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Leadership in Transformation

18th HR
Minds
FORUM 2025



„Talent wins games but teamwork and intelligence wins championships”

TRANSFORMERS

THE LAST KNIGHT



79%

of CEOs will have **new business strategies** ready by the end of 2024.

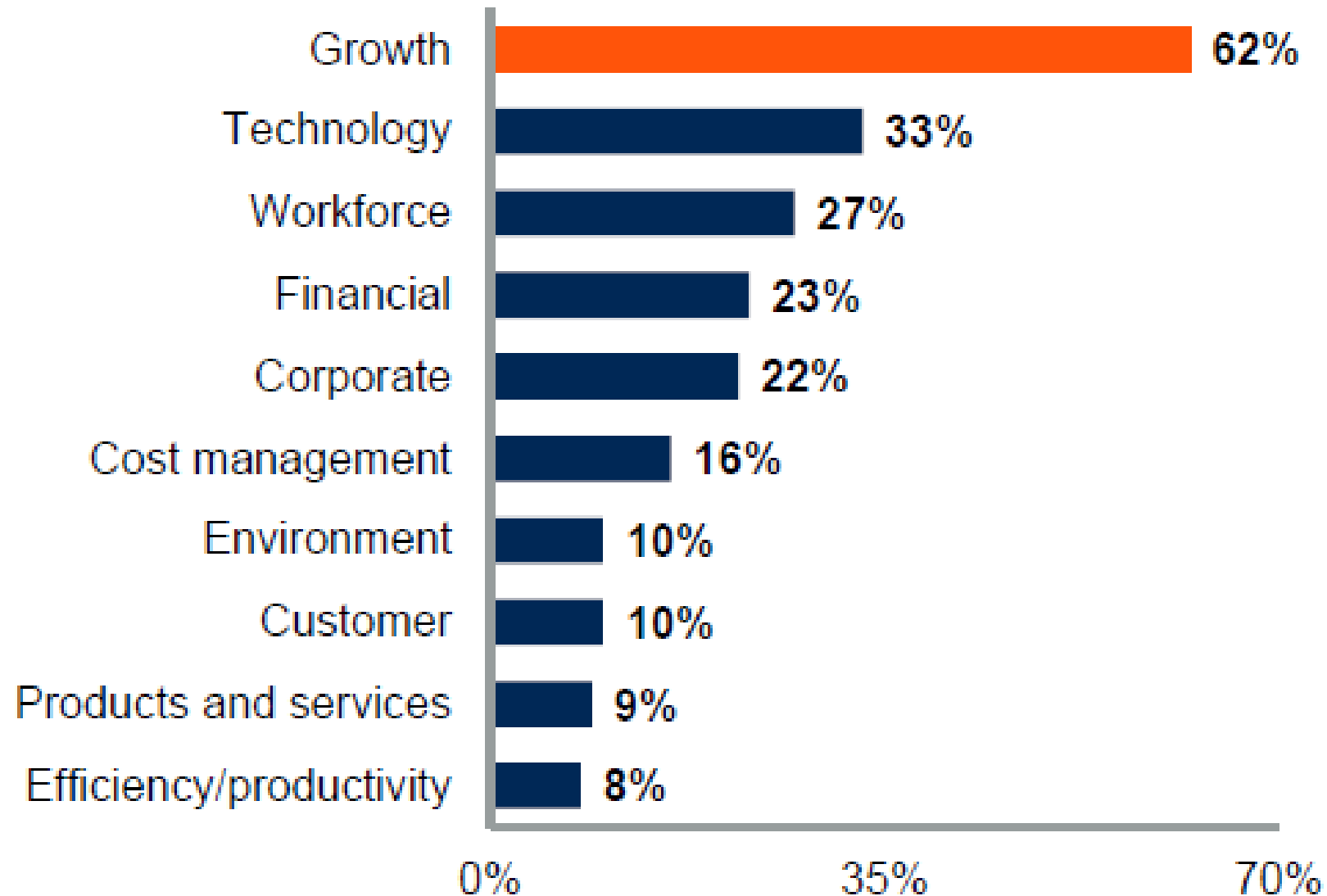
We Are **Not Ready to Reset**

Only 36%

of HR leaders **say their
organization is prepared for work
changes** in the next two years.

