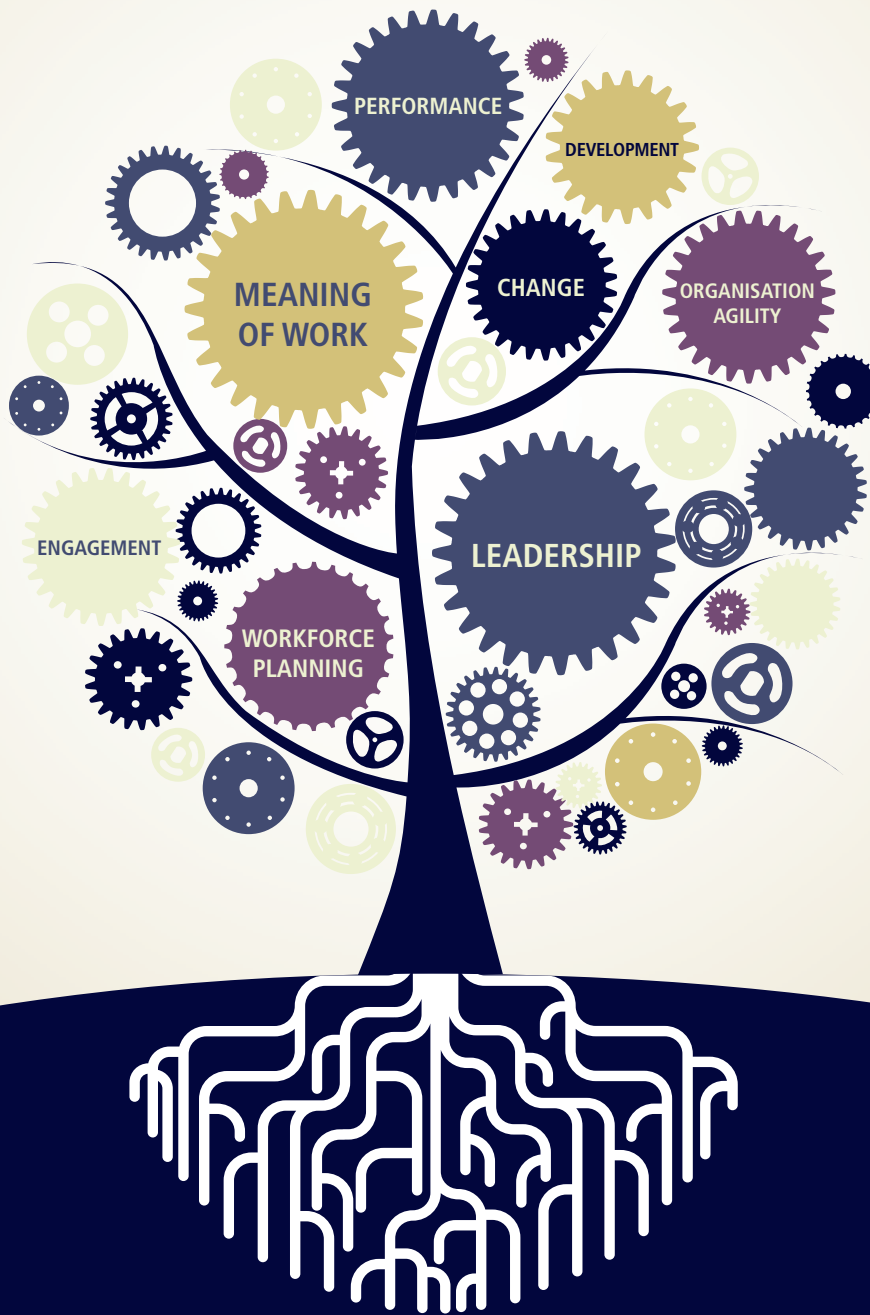


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CORPORATE RESEARCH FORUM

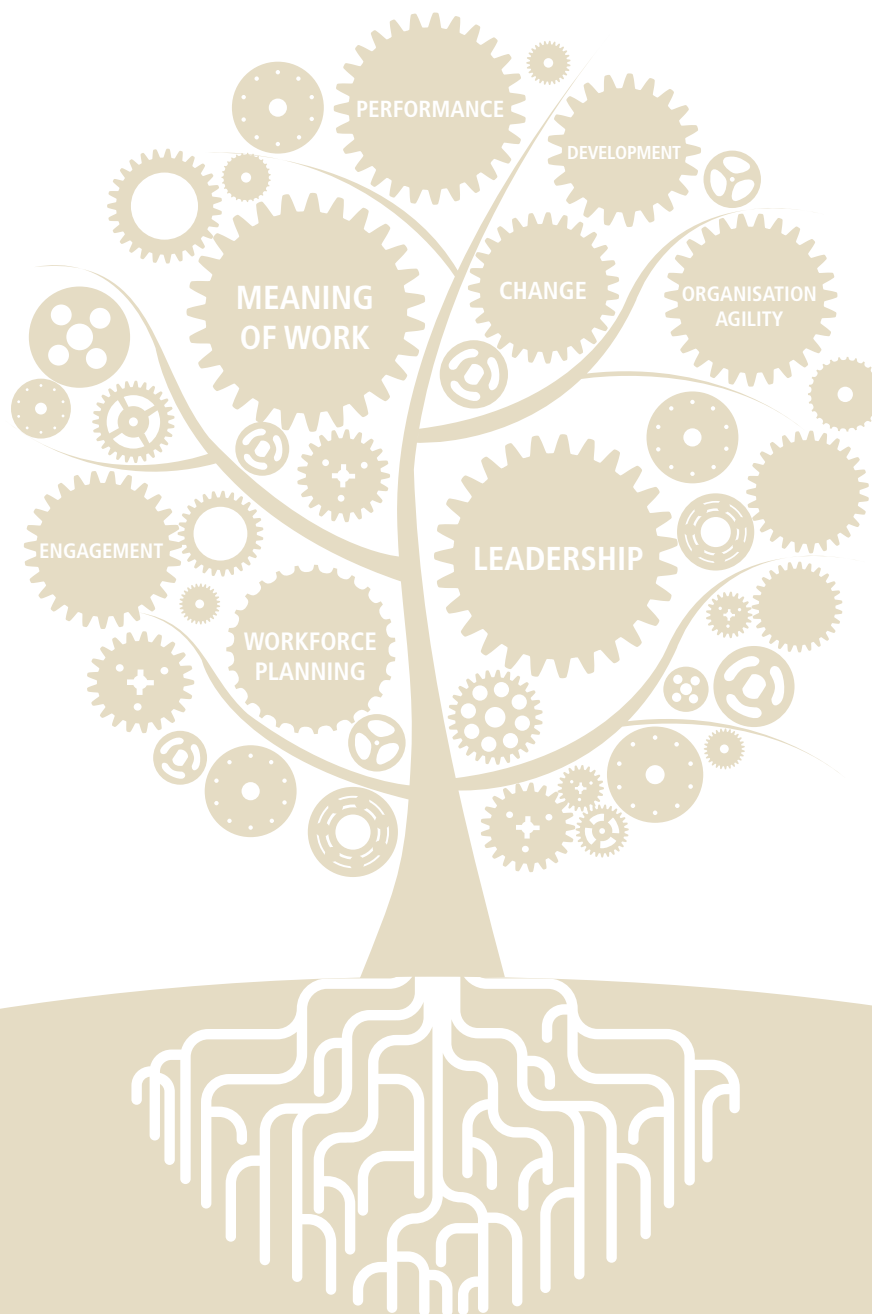
2015 Programme



“I have enjoyed and benefited from working with Corporate Research Forum because of the richness of experience brought to the sessions by the participants. Their insight, energy and diverse industry backgrounds comprise a vital part of the learning experience.”

