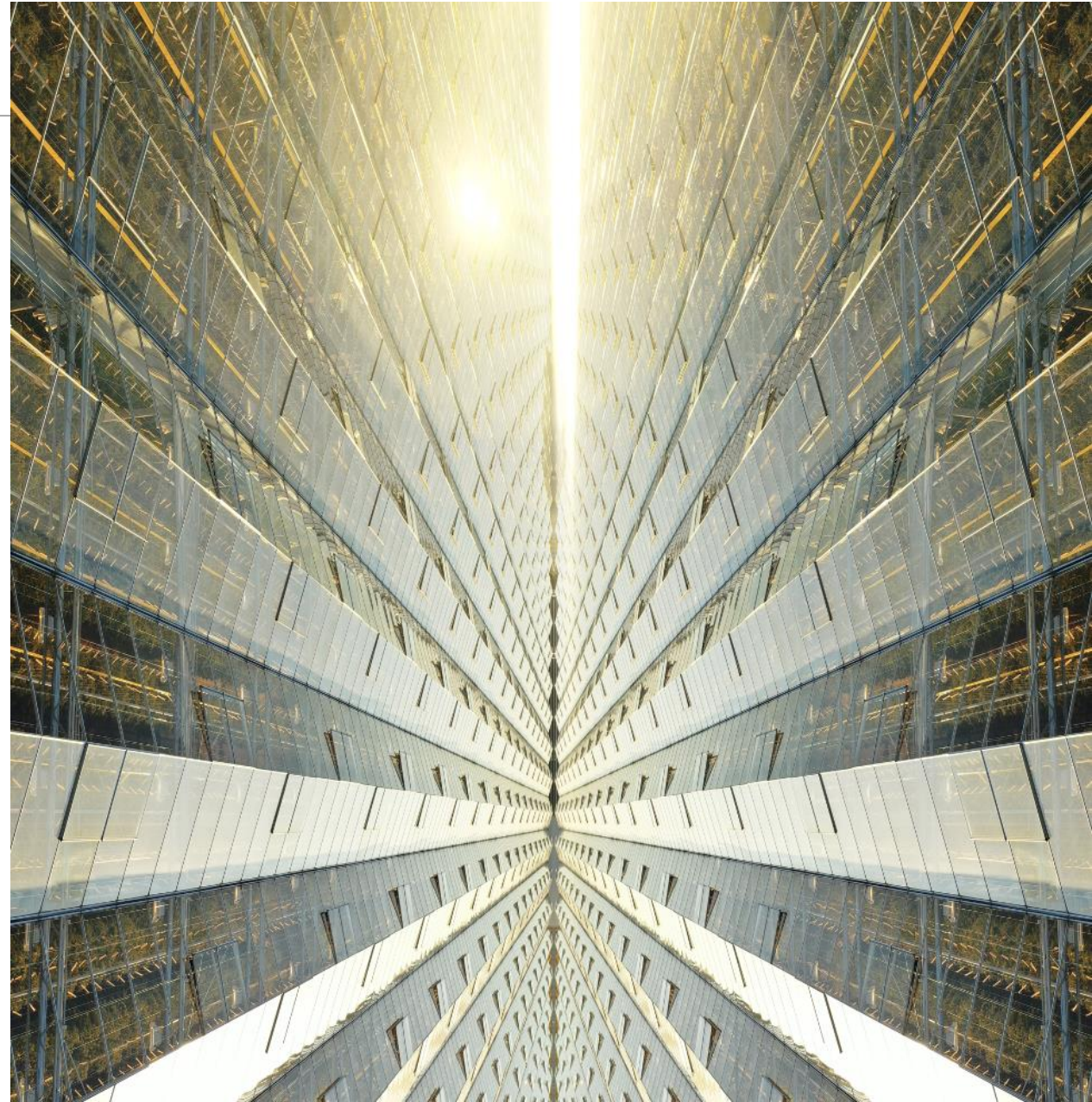
Harvard Business Review  
January-February 2022 3



# Navigating Complexity in Leadership Development

A client story:

