

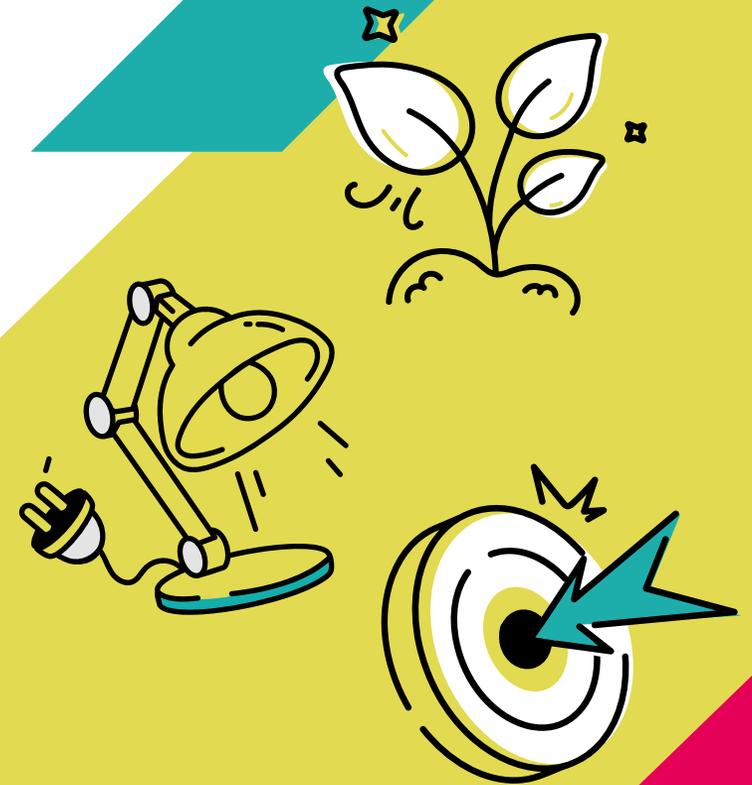
The Responsibility Revolution: How Learning Leaders Shape Tomorrow's Workplace

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Chief People Officer – Ipsos in the UK

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Ambassador – Global Girl Project