Amy C. Edmondson

Novartis Professor of Leadership and Management, Harvard Business School





Welcome to the Corporate Research Forum 2015 programme

What are the **critical people and organisation development activities** that help organisations **improve performance**? Which management techniques are simply passing fads which are complex and costly to implement, while delivering little of value? CRF's purpose is to distinguish between these and provide **practical guidance on what works**.

Our 2015 programme covers a range of topics focusing on how to develop and sustain **high performing organisations and individuals**. Particular areas of focus this year include **Strategic Workforce Planning**, a critical but often under-utilised management technique, **Leadership Development**, and **Talent Management**. We consider the latest thinking in how companies can build and sustain **Employee Engagement**, and explore the factors that underpin the long-term success of **Agile Organisations**.

Our international conference in Vienna in October will explore **The Meaning of Work**, providing a highly engaging experience combining music with expert academic and practitioner input, debate and top-level networking. Our **Summer Lecture** also provides expert opinion on what the changing political landscape means for businesses.

We are grateful to our **partners** for their support and expert contributions.

We look forward to welcoming you to our events in 2015.

"I love the substance and style of CRF. It's an upbeat, thought provoking, future-focused forum where you can tap into the latest topics and network with smart people. If you are a busy HR professional who wants to stay sharp, it's a super investment of your time."

Mary Alexander

Senior Director Human Resources, Europe, Middle East & Africa, PayPal



2015 Programme

About Corporate Research Forum (CRF)

How are we different?

We believe in a systematic approach to Human Resource Management which is based on:

- a clear line of sight to the business imperatives of cost, sales, quality, innovation, customers and time to market
- a tangible theoretical underpin combined with practical application
- analysis before action
- clearly stated objectives
- evaluated outcomes
- an effective communication and involvement process.

Our research reports are based on qualitative comparisons by acknowledged global experts, and are substantial enough to go beyond the superficial, while taking a pragmatic slant on topics. Our meetings are discursive, informal and thought provoking.

“Corporate Research Forum is one of the most thoughtful HR network and learning organisations I have come across and one of the few worth joining. A great programme and good value for money!”

Jonathan Cormack
Global Director, Organisation Capability,
Imperial Tobacco

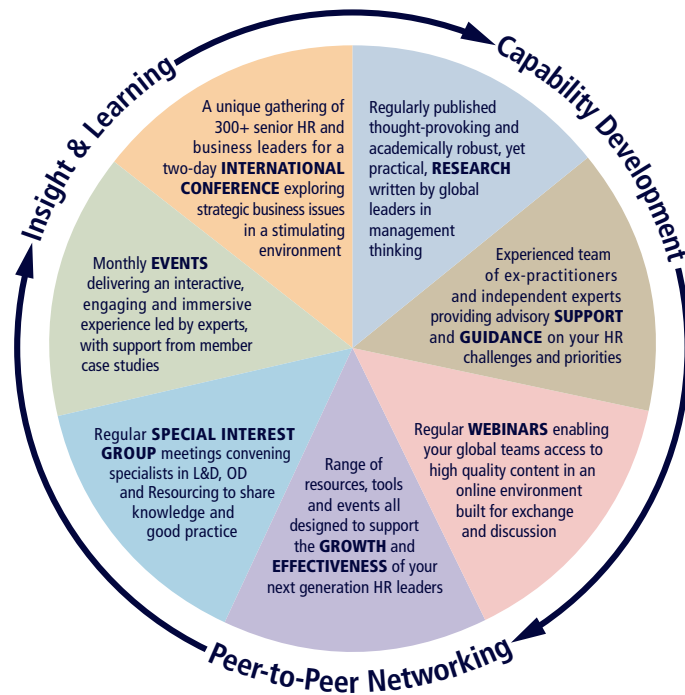
CRF – What we do

Our annual programme of high-level, participative events, provides the highest standards of intellectual rigour and excellence, together with a focus on practical application of ideas in the organisation context. We actively facilitate both face-to-face and online networking to enable collaboration and the sharing of new ideas and good practice. Our research is an invaluable source of latest thinking and practice in key areas of organisation and leadership development, and learning.

How will membership make a difference to your organisation?

- Gain new insights and fresh thinking.
- Improve performance through benchmarking against leading organisations.
- Evaluate and continuously improve your existing practices.
- Quickly identify practical, actionable solutions.
- Differentiate between approaches that work and those that are simply passing fads.

CRF delivers a range of benefits to drive the effectiveness of HR functions including:



Annual membership offers your organisation:

- attendance at each event in the annual programme
- facilitated networking at each event ensuring you are connected to peers, experts and practitioners
- access across your organisation through the CRF website to the full catalogue of research reports, models, video interviews, benchmark tools and diagnostic instruments
- copies of all new research reports with the opportunity to participate in, and contribute to, the research
- advisory questions answered by our expert team of practitioners, consultants and business associates who are on hand to respond to your queries and HR challenges
- regular webinar programme, enabling global teams access to our content in an online environment built for exchange and discussion
- access to the Ashridge Business School Virtual Learning Resource Centre offering extensive sources of guidance and research on management and leadership
- opportunity to connect with other members through our online networking tool allowing relationships to be established, surveys completed and queries answered
- regular meetings with the CRF team in order to gain insights on key trends and for CRF to facilitate introductions to other members
- complimentary copies of Harvard Business Review.

For more details on how your organisation can benefit from membership and the associated fees please contact Richard Hargreaves, Commercial Director, on +44 (0) 20 7470 7104 or e-mail at richard@crforum.co.uk



2015 schedule at a glance

| | |
|--|--|
| <p>Employee Engagement – addressing the dilemmas Rob Briner, Mike Westcott, Deanna Lloyd, Andrew Lambert</p> | <p>Wednesday 4th February Trinity House, Trinity Square, Tower Hill, London, EC3N 4DH</p> |
| <p>Strategic Workforce Planning – practical issues in identifying tomorrow’s workforce Colin Beames, Wendy Hirsh</p> | <p>Wednesday 18th March Trinity House, Trinity Square, Tower Hill, London, EC3N 4DH</p> |
| <p>How psychology can improve organisation, team and individual performance Steve Peters</p> | <p>Wednesday 15th April Haberdasher’s Hall, 18 West Smithfield, London, EC1A 9HQ</p> |
| <p>Leadership Development – is it fit for purpose? Stephen Bungay, Nigel Nicholson, Nigel Paine, Eve Poole</p> | <p>Wednesday 13th May Plasterers’ Hall, One London Wall, London, EC2Y 5JU</p> |
| <p>The Deliberately Developmental Organisation – how organisations and their employees can better help each other flourish Robert Kegan</p> | <p>Tuesday 2nd June and Wednesday 3rd June Latimer Place, Latimer, Chesham, Buckinghamshire, HP5 1UG</p> |
| <p>Summer Lecture & Reception Alastair Campbell</p> | <p>Thursday 2nd July Haberdasher’s Hall, 18 West Smithfield, London, EC1A 9HQ</p> |
| <p>HR Business Partner Development Forum Valerie Hughes-D’Aeth, Paul Chesworth</p> | <p>Wednesday 9th September Church House Conference Centre, Dean’s Yard, Westminster, London, SW1P 3NZ</p> |
| <p>The Meaning of Work – Vienna Conference Iain McGilchrist, Gernot Schulz, Rebecca Homkes, Veronica Hope Hailey, Gianpiero Petriglieri</p> | <p>Monday 5th October – Wednesday 7th October Hilton Vienna Hotel, Am Stadtpark 1, A - 1030, Vienna, Austria</p> |
| <p>Organisation Agility Christopher Worley</p> | <p>Wednesday 11th November Plasterers’ Hall, One London Wall, London, EC2Y 5JU</p> |
| <p>Group HR Directors’ Dinner (by invitation)</p> | <p>Wednesday 13th May Wednesday 11th November</p> |

“CRF does what it says on the tin – which is, in itself, a bonus. It commissions research which stimulates debate. Through that process of debate it enables practitioners and academics to look at the enduring challenges of strategy and organising from different viewpoints. New ways of thinking and working are identified at every meeting.”