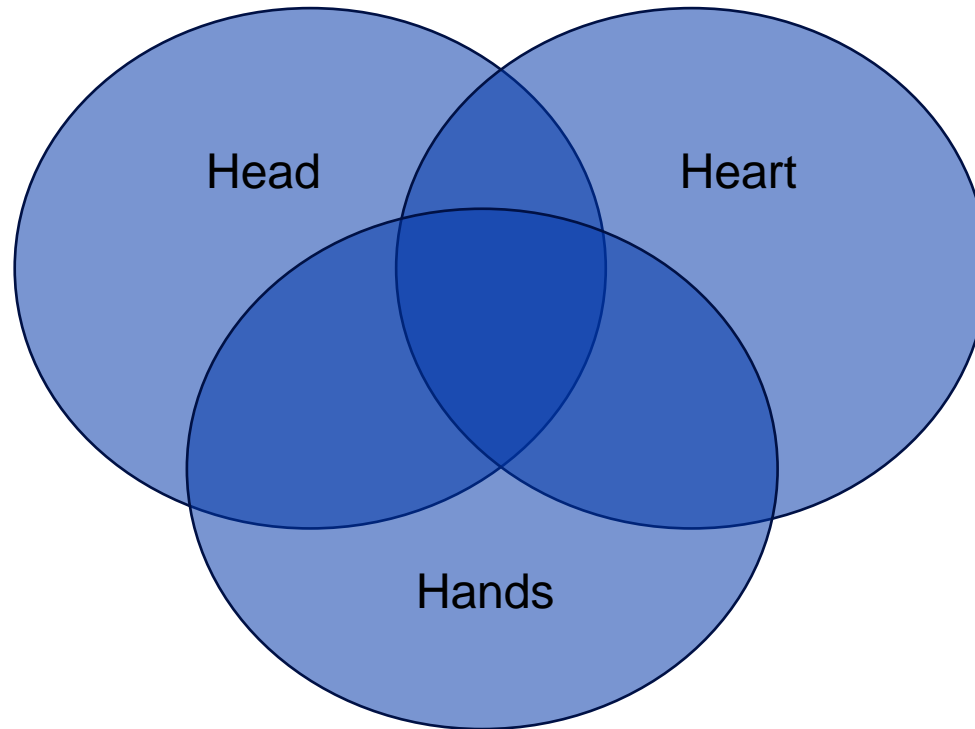
- Simplification
- Paradoxes
- Balance



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# Navigating Complexity in Leadership Development

Achieving balance:



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*“The only way to think like a leader is to first act: to plunge yourself into new projects and activities, interact with very different kinds of people, and experiment with unfamiliar ways of getting things done”.*

Act Like a Leader, Think Like a Leader  
Prof. Herminia Ibarra

# Strategic Workforce Planning

*Henrik Kragh Møller*  
*Strategic Advisor*  
*Relations.dk*



# STRATEGIC WORKFORCE PLANNING

(STRATEGISK KOMPETENCE PLANLÆGNING)

Nov 2023

**NOCA**





# Henrik Kragh Møller

- 2021 - Management Consulting**
- 2018 - 2021 Scandinavian Air Lines Systems, SAS**  
Senior Vice President, Head of HR and Organizational Performance
- 2014 - 2018 ThermoFisher Scientific**  
GLOBAL VP HR, Allergy Division and Regional EMEA HR Lead
- 2011 - 2014 TetraPak – Laval Group, Lund & Lausanne**  
Vice President HR, R&D & TS
- 2008 - 2011 Dupont/Danisco A/S. Copenhagen**  
Vice President HR, Enablers Division
- 1986 - 2006 Officer in The Danish Army**



## What we do in HR !

Organisational Service	Service description
Leadership Excellence	Leadership Elements, 360, Performance Mgmt consulting, Managing difficult performance issues, Coaching. Leadership team effectiveness
Talent Development	Critical roles, succession planning, bench driver, potential identification, development planning, career counselling, facilitate talent review, mobile employee business case, talent development program design, diversity
Capability Planning	Capability identification, Capability gap analysis, Capability root cause, create capability plans, drive capability actions
Strategic Workforce Planning	Future workforce needs identified, current workforce analysis, demographic trends, organisational modelling, operational workforce planning
Organisational Design	SWOT analysis, design principles, design options and linking mechanisms, impact analysis,
Pay and Benefits	Salary, bonus, time attendance, benefits, pension schemes
Employee Engagement	Engagement data analysis, facilitating focus groups, root cause analysis, action planning, turnover analysis
Change Management	Change Management model, change management toolkit, change management facilitation and project management
Competitive Reward	Competitive salary increase programs, competitive pay mix, pay for performance, benefit plan change, job evaluations, senior offers
Labour Relations	Dispute resolution, restructuring, contract negotiations and collective bargaining, wage negotiations, labour relations strategy,

An insight into why your company should work with **Strategic Workforce Planning (SWP)**,

How you as an organization get started with the work,

and the importance of HR's role as a sparring partner.



# WHY IS THIS **SUPER** IMPORTANT

- **Let's start with an example of why resource planning is so important (SAS)**

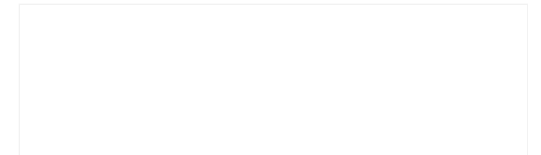




So.. your job in HR is clear  
!!



Identify the competencies  
necessary to implement  
the business strategy.



# Capability planning

## Is a must have - in every Business Plan

- A business strategy relies on people to execute it. That is why we must always ask the question.
- **” Do we have the resources to execute”**