Global top 10 emerging risks according to experts in 2025

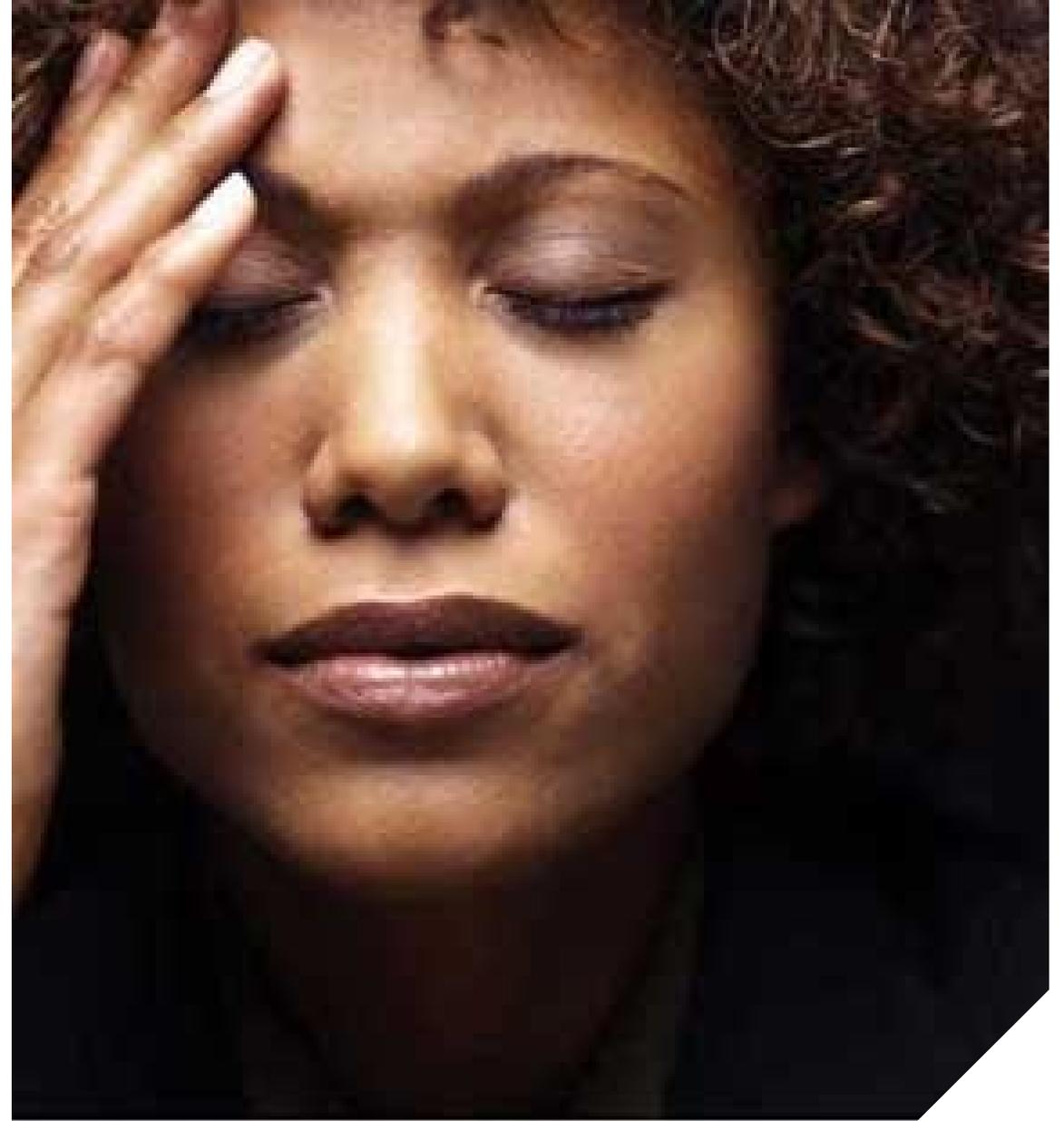


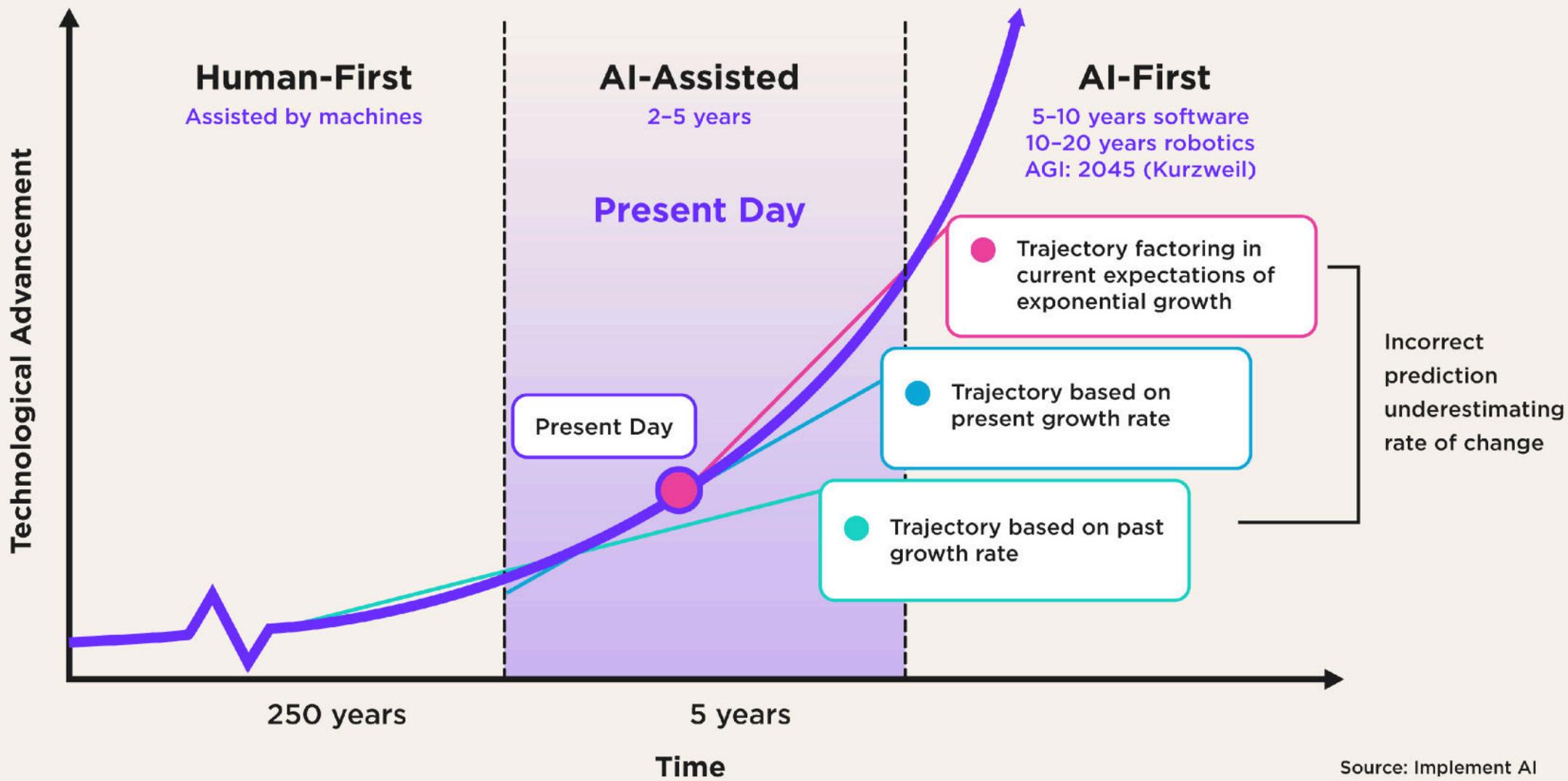
Ipsos studies show

Only 51% of employees feel understood by their manager