CEO Top Strategic Business Priorities for 2024-2025

Top 10 Summary of Top Three Mentions¹



Overwhelming Expectations



**CEOs expect
more than
17%**

worth of productivity improvement.

n = 176

Source: 2024 Gartner CEO and Senior Business Executive Survey

Trends Impacting HR Leaders



**CEOs Set Sights on Growth
Through Transformation**



**AI Aspirations Confront
Deployment Realities**



**Labor Market Shifts Put
Pressure on Talent Strategies**



COVID

New Reality

Hybrid Work

War

Inflation

AI

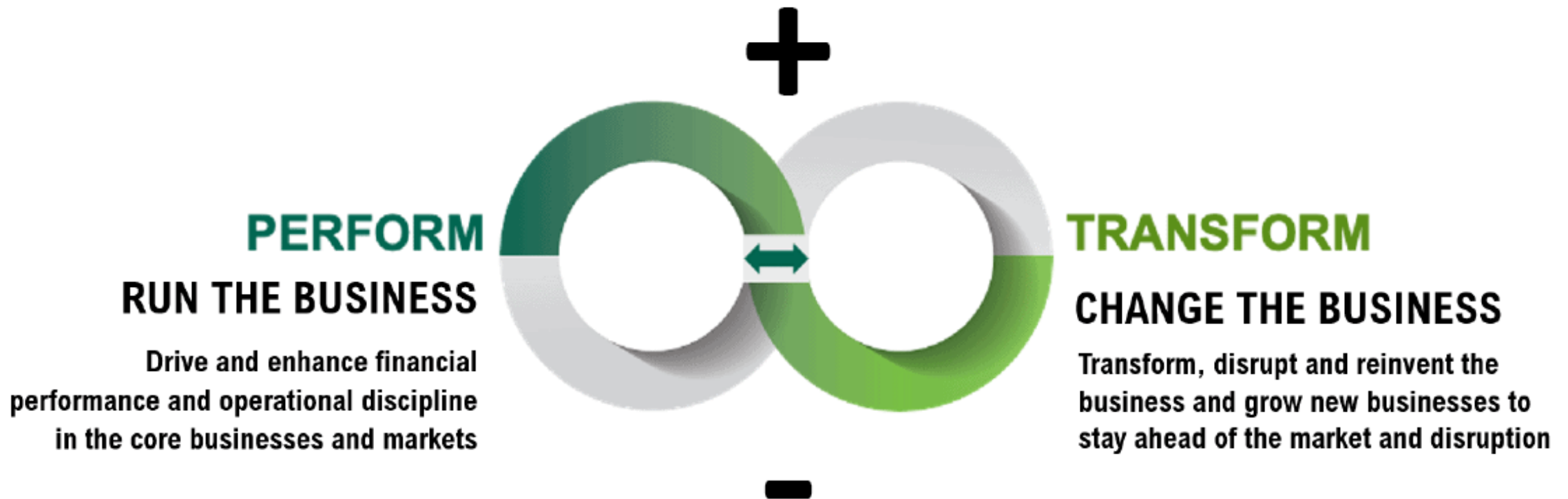
LIVING IN CHANGE

Postpandemic Operating Environment



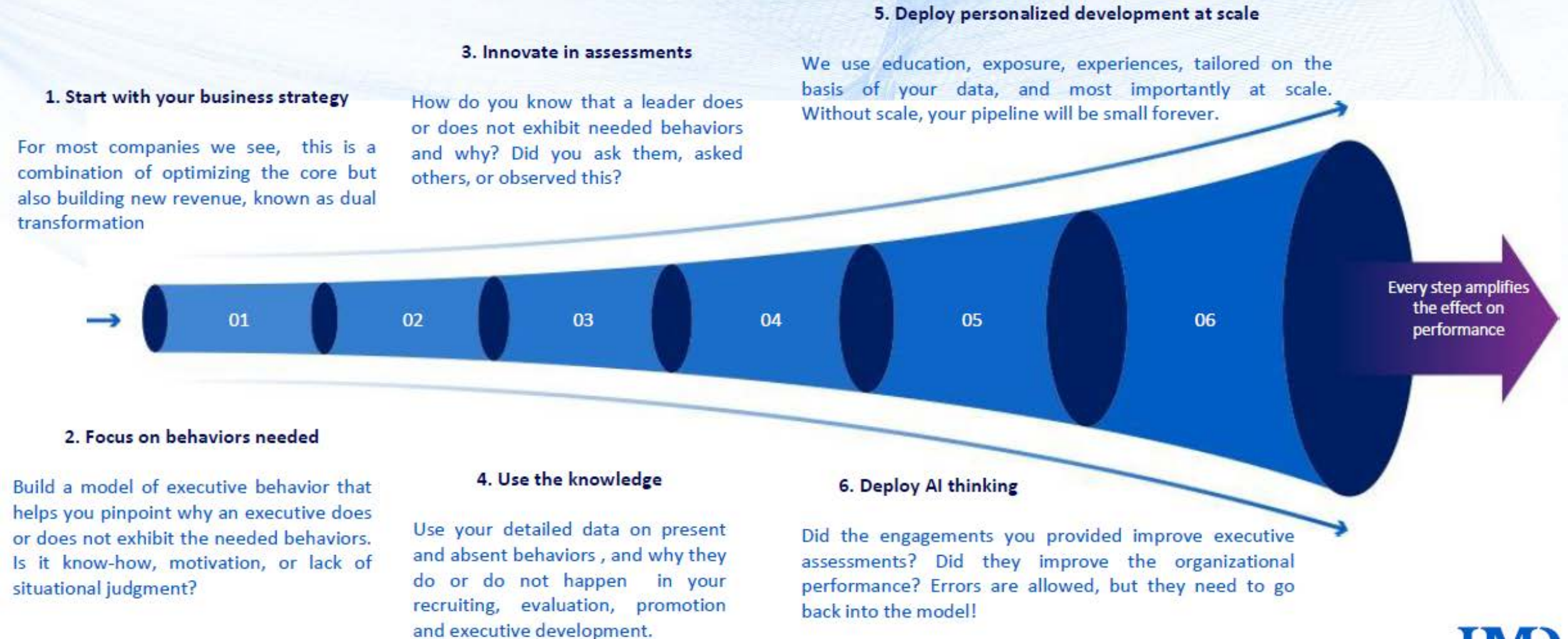
Dual transformation is

... perform for today and perform for tomorrow



Developing leaders to drive dual transformations

From strategy through data on people to transformation



Top HR Priorities for 2025

Top Priority Areas Selected by HR Leaders to Support Their Organizational Goals

- 1 Leader and manager development
- 2 Organizational culture
- 3 Strategic workforce planning
- 4 Change management
- 5 HR technology
- 6 HR operating model and transformation
- 7 Learning and development
- 8 Succession management
- 9 Employee value proposition
- 10 Performance management



n = 1,403 HR leaders





Q: Based on your functional priorities, please rank the five most important key areas on which your function will focus in the next 12-18 months to support these priorities

Source: 2025 Gartner HR Priorities Survey

A blue metal signpost stands against a background of a stone wall and trees. The signpost holds a rectangular yellow sign with a black border. The sign features the text 'New Skills' in a large, bold, black sans-serif font, with the word 'Training' in a slightly smaller, bold, black sans-serif font directly below it.

New Skills Training

Top 10 skills of 2025

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



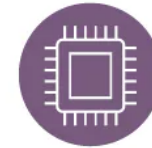
Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility

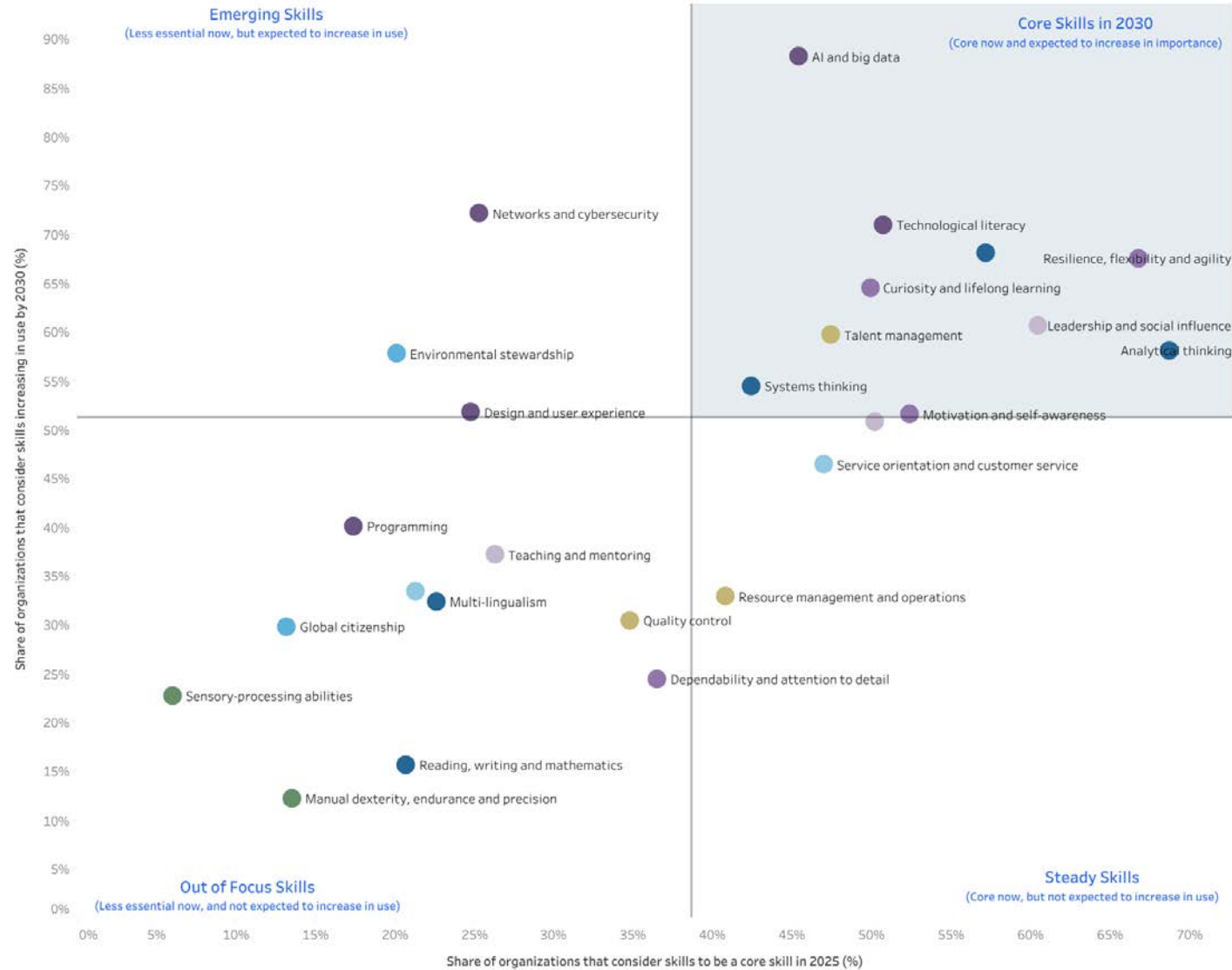


Reasoning, problem-solving and ideation

Core Skills In 2030

All Respondents

Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



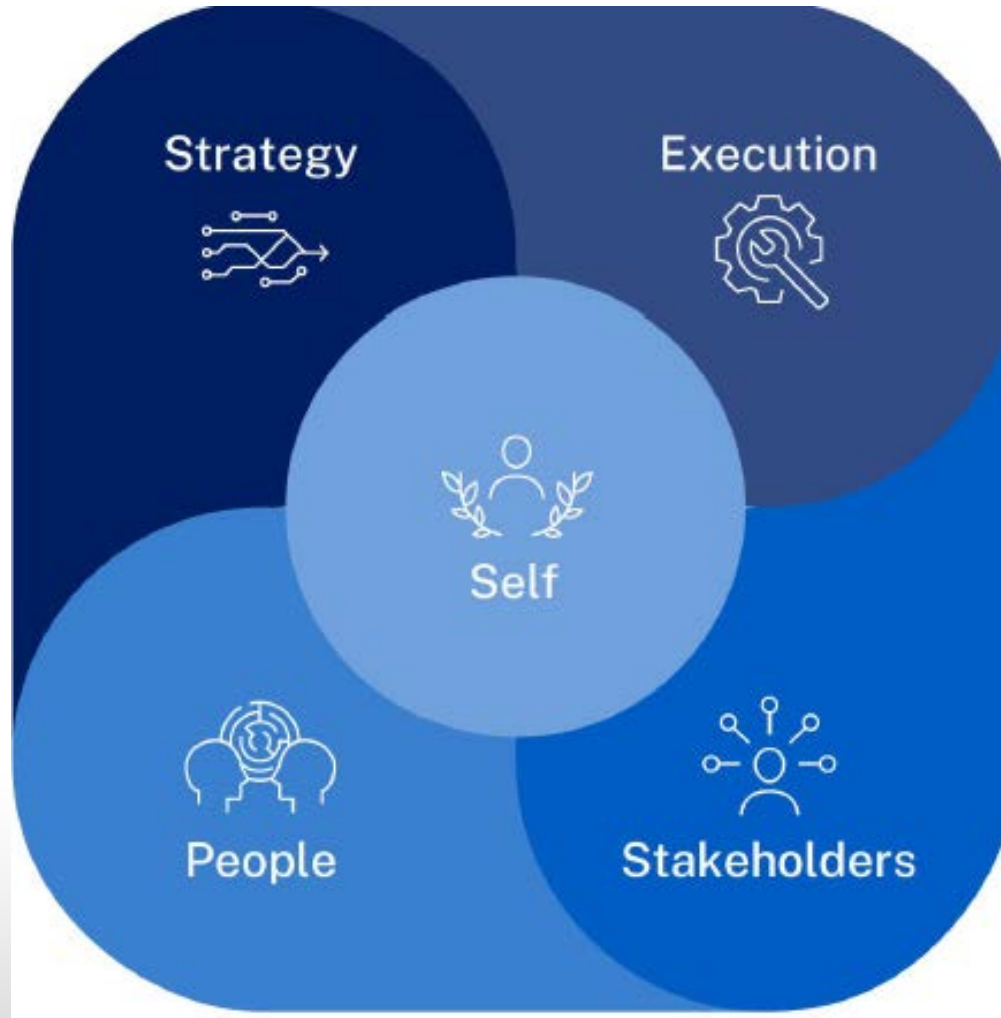
AI and Big Data
Technology Literacy
Creative thinking
Analytical thinking
System thinking
Curiosity and long life learning
Resilience flexibility and agility
Leadership and influence
Talent Management