A Great business strategy

+ *The right people capability*

---

= **SUCCESS**

---

A Great business strategy

- *The right people capability*

---

= **FAILURE**

---

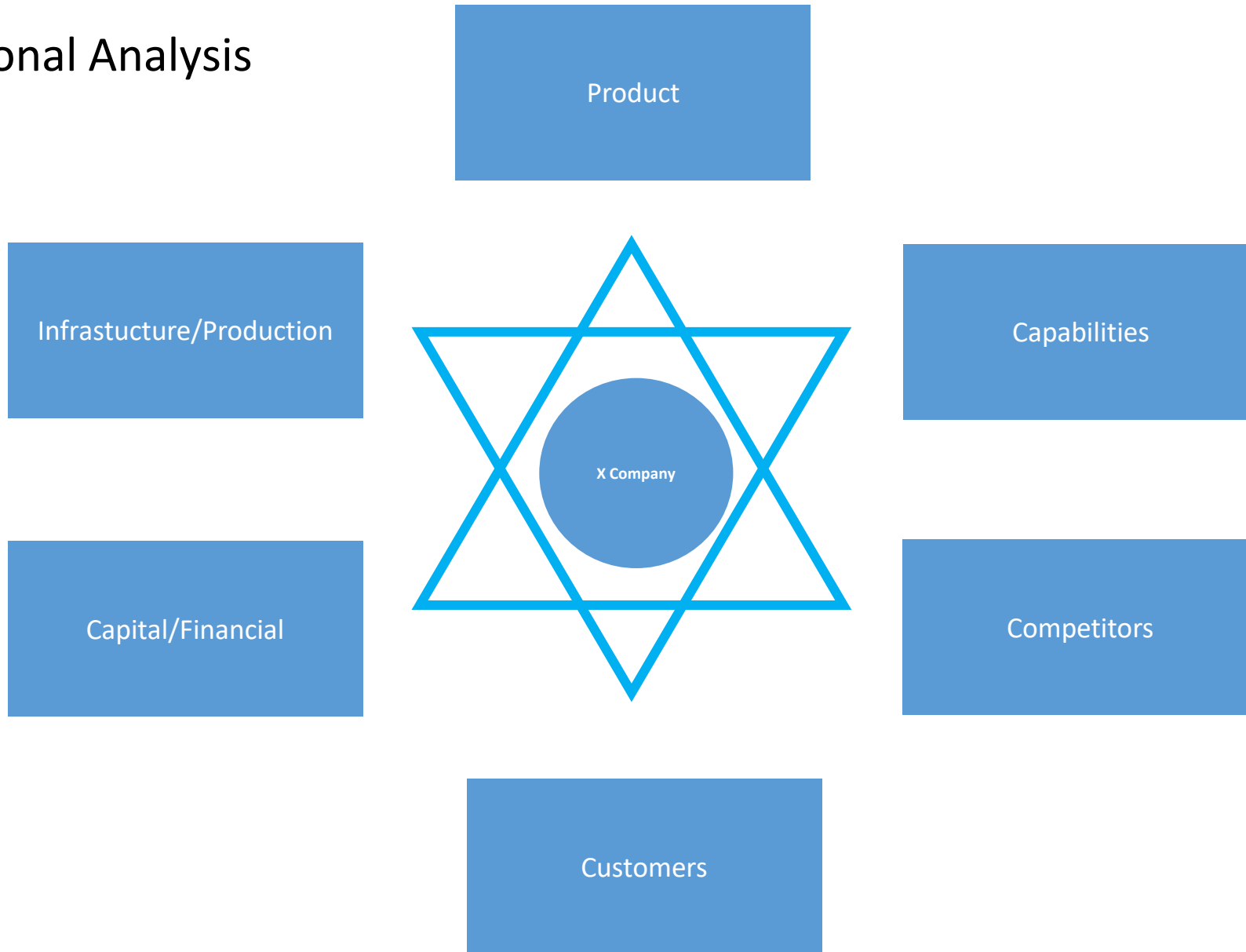
How do I link the HR initiatives to the business plan? – A 3 step approach.



- 
- Operation analysis
  - Building Opportunities (M1-M4)
  - Doing the Process



# Operational Analysis



## Next step – Building opportunities, Is ensuring available competences(6B)

- B Buy** Acquire new talent by recruiting individuals from outside the organization.

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- B Build** Develop talent through training, education, formal job training, job rotation, special assignments, and action learning.

---

- B Boost** Move the right people through the organization and into higher positions.

---

- B Borrow** Partner with consultants, vendors, customers, and suppliers outside the organization in arrangements that transfer skill and knowledge, or recruit individuals from other departments or divisions within the organization.

---

- B Bounce** Remove low-performing or under-performing individuals.

---

- B Bind** Retain employees with high growth potential and valued talent.

