IGNIFY:HR

2026 edition

Thursday 3 December 2026 · 09:00 to 17:00
Mama Shelter Belgrade · Kneza Mihaila 54A
By invitation · 12 places

[QIHR SIMULATION · ONE-DAY WORKSHOP]

IGNIFY : HR

QIHR SIMULATION · WILL HR SAVE QIHR?

REBUILD A BROKEN HR FUNCTION BEFORE 17:00.

QiHR runs its HR on Excel, gut feeling and a leadership programme nobody has touched since 2019. Its new owners want a strategy in 30 days. On 3 December you walk in as its HR team, with an AI at your elbow, and leave at 17:00 with the function rebuilt: strategy, processes, risks, evidence. Not a case to discuss. A function to fix.

One day. Twelve directors. One HR function.

CLAIM YOUR SEAT

Founded by two HR practitioners. Methodology delivered in five enterprise engagements across banking, tobacco, industrial manufacturing and battery technology.

[THE INVITATION]

YOU ALREADY KNOW WHAT IS WRONG WITH HR. SPEND ONE DAY FIXING IT.

Every HR director carries the same list. The pay system nobody can explain. The performance review that happens once a year and changes nothing. The roles that stay open. You do not need another conference to tell you what is broken. You need a day, a team and the tools to fix it without the day job interrupting.

That day is 3 December. QiHR's HR is broken in all the familiar ways, and you have until 17:00 to rebuild it. Twelve HR directors from different industries, one platform, one case. An AI drafts every document the rebuild needs: the diagnosis, the strategy, the process maps, the risk register, the case you take to management. You do the part that needs an HR director: judge it, change it, sign it.

By 17:00 you will have rebuilt an HR function. By Monday you will know exactly where to start on yours.

WHO IT IS FOR

HR directors and HR leadership team members who answer for HR's results, and who are done waiting for permission to fix it.

HOW THE DAY WORKS

01

FOUR SQUADS, ONE TEAM

Talent Acquisition, **Talent Management**, **Rewards** and **People Services**. Each squad owns one broken part of QiHR. Together you own the whole function.

02

FOUR WEEKS IN ONE DAY

The owners' 30-day deadline, compressed into four working blocks: find out how bad it is, decide where HR goes, fix the process that hurts most, name what can stop you.

03

THREE PIECES OF NEWS

The owners do not wait for you to finish. Three times during the day, news lands that changes the picture. We will not tell you what. Real companies do not either.

NEWS 1 · ? | NEWS 2 · ? | NEWS 3 · ?

04

ONE DECISION

At 16:00 management asks five questions. Four yes answers, backed by evidence, and HR has saved QiHR.

[THE CASE]

MEET QIHR. IT SELLS HR SOFTWARE. ITS OWN HR IS A MESS.

QiHR builds a cloud HR system that other companies run their people on. Headquarters in San Francisco, development centres in Serbia and Mexico, revenue from licences, implementation projects and customisation work. Then new owners bought it, opened the door to QiHR's own HR, and found Excel. They have set four objectives with twelve numbers behind them, and they want to know how HR will help hit every one.

FOUR OBJECTIVES. TWELVE NUMBERS. NO ROOM TO HIDE.

01

A SUSTAINABLE BUSINESS IN WHICH NEW REVENUE SOURCES DOMINATE

- Sales grow 20% a year
- New products, modules and services make up at least 30% of revenue
- Profitability at 12% of revenue

02

ENTRY INTO NEW GEOGRAPHIC MARKETS

- Revenue from new markets at least 30% of the total
- At least 3 new offices in the EMEA region a year
- At least 3 distribution agreements in the APAC region a year

03

A MORE ATTRACTIVE EMPLOYER AND MORE ENGAGED EMPLOYEES

- Employer brand recognition among key talent groups up 10%
- Positive eNPS in every organisational unit
- Employee satisfaction survey score up 10%

04

MORE COMPETITIVE OPERATING COSTS

- One more development centre in a lower-cost location
- Office space costs down 20%
- IT infrastructure costs down 20%

30 DAYS OF DEADLINE

1 DAY OF WORKSHOP

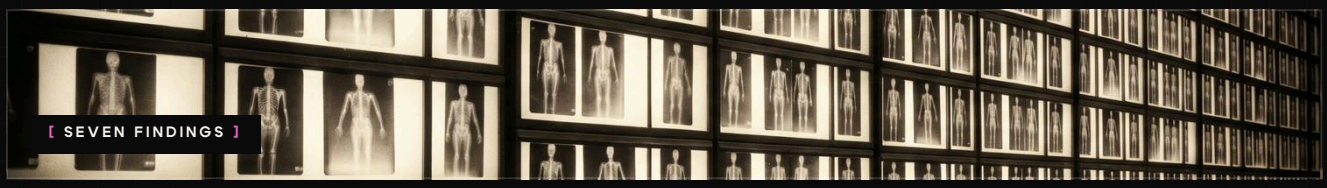
30

DAYS

Thirty days to put objectives, initiatives, measures and a new HR organisation in front of management. In the room, those thirty days are one. You will find that most of it was never about time.