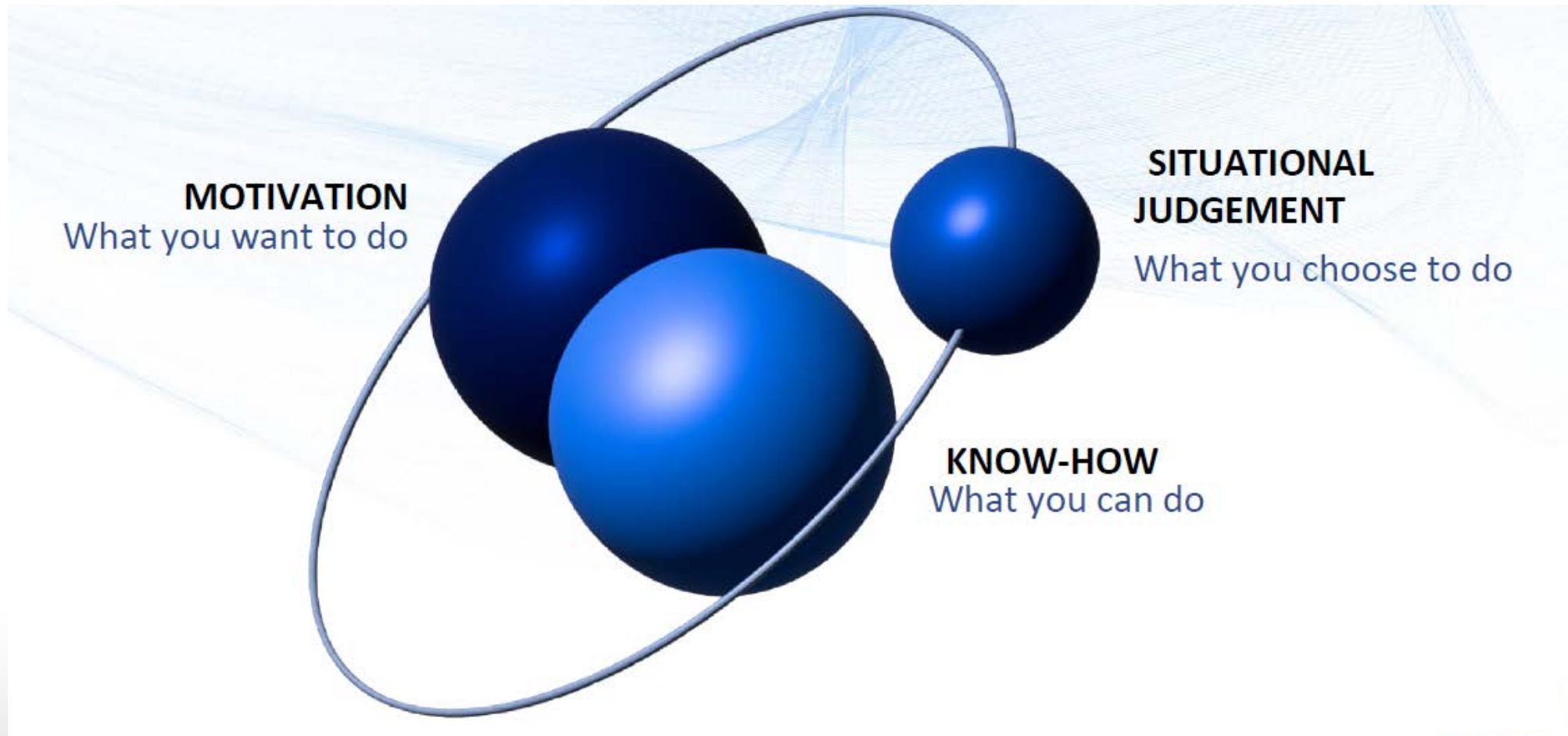
LEADERSHIP

- **98 %** employees see crucial role of their leaders
- **25%** feels ready to meet expectations of the future challenges