Burnout is rising fast especially for managers and senior leaders – 42% say they are close to burnout

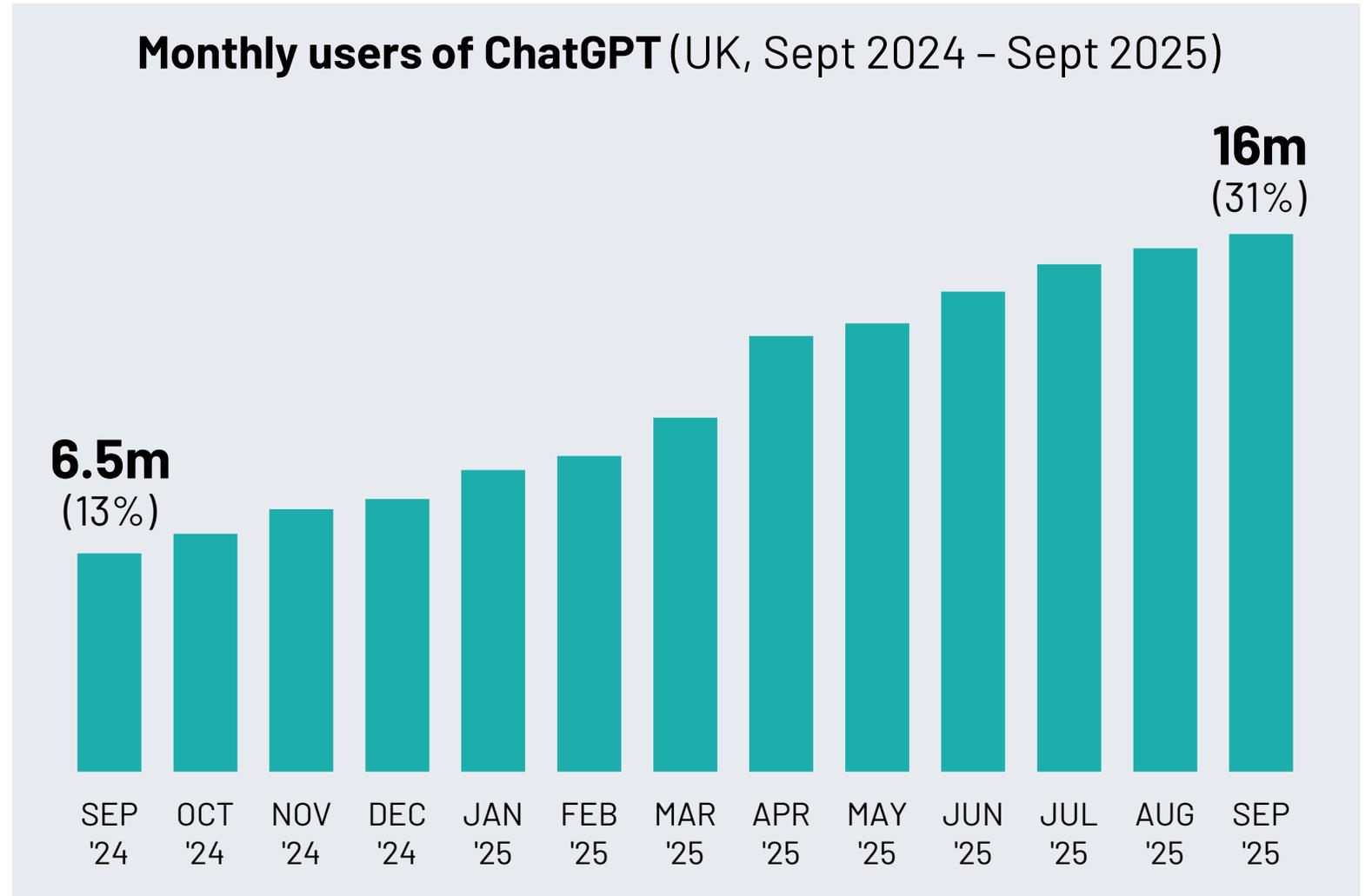
Nearly half of workers fear AI will take their jobs