[STARTING POINT]

SEVEN THINGS WRONG WITH QIHR'S HR. COUNT HOW MANY YOU RECOGNISE.



This is the note the owners left on HR's desk. Left column: what they found. Right column: what they want. Be honest about how many rows could be yours. The point of the day is that every one of them can be fixed.

AREA	WHAT THEY FOUND	WHAT THEY WANT
THE HR FUNCTION	Recruitment without an ATS, performance reviews on Excel forms, leadership programmes last revised seven years ago. No minimum standards, no clear procedures, no annual plan. Everyone does everything.	A structure that delivers the objectives, a competency model for HR, and regular reporting on attrition, reasons for leaving, payroll cost and market position.
CULTURE AND ORGANISATIONAL DEVELOPMENT	Hierarchy, silos and a cult of former leaders. Psychological safety and engagement are low. Women make up under 8% of the leadership team and describe the culture as predominantly male.	Continuous engagement measurement, belonging as DEIB priority number one, and a better employee experience, especially in how pay and benefits are communicated.
TALENT ACQUISITION	Many open positions that do not close on time. The employer brand is either unknown or associated with poor flexibility and unattractive pay.	A recruitment strategy with a clear role for the employer brand, defined critical talent groups, faster selection and a better candidate experience.
TALENT MANAGEMENT	A performance review once a year, focused on individual tasks rather than business objectives. Results are not discussed and there are no long-term development plans.	New processes that identify key people, build the skills the strategy needs, and support the owners' long-term objectives.
TALENT DEVELOPMENT	Programmes do not follow the skills the new strategy requires. No learning of new programming languages or technologies, and no plan to close the gaps.	A development strategy with target groups, priorities and a leadership philosophy, plus a system for building technical skills.
REWARDS	Sales is paid best against the market, with a low bonus share. Development is paid worst, with almost no benefits, and developers are leaving. HR-domain experts are not engaged, because the company would not pay for expertise or allow flexible engagement models.	A transparent and fair reward system, base pay aligned to each market and to each function's contribution, and new ways to engage and reward experts.
HR OPERATIONS AND INFRASTRUCTURE	QiHR sells an HRIS to other companies and has never fully implemented its own. Ownership of HR operations is unclear.	Transactional work consolidated into one service for the whole company, a service model, and regular reporting on efficiency.

> Every row on the right becomes an objective, a mapped process or an owned risk before 17:00. **That is what fixing looks like.**

WHY THIS TAKES A DAY AND NOT A YEAR: THE AI WRITES EVERY FIRST DRAFT.

Rebuilding an HR function has always been slow because somebody had to write it all down first. Now the AI does that, inside IGNIFY:PPL_OPS, on QiHR's own data, and you spend the day on the part that needs an HR director: deciding whether it is right.

09:30 · WEEK 1

READS THE REPORT SO YOU DO NOT HAVE TO

AI Summarises the report on QiHR's HR function, pulls out the findings that matter and proposes who should own each recommendation.

YOU Pick a sentence. Check it against the numbers. If it is wrong, say so out loud. We write it down.

11:00 · WEEK 2

DRAFTS THE STRATEGY

AI From the report, the maturity index and the open risks, proposes objectives, key results and initiatives for your squad's part of HR.

YOU Accept one, reject one, write down why. Your CHRO signs it. The AI never will.

13:30 · WEEK 3

TURNS AN OLD RULEBOOK INTO A PROCESS MAP

AI From the 2019 pay rulebook or an e-mail thread about hiring, draws the process as it actually runs, proposes who is responsible and points at the weak spots: a step with no owner, a decision with no criteria.

YOU Fix the map until it matches reality, then fix the step that hurts most.

15:00 · WEEK 4

DRAFTS THE RISKS, THEN ARGUES WITH YOUR SCORES

AI From the processes and objectives, drafts the risks, then challenges your likelihood and impact scores.

YOU Hold your ground or change your mind, and say why. Every risk leaves with an owner and a control.

15:40 · PREPARATION

WRITES YOUR CASE FOR MANAGEMENT

AI From the movement in the maturity index and the risk register, drafts what you will say at 16:00.

YOU Cut it, sharpen it, sign it. Management hears you, not the machine.

