

# crf

CORPORATE RESEARCH FORUM

2017 Programme



“CRF seems to get it consistently right about what the key topics are, that we as HR professionals are wrestling with. In my opinion, their research papers are highly relevant and valuable and the conferences attract people at the highest level in HR. Their European arm is also proving to be a useful networking forum for like-minded individuals.”

**Jennifer Monon**  
Senior HR Director, ING





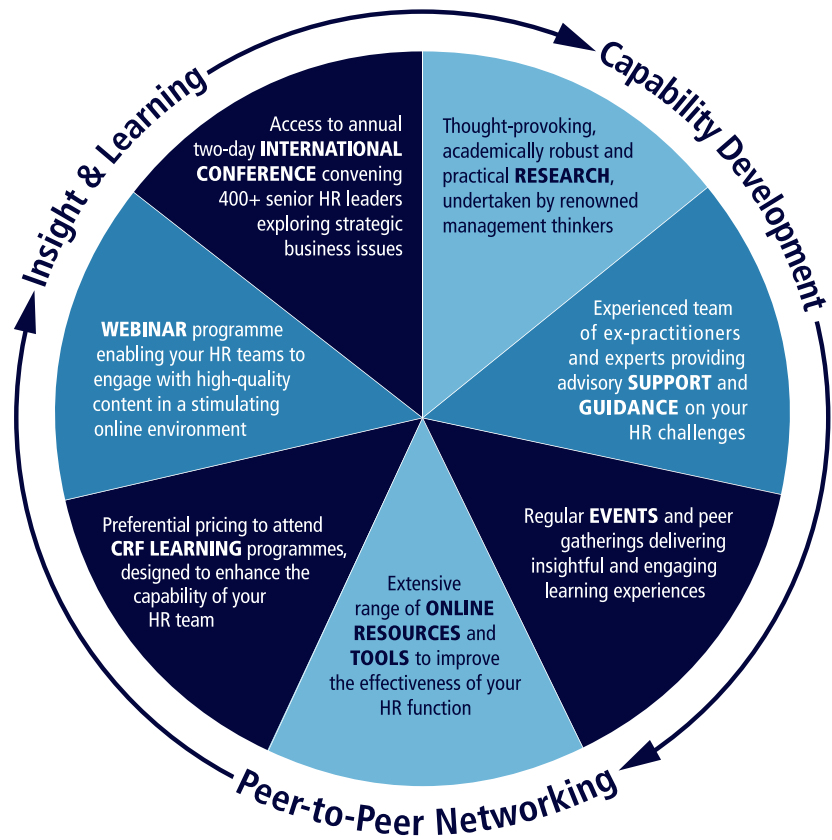
# Welcome to the Corporate Research Forum 2017 programme

CRF continues to grow in membership and influence as a respected focal point for those looking to improve corporate and individual performance through people and organisational development. We focus on management techniques and people issues which address real business concerns, are underpinned by rigorous academic research and have high practical application in complex, fast-changing organisations.

Our purpose is to provide our members with access to leading research, thinkers, practitioners and, crucially, like-minded organisations determined to develop the very best environments in which their people and organisations can flourish.

Building on our 20+ years of success, 2017 sees the continuation of our annual research and event programme in the UK and mainland Europe. Supporting us are some of the world's most sought after and highly-regarded experts, ensuring our sessions remain timely, relevant and thought provoking to you and your business.

## CRF delivers a range of benefits including:



*“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 pragmatism and freshness of the discussions and ideas.”*

**Bev Cunningham**  
Senior Vice President Human Resources Europe,  
Ricoh Europe



## About Corporate Research Forum (CRF)

### What we do

CRF supports organisations to develop the effectiveness of their HR function in order to drive business performance. Our programme of high-level participative events, provides the highest standards of intellectual rigour and excellence, focussing on the practical application of ideas in the organisation context. Our research is an invaluable source of latest thinking and guidance in key areas of people strategy, organisation and leadership development, and learning.

Through our highly engaged community we actively facilitate face-to-face and online networking, enabling collaboration and the sharing of new ideas and good practice. Furthermore, through our online learning communities and Special Interest Groups, our content is tailored to the needs of the individual.

