

crf

CORPORATE RESEARCH FORUM



SPRING SYMPOSIUM: THE HR LEADER'S TOOLKIT

Thursday 15 May 2014

Clothworkers' Hall, Dunster Court, Mincing Lane, London, EC3R 7AH

SPRING SYMPOSIUM: THE HR LEADER'S TOOLKIT

The Spring Symposium has now become an established event in the CRF calendar attracting over 100 ambitious HR professionals looking to add to their skill sets as they prepare for the challenges of taking responsibility for HR leadership.

Once again, our attendees will be those already enjoying success in their careers but who recognise that exposure to leading-edge management thinking and building networks with like-minded professionals are necessary steps in this ongoing development to high-calibre leaders.



OBJECTIVES

This year, our Symposium will focus on a number of topics all of which potential HR leaders need to understand in terms of their applications and limitations, and the context in which they might best be used, to provide attendees with a 'toolkit' for decision making, management and leadership.

Clearly you will not become 'expert' in the use of these tools in the time we have available but the Symposium will look to raise your awareness of what is available and provide you with sufficient understanding to be able to follow up on those topics which you find of most value. Leadership is not being the subject expert but more about understanding the tools available, being able to recognise the value they might bring to particular circumstances and being able to use the outputs generated. Your toolkit will never be complete but you will come to recognise that you possess the tools for many situations you face throughout your career whilst continually investing in new ones as the needs arise.

Format

Based on action learning principles, our Symposium will provide a challenging day of opportunity for you to:

- hear from expert practitioners;
- debate with fellow attendees and our faculty on the practical implications of the tools at your disposal and how they might be used within your own organisation;
- recalibrate your own understanding of the role of HR leaders in the complex organisations of today and the specific skills - tools - which organisations will be looking to its HR leaders to provide;
- consider your development going forward and the gaps to be filled in your understanding of HR leadership issues.

**Providing leadership
and guidance to
create a synchronised,
harmonious and
effective organisation**

OUR AGENDA

08.30	Registration
09.00	Welcome, Introductions & Briefing
09.20	Setting the Scene HR leadership - The next generation <ul style="list-style-type: none">• Functional and organisational leadership skill sets• What do business leaders want from their HR leaders?• HR leading the business - what does it take?
10.00	The HR Leaders Toolkit - preparing the case <ul style="list-style-type: none">• Identifying the need• Selecting and procuring• The business case• The personal case
10.45	Coffee & networking
11.15	Clinics Three clinics each running simultaneously twice Attendees pick two from three: <ul style="list-style-type: none">• Assessment for Recruitment and Development• Training, Learning, Development• Technology, Big Data and HR Capability
13.00	LUNCH
13.45	Case study - 'The Emerging Organisation' <ul style="list-style-type: none">• Draws out half a dozen tools• Experts table hopping• Table presentations
15.00	Evaluation of Toolkit <ul style="list-style-type: none">• What have we learnt? What have we missed?• Evaluation of investment - personally, organisationally• General discussion with presenters, Q&A
16.00	Keynote address - Teams & Teaming
17.00	Drinks & Canapés

With a busy, varied and interactive day, we hope you will participate fully ensuring you meet as many fellow attendees and presenters as possible. Your Symposium joining instructions and workbook will guide you through the event, ensuring you get the most out of the day.

There will be learning points for everyone and the opportunity for detailed discussions with our faculty -

not simply on the content of our Symposium but on related issues of relevance to you.

We welcome personal insights and experiences and encourage you to use your day as a means of triggering examples within your organisation and, therefore, leaving you better equipped to deal with new issues as they unfold throughout your career.

SYMPOSIUM LEADERS

We are delighted to welcome two highly experienced HR Directors to co-chair our Symposium and facilitate the event.

Deborah Baker, Director for People at BSKyB, and Kath Durrant, Group Director of Human Resources at Rolls-Royce, will ensure our day retains its structure and openness by working with attendees in addressing issues which arise and help in framing questions for our expert faculty.



Deborah Baker

Deborah Baker is the Director for People at BSKyB, the UK and Ireland's leading entertainment and communications company. Starting her career at Ford Motor Company she moved to Schlumberger, Grand Metropolitan and then into retailing. Before joining Sky she was SVP of HR for Burberry worldwide. Deborah has spent her career in the HR function covering every aspect of the people agenda. She has a particular interest in driving value and insight through the HR function.



Kath Durrant

Kath Durrant is Group Director of Human Resources at Rolls-Royce Plc. She was previously VP, HR & Communications for the Research and Development division of pharmaceutical company AstraZeneca and has held senior positions with GUS and GlaxoSmithKline. She started her career at the London Stock Exchange and has a degree in History from Lancaster University, now sitting as an Advisory Board member for the University Management School.

THE TOOLKIT

Your HR Leaders toolkit will have a number of compartments or drawers where you will keep the tools required for similar jobs, or the contact details of experts who can provide a service which may be beyond you for a number of reasons - time, competence, or cost for instance. Examples of the compartments might be:

- commercial acumen and understanding the business;
- developing strategy;
- recruitment and selection;
- performance measurement;
- OD and change management;
- training, learning and development;
- HR systems and technology;
- negotiating skills and employee relations.