ALL DAY

ANSWERS THE QUESTION YOU WERE ABOUT TO ASK

AI The Governance Copilot answers from QiHR's data: which objective has no key result, which process has no owner, which risk nobody scored.

YOU Check it in the module before you believe it.

THE "AI GOT IT WRONG" FLIPCHART

We keep one flipchart running all day for every mistake you catch: what the AI claimed, what is true, who caught it. By 17:00 it is the most honest thing anyone will have told you about AI in HR. You take the photo home.

WHAT THE AI CLAIMED	WHAT IS TRUE	WHO CAUGHT IT

[AGENDA · THURSDAY 3 DECEMBER 2026]

THIRTY DAYS. EIGHT HOURS. ONE REBUILT HR FUNCTION.



08:30	Registration and coffee	
09:00	**The owners walk in**	You become QiHR's HR team. The owners hand you four objectives, five questions for 16:00 and one message: they will not wait.
09:30	WEEK 1 **Find out how bad it is**	The report on QiHR's HR: capabilities, time against value, findings. The AI summarises it, you catch what it got wrong, and every recommendation gets an owner. The baseline maturity index goes on the wall.
10:45	Break	
11:00	WEEK 2 **Decide where HR is going**	The HR strategy on a page. The AI drafts objectives, key results and initiatives; your squad chooses, argues and signs. The CHRO publishes version 1 in front of everyone.
12:45	Lunch	
13:30	WEEK 3 **Fix the process that hurts most**	Each squad maps the one process its strategy depends on. The AI draws it from an old document and points at the weak spots. You make it match reality, then make it better.
14:45	Break	
15:00	WEEK 4 **Name what can stop you**	The risk register. The AI drafts the risks and argues with your scores; you decide, name owners and controls, and tie every risk to a process and an objective.
15:40	**Build your case**	The new maturity index. The AI drafts what you will say to management; the team cuts it and signs it.
16:00	**Face management**	Ten minutes of yours. Then five questions, and the decision: did HR save QiHR?
16:30	**Now, about your HR**	Step out of role. Read the "AI got it wrong" flipchart together and talk about what you take back to your own HR.
17:00	Close	

FIVE QUESTIONS DECIDE QIHR'S FATE. THEN THE REBUILD GOES HOME WITH YOU.

16:00 THE DECISION

Management asks five questions. Four yes answers, backed by evidence, and HR has saved QiHR.

1. Is every HR objective tied to one of the four business objectives?
2. Does every key result have a baseline, a target and an owner?
3. Are the critical processes mapped, with clear responsibility?
4. Are the main risks known, scored and assigned to owners?
5. Has the HR maturity index moved, and can you show the evidence?

4 of 5

YES ANSWERS NEEDED TO SAVE QIHR

17:00 WHAT COMES HOME WITH YOU

01

QIHR'S REBUILT HR, AS FILES

The strategy on a page, the process maps, the risk register and the management narrative, exported from the platform as PDF and Excel, plus the photo of the flipchart. Not a template someone else made. One you built, ready to rebuild for your own company.

02

ELEVEN PEOPLE WHO DID IT WITH YOU

HR directors from other industries who spent the day on the same problem, under the same deadline, with the same AI.

03

YOUR OWN HR, MEASURED NEXT

After the day you get the link to the HR Maturity Index, the measure QiHR was judged on. Run it on your own HR when you are back at your desk.

[FACILITATOR AND REGISTRATION]

CLAIM YOUR SEAT ON QIHR'S HR TEAM



VD

VLADIMIR DAMNJANOVIĆ, MBA

Partner and Lead Consultant,
IGNIFY HR
Certified HR Project Manager

Vladimir is an HR leader and HR technology consultant with more than twenty years of experience leading HR functions and designing HR service delivery organisations in large international environments. He has headed the HR function for a country organisation of more than 4,000 employees with an HR team of close to 40, and later led global HR shared services and HR technology for organisations of over 10,000 employees across more than 15 countries in Europe, Asia and the Americas. He advises clients on HR strategy, governance, shared services design, process taxonomy and HR system implementation.

By invitation only. Twelve seats, because an HR leadership team any bigger stops being a team.

1

Register at **luma.com/y1pj9o4u** with your name, role and company. Questions: qihr@ignifyhr.com

2

You receive access to the QiHR environment.

3

Bring a laptop.

Thursday 3 December 2026 · 09:00 to 17:00, registration from 08:30
Mama Shelter Belgrade, Kneza Mihaila 54A, 11000 Belgrade · Garage entrance: Uzun Mirkova 11

HR can be fixed. Spend a day proving it.

IGNIFY : HR

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CLAIM YOUR SEAT: luma.com/y1pj9o4u