Professor Veronica Hope Hailey
Dean, School of Management and Chair in Management Studies, University of Bath



2015 Programme

Employee Engagement – addressing the dilemmas

Workshop

Date

Wednesday 4th February
09:00 to 16:00

Venue

Trinity House
Trinity Square
Tower Hill
London EC3N 4DH

Who is it for?

Senior practitioners who are interested in the topic of engagement and already have some appreciation of the difficulties of defining and measuring engagement, and justifying investment to the business.

Overview

Employee engagement has become a business priority over recent years. However, engagement remains a difficult issue, with much debate as to what it is, how it can be measured, and whether it makes any difference to performance. This event will explore the latest thinking around what works and what needs improvement in this tricky topic area.

Content

Since CRF last examined the question of employee engagement in 2010, new challenges have emerged to test relationships within organisations, and nagging questions remain about whether investments in engagement are worthwhile.

- Surveys continue to indicate low levels of engagement and trust in organisations and their leaders.
- Results of investments made in employee engagement initiatives are mixed.
- Some academics express concern that the concept of engagement is imprecise, that measurement is compromised, and that claims about improved performance cannot be substantiated.

At this event you will have the opportunity to discuss:

- the effectiveness of your organisation’s investments in engagement
- whether you are measuring what matters
- whether you are getting the best out of your human capital
- what further work may be required.

With expert input from the perspectives of HR, academics and research findings, this will be a highly interactive event, exploring:

- how to tackle challenges and dilemmas
- what can and can’t be improved
- how to achieve more precision and focus in addressing engagement
- how efforts to improve engagement will need to adapt to the future.

“Corporate Research Forum provides a great way to meet with senior HR colleagues from other businesses around relevant topics in an informal and time effective way.”

Mark Wells
Group HR Director, Experian

February – Employee Engagement



Rob Briner is Professor of Organisational Psychology at the School of Management, University of Bath and previously worked at Birkbeck College, University of London. His publishing and research have focused on several topics including wellbeing, emotions, stress, motivation and everyday work behaviour.



Mike Westcott is Group HR Director of National Grid. He is responsible for setting and delivering the global HR agenda in line with the commercial strategy of the Group. Prior to joining National Grid, Mike worked for Diageo in a number of senior HR roles including HR Director, International Markets and HR Director for North America.



Deanna Lloyd is a trained Industrial and Organisational consultant. Her career began in the succession planning and executive assessment industry where she ran assessment centres for high profile organisations looking at the future of their executive and board teams.



Andrew Lambert is an associate of CRF and a partner in Creelman Lambert, advisers on corporate and HR governance. He was MD of People in Business, a founder director of Smythe Dorward Lambert, and director of Wolff Olins, the corporate identity specialists. He has authored many CRF reports – and has provided consultancy to over 90 organisations on management and communication issues.



2015 Programme

Strategic Workforce Planning: Applications of Latest Research

CRF Workshop

Date

Wednesday 18th March
09:00 to 16:00

Venue

Trinity House
Trinity Square
Tower Hill
London EC3N 4DH

Who is it for?

This topic is of fundamental interest to those concerned with talent management and planning, workforce reconfiguration and optimisation, skills development and shortages, aligning workforce with business strategies, and maximising the ROI on their people.

Overview

The business case for strategic workforce planning would appear to be overwhelming given that the people factor is typically the highest cost item in the budget and the single largest driver of business outcomes. With many organisations now seeking to move beyond traditional workforce planning (i.e. supply and demand), to a more sophisticated workforce strategy, this workshop will explore how companies can approach strategic workforce planning in a practical, effective way, based on latest research and thought leadership. Prior to the event, CRF members will be invited to participate in Colin Beames' workforce strategy audit survey, that identifies strengths and weaknesses and areas of needed improvement. The survey will provide a backdrop for the practical workshop.

Content

The event, chaired by Wendy Hirsh and facilitated by Colin Beames, will provide feedback on your organisation's strategic workforce planning capability and offer techniques for improvement. Thereafter topics will include:

- understanding the business case for workforce strategic planning
- adopting best practice in segmenting your workforce based on the most prominent conceptual model of HRM architecture
- aligning workforce and business strategies by linking the importance of roles to the strengthening critical organisational capabilities and core competencies
- moving from a 'one size fits all' approach to applying differentiated HR policies to the importance of various roles to business outcomes – the essence of a workforce strategy
- how to profile the Employment Value Proposition (EVP) for various roles, based on a model of the psychological contract
- understanding people risk, including using HR data to provide deeper workforce insights.

We will also hear the practical experiences of companies that have implemented strategic workforce planning techniques.

“Corporate Research Forum offers senior HR executives the ideal platform for sharing best practices, learning from peers, and accessing the best current thought leadership in the field.”

Patrick M. Wright

Department of Management, Darla Moore
School of Business at University
of South Carolina

March – Strategic Workforce Planning



Colin Beames is the Managing Director of Advanced Workforce Strategies, an Australian based firm that provides consultancy services in the areas of the measurement and reporting of human capital, workforce strategic plans, workforce segmentation and configuration, workforce engagement and retention surveys and organisational reviews.

He is a business-focused corporate psychologist, author and thought leader in human capital. He has recently released his second book entitled *Aligning Workforce and Business Strategies: Mobilising the 21st Century Workforce*.



Dr. Wendy Hirsh is an independent researcher and consultant in employment issues, especially in how organisations develop people to meet their future business needs. She has a long-standing interest in succession planning and its links with strategic workforce planning, leadership development and individual career planning. Much of her work concerns how employees, line managers and HR/L&D professionals work together.



2015 Programme

Professor Steve Peters – how psychology can improve organisation, team and individual performance

Masterclass

Date

Wednesday 15th April
16:00 to 20:00

Venue

Haberdasher's Hall
18 West Smithfield
London EC1A 9HQ

Who is it for?

Those with responsibility or interest in individual, team or organisational performance. This complex topic will interest managers, coaches, HR professionals and consultants.

Overview

This will be an audience-led participative session on Performance Improvement. Professor Peters will share with us his experiences of working with elite teams and individual sportsmen with mind management issues. He has made a major contribution to the outstanding success of British cycling in recent years, helping Olympic gold medallists including Sir Bradley Wiggins, Sir Chris Hoy and Victoria Pendleton, as well as being an integral part of the TeamSky ProCycling success and Wiggins/Froome victories in the Tour de France. He has worked with the Liverpool and England football teams as well as individual players, and companies and their CEOs.