- **Gain new insights** from 6,000+ practitioners, leading global academics and thought leaders.
- **Develop the experience, knowledge and capabilities** of your HR team.
- **Identify actionable solutions** to your business challenges.
- **Evaluate and continuously improve** your people strategy and practices.
- **Engage our Expert Advisory Forum** to receive practical solutions in a timely manner.
- **Share good practice** in an environment built on trust, openness and integrity.
- **Differentiate** between approaches that work and those that are simply passing fads.

To best serve the needs of our growing network, CRF offers a number of membership options tailored to business objectives.

Regardless of level, all CRF members enjoy unlimited access to our online resources and the networking and advisory support that CRF excels in.

### Membership benefits

Annual membership of CRF offers your organisation:

- **attendance at events** including the annual international conference convening 400+ senior HR leaders
- **facilitated networking** at each event ensuring you are connected to your peers
- **unlimited access through the CRF website** to research reports, articles, videos, webinars and tools
- **Virtual Ashridge, Ashridge Executive Education's award winning e-learning solution** enabling users, for their own personal use, access to a varied collection of resources and research (company-wide access available upon request)
- **solutions to your questions and challenges** through our **Expert Advisory Forum**
- **invitations to peer group meetings** to share and discuss perspectives
- **regular member surveys and webinars**, delivering value to global teams
- **copies of all new research** with the opportunity to contribute to the findings
- opportunity to **form new relationships and share good practice with other members.**

**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](mailto:richard@crforum.co.uk).**

*“CRF’s annual programme is a dynamic learning environment to build knowledge, maintain networks and meet new friends. They’ve supported me and my teams for over 10 years and I value their partnership.”*

**Steve Bright**  
Director of International Human Resources,  
Northrop Grumman



Schedule at a glance

|   |   |
|---|---|
| <p><b>Developing a Business Relevant HR Function – Adding value through analysis, relevance and evidence</b><br/>Pat Wright, Phil Rosenzweig, Nick Holley, Sandy Begbie, Harriet Hounsell, James Purvis<br/><b>Associated webinar:</b> Tuesday 14 March</p> | <p><b>Tuesday 31<sup>st</sup> January</b><br/>Church House Conference Centre, Dean’s Yard, Westminster, London, SW1P 3NZ</p>   |
| <p><b>Thriving in Complex Systems – Increasing Organisational Productivity</b><br/>Sudhanshu Palsule, Brian Dive, Jane Storm, Lucy Knight</p>   | <p><b>Thursday 2<sup>nd</sup> February</b><br/>MCE Conference &amp; Business Centre, Rue de l’Aqueduc 118, 1050 Ixelles, Brussels, Belgium</p>                           |
| <p><b>Harnessing Innovation to Navigate a Bold but Uncertain Future</b><br/>Bill Fischer, Howard Yu, Deborah Baker, Michael Held</p>  | <p><b>Wednesday 8<sup>th</sup> March</b><br/>Plasterers’ Hall, One London Wall, London, EC2Y 5JU</p>   |
| <p><b>Residential Workshop<br/>Leading at the Edge</b><br/>George Kohlireser</p>  | <p><b>Monday 3<sup>rd</sup> April – Tuesday 4<sup>th</sup> April</b><br/>IMD Lausanne, Ch. De Bellerive 23, CH-1001 Lausanne, Switzerland</p>                            |
| <p><b>Summer Lecture<br/>Understanding Potential – Are We Looking In The Wrong Place?</b><br/>Oliver James</p>  | <p><b>Tuesday 23<sup>rd</sup> – Wednesday 24<sup>th</sup> May</b><br/>Wotton House, Guilford Road, Dorking, Surrey, RH5 6HS</p>   |
| <p><b>Learning – The Foundation for Agility and Sustainable Performance</b><br/>Karen Ward, Nigel Paine, Matt Nixon, Mark Williamson, John Greatrex<br/><b>Associated webinar:</b> Wednesday 12 July</p>  | <p><b>Wednesday 7<sup>th</sup> June</b><br/>Haberdashers’ Hall, 18 West Smithfield, London, EC1A 9HQ</p>   |
| <p><b>Organisational Performance Improvement</b><br/>Gerry Ledford, Rebecca Homkes, Chris Johnson, Wendy Hirsh, David Birtwistle, Mike Haffenden</p>  | <p><b>Tuesday 4<sup>th</sup> July</b><br/>Church House Conference Centre, Dean’s Yard, Westminster, London, SW1P 3NZ</p>   |
| <p><b>Organisational Performance Clinic with Gerry Ledford</b></p>  | <p><b>Thursday 6<sup>th</sup> July</b><br/>Waldorf Astoria Berlin, Hardenbergstraße 28, 10623 Berlin</p>   |
| <p><b>International Conference, Amsterdam – Collaboration in a Competitive World: Driving Innovation, Efficiency and Productivity</b><br/>Margaret Heffernan, Amy Edmondson, Rob Cross, Hamish Taylor, Alex Steele</p>                                      | <p><b>Tuesday 5<sup>th</sup> September</b><br/>Church House Conference Centre, Dean’s Yard, Westminster, London, SW1P 3NZ</p>    |
| <p><b>Deploying HR Analytics for Better Talent Management and Organisational Effectiveness</b><br/>Alec Levenson, Nigel Guenole, Alex Fergus<br/><b>Associated webinar:</b> Tuesday 14 November</p>   | <p><b>Wednesday 6<sup>th</sup> September</b><br/>One Heddon Street, Mayfair, London W1B 4BD</p>    |
| <p><b>Group HR Directors’ Dinners (by invitation)</b></p>   | <p><b>Monday 2<sup>nd</sup> October – Wednesday 4<sup>th</sup> October</b><br/>Hotel Okura Amsterdam, Ferdinand Bolstraat 333, 1072 LH Amsterdam, The Netherlands</p>  |
| <p><b>Group HR Directors’ Dinners (by invitation)</b></p>   | <p><b>Tuesday 7<sup>th</sup> November</b><br/>Hilton Paris La Défense, 2, place de La Défense, Le Cnit, BP 210 , 92053 Paris La Défense Cedex, France</p>              |
| <p><b>Group HR Directors’ Dinners (by invitation)</b></p>   | <p><b>Thursday 9<sup>th</sup> November</b><br/>Plasterers’ Hall, One London Wall, London, EC2Y 5JU</p>   |
| <p><b>Group HR Directors’ Dinners (by invitation)</b></p>   | <p><b>Tuesday 31<sup>st</sup> January<br/>Tuesday 4<sup>th</sup> July</b></p>    |