Focus on behaviors and Leaders You need have a model



Do proper Assessment



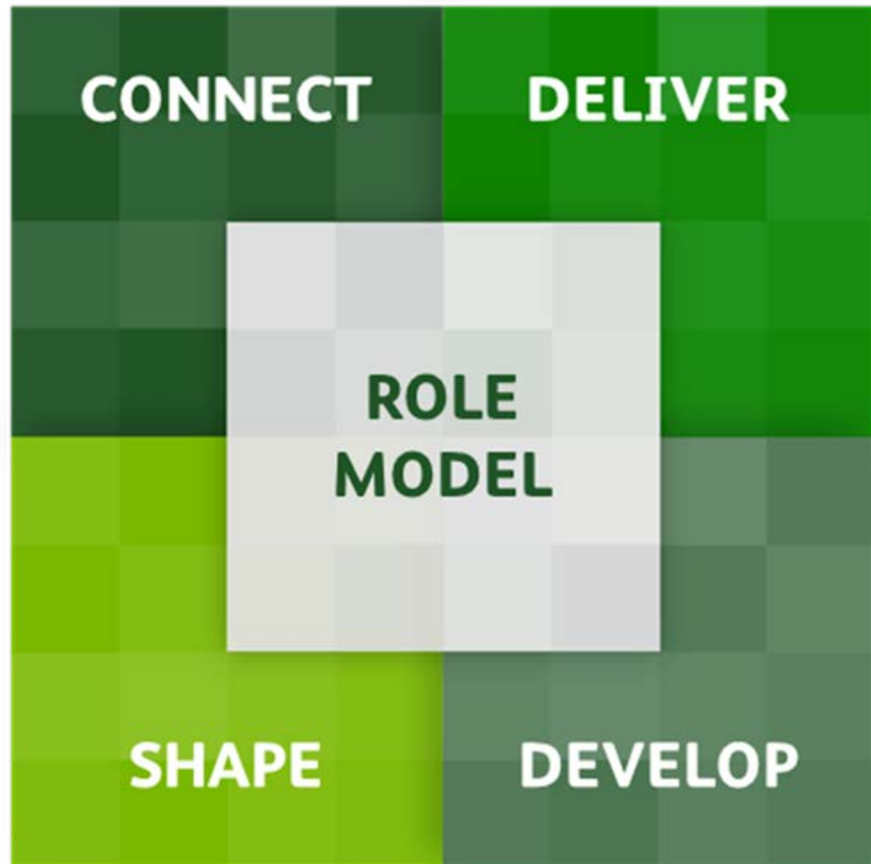
TRANSFORMATIONAL LEADERSHIP

	Advanced Leads transformation naturally	Developing Leads transformation when lead	Forming Leads transformation when managed	Laggard Does not lead transformation
Personal Transformational Leadership <i>"Habits and mindset"</i>	a. Courageous b. Inquisitive, perpetual learner c. Risk taker d. Inspirational storyteller	a. A bit too cautious b. Sporadic learner c. At times avoids appropriate risk taking d. Good storyteller	a. Typically plays safe b. Completes required training c. Overanalyzes before acting d. Average storyteller	a. Afraid of change b. Uninterested in new things c. Stays in comfort zone, "I tried and it didn't work" mindset d. Poor storyteller
Strategic Transformation <i>"Develop the new levers"</i>	a. Mobile-first, cloud-first business/demand generator b. Predicts changes in business environment c. Defines and communicates vision	a. Grows existing business, needs reassurance to go to new market space b. Promptly responds to top-down and bottom-up signals c. Communicates vision developed by others	a. Effectively manages current business b. Reactively responds to signals amplified by management c. Identifies with vision developed by others	a. Behind the curve b. Fails executing a response plan c. Struggling with vision for transformation
Operational Transformation <i>"Perform AND transform"</i>	a. Nails down TLI's (Cloud, Penetration, Consumption) b. Drives for simplification c. Balances present (P&L, scorecard, market share) and future d. Assumes accountability	a. Meets most critical TLI's b. Makes evolutionary changes to simplify c. Present vs. future balance slightly tipped to one side d. Accepts accountability when encouraged	a. Some TLIs are "green" b. Simplifies when directed c. Learning to keep the right balance d. Accepts accountability under supervision	a. Struggles with achieving TLIs b. Unable to simplify c. Loses the sight of short- OR long-term goals d. Lacks accountability
People and Organizational Leadership <i>"Building Organizational Capability"</i>	a. Empowers and energizes people; role-models growth-hacking culture b. Attracts, grows and retains talent strategically c. Values diversity of background and opinion; builds diverse teams d. Coaches and inspires teams to learn	a. Builds high performing teams b. Attracts and retains talent on demand c. Accepts value of diversity d. Provides opportunities and approval for learning	a. Knows how and when to delegate b. Learning to attract and develop talent c. Lacks focus on diversity d. Ensures completion of mandatory training	a. Tends to micromanage OR delegates hastily b. Creates unattractive environment for talent c. Discounts the value of diversity d. Focused on current activity at the expense of learning and development