You are unlikely to be expert in all of these areas but that does not mean that you cannot build a successful career in HR leadership. What you do require however is an understanding of the availability of tools which can help you do the job, what they will deliver and where you might find them. Like DIY at home, it's usually better to consult an expert rather than believe that you can manage on your own (or with in-house resources). You cannot be an expert in everything but you must be an expert in procurement.

A major element of your procurement expertise must be selection and discernment in your choice of new tools. Evaluating new skills and techniques is extremely important in fully recognising the benefits they can offer to you personally or your organisation. We can all think of costly mistakes when for example the claims made for training, services or systems don't deliver in practice.

SYMPOSIUM CASE STUDY

The Symposium will endeavour not to become immersed in the details of tools and techniques but rather to describe what is available in a number of HR disciplines and activity areas and share experiences as to what works and what doesn't. Similarly, in terms of your personal skill set it is vital that you are able to recognise what you don't know as well as what you do.

Our case study - **The Emerging Organisation** - is designed to draw out a number of learning points which you will be able to link not only with your personal development but also with issues your organisations are wrestling with at the moment. We want to make practical connections which will enable you to take away contributions, or even solutions, to problems you and your colleagues are currently dealing with.



KEYNOTE SPEAKER

Our keynote speaker, Amy Edmondson, will introduce attendees to the notion of teaming - a verb as contrasted with team - a noun.



Amy C. Edmondson

Amy Edmondson is the Novartis Professor of Leadership and Management at Harvard Business School. The Novartis Chair was established to enable the study of human interactions that led to the creation of successful business enterprises for the betterment of society. Professor Edmondson teaches MBA and Executive Education courses in leadership, team effectiveness, and organisational learning, and a doctoral course in field research methods.

Amy will draw on examples of teaming from her academic and consultancy work and will develop the concept as an integral element of the HR Leader's toolkit as organisations become much more fluid and project oriented with teams forming and reforming on an almost continuous basis. Leadership in this environment is not the same as managing a series of repetitive, discrete activities in a steady state unchanging world.

As your leadership journey progresses, teaming becomes evermore crucial to successful outcomes as fresh challenges arise and unintended consequences have to be managed on the fly. Understanding and being able to lead in the ambiguous and complex circumstances of fast-moving organisations will be a vital tool for successful HR leaders.

**Leave better
equipped to
contribute to the
high performance
of your own
organisation**

PARTNERS



www.ceridian.co.uk

Contact: Nick Laird, Chief Commercial Officer

Email: nick.laird@ceridian.com

Tel: +44 (0) 118 922 3612

Mobile: +44 (0) 7717 058 969



www.goodpractice.com

Contact: Peter Casebow, Chief Executive

Email: pcasebow@goodpractice.com

Tel: 0845 223 3002

Mobile: +44 (0) 7796 173 532



www.talentqgroup.com

Contact: Steve O'Dell, Managing Director, UK

Email: steveodell@talentqgroup.com

Tel: +44 (0) 1844 218 980

Mobile: +44 (0) 7900 955 072



www.deloitte.co.uk

Contact: David Parry, Partner, Consulting - People & Programmes,

Email: davidparry@deloitte.co.uk

Tel: +44 (0) 20 7007 2988

Mobile: +44 (0) 7798 812 441



www.kenexa.com

Contact: Dave Millner, Consulting Director EMEA, Workforce Science

Email: dave.millner@uk.ibm.com

Tel: +44 (0) 20 3545 8046

Mobile: +44 (0) 7779 802 830



Clothworkers' Hall

LOCATION

Clothworkers' Hall,
Dunster Court,
Mincing Lane,
London, EC3R 7AH

Cost: As part of their annual membership, CRF members qualify for two places. Attendance for non-members costs £450 + VAT.

Member registration can be made via the CRF website at www.crforum.co.uk

For further information about the Symposium and for registration for non members please contact Lynn Little at lynn@crforum.co.uk or **020 7470 7104**.





Battlefields to Boardrooms

MANAGING DIRECTING LEADING

6th Annual International Conference: 30th September - 2nd October 2014, Berlin


The CRF International Conference has become an established date in the diaries of senior executives who focus on the way people add value to their organisations.

With an audience of 300+ senior business leaders, our Berlin conference will use the catastrophic (for all sides) Battle of the Somme as an opening case study and will seek to explore the importance of intelligence gathering, decision making, planning, strategy and motivation in the twin contexts of the military imperatives of 1914 and the business imperatives of 2014.

Chaired by **Rt. Hon Dame Tessa Jowell DBE MP**, our expert faculty will include:

- **Stephen Bungay**, Director, Ashridge Strategic Management Centre
- **Stephen Carver**, Lecturer in Project and Programme Management, Cranfield University
- **Dr. Tomas Chamorro-Premuzic**, Professor of Business Psychology, University College London
- **Murray Steele**, Strategy Consultant, Businessman and Academic

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



For further information please visit www.crforum.co.uk or contact Lynn Little at lynn@crforum.co.uk or 020 7470 7104 to reserve your place.



One Heddon Street Mayfair London W1B 4BD United Kingdom
T + 44 (0) 20 7470 7104 F + 44 (0) 20 7470 7112
enquiries@crforum.co.uk www.crforum.co.uk @C_R_Forum