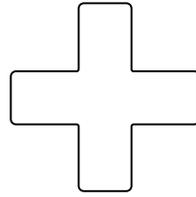
Source: Implement AI

Our behaviour suggests we are more tech-forward than we say we are



Source: Ipsos iris Online Audience Measurement Service Sep '24 – Sep '25. All aged 15+ using PC/laptop, smartphone or tablet device(s). UK only. UKOM endorsed.

HI



AI

The Responsibility Revolution: Building the Workforce of the Future

View of the Chief People Officer

FROM: Focus on creating the 'Best Place to Work'



Creating inclusive and forward-thinking policies and experiences for candidate attraction and employee engagement plus adapting to more remote and hybrid working.

2018-2022

Strategic HR/L&D Transformation



The strategic role Human Resources and L&D has expanded to encompass areas that were once silo'd "initiatives" e.g. leadership, wellbeing, skill, talent management, performance and organisational culture.

2023 - 2024

T0: Laser Focus on preparing people for the future of co-intelligence



Purpose, shared mindsets, energy and human connection become the new cultural glue

Key measure of success in preparing for the future is internal mobility, human + AI collaboration initiatives and sustainable maintenance of organisational energy.

2025 onwards

Our Leadership Model recognises the different leadership skills we need...

LEADING PEOPLE SKILLS

Change Agent, Performance Focus, Feedback, Explainer, Listener, Empathic, Approachable, Enabler, Esteem Builder, Inclusion.

LEADING CLIENT SKILLS

Commercial Insight, Opportunity Spotter, Business Thinker, Strategic Awareness, Narrator, Listener, Connector, Relationship Deepener, Rapport Builder, Explainer, Improver



LEADING BUSINESS DEVELOPMENT SKILLS

Commercial Insight, Opportunity Spotter, Business Thinker, Strategic Awareness, Incisive, Listener, Rapport Builder, Connector, Relationship Deepener

LEADING INNOVATION, FUNCTIONS AND DELIVERY SKILLS

Commercial Insight, Opportunity Spotter, Business Thinker, Strategic Awareness, Innovation, Resolver, Connector, Listener, Implementer, Improver, Planner

LEADING SELF SKILLS

Growth, Learning Agility, Self-awareness, Curiosity, Personal Responsibility, Authenticity, Bounceback, Change Agent

Welcome to iGrow

People Leadership 	Relationship builder 	Analytics and insight generation 
Communication and Storytelling 	Commercial and Financial acumen 	Research and technical expertise 



Key priorities

Individual
Internal mobility and ownership

Organisation
AI and human collaboration

Future
Managing the organisational energy and cultural glue

Thank you

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