Content

Because we don't often recognise how our mind is working and are unable to manage our emotions and thoughts, we struggle to manage ourselves and become the people we would like to be. Professor Peters addresses these issues in his acclaimed book *The Chimp Paradox* and will share his thoughts on his mind management model which he claims can help us become happier, healthier, more confident and successful people. He will cover:

- working with emotions
- improving communications
- effective interaction with peers
- problem solving.

This interactive session will incorporate questions and discussion with the audience.

"Not only do CRF events provide us with fantastic networking opportunities, where we meet like-minded peers, my colleagues and I benefit from the informative learning sessions. We get access to industry leading speakers and thought leaders and the range of topics mean that we benefit across the whole of the business."

Jeremy Campbell

Chief People Officer, Ceridian UK

April – Organisation, Team and Individual Performance



Professor Steve Peters is a Consultant Psychiatrist working in elite and Olympic sport, business, education and health. His specialist interest is in the working of the human mind and how it can reach optimum performance applied to all walks of life. His academic work base is with Sheffield Medical School as Undergraduate Dean.

He is a member of the Royal College and is on the College Membership Panel for examinations, and a member of the Therapeutic Use Exemption Panel for UK Sport. He is author of the best-selling mind management book *The Chimp Paradox* and creator of the Chimp Model.



2015 Programme

Leadership Development – is it fit for purpose?

Workshop and research report

Date

Wednesday 13th May
09:00 to 16:00

Venue

Plasterers' Hall
One London Wall
London EC2Y 5JU

Who is it for?

Senior leadership and talent practitioners and HR leaders who want to improve the effectiveness of their investments in leadership development.

Overview

We will explore latest thinking in terms of what works, under what circumstances and how leadership development needs to evolve to meet the needs of organisations.

Content

The event will consider a wide range of issues.

- Are our definitions of leadership adequate? Do they reflect the requirements of different organisational contexts? Do we differentiate sufficiently between leadership and management?
- What models, frameworks and concepts are available and how effective are they?
- What do business leaders expect of leadership development? How will leadership development practice need to evolve to meet the needs of future organisations?
- What do we know about how adults learn, and are leadership development activities designed to make best use of this knowledge?
- What leadership development techniques are most effective and why? What is the evidence that they are effective and what are the emerging trends?

This research builds on a leadership roundtable held in March 2014, where we sought the views of senior practitioners on the state of leadership – and leadership development – today, and established the issues to be investigated further in this research.

“CRF offers us access to quality research, networking, resources and meetings that energise, engage and develop our diverse Human Resources community. Feedback from our HR team is always positive, stressing the pragmatic and freshness of the discussions and ideas.”

Bev Cunningham

Vice President Human Resources Europe,
Ricoh Europe

May – Leadership Development



Dr. Stephen Bungay is a Director of the Ashridge Strategic Management Centre and teaches and consults on strategy, organisation and leadership. He has published a number of books on military history and is a frequent contributor to television programmes.



Nigel Nicholson has been a Professor at London Business School since 1990. He consults and coaches on all areas of board facilitation, leader selection and development, and culture change. Previously, he was a journalist and continues to be a frequent commentator in the media on current business issues.



Nigel Paine has been involved in corporate learning for over 20 years. He has run organisations producing learning software and multimedia materials, and offered development and support as well as learning resources.



Dr. Eve Poole teaches at Ashridge Business School. Her clients range from EY and Tesco to the Foreign Office and the Royal Shakespeare Company. This breadth of experience makes her a popular commentator on leadership, ethics, and public life.



2015 Programme

The Deliberately Developmental Organisation – how organisations and their employees can better help each other flourish

Residential workshop

Date

Tuesday 2nd June
Wednesday 3rd June
Day One: 09:00 to 17:00
Day Two: 09:00 to 16:00

Venue

Latimer Place
Latimer
Chesham
Buckinghamshire HP5 1UG

Accommodation

£175 + VAT per night

There is a non-refundable deposit for accommodation of £175 plus VAT per night at the time of registration. Early booking is recommended as there is a limited number of places.

Who is it for?

Professionals who have a strong interest in organisational development, organisation change and individual and self-development.

Overview

How can a workplace culture become a more powerful incubator of the single greatest determiner of company success – the further unfolding of human capabilities? Using a variety of interactive pedagogies, we will be exploring research and practice in the field of Adult Developmental Psychology brought to the topics of organisational effectiveness, leadership development and performance enhancement.

Content

Through the creation of a novel and dynamic learning community built on principles of adult developmental psychology, participants will:

- learn the concept of an 'immunity to change', experience their particular version of this phenomenon as it relates to a change goal of their own, and consider how we are best helped to overcome it
- consider what 40 years of research on stages of increasing mental complexity in adulthood mean for the reconceiving of 'leadership development' and 'organisational learning' in the 21st century
- explore real examples of 'immunity to change' practices brought to teams and whole enterprises, including a London-based company known to you all
- meet the Deliberately Developmental Organisation (DDO): what might an organisation look like if it so valued developing the capabilities of its people that it sought to fashion a culture that would immersively sweep nearly every employee into a personal-development journey in the context of carrying out one's normal daily work?

"CRF serves organisations and leadership as no other organisation does. Its commitment to cutting-edge practice, its up-to-date research, and the extraordinary quality of its membership were a pleasure for me to experience. CRF is contributing vitally to the overall intelligence of organisations and of the HR profession."

Nancy Kline
President, Time to Think

June – The Deliberately Developmental Organisation



Robert Kegan is the William and Miriam Meehan Professor of Adult Learning and Professional Development at the Harvard University Graduate School of Education. The recipient of numerous honorary degrees and awards, his 30 years of research and writing on adult development have influenced the practice of leadership development, executive coaching, and change management throughout the world.

At Harvard, he regularly teaches in executive development programs in the Schools of Business, Government, Education and Medicine. Bob has been on the faculty of the World Economic Forum's Davos Conference, and had his work featured in such diverse periodicals as *The Harvard Business Review*, *The New York Times Sunday Business Section* and *Oprah Magazine*.



2015 Programme

Summer Lecture & Reception with Alastair Campbell

Lecture and drinks reception

Date

Thursday 2nd July
18:00 to 21:00

Venue

Haberdasher's Hall
18 West Smithfield
London EC1A 9HQ

Who is it for?

HR and business professionals concerned with business policies, plans and practices who need to be up-to-speed with the effects of the general election on employment, tax, regulations and business confidence.

Overview

With the general election behind us the political infrastructure will be in place probably for the next five years. What this will mean following the European elections and the Scottish Referendum of 2014 will determine the future of the United Kingdom and its relationship with Europe. This event will give an informal, considered interpretation of the election and its consequences for us as business professionals.

Content

Alastair Campbell will give his views of the political landscape emerging after the election, and the consequences for business professionals. The event will consider:

- who will be leading the country and what sort of mandate will they have for reform and change
- whether we will have a hung Parliament with little room for manoeuvre and no one party exerting decisive influence on the way we live our lives
- the likely consequences for business and the economy
- how organisations will need to revisit their strategic objectives and operational practices in the light of the political and constitutional realities.

The evening will offer some answers to these questions both through the plainly expressed views of our speaker, and continuing discussion at the after-event drinks reception.

“CRF provides excellent opportunities for HR professionals to hear from a variety of thought leaders on highly relevant topics.”

Irene McDermott Brown
Group Human Resources Director, Barclays

July – Summer Lecture & Reception



Alastair Campbell is a writer, communicator and strategist best known for his role as former British Prime Minister Tony Blair's spokesman, press secretary and director of communications and strategy. Still active in politics in Britain and overseas, he now splits his time between writing, speaking, charitable fundraising, consultancy and campaigns.