## Capability Development: CRF Research in 2017

CRF is a leader in Human Resources research, analysing the role of HR in driving business performance. For over twenty years, we have used a data-driven approach to look beyond HR fads and to identify how HR supports key business objectives. We work with leading academics, experts and our member companies to determine what constitutes good practice in HR and to propose improvements to the function.

Over the past twenty years, we have researched a broad range of strategic HR topics, including talent management, leadership development, employer branding, employee engagement, organisation design, HR strategy, the future of work and career development.

### What is our approach?

We aim to provide a comprehensive view of each topic, including data from company surveys, in-depth interviews with industry leaders and academic input from leading business schools around the world. We combine these inputs to develop evidence-based conclusions and practical recommendations for HR professionals.

Our research topics and questions for 2017 include:

- **High Impact HR – How do we create a more business-relevant function?**

In today's rapidly changing business environment, it's more important than ever for HR to be commercial, close to the business, and clearly aligned to business strategy. However, the reality for many organisations is that HR is often disconnected from business priorities, and HR's contribution to critical strategic and commercial objectives is not always clear. This report considers the current state of the HR function, and looks at the role HR should play in helping develop and execute strategy, and how HR can become more business-relevant.

- **Learning – the foundation for agility and sustainable performance**

Complexity, both at the organisation and individual job level, is increasing. For organisations to create and sustain competitive advantage in this context means building a culture that supports learning. At the same time, investment in formal learning has decreased, and learning has to compete with myriad other demands on individuals' time at work. This research considers the role of learning in today's organisations, how the latest thinking around adult learning is influencing the design and delivery of learning, and what we can do to create the conditions for effective learning.

- **Deploying HR Analytics for Better Talent Management and Organisational Effectiveness**

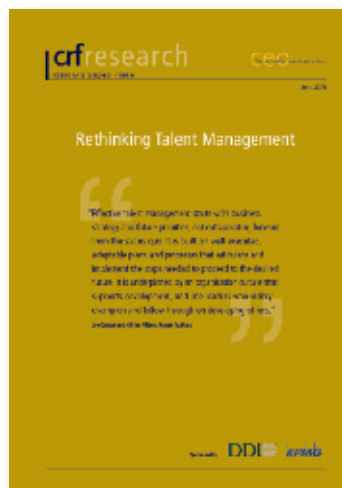
Analytics has become an important topic for HR in recent years, offering much promise in terms of improving practices around selection, development and performance management. This research explores whether the reality lives up to the hype, considering various examples of how organisations have set up their analytics capabilities, and what they have achieved so far. We also consider the practicalities of what to analyse and where to focus to get actionable insights.