Build dedicated development plan

- Find the Gaps
- Describe plans with SMART Goals
- Build 70/20/10
- Put Leadership Development as a business objective – invest (smart)
- Support and execute
- Build a bench - succession

LEADERSHIP LESSONS



**LEADER &
TEAM**

Lessons learned

nervousness exploitation
mistrust stressful uncertain innovation
teamwork good openness
tension pressure chaos stress atmosphere
safety variable trust changes
leak instabl
team uncertainty
cure engi
security change lack fear cooperation volatil
disappointment anxiety respect friendly people
ifusion commitment bad development underst
inconsistency underestimation
disinformation misinformation

changes
goals openness brands brandtasks support
opportunity business direct
salary colleagues team cooperation devel
freedom company atmosphere cu
ssibility teamwork contact
group new people like goo
development works emp
ing supervisor fact working great organi
ability work market żywiec colla
stability beer employees department
opportunities challenges safety
sense action



CLEAR
DIRECTION



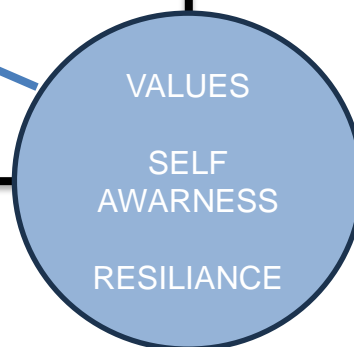
ENGAGE

Has a high level of self-awareness
Cares about mental, emotional, and physical health
Is a role model of Formica values

NAVIGATE

Individual

Organization



Long Term
Strategic

Short Term
Operational

DEVELOP

DELIVER

Nie chcemy wytwarzać opakowań, chcemy ułatwiać codzienne życie





ENGAGE

Recruits based on competencies and values
 Builds Team engagement
 Builds Highly effective teams
 Builds succession
 Asses according to established principles

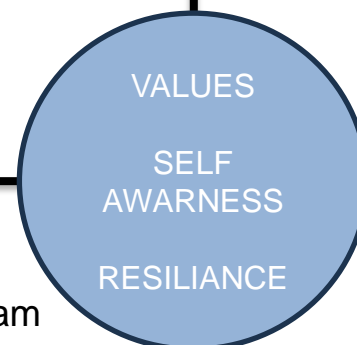
NAVIGATE

Understands trends and translates into company strategy
 Translates organizational strategy into team goals
 Connect team goals into individual goals
 Builds and implements data-driven scenarios

Long Term
Strategic

Organization

Individual



Sets ambitious goals for themselves and their team
 Seeks and shares feedback
 Inspires action
 Develops through the 70/20/10 plan
 Has an open mind and adapts quickly to new situations

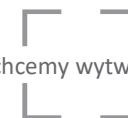
Plans and implements established goals
 Analyzes, revises, and implements changes
 Shares successes and failures
 Supports others in achieving their goals
 Appreciates and celebrates successes