2015 Programme

HR Business Partner Development Forum

Workshop

Date

Wednesday 9th September
09:00 to 16:00

Venue

Church House Conference Centre
Dean's Yard
Westminster
London SW1P 3NZ

Who is it for?

Business Partners and would-be Business Partners looking to enhance their skills and knowledge and improve their performance and contribution.

Overview

The title Business Partner implies a business understanding and a strong set of relationship skills. But it is more than this – organisations expect Business Partners to work hand-in-glove with line management whilst upholding the values, policies and principles which emanate from the HR centre. The Business Partner is expected to solve organisational and people problems whilst ensuring that the organisation remains legally compliant and operates to corporate standards. Expected to fulfil a complex and emerging role, many Business Partners have received little or no training to equip them to operate to the optimum. This development event will consider the latest thinking in each of the core areas of responsibility of HRBPs, providing an opportunity to learn and share experiences with like-minded professionals.

Content

Since the advent of the HRBP model, we have seen a significant change in the employment landscape. Internationalisation, technology, cost pressures and changes in employee and societal expectations have been some of the factors which have impacted organisation life. And yet, in many organisations, HR continues to operate with a functional Head, supported by specialists, a team of Business Partners and a level of process outsourcing. HRBPs must navigate the complexity of business change while continuing to provide, directly or indirectly, core HR services such as resourcing, development, communications and employee relations.

The aim of this workshop is to:

- give context to the business and economic environment organisations are operating in now and into the future
- clarify the role of the Business Partner and place it in an overall HR and organisational context
- examine the role of 'partnership', especially in relation to key stakeholder management
- give HRBPs a strategic and commercial toolkit to be applied to their own organisations
- provide an update to HRBPs in the key areas of employment legislation
- spend time examining services of the HR function – development, recruitment, employee relations and reward.

"CRF provides valuable insight through research and events which are credible, pragmatic and engaging – helping us stay on the forefront of what's next in the rapidly changing world in which we operate."

Mark Sandham

SVP, Organisational Effectiveness
& HR Operations, Thomson Reuters

September – HR Business Partner Development Forum



Valerie Hughes-D'Aeth joined the BBC as Director of HR in August 2014. Previously, Valerie was Group HR Director at Amey with responsibility for the HR, Communications and HSEA strategy for 20,000 employees. During this time she led the people integration of 10,000 employees from acquired company Enterprise into Amey.



Paul Chesworth is Chief People Officer at Perform Group. Prior to joining Perform in February 2013, Paul was HR Director of Vodafone Europe, holding HR functional responsibility for Vodafone's 10 Western European based operating companies. In 2010, Paul's remit at Vodafone was expanded to cover Eastern Europe and Turkey.



2015 Programme

International Conference, Vienna – The Meaning of Work

International Conference

Date

Monday 5th October –
Wednesday 7th October

Monday 5th

Pre-conference masterclasses: 16.30 to 18.00

Welcome drinks reception: 19.30 to 21.30

Tuesday 6th: 09:00 to 17:00

Wednesday 7th: 09:00 to 16:00

Accommodation

Hilton Vienna Hotel, Am Stadtpark 1, A - 1030,
Vienna, Austria

There is a non-refundable accommodation cost of £215 + VAT per night for those who wish to stay at the conference venue. We recommend a two-night stay – Monday 5th October and Tuesday 6th October.

Attendance for non-members is £1,500 + VAT (excluding flights and accommodation).

Full details of the conference and registration are available on our website at www.crforum.co.uk.

Who is it for?

Our conferences attract over 300 senior business people, HR Directors and specialists who are interested in:

- the international business context
- the fusion of business strategy, leadership and people management
- top level networking, reflection, sharing and comparison.

Overview

The meaning of work is a major issue in today's organisation context, characterised by short-termism, relentless change, and constant financial pressures. Creating meaning is a function of many factors, including having clear purpose and direction, a conducive working environment, opportunities for collaboration and teamwork, and a chance to learn, make a contribution and grow. The discussion is far more than simply philosophical. It has important practical aspects, and yet in many organisations, meaning and purpose is not properly thought through. During the conference, we will look at meaning both at an individual and organisation level and try to determine solutions which can be applied in the work context.

Content

We will use the internationally acclaimed conductor, Gernot Schulz and his orchestra to illustrate purpose and meaning and compare the workings of the orchestra with organisational life. Topics we will explore include:

- how organisations create and sustain value – deciding where and what to 'play'
- how to develop shared context and purpose, both for individuals and the organisation
- creating meaningful work and meaningful workplaces
- the role of teams, leaders, organisation structure, planning and results.



Clockwise from top left:
Iain McGilchrist, Gernot Schulz, Rebecca Homkes, Veronica Hope Hailey, Gianpiero Petriglieri

October – International Conference

Dr. Iain McGilchrist is a former Fellow of All Souls College, Oxford, a Fellow of the Royal College of Psychiatrists, and former Consultant Psychiatrist and Clinical Director at the Bethlem Royal & Maudsley Hospital, London.

Professor Gernot Schulz is an experienced musician and conductor, and regularly imparts executives with what can be learned from an orchestra and a conductor's leadership. He has conducted the Berlin Philharmonic Orchestra and is a welcome guest at prestigious orchestras across Europe, South America and Asia.

Dr. Rebecca Homkes is a faculty member at the London Business School and its executive education department. She also coordinates a programme for Young President's Organisation companies on strategy and execution, and serves as a fellow at the Centre for Economic Performance at London School of Economics.

Professor Veronica Hope Hailey is Dean, School of Management and Chair in Management Studies, University of Bath. Veronica's research focuses on the link between Business Strategy, HR Strategy and Change Management.

Professor Gianpiero Petriglieri is Associate Professor of Organisational Behaviour at INSEAD. He directs the Management Acceleration Programme, the school's flagship executive programme for emerging leaders, and the INSEAD initiative for Learning Innovation and Teaching Excellence.



2015 Programme

Organisation Agility

Workshop and research report

Date

Wednesday 11th November
09:00 to 16:00

Venue

Plasterers' Hall
One London Wall
London EC2Y 5JU

Who is it for?

Senior managers, HR and organisation development practitioners who want to develop a deeper understanding of what makes organisations successful and sustainable over the long term, and to explore what actions need to be taken to develop more agile organisations.

Overview

Organisations which have been able to sustain high levels of performance over long time periods – becoming more 'agile' organisations – share a number of common features. These include:

- how they develop strategy and corporate identity
- how they respond to changes in the business environment
- how they implement change.

We think that the topic of agility will become more important as a solution to complexity, the need for speed and the need to adapt. This event and research report will assess how our understanding of what differentiates agile businesses can be applied in practice.

Content

Christopher Worley's research with Fortune 500 companies in the US has uncovered various business practices that recur among organisations which have demonstrated long-term financial success. Through examining both the underlying theory and practical case studies, the research will explore:

- how approaches to developing strategy may need to change
- the importance of corporate identity and culture, and what HR needs to do to shape these
- implications for organisation design, particularly moving away from hierarchical towards network-based designs
- whether current resourcing models help or hinder agility
- the implications for performance management systems.

The research will include a member survey and in-depth interviews to understand how agile working practices are being applied and how this is reflected in business performance.

"My team and I are always impressed by the CRF events and research we participate in. It strikes the important balance between credible academic research and practical business application which is so crucial in today's commercial world."