**We welcome contributions and case studies from our members and would love to hear from you. If you would like to get involved in any of the research topics for 2017, please contact our Research Director, Gillian Pillans, on +44 (0)207 470 7104 or email [gillian@crforum.co.uk](mailto:gillian@crforum.co.uk).**

*“In today's world, knowledge and innovation drive success for organizations. The Corporate Research Forum offers senior HR executives a unique opportunity to learn from peers, share innovative approaches to HR, and connect with global thought leaders.”*

**Patrick M. Wright**

Thomas C. Vandiver Bicentennial Chair in Business, Director, Center for Executive Succession, University of South Carolina





## About CRF Learning

Building on CRF's 20+ years of unparalleled experience in the research, discussion and practical application of contemporary topics arising from people strategy, learning and organisational development, CRF Learning has developed a suite of development programmes aimed at enhancing the capability of the HR function and the individuals within it.

## 2017 Programme Overview

| The programme                                     | Dates and location  | Whats covered?  | Benefit to you and your organisation?   |
|---|---|---|---|
| <b>HRBP – Business Catalyst</b>                   | <b>2 day residential:</b><br>28-29 March 2017<br><b>OR</b><br>1-2 November 2017<br><b>Greater London</b>    | <ul style="list-style-type: none"> <li>• Demonstrating credibility</li> <li>• Developing confidence and courage</li> <li>• Understanding the organisational context</li> <li>• Enhancing commercial acumen</li> <li>• Building capability</li> </ul>  | Increases your impact through: deeper commercial and strategic thinking, faster and more effective delivery skills and greater influence. |
| <b>Becoming an effective HRD</b>                  | <b>2 day residential plus action day:</b><br>27-28 April & 30 June 2017<br><b>Greater London</b>            | <ul style="list-style-type: none"> <li>• HR's role in the strategy process and building organisational capability</li> <li>• How value is created in an organisation and the HR implications</li> <li>• Planning and implementing an HR strategy</li> <li>• Managing key relationships</li> </ul>                 | Enhances your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.        |
| <b>Aspiring Group HRD</b>                         | <b>6x 1 day modules plus 2 networking dinners:</b><br>9 May-January 2018<br><b>London</b>                   | <ul style="list-style-type: none"> <li>• What a CEO wants from their Group HRD</li> <li>• The business and political context for HR</li> <li>• Governance and the Remco</li> <li>• Insights from senior HR and business leaders</li> <li>• A senior mentor</li> <li>• Creating a strong alumni network</li> </ul> | Prepares you to be an effective board and/or executive team member contributing to the overall performance of the organisation.           |
| <b>Commercial Thinking for HR</b>                 | <b>2 day residential plus action day:</b><br>22-23 June & 19 September 2017<br><b>Greater London</b>        | <ul style="list-style-type: none"> <li>• What is commercial acumen and why it matters</li> <li>• Understanding the strategic situation and the implications for HR</li> <li>• Ensuring HR creates and delivers value</li> <li>• Applying within the organisation</li> </ul>                                       | Develops your ability to make a sustainable impact on organisational performance.   |
| <b>Becoming an effective OD and Change Leader</b> | <b>2x 2 day residential:</b><br>24-25 October 2017 <b>AND</b><br>5-6 December 2017<br><b>Greater London</b> | <ul style="list-style-type: none"> <li>• A "living systems" approach to change</li> <li>• Dealing with complexity</li> <li>• Psychological, cultural and behavioural patterns</li> <li>• Supporting change leaders</li> <li>• Evaluating complex change</li> </ul>  | Builds your capability and confidence to deliver more successful and sustainable change outcomes.   |

*"Corporate Research Forum is the place to turn to for the latest thinking, best practices and top influencers in HR today."*

**Herminia Ibarra**

Professor of organisational behavior and the Cora Chaired Professor of Leadership and Learning at INSEAD. Author of *Act Like a Leader, Think Like a Leader*

## Why CRF Learning?

- We are solely focused on HR which ensures your learning is relevant, timely and specialised.
- Over 20 years' experience in delivering learning events to senior HR leaders based on core principles of how senior business people learn.
- We have a strong commercial model of what HR is and how it adds value to organisations.
- We source high level HRD expertise from our member organisations ensuring your learning is practical and applicable.
- We focus on delivering capability development that leads to business impact.

