



*Battlefields to Boardrooms*  
MANAGING, DIRECTING, LEADING

Tuesday 30<sup>th</sup> September – Thursday 2<sup>nd</sup> October 2014



The CRF International Conference continues to enhance its reputation as a unique event for business leaders, observers and thinkers committed to getting the best out of organisations and their people. Striking the right balance between theoretical input and practical experiences, we ensure that the issues we discuss are well researched and relevant to in-company strategic debate. We also endeavour to make our conferences memorable experiences through the choice of our venues and the quality of our presenters and attendees, enabling everyone to leave with a positive and energising mindset of the conference's content, people and environment.

# *Battlefields to Boardrooms*

MANAGING, DIRECTING, LEADING

Berlin 2014 will strive to achieve the special CRF experience but with a theme and presentational style which will challenge you to make connections over time and disciplines and, while looking back at the way things were done in the past, highlighting a number of key learning points for you and your organisation moving forward.

Those who have attended in previous years will know the relaxed format, challenging subject matter and interactive nature of our international conference and its accompanying social and networking opportunities. Do join us again in Berlin or if you have not attended before, now would be a good time to come along.



# 1914-2014

## *Managing, Directing and Leading*



2014 marks the centenary of the First World War, 100 years of major change in every aspect of our lives and the lives of the majority of people around the world. The business world has also changed dramatically and continues to do so as centres of power and influence move eastwards and Europe and the New World face up to the problems of maturing populations, economies and a shrinking and evermore competitive business environment.

**So, have organisations learned anything over the last century, drawing on the development and execution of military strategy to better inform the taking of key business decisions today?**

**'From Battlefields to Boardrooms – Managing, Directing, Leading'** is a theme we will develop at our conference based around a number of stories starting with the Battle of the Somme. Our principal speaker, Stephen Bungay, will set the scene by highlighting from the story the key military activities of intelligence gathering, decision making, strategy, planning and implementation, before going on to analyse what he calls **'The Executive Trinity' of managing, directing and leading**.

We will develop this story, moving through one or two key milestones to illustrate the progress being made, until we are able to draw comparisons between the military imperatives of 1914 and the business imperatives of 2014. With 100 years' experience, are we any better at developing strategy, planning and executing operationally and have our leadership skills really changed?

Over the two days, we are certain you will be fascinated as the stories unfold and will quickly recognise issues which continue to challenge you and your organisation. Exploring these in the formal and informal conference discussion sessions will alert you to the way others are addressing similar issues and inevitably prevent you from making the mistakes of others – maybe?

1914 - 2014

# Conference format

Continuing the innovative and participative approach to CRF conferences, we are staging an engaging and interactive event which will encourage debate, exchange and networking with fellow attendees.

Recognising the power of narrative to bring to life business and management learning, our contributors will be storytelling with a number of discrete but connected illustrations of these key business principles.

It promises to be another fascinating conference, informing and challenging, demanding but fun, with a range of speakers and topics and one or two surprises to keep everyone's attention. With an audience of over 300 senior business and HR leaders in a unique and stimulating environment of learning, sharing and relationship building we know that Berlin 2014 is going to be another success.



Pariser  
Platz



# Berlin

Once again we are holding our International Conference in a major European capital, a location which although relatively young in terms of habitation and development, has been at the epicentre of many key international events. For nearly half that time it was of course a divided city marooned in a divided country, the very real and tangible symbol of the cold war.

Now restored as the seat of government and capital city of a unified Germany, Berlin is at the heart of the country's economic and political leadership of Europe and key to the prospects of recovery in the Eurozone. Based at the Hilton Hotel in what was East Berlin, our location will cause us to think about what it is about managing, directing and leading which has facilitated such a vibrant city and economy.



## Conference venue

Located in Gendarmenmarkt, the Hilton Berlin is ideally situated in the city and within walking distance of many attractions – the Reichstag, Checkpoint Charlie and the Brandenburg Gate – all being no more than a few hundred metres away. There is also easy access to many of the city's museums and galleries.

A capital city conference venue, the Hilton will provide an ideal setting for our event and further exploration of this iconic City.

## Conference reception

Now an established feature of our annual international event, the Conference Reception will this year be held in AXICA, part of the spectacular Frank O Gehry designed DZ BANK building opened in 1997. Located overlooking the Brandenburg Gate, AXICA celebrates design, form and innovative use of materials and will provide an exciting space in which attendees and presenters will be able to network over drinks and canapés on the eve of our conference.



# Conference chair



**Dame Tessa Jowell DBE MP**

**We are delighted to welcome Rt. Hon Dame Tessa Jowell DBE MP as our Conference Chair.**

With a career which has been based around managing, directing and leading at the highest levels of government and business, Tessa is ideally placed to guide us through our discussions. Tessa has Ministerial experience across a range of disciplines and, most recently, was one of the driving forces behind the delivery of the 2012 London Olympics.

First elected to Parliament in 1992, Tessa has recently indicated that she will be stepping down at the next election and her experience at the highest levels of politics puts her in an ideal position to critique our storytellers and complement their inputs from her own experience.

*Her Majesty's Ambassador to Germany*



# Conference reception address

Our conference reception at AXICA will enable attendees to meet in an informal and convivial atmosphere. We are delighted Her Majesty's Ambassador to Germany, Simon McDonald, has accepted our invitation to come along and welcome us to the country and city.

# Agenda

## Tuesday 30<sup>th</sup> September

EVENING: 19.30

Welcome cocktail reception, AXICA

Simon McDonald

## Wednesday 1<sup>st</sup> October

MORNING: 08.00

Conference registration

Opening thoughts

Gary Sheffield

Welcome & introductions

Tessa Jowell

The Battle of the Somme

Stephen Bungay

Coffee & networking

Managing, Directing and Leading

Stephen Bungay

LUNCH

AFTERNOON

Strategy & Planning – lessons learned?