Sandy Begbie

Chief Operations Officer, Standard Life

November – Organisational Agility



Dr. Christopher Worley is a Senior Research Scientist at the Center for Effective Organizations (CEO) at USC's Marshall School of Business. He also serves as a professor of management at Pepperdine University's Graziadio School of Business and Management. He is a recognised leader in the field of organisation agility, organisation development and organisation design.

Prior to CEO, he served as Director of the Master of Science in Organization program at Pepperdine University. He was awarded the Luckman Distinguished Teaching Fellowship in 1997. Dr. Worley has taught undergraduate and graduate courses at Pepperdine University, the University of San Diego, University of Southern California, and Colorado State University.

Dr. Worley is co-author of *The Agility Factor*, *Management Reset*, *Built to Change*, *Integrated Strategic Change*, and *Organization Development and Change*.



Talent Management – critical challenges and future direction

Regular surveys of CEOs indicate that talent management is at or near the top of their agenda. But is HR delivering what the organisation needs – both now and in the future? Our view would be that existing approaches to talent management often aim to attach a high degree of prescription to what is a fluid and imprecise activity. Many organisations have made substantial investments in talent management, yet still struggle to find the right people for senior positions when they need them. This research project – which will be launched in Spring 2015 and conclude in 2016 – will investigate the current state of play in talent management, highlighting what works and what doesn't, and how talent management will need to adapt in the future.

The research will focus on the following questions.

- Are existing approaches to talent identification and management fit for purpose?
- Has the nine-box grid, used by many organisations, had its day?
- How do approaches to talent management need to evolve to reflect the fast-moving, complex, interconnected environment in which today's firms operate?
- How should talent management processes connect with strategy and workforce planning?

The research will be conducted in two stages:

- a preliminary scoping meeting in Spring 2015, which will explore current talent management issues and challenges, and define the scope of the research
- follow-up research, the results of which will be presented at a member event in early 2016.

Special Interest Groups

To complement our scheduled events, we organise Special Interest Groups which meet throughout the year, giving an opportunity for peers to engage in deeper discussions on individual topics. Each community – currently covering learning and development; resourcing; and organisation development – meets twice yearly. We welcome suggestions from members regarding specific topics of interest.

For further information on Special Interest Groups and to make topic suggestions, please contact Viktorija Verdina at viktorija@crforum.co.uk or +44 (0) 20 7470 7104.

CRF webinars

Our webinar series aims to continue the debate generated from our research reports and member meetings, enabling global teams to access high quality content in an online environment built for exchange and discussion. In the style of all CRF events, our webinars are engaging, interactive, content rich and, importantly, to the point, recognising the time constraints everyone operates under. We look forward to your future attendance and contribution to the discussion.

For further information on our 2015 webinar programme please contact Nicola Pallett at nicola@crforum.co.uk or +44 (0) 20 7470 7289.

“Business is becoming more personal in our world. CRF does a tremendous job pulling together high-value people with expertise and vision to not only accelerate how HR gets done but connect to the business in a more meaningful way.”

Duke A. Daehling
Director, Smarter Workforce Europe, IBM



Programme partners

We are proud to work with our programme partners and grateful for their support across all the events, research and the Conference in 2015.



Bird & Bird www.twobirds.com

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Bird & Bird is an international law firm with over 1,100 lawyers and legal practitioners working as a cohesive team across 27 offices in 19 countries. The firm's International HR Services group offers both international and domestic clients a comprehensive range of legal advice across employment, immigration, incentives & benefits and trade secrets in an efficient and cost effective manner.



Ceridian www.ceridian.co.uk

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Ceridian is a global cloud technology and services company delivering award-winning HR and payroll to hundreds of thousands of customers and their tens of millions of employees.

Ceridian work with companies from the small to the very large regularly saving them millions of pounds per year through their transformative technology.



Hay Group www.haygroup.com/uk

Main contact: Polly Gerrard-Wright, Head of Marketing, UK & Ireland
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Hay Group have been helping organisations get the best from their people for over 70 years through their products, services and consultancy. Hay Group work globally with more than 8,000 organisations in the private, public and not-for-profit sectors, across every major industry. As a result of their experience and ongoing research, they know how people can be inspired and enabled to perform better at every level.



IBM www.ibm.com

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IBM is a globally integrated technology and consulting company, with operations in more than 170 countries. Today, IBM is focused on four growth initiatives: business analytics, cloud computing, Smarter Planet and growth markets. To build a Smarter Planet, it is important to make your workforce smarter. After all, tying work to the bottom line is the measure of business success.

With the challenges facing businesses, employers struggle to find and retain top talent, and often lack the ability to get the best out of their existing talent. Smarter Workforce combines human insight, technology efficiencies and big data analytics that empower businesses to not only predict outcomes, but to drive them.



2015 Programme

Programme partners

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IMD www.imd.org

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IMD is a top-ranked business school. They are the experts in developing global leaders through high-impact executive education. IMD is 100% focused on real-world executive development, offers Swiss excellence with a global perspective and has a flexible, customised and effective approach. More than 8,000 executives from 98 countries come to IMD each year.



KPMG People Powered Performance www.kpmg.co.uk

Main contact: Mark Williamson, Partner
Email: mark.williamson@kpmg.co.uk • Tel: +44 (0) 20 7311 2182 • Mobile: +44 (0) 7767 345 602

KPMG is a global network of professional firms providing Audit, Tax, and Advisory services. It operates in 155 countries and has 162,000 professionals working in member firms around the world.

Getting the most from your people is fundamental to future success, yet an increasingly complex workforce makes it ever more difficult to enhance the return on human capital. KPMG in the UK can help you understand current issues and future trends in the world of work, and identify how to enhance organisational performance through your people. With People Powered Performance, our approach to solving people issues and how they impact on business performance, we work with you to unlock insights into your organisation, identify both the issues and potential improvements and importantly evidence the impact through data and analytics.



RHR International www.rhrinternational.com

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RHR International are a firm of management psychologists and consultants who work closely with top management to accelerate individual, team and business performance. They focus on four key areas of client need – Individual Assessment, Executive Development, Senior Team Effectiveness and CEO Succession. They have been proven difference-makers for more than 65 years, unique in their combination of top management focus, psychologists' perspective and high-level business acumen.

RHR International operates in Brazil, Canada, China, France, Germany, Italy, Switzerland, United Kingdom and United States. The company is headquartered in Chicago, Illinois.



Event partners

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Ashridge www.ashridge.org.uk

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Ashridge is a leading international business school, they are in the top 1% of the business schools which are triple accredited, holding AACSB, EQUIS and AMBA accreditations. Ashridge provides award-winning leadership, executive and organisational development through custom and open programmes, consultancy, post graduate qualifications, virtual learning, executive coaching and psychometric services. All founded in their rigorous academic research in the fields of Leadership, Change, Strategy and Innovation.



DDI www.ddiworld.co.uk

Main contact: Simon Mitchell, General Manager, Multi-National Client Segment & European Marketing Director
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Development Dimensions International (DDI) helps companies transform the way they hire, promote and develop their leaders and workforce.

Their expertise includes:

Talent Acquisition Increase selection precision to reduce turnover and speed productivity.

Leadership Development Develop leadership skills at every level.

Succession Management Identify leadership potential earlier, accelerate growth and prepare for key transitions.