The model allow us to decide what we have to do



# What does a process for SWP include ?

1. A methodological **review**

2. A summary - of the emerging options **(M1-M5)**

3. A **priority**  
- of the choices that have been made

4. **Focus area**  
-of the strategy

5. **Implementation plan** - with clear ownership

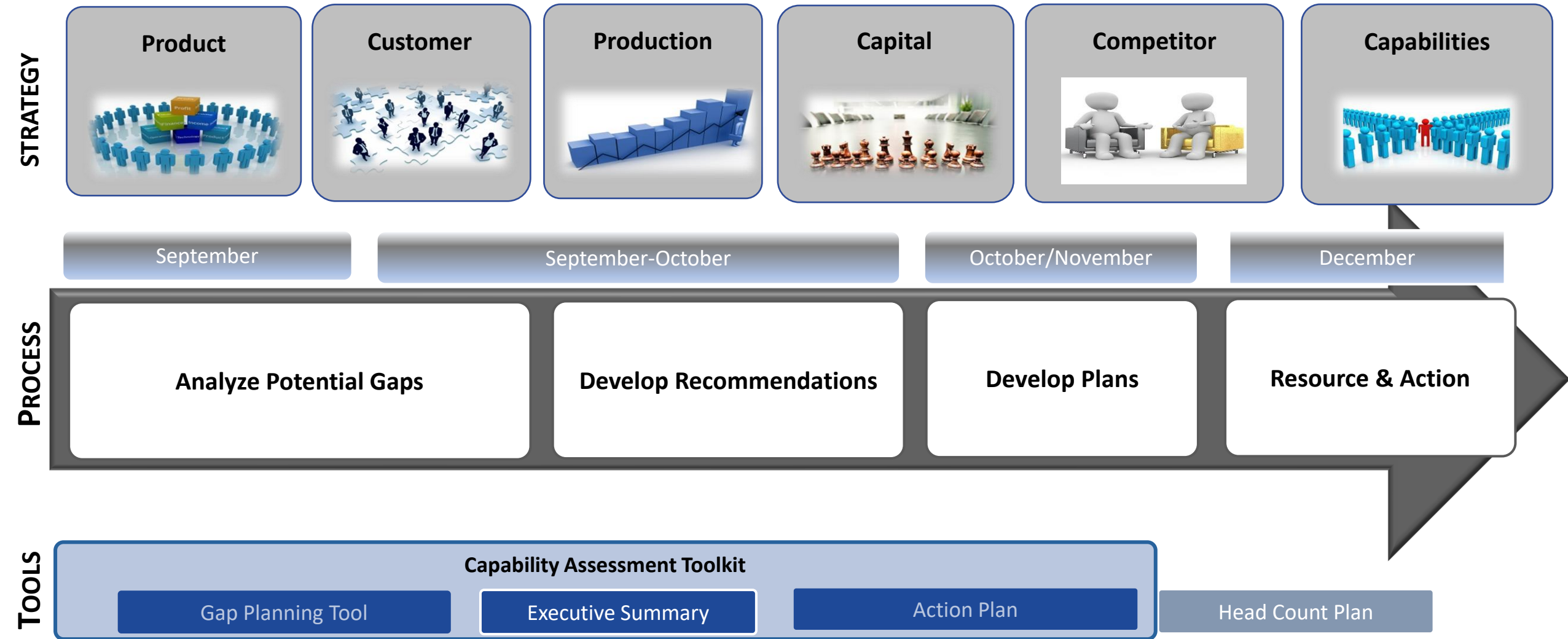
6. **Time and communication schedule**

7. Target **follow-up & corrective actions**



# SWP Toolkit

# SWP = strategy + competences





A person in a green shirt is seen from the back, working on a large grid of sticky notes on a wall. The grid is formed by blue lines. The sticky notes are in various colors (yellow, orange, pink, green, blue) and are connected by red string, forming a complex network. The person is adjusting the string connections. A semi-transparent black box with white text is overlaid on the center of the image.

It can be done in many ways..

# Capability Assessment Toolkit

## Toolkit

### 1 Gap Planning Tool

Tool that provides step-by-step guidance on how to have the conversation with leaders to translate strategic priorities into org capabilities.

### 2 Executive Summary

Tool to assess the capabilities of the organization to execute on each strategic priority in terms of:



#### Structure:

- Is the organization structured optimally to meet this strategic priority?



#### People: Knowledge and Skills

- Does the organization have the required quality and quantity of talent (knowledge and skills) to execute on this strategic priority?



#### Processes:

- How effective are the business processes and cross-functional processes and linkages that support this strategic priority?

Assessment should be across all functions of the business

### 3 Action Plan

Based on key strengths and gaps/opportunities identified across organization, develop a summary of recommended actions to meet strategic priorities:

- Recommended actions may address more than one strategic priority
- Recommended actions should be prioritized (i.e., put in priority order)

This feeds into the FMH Headcount Planning.




# Gap Planning Tool

A detailed analysis (by function) of the ability to successfully execute against each strategic priority.

## Capability Assessment: Gap Planning Tool (Optional)

**Purpose:** Use this tool to analyze the current ability of your Division or Business Unit by function and region, to successfully execute against each strategic priority.

**Overall Capability** indicates your combined assessment of:

-  **Structure** - Is the organization structured optimally to meet this strategic priority? (e.g., reporting relationships, roles and responsibilities, alignment with other functions, etc.)
-  **People** - Does the organization have the required quality and quantity of talent to execute? (e.g., knowledge and skill-sets, leadership skills, etc.)
-  **Processes** - Are business and cross-functional processes and linkages able to support this strategic priority? (i.e., are processes optimized to maximize organizational effectiveness?)

### Using the Gap Planning Tool

Rate the capability and readiness of the leadership and functions within your organization to execute on each strategic priority, relative to Structure, People and Process.

- If there are gaps in capability, select "NOT READY" and indicate if the gaps are related to Structure, People, and/or Process. Add notes as needed.
- Consider any regional nuances or implications, and list any potential issues.

Use the questions below when considering the capability rating, and to help inform follow-up conversations:

1. **What capabilities do we currently have** that will directly support the execution of this strategic priority? (consider all functional areas)
2. **Where are the perceived capability gaps** in the organization (consider all functional areas) and are these gaps specific to a particular BU or region?
3. **Structure** - How would you evaluate the current structure? What is working? What is not working? Are there areas where roles and responsibilities are confusing or unclear?
4. **People** - Does the number and aggregate skill set of the team match the requirements to execute this strategic initiative?
5. **Processes** - Are there processes that need to be developed or refined to maximize efficiencies to deliver on this strategic priority?
6. **What else** might impede the organization's ability to execute?

### Next Steps:

After completing one tool for each strategic priority, translate findings to *Capability Assessment: Executive Summary*.

- For capability areas rated as "READY," list top 2-3 key strengths
- For capability areas rated as "NOT READY," list key gaps to be addressed in action plan to build organizational capability







## Capability Assessment: Gap Planning Tool (Optional)

Name the strategic priority you are assessing (you will complete one tool for each strategic priority):

**Strategic Priority:**

Function	Overall Capability: ✓ Select "READY" if prepared to execute; "NOT READY" if gaps	If you selected NOT READY: ✓ Check all Capabilities impacted ✓ Note the specific gaps below	Regional Implications? ✓ Specify region and list potential issues
Leadership	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Product Management	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Market Development <i>(Includes web, e-commerce)</i>	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Commercial <i>(Includes direct sales, specialty sales, distributors)</i>	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Service and Support	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
R&D	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Operations <i>(Includes supply chain, manufacturing)</i>	<input checked="" type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Program Management	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Finance	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
IT	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Human Resources	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Legal	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
Other: <input type="text"/>	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Structure <input type="checkbox"/> People <input type="checkbox"/> Processes Gaps: <input type="text"/>	<input type="text"/>

## Strategic Priority 1-5: XXX

Key initiatives	Capability Areas: Check all that apply.			Additional Notes/Comments
	 Structure	 People	 Processes	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Key outcomes	 Structure	 People	 Processes	Additional Notes/Comments
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Note:</b> Complete a separate Assessment for each Strategic Priority.				