Murray Steele

Tea & networking

Strategy & Planning – where now?

Murray Steele

The German Business Scene

Franziska Frank

EVENING

Drinks

Conference dinner

## Thursday 2<sup>nd</sup> October

MORNING: 08.00

Berlin city tour

Reprise

Tessa Jowell

Strategy Execution – where projects succeed and fail

Stephen Carver

Leadership & Motivation in Good Times & Bad

Tomas Chamorro-Premuzic

LUNCH

AFTERNOON

Conference Question Time

Tessa Jowell and speakers

Round up and close

**CONFERENCE ENDS: 15.30**

# Conference speakers



## **Stephen Bungay**

**Director, Ashridge Strategic Management**

Stephen will analyse in some detail the behaviours and decision making of protagonists in the Battle of the Somme. Considering the pressures under which the commanders were operating and the doctrines and values systems of their respective organisations, we will examine how their behaviour was shaped and the contribution this made to their leadership and the eventual outcomes.

His narrative will draw not only comparisons between style and effectiveness but will also analyse thinking and leadership styles and draw conclusions regarding lessons learned and their implications today.

Postulating his executive trinity model of managing, directing and leading, Bungay superimposes this on the plans, actions and outcomes required to deliver in a fluid situation – not only in the military setting but, more importantly in our context, the opaque and complex world in which organisations operate today.



## **Dr. Franziska Frank**

**Programme Director, European School of Management and Technology (ESMT)**

The performance of German industry and indeed the economy as a whole during the second half of the 20<sup>th</sup> Century has been quite spectacular and has led to the country's standing as the economic and political leaders of Europe.

Dr. Frank will take a look at some of the factors behind this outstanding economic performance and suggest what the future might look like.



# Developing and Implementing Strategy - Do we ever learn?



## **Murray Steele**

### **Strategy Consultant, Businessman and Academic**

Following from Stephen Bungay's case study, we will consider the way in which the development and implementation of strategy has evolved over the last 100 years moving the military milieu of 1914 to the competitive business environment of 2014.

Murray Steele will briefly trace this lineage leading to a critique of the way in which organizations now develop and implement strategy and how this might be improved. He will build on the lessons from Stephen presentation to accelerate attendees' thinking into the 21st Century. The focus will be on the fundamentals of strategy combined with the essentials which influence executives in their strategic thinking and action.

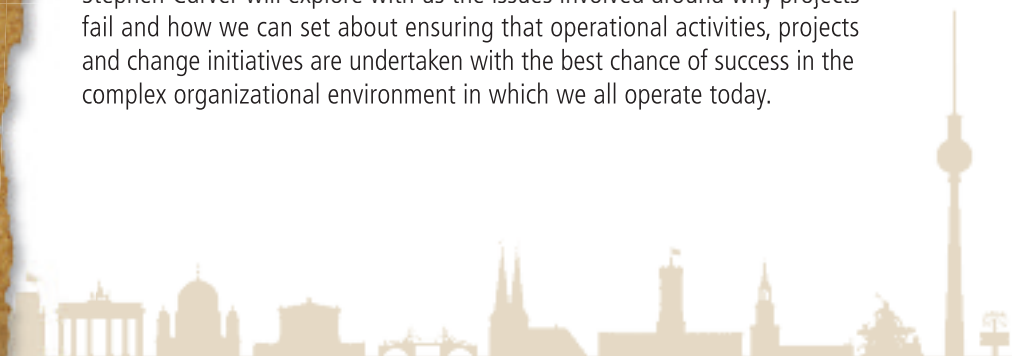


## **Stephen Carver**

### **Lecturer in Project & Programme Management, Cranfield University School of Management**

A well-documented cause of organisational failure is an inability to implement strategy and execute projects. However, well thought out and articulated, a strategy is meaningless unless its execution can be successfully completed.

Stephen Carver will explore with us the issues involved around why projects fail and how we can set about ensuring that operational activities, projects and change initiatives are undertaken with the best chance of success in the complex organizational environment in which we all operate today.





### **Tomas Chamorro-Premuzic**

**Professor of Business Psychology at University College London (UCL)**

The conference's common factor is the performance of people – how they respond to being managed, directed or led. Tomas will consider the theoretical underpin of motivation in good times and bad, particularly how we might encourage teams and individuals to undertake things which they would rather not do.

Moving on to the practical implications for the people/organisation interface of the future, Tomas will review progress in this area and share his thoughts as to how far we have come and where we might be heading.



### **Gary Sheffield**

**Professor of War Studies, University of Birmingham**

Our international conferences seek to engage attendees from beginning to end and Gary Sheffield will briefly set the scene for the opening session of our conference with a short review of the world in 1914 and the political options available to the major European powers.

**crf Berlin** Tuesday 30<sup>th</sup> September – Thursday 2<sup>nd</sup> October 2014  
CORPORATE RESEARCH FORUM

**Venue:** Hilton Hotel, Mohrenstraße 30, 10117 Berlin, Germany

**Cost:** CRF members qualify for two places as part of their annual membership. Attendance for non-members costs £1,500 + VAT (excluding flights and accommodation).

**Accommodation:** There is a non-refundable accommodation cost of £200 + VAT per night for those who wish to stay at the conference venue. We recommend a two night stay – Tuesday 30<sup>th</sup> September and Wednesday 1<sup>st</sup> October.

For more information please visit [www.crforum.co.uk](http://www.crforum.co.uk). To reserve your place please contact Lynn Little at [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) or +44 (0) 20 7470 7104.

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