Duke Corporate Education www.dukece.com

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Email: rafat.malik@dukece.com • Tel: +44 (0) 20 7936 6174

Duke Corporate Education is the number one global provider of custom learning and development services as ranked by the *Financial Times* and *BusinessWeek* for the past 12 years. In today's unpredictable and volatile world, leaders are the real levers for positive change and business results. Duke Corporate Education help leaders get ready to meet new challenges so they can enable their teams and organisations to achieve their business objectives.



GoodPractice www.goodpractice.com

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Email: kohara@goodpractice.com • Tel: 0845 223 3002 • Mobile: +44 (0) 7909 221 522

"Inspiring millions of leaders and managers across the globe to perform new skills and meet their daily challenges."

GoodPractice provide Toolkits, E-Learning and Development Assessments for organisations. These can be utilised as standalone resources or seamlessly integrated into a blended learning solution. All of GoodPractice's products can support a 70:20:10 learning and development strategy.



HireRight www.hireright.co.uk

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HireRight is a leading global provider of candidate and employee background screening helping organisations mitigate employee risk, make informed hiring decisions and meet compliance obligations. Services range from a straightforward verification, to a deeper background review for executive roles, and our new automated referencing tool – Reference Bank.

HireRight works in more than 200 countries and has offices across the globe, including the UK, USA, and Hong Kong. 70% of the Fortune 100 and one-third of the FTSE 100 use HireRight's services.



Event partners

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Lane4 www.lane4performance.com

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Based in the UK, Lane4 help organisations around the world reach their fullest potential and build sustainable competitive advantage through individual and team development. With an outstanding track record of achievement in the three interlocking areas of business, psychology and elite sport, Lane4 believe that winning performance doesn't just happen by chance. Their team brings a deeper understanding of what it takes to create a high performance environment, using a wide variety of proven tools and techniques, in a broad range of situations. There are three broad areas in which their proven expertise and experience can give you edge, namely, leadership & team development, talent management and assessment and communication & engagement.



Manpower Group Solutions www.manpowergroupsolutions.co.uk

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Email: info@manpowergroupsolutions.co.uk • +44 (0) 1895 205 416 • Fax: +44 (0) 1895 205 201

Talent Driven Outsourcing and Workforce Consulting. ManpowerGroup™ Solutions are the global leader in outcome-based, talent-driven solutions. Their ability to capitalise on new thinking, new workforce models and new possibilities have made them the most recognised and respected workforce solutions provider in the world. Their solutions offerings include Talent Based Outsourcing, Managed Service Programs, and Recruitment Process Outsourcing, where they are one of the largest providers of permanent and contingent recruitment in the world.



PARC www.parcentre.co.uk

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PARC was founded in 2004 to provide a centre of excellence for the development and management of high-performing organisations. Through the provision of informative and challenging research and briefings, PARC enables HR & Reward Directors to engage with leading thinkers, expert practitioners and each other on the key issues affecting today's organisational performance, reward and governance agenda.



Strategic Dimensions www.strategic-dimensions.co.uk

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Strategic Dimensions was established in 1995 to fill a clear market need for talented HR practitioners across all disciplines. Strategic Dimensions places senior HR professionals into a range of business sectors in the UK and internationally and have established an unrivalled network across the HR community and with consultants, businesses leaders and academics. Recognising that the world is very different today, Strategic Dimensions works hard at understanding the changing business landscape and ensuring that we are in tune with the issues facing our clients.



2015 Programme

Knowledge partner

We are proud to work with our knowledge partner and grateful for their support throughout the year.



Harvard Business Publishing www.harvardbusiness.org/corporate / www.hbr.org

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Liz Baldwin, Commercial Director, HBR Group
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Harvard Business Publishing (HBP) was founded in 1994 as a not-for-profit, wholly-owned subsidiary of Harvard University. Our mission is to improve the practice of management in a changing world. Comprised of three market groups Higher Education, Corporate Learning and Harvard Business Review Group, Harvard Business Publishing influences real-world change by maximising the reach and impact of its essential offering – ideas.

Media partner



Changeboard www.changeboard.com

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Changeboard - the magazine for your global career - is read by more than 22,000 HR leaders in print and has a subscriber base of over 85,000 across its digital platform and apps.

Their mission is to inspire and inform senior professionals - they are focused on career development from an organisational and individual level, both globally and locally. Changeboard champion topical issues that reflect trends impacting HR leaders; highlighting success stories, showcasing role models and sharing best practice, creating a community where people can learn and progress.



2015 Programme

Past CRF Faculty

Over our 20 year history, we have engaged with a number of leading academics, opinion formers and industry leaders on both our research reports and member meetings, including:

The Rt. Hon David Blunkett MP

Alain de Botton
Author

Dr. Stephen Bungay
Ashridge Business School

Professor Peter Cappelli
The Wharton School,
University of Pennsylvania

Dr. Tomas Chamorro-Premuzic
University College London

Dr. Mee-Yan Cheung Judge,
Quality & Equality

Jay A. Conger
University of Southern California

Professor Amy Edmondson
Harvard Business School

Professor Adrian Furnham
University of London

Veronica Hope Hailey
Bath University School of Management

Professor Herminia Ibarra
INSEAD

Edward E. Lawler III
University of Southern California

Dr. Jean-François Manzoni
INSEAD

Iain McGilchrist
Fellow of the Royal College of Psychiatrists

Dr Henry Mintzberg
Desautels Faculty of Management,
McGill University

Susan Mohrman
University of Southern California

The Rt. Hon Michael Portillo

Gideon Rachman
Financial Times

Dr. Carsten Sørensen
London School of Economics

Tom Standage
The Economist

Dr. Wanda Wallace
Leadership Forum Inc.

Professor Pat Wright
University of South Carolina

Professor George Yip
China Europe International Business School

CRF Reports

A range of CRF reports are available in the member-only section of our website. Topics include:

HR Effectiveness

Coaching – Business Essential or Management Fad?

Evidence-based HR: From Fads to Facts?

HR's Contribution to Creativity and Innovation

The Effective HR Business Partner

Learning & Development

Business-Focused Learning and Development

Leadership Development

The Impact of Technology and Social Media on Learning

OD & Organisation Design

Emerging Approaches to Organisation Design

People Strategy & Planning

Developing a Strategic HR Approach

Strategic People Planning in an Age of Uncertainty

The Future of Work

Performance

Developing Commercial Acumen for the HR Function

Diversity and Business Performance

Employee Engagement and Organisational Performance

Employee Health and Wellbeing – whose responsibility is it?

Talent & Succession

Assessing People for Senior Jobs

Developing and Broadening Specialists

Planning for Succession in Changing Times

Talent, Careers and Organisations: Where Next?





2015 Programme

Performance and Reward Centre (PARC)

Performance and Reward Centre (PARC) is the sister network to CRF. PARC focusses on the performance and reward agendas, setting them in the wider political and economic context so important to today's organisations.

We promote challenging research, identify expert business and academic input and this, combined with senior level membership, provides a stimulating and participative environment for those seeking improved corporate performance. Members benefit from regular meetings enabling them to share perspectives and discuss solutions in an environment that is based on openness, honesty and trust.

PARC meetings are restricted to the highest level of the HR function and the Heads of Reward. With over 45 member organisations, PARC shares the CRF values of rigorous intellectual standards and practical application in this key field of people management.