# 3. Action Plan

## Strategic Priority 1-5:

Recommended Actions to Build Organizational Capability	2023 BP Impact?*	Active	Planning	In Exploration
	Yes / No			
	Yes / No			
	Yes / No			
	Yes / No			
	Yes / No			
	Yes / No			







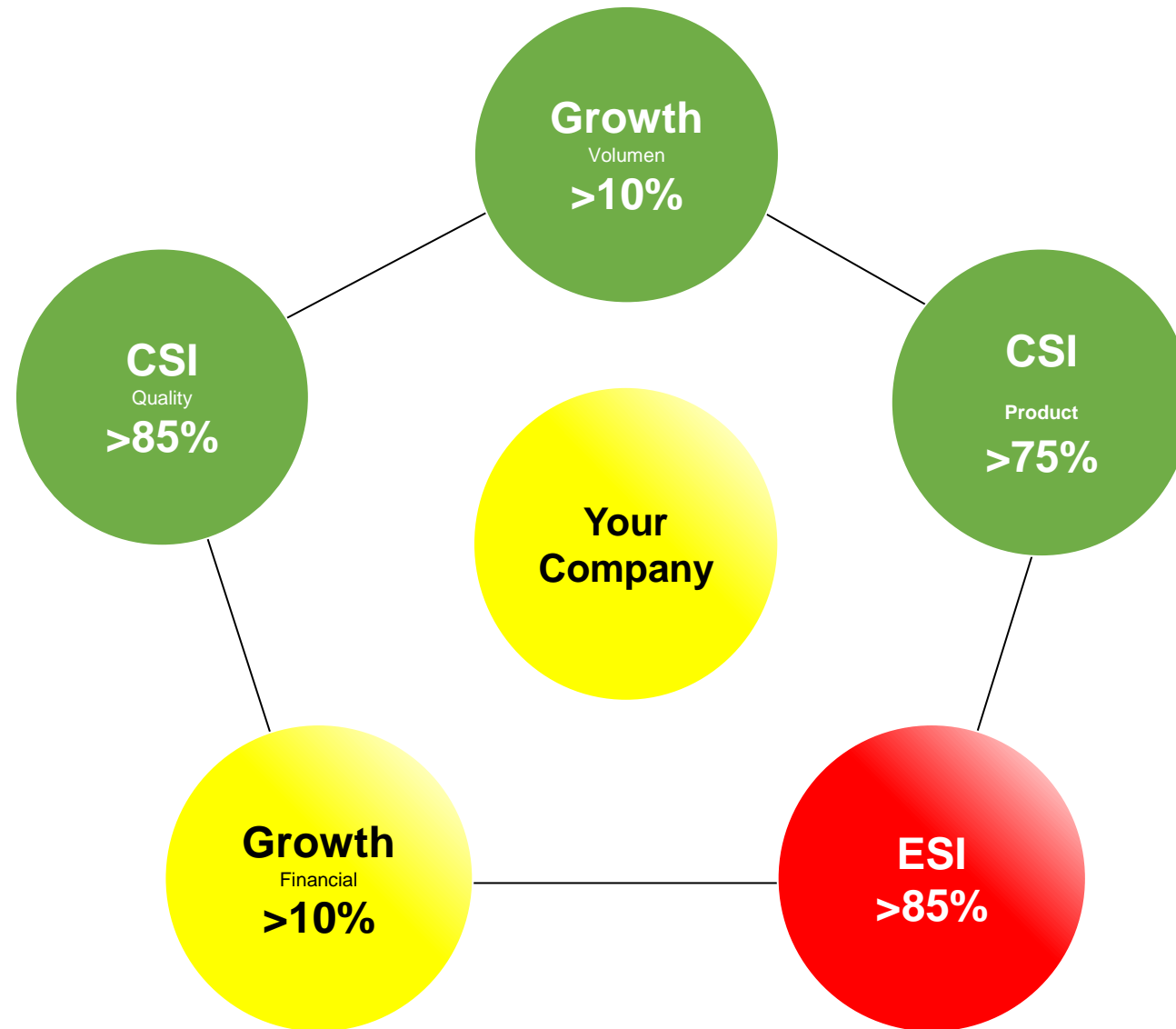
How to measure our success



# Company Success index



# COMPANY DASHBOARD – INTERNAL REPORTING



# COMPANY DASHBOARD – 2024

2024 TARGET:

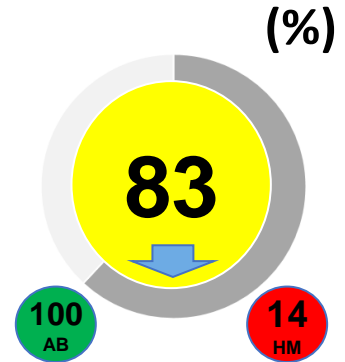
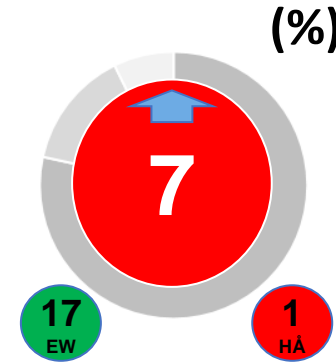
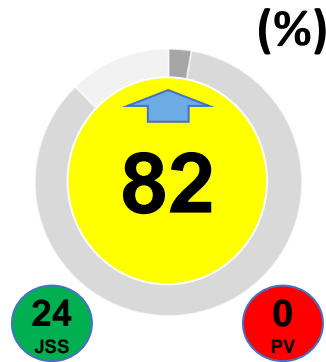
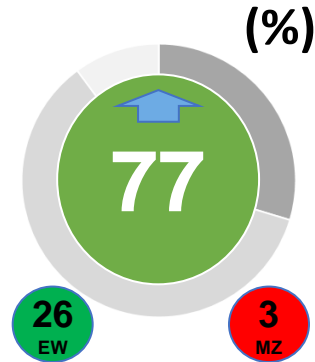
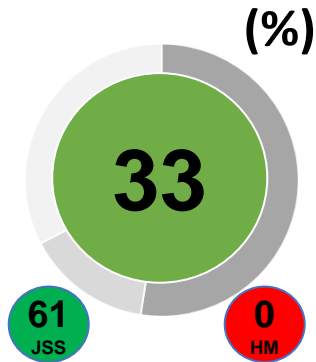
**+10%**

**>75%**

**>85%**

**+10%**

**>85%**



**Growth**  
Volume

**CSI**  
Product

**CSI**  
Quality

**Growth**  
Financial

**ESI**

■ NOT FILLED

■ NOT STARTED

■ RI

■ NO DATA

■ EXTERNAL

■ FILLED – NONE IDD

■ PARTLY FILLED

■ AS

■ NOT PROMOTABLE

■ INTERNAL TFS

■ FILLED - IDD

■ COMPLETED

■ CS

■ PROMOTABLE

■ INTERNAL IDD

# What to look up for in SWP !!

## Where can it go wrong

- SWP is a Top Down exercise
- Planning is essential
- A tool kit is needed

## How to create value

- One function at a time
- HR Partners are process leads
- Career planning
- Involve Unions , TA, Universities etc.

## What competences needed

- HR specialists (TA, Admin)
- Appoint a HR Master
- Training of all in system

## 2 advises

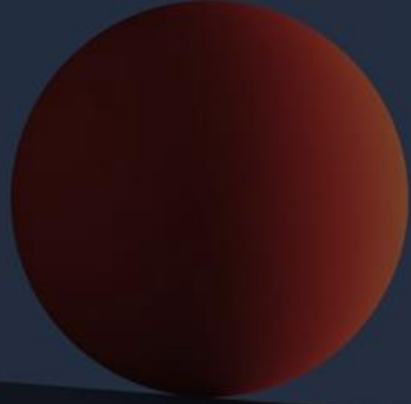
- Take the lead in HR
- Practise. First year is hard, but continue the journey



Thank you...

Henrik Kragh Møller  
[kragh@relations.dk](mailto:kragh@relations.dk)  
Tlf.: 6131 0100





Back-up



# 2025 STRAP Implementation Progress

		Operational lead	Status	Comment
Product	P1 China market expansion	M. Spangfort	●	CRO study failure
