

# AND THE WINNERS ARE

Notable achievements of the HR leaders recognised at the *HRO Today* Forum in Dublin.

By The Editors

In today's competitive business world, talent has the potential to be the greatest strength of an organisation and one of its most powerful sources of competitive advantage. But developing a top talent pool requires more than just a good recruitment strategy: culture, technology, data insights, benefits, learning, engagement, and more are emerging as top considerations.

Chief HR officers are responsible for managing all of these elements of the talent strategy whilst delivering business results. To honor the contributions of these incredible leaders, *HRO Today* is proud to present the 2019 Leaders of Distinction Award winners and the HRD of the Year Award winners.



**Monica Arora**  
Head of HR, PHASTAR

When Monica Arora joined PHASTAR, she was tasked with launching an HR function for a fast-growing, nearly 5,000-person pharmaceutical service company. The leadership realised early that even though they led a small firm, they needed sophisticated HR execution—and that is exactly what they got through Arora's leadership. The organisation now has standard recruiting practices, a leadership development programme, an improved employee experience, and a better benefits and personal wellness programme.



**Joe Cronin**  
CHRO, ICON PLC

Joe Cronin leads HR for another pharmaceutical service company that also experienced rapid growth. In his case, Cronin saw 8,000 employees increase to nearly 15,000 across 40 countries—adding pressure to an HR function that was simply not scalable. What did he do to adapt? Cronin oversaw the creation of standard procedures, centres of excellence, global grading, in-house recruiting, and new programmes for recognition and rewards. The organisation also shifted its HR delivery from a decentralised country-based model to a global operation.



**Megan Giannini**  
Senior Vice President and CHRO, Lumileds Holding B.V.  
WINNER: HRD of the Year, For Profit, Large Enterprise

Megan Giannini first started working for Philips in Amsterdam as the head of talent acquisition, but was quickly asked to lead HR for Lumileds, its spinoff division which makes automotive headlamps and other lighting products. Whilst many may speak of the "clean sheet of paper," Giannini actually experienced it. She inherited virtually no legacy HR function and had to create the entire infrastructure from the ground up. She worked relentlessly to redefine the culture and implement a new employee engagement programme, a new compensation design, and a new performance management programme.



**Dawn Moore**  
Director of HR, Morgan Sindall Group  
WINNER: HRD of the Year, Sustainable Workforce

Dawn Moore rejects the idea of a talent shortage and believes instead in becoming the most competitive and innovative employer in the space. When she started at Morgan Sindall in 2014, the organisation had a very traditional HR department and her job was to convince the management team to embrace a new model for HR and leadership. With innovative programmes like the "Return to Work" initiative, it's no wonder the company's attrition rate has dropped from 24 per cent to 9 per cent in just four years, with more than 90 per cent engagement levels.

# AND THE WINNERS ARE



Award-winning HR leaders are honoured at the 2019 *HRO Today* Forum EMEA Awards Gala. From left to right: Indi Seehra, director of HR at the London School of Economics and Political Science; Mark Stewart, general manager and HRD at Airbus; Monica Arora, head of HR at PHASTAR; Elliot Clark, CEO of SharedXpertise and publisher of *HRO Today*; Dawn Moore, director of HR at Morgan Sindall Group; Megan Giannini, senior vice president and CHRO of Lumileds Holding B.V.; and Joe Cronin, CHRO of ICON PLC.



**Marie Sandler**

*HRD, DDC OS*

*WINNER: HRD of the Year, For Profit, Small Enterprise*

DDC OS is a rapidly growing business process outsourcing firm. As with many service companies, focusing on clients was a key priority for DDC OS. That is why the leadership team brought in Marie Sandler to help them focus on taking care of their employees—the people who deliver great service for the clients. Sandler found a great ally in the organisation’s new managing director and began implementing nine HR practices, including one-on-one meetings, a robust communication platform, and a highly acclaimed programme for mental well-being and personal stress management. These initiatives tie into individual and management behaviours, competencies, and the company’s new performance management programme.



**Indi Seehra**

*Director of HR, London School of Economics and Political Science*

*WINNER: HRD of the Year, Not For Profit*

If you can imagine what it would be like to run HR for an organisation with more than 4,000 highly opinionated world experts on management, you would know what it is like to fill Indi Seehra’s shoes at the London School of Economics. With an elite faculty and incredibly complex culture, Seehra is tasked with two objectives: running a model HR operation, and educating the global business community on best practices in HR. He has done this by implementing new HR systems, new recognition programmes, new talent management processes, and an award-winning family policy.



**Praveen Singh**

*Senior Director of HR and Compliance, XDuce*

Praveen Singh recently transitioned from QX Ltd. to another high-growth firm after three highly successful years that earned him the nomination for this award. He joined QX when HR had seven members, little technology, and faced a looming period of enormous growth. To manage the company’s growth from 660 to more than 1,200 employees, he invested heavily in HR automation and technology, put together leadership training, and showed the potential ROI of better HR practices. And the results were astounding: throughout the transition, employee engagement grew to an amazing 83 per cent and voluntary attrition dropped by third, a result that is nearly unheard of in India’s tech sector.



**Mark Stewart**

*General Manager and HRD, Airbus*

*WINNER: HRD of the Year, Lifetime Achievement*

Mark Stewart started his career in HR, flew into the aviation industry, and then made the rare jump from HR to general management. He is both the HRD and the managing director for Airbus U.K. With more than 30,000 U.K. citizens working for Airbus and more than 14,000 in the U.K. operating company, Stewart has focused on communication, leadership, and cultural management—all during a time of uncertainty due to Brexit. He has been able to work with employees, members of the Airbus supply chain, and community stakeholders to develop plans and stay focused on the mission of providing safe and efficient aircraft.