PARC's philosophy is based on the belief that successful organisations need:

- to be outward looking and contextually aware in political, economic and social terms
- to implement a compelling and clear business strategy successfully communicated, understood and owned throughout the organisation
- an engaged, capable and motivated workforce
- a clear link between reward strategy and organisational performance
- an environment which encourages high performance, innovation and the responsible incubation and development of new thinking
- business information systems which provide timely, unambiguous and valid data at all levels of the organisation
- an HR operation which is respected and trusted as an integral and proactive contributor to all aspects of strategic and operational activities.

For more details on how your organisation can benefit from membership of the PARC network and the associated fees please contact Richard Hargreaves, Commercial Director at +44 (0) 207 470 7287 or via e-mail at richard@parcentre.co.uk

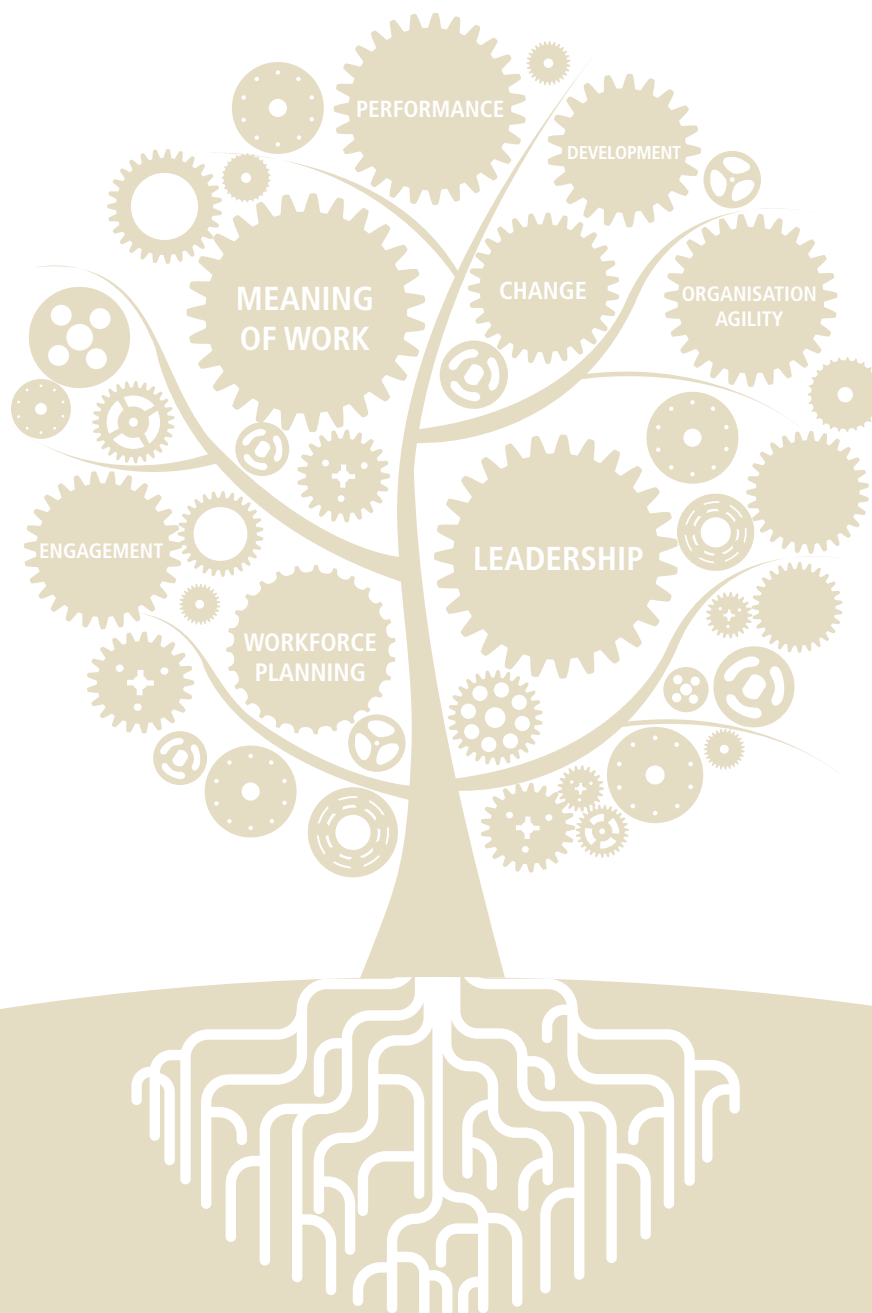
"PARC is quite simply the best network of its kind in the UK."

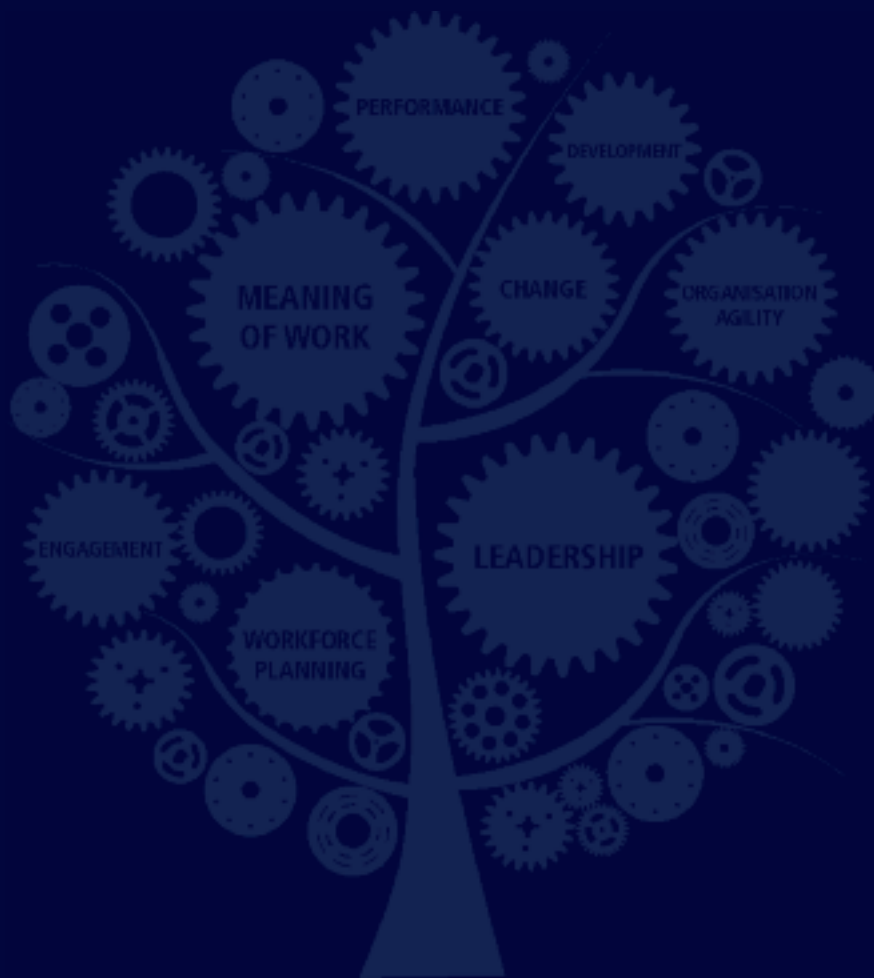
Richard Stokes
VP, Performance & Reward,
Colt Technology Services



“CRF successfully brings together an unrivalled audience of senior, thoughtful and experienced leaders with informed opinions within an environment which encourages debate, exchange and networking. Therefore, the quality of the discussions are both strategic and highly insightful.”

Rt. Hon David Blunkett MP





crf

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