	P2 Allergy: Portfolio life cycle management	A. Sylvan	●	On track with Portfolio optimization
	P3 Autoimmunity: Portfolio life cycle management	M. Haass	●	Continued disease area + innovation focus
	P4 Instrument: Portfolio life cycle management	M. Danielson	●	Strategic options for Phadia 2.0
	P5 Quality & regulatory compliance	A. Berg	●	Solid track record
Production	S1 Capacity build-up (expansion)	M. Kjellsson	●	On track with volume growth projections
	S2 Sourcing	H. Åsbrink	●	Mitigate risk through dual sourcing partner
	S3 Productivity (cost per test)	H. Åsbrink	●	Drive 3% cost reduction year on year
Customer	C1 IDD Value proposition	H. C. Müller	●	On track with Value prop roll out
	C2 Market development to drive utilization	H. C. Müller	●	Marketing organization and capabilities
	C3 Pricing	T. Hein	●	On track to deliver IDD pricing strategy
	C4 Service model	F. Uggeldahl	●	Differentiated value-based service
Capabilities	O1 Org Capabilities Assessment	H. Møller	●	Organization assessment on track
Proces/structure	O2 Operating Model	A. Berg	●	Strengthened PLM and Operating model
STRAP (Program)	M1 STRAP PMO: process, tracking & comms	E. Tizioni	●	Established Strategy Council Model

● On track with execution during STRAP period

● Moderate execution risk during STRAP period

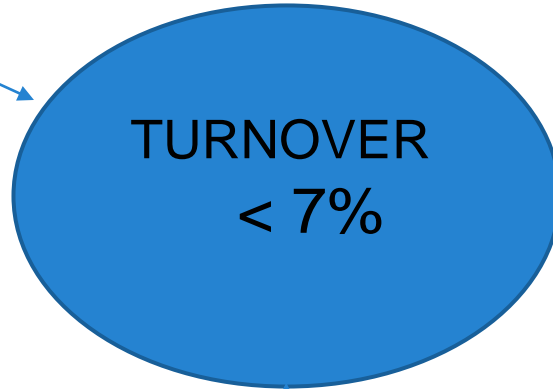
● High execution risk during STRAP period

## CULTURE

- ❑ Focus on Building up the Global HR team, Diversity and Employer's Branding

**KPI :**  
Q2 : Digital event through Yammer to increase overall understanding of our business through the functions

Q4 : Employer Branding event via a Discussion forum for Women's leadership in an organization