Short Term
Operational

DEVELOP

DELIVER

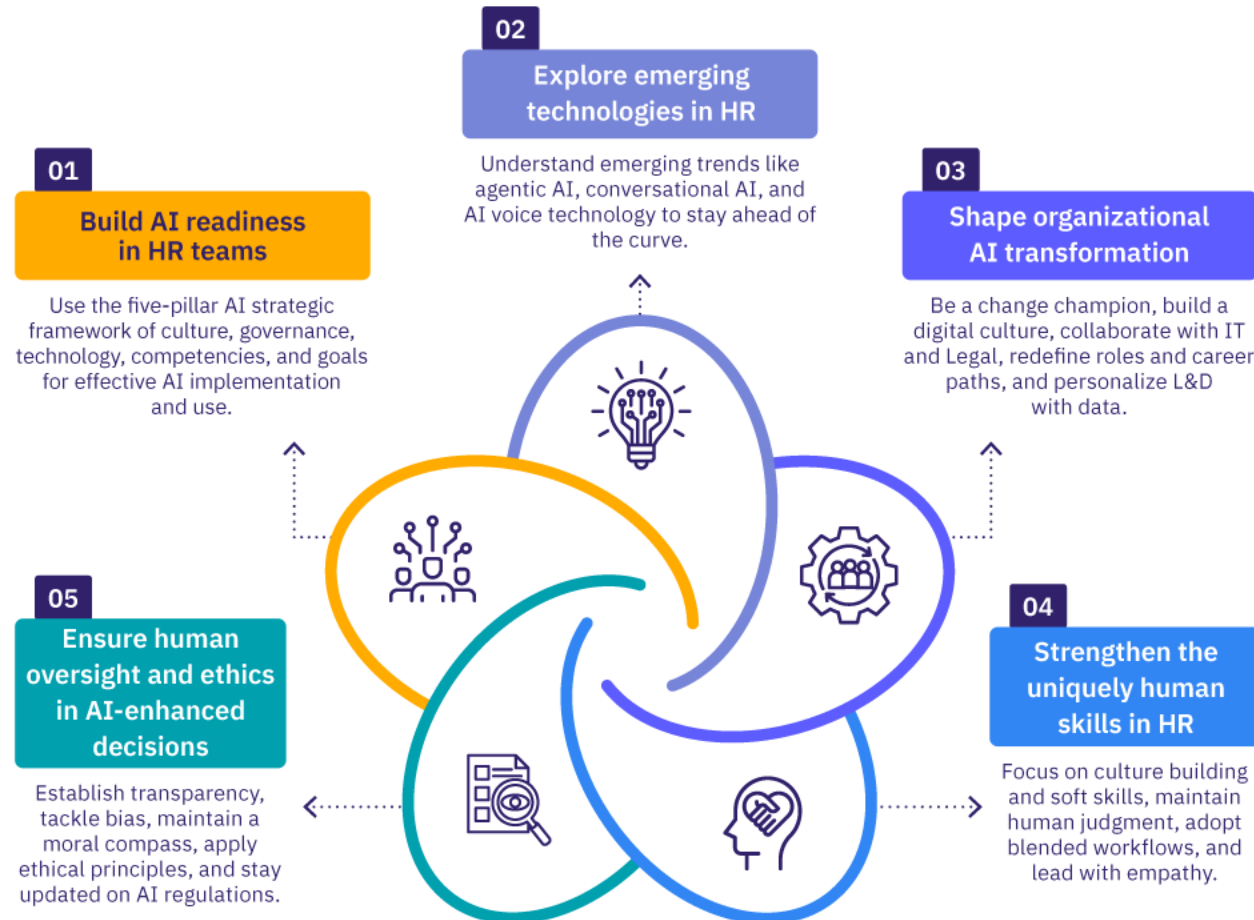
Nie chcemy wytwarzać opakowań, chcemy ułatwiać codzienne życie



Deploy AI to improve



Preparing for the **Future of AI in HR**: 5 Things HR Leaders Must Do



Top AI Tools for HR Professionals

Powerful AI tools HR can incorporate across various HR functions:



Top Learnings



Have efficient **BUSINESS MODEL** and connect People Strategy



RESKILLING & Transformational **BEHAVIORS**



LEADERSHIP MODEL – Leaders we need



ASSES and **DEVELOP**



Implement **Tools** using AI

Thank You!