## CAREER DEVELOPMENT

- ❑ Individual Development Plans for our Talents

**KPI :**  
100% for High Potentials  
> 70% overall

- ❑ Assessment centre

## EDUCATION

- ❑ **FOL** extended to all functions across Global IDD

**KPI :**  
100 % functions included in the nominations process

- ❑ **Career in Motion** : Support Managers to grow their team

**KPI :**  
1 session organized in Q1 to complete 100% managers trained  
Continue with the Employees sessions

*What do you take with you from today so far?*



**Grab a new neighbor for experience sharing and take turns sharing a piece of insight from this morning or your best HR BP trick**

**...you can also choose to reflect for a bit instead.**

Lunch  
until 12:15

# Inclusive Transformation Leadership

*Rebecca Harvey*

*Senior Consultant and Partner*

*Workz A/S*







# INCLUSIVE TRANSFORMATION LEADERSHIP

Rebecca Harvey  
WORKZ



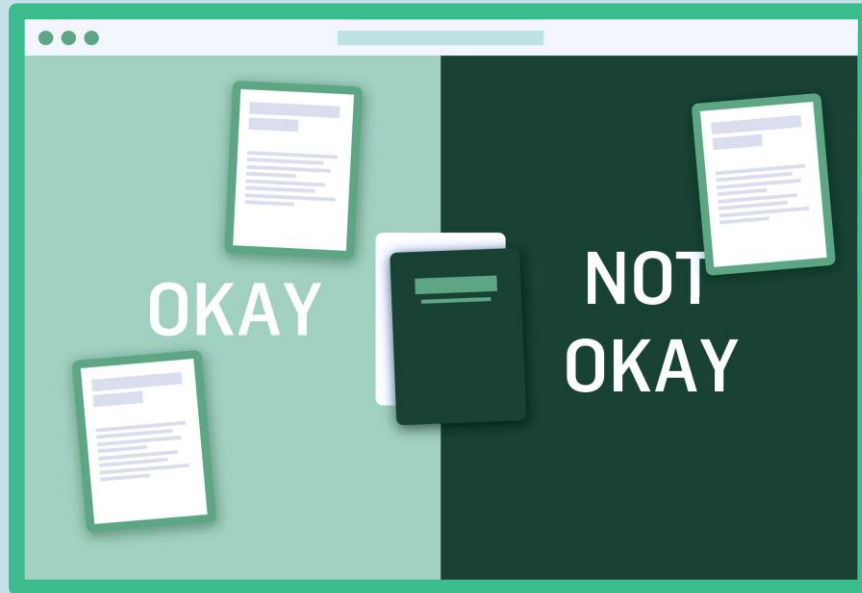
# GET INVOLVED TODAY



# INVOLVEMENT



# DIVERSITY



# CHANGE LEADERSHIP







# THANK YOU

Rebecca Harvey  
WORKZ

[rh@workchange.com](mailto:rh@workchange.com)



# Special Guest CPO

*Christina Gadeberg*

*Chief People Officer*

*Nordea*

**Christina Gadeberg**  
**Chief People Officer**



# Change & Strategy Implementation

*Lotte Schiffer*

*Head of People for Group Functions*

*Nordea*







# People Business Partner in Nordea

Lotte Schiffer, Head of People for Group Functions and Denmark

23 November 2023, Denmark

**Nordea**



# Transition from transactional HR to driving the Big People Picture

## From the “*HR generalist*” ...

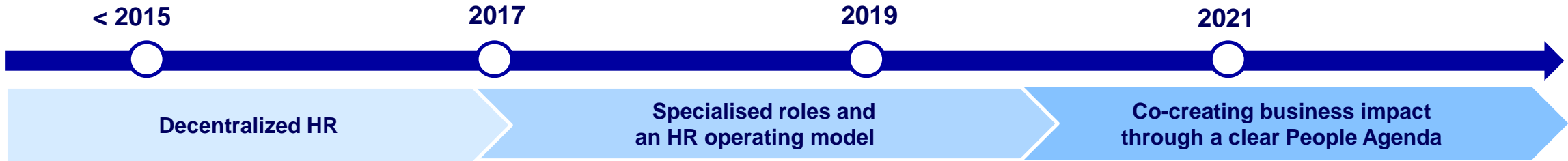
- That **does all people related tasks and requests** (e.g. recruitments, development/training activities)
- Has a **non-standardized approach** on WHAT & HOW to deliver towards business on people matters
- With **no common Nordea People Priorities** to build and support the sense of One Nordea.

## To the impactful *Strategic People Business Partner...*

- **Embedded** in the development and execution of the business strategy in our areas
- **Partnering up with leaders** and driving the people agenda and workforce overall planning and strategy
- Bridging the business needs to the People Organisation and facilitating the **Common People Priorities**

# Our journey is a constant evolution

	3 Business Areas	4 Business Areas	4 Business Areas	4 Business Areas
	9 Operating Countries	9 Operating Countries	6 Operating Countries	6 Operating Countries
	~ 30,000 FTEs	~ 30,000 FTEs	~ 30,000 FTEs	~ 29,000 FTEs



- ~ 130 local & global HR Partners
- Hired within the business areas
- ~ 75 local & global HR Partners
- Hired within the business areas
- Moving HR Partners within Group People
- Ongoing assessment of operating model
- 24 People Business Partners
- All centralized within Group People
- Service delivery model simplified



# We have learned and gained significant experience along the way



## Strategic Benefits

- Overall Group aligned on policies and governance
- Common infrastructure with increased automatisisation of processes
- More tiered service model: operational, tactical, strategical
- Quality on deliveries and service improved significantly with visible impact on the yearly employee lifecycle
- Strategic knowledge improved – skills & capabilities
- Cost & time efficiencies for both Group People but also leaders across the organisation



## Lessons learned

- Look for the right time to implement big changes (e.g. organisation/management appetite, existing skills)
- Make sure you have the right person at the right time for the right job (business need vs. resource skills)
- There will be trade-offs to accept and mitigate (e.g. 1:1 HR counterpart, higher expectation of self-service for leaders)
- Clear need for one point of contact for all HR questions for the leaders, regardless of level
- Be clear on when it requires strategic thinking vs. operational

# Where do we go from here?



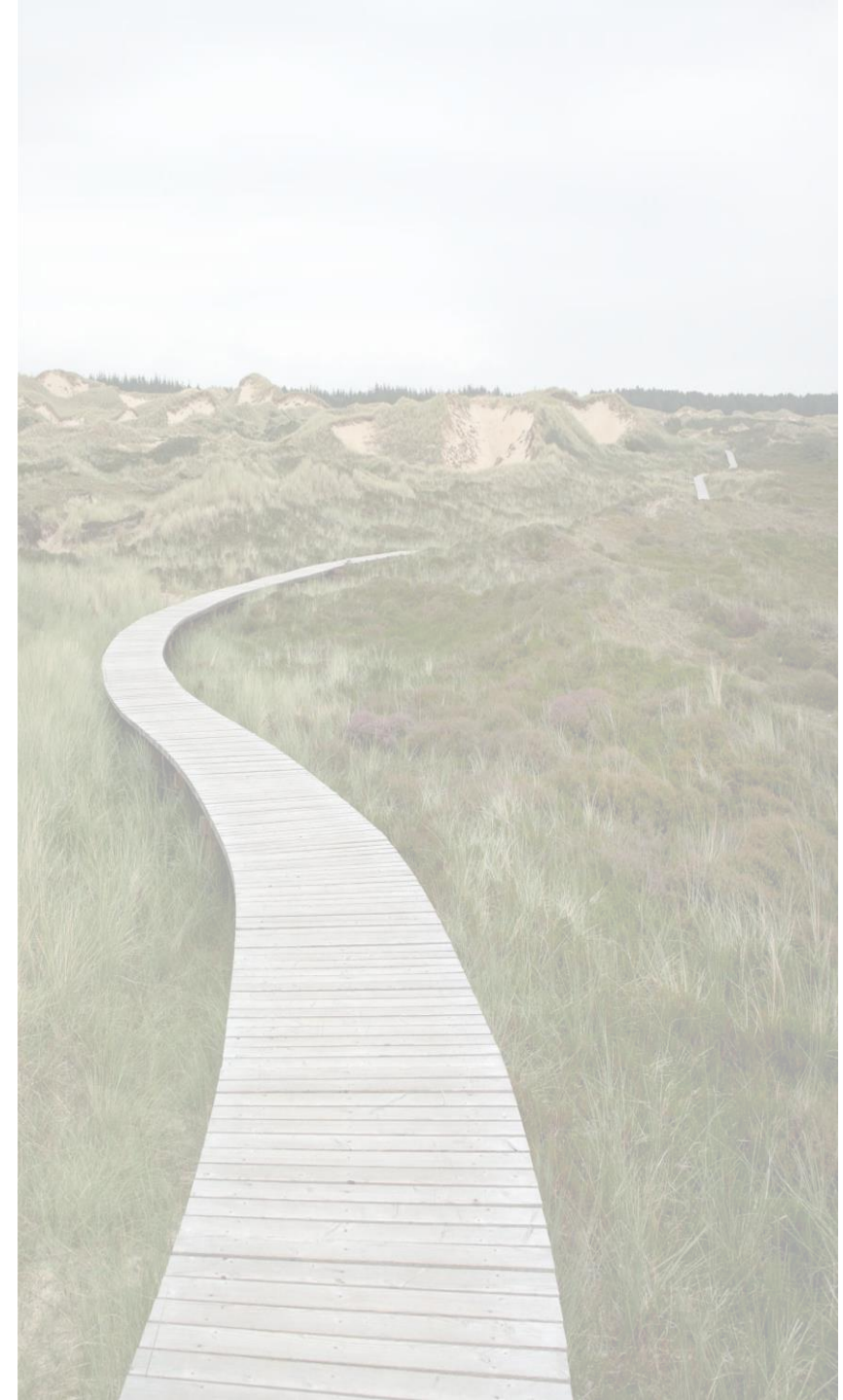
Digitalisation & Automatisation



Increasing regulatory environment



Fragile macro-economic environment



Afternoon break  
until the panel 14:30

Panel

# HR Business Partnering for the Future

*Helen Tracy*

*Principal Learning Partner, Harvard Business Publishing*

*Lotte Schiffer*

*Head of People for Group Functions, Nordea*

*Rebecca Harvey*

*Senior Consultant and Partner, Workz A/S*

*Henrik Kragh Møller*

*Strategic Advisor, Relations.dk*



# HR BP Takeaways via Slido

*Inspired by today, what actions will you take to develop your practice as an HR Business Partner?*



Thank you!  
Networking until 16:00



# Activities & events in NOCA



**33 Online meetings**  
HR relevant topics  
and lectures

**11 Conferences**  
Designed by NOCA or in  
collaboration with partners

**Learning expedition**  
To international People  
Management Conference

**5 Advisory Boards**  
Network for heads of  
functions within HR