CRF members benefit from preferential pricing on the above programmes.

Leveraging our research and resources, CRF Learning also engages with organisations on a bespoke basis, developing custom solutions tailored to the specific requirements and context of the organisation.

**Please contact Harry Cloke at [harry@crforum.co.uk](mailto:harry@crforum.co.uk) or on +44 (0) 207 470 7104 to reserve places on the above programmes and for more information on our custom solutions.**



2017 Programme

Developing a Business Relevant HR Function – Adding value through analysis, relevance and evidence



Masterclass

Date

Tuesday 31<sup>st</sup> January  
09.00 – 16.00

Venue

Church House  
Dean's Yard  
Westminster  
London, SW1P 3NZ



European masterclass

Date

Thursday 2<sup>nd</sup> February  
09.00 – 16.00

Venue

MCE Conference & Business Centre,  
Rue de l'Aqueduc 118, 1050 Ixelles,  
Belgium Brussels

Who is it for?

HR leaders who want to define and develop the role of their function. Those who are concerned with contributing to business success through commercial HR leadership in an environment where speed, agility, commercial acumen and accuracy of judgement are ever more vital.

Overview

CRF has been researching the field of HRM and turning this into actionable recommendations implemented by HR functions for over 20 years. With the pace of change, HR needs to do more. For organisations to flourish HR needs to develop talent, create a stimulating work environment and ensure that through its people, performance is optimised. This requires business analysis, a strict adherence to the principles of social science and evidence, not best practice, rhetoric, or unsubstantiated opinion.

Content

Based around the CRF Paper *High impact HR – How do we create a more business-relevant function?*, Pat, Phil and Nick will challenge delegates to critically consider their own organisations and share their views against a number of dimensions:

- the business environment – our changing challenging world
- organisational imperatives for sustained success
- the need for agility
- a clear definition and analysis of HR's role
- adopting the principles and practices of the social sciences
- the need for relevance and evidence
- how do we get there, and what are the practical recommendations?



Clockwise from top left:  
Pat Wright, Phil Rosenzweig,  
Sandy Begbie, James Purvis,  
Harriet Hounsell, Nick Holley,

**Pat Wright** is Thomas C. Vandiver Bicentennial Chair in the Darla Moore School of Business at the University of South Carolina and the Founder and Director of the Center for Executive Succession. He teaches, conducts research, and consults in the area of Strategic HR Management, particularly focusing on how firms use people as a source of competitive advantage and the changing nature of the Chief HR Officer role.

**Phil Rosenzweig**, previously on the staff at Harvard is now Professor of Strategy and International Management at IMD. Areas of interest include global strategy, multinational organisation design, managerial decision making, and critical thinking. He has consulted and taught internationally over many years in conjunction with numerous global brands. He is the author of: *The Halo Effect* and *Left Brain, Right Stuff: How Leaders Make Winning Decisions*.

**Nick Holley** is a Director of CRF Learning. He has extensive experience working with major global businesses and a background in senior HR roles as a partner at Arthur Andersen and Director of Global People Development at Vodafone. Prior to joining CRF, Nick spent 10 years at Henley Business School where he was a visiting professor and Director of the Centre for HR Excellence.

**Sandy Begbie** is Chief People Officer at Standard Life where he is responsible for the Group's People Function. He is also Lead Executive for the Joint Venture Heng An Standard Life in China and the Asia business based in Hong Kong. Sandy is a member of the HR50 network, a trusted intimate forum for the world's leading chief HR officers with only 50 members globally.

**Harriet Hounsell** is an HR Director at the John Lewis Partnership. She is currently working for the Group HRD to drive the effectiveness of the HR function across the Partnership. Harriet is passionate about the role that HR plays in enabling business to create fulfilling development opportunities for people as well as driving business performance. She is also part of the Speaker for Schools programme that helps the next generation connect with the world of work.

**James Purvis** is Head of Human Resources at CERN. James has 20 years of management experience at CERN, having worked 15 years in the fields of IT & engineering followed by 10 years in HR. He is recognised as an HR professional and senior manager with a proven track record in process optimisation and service delivery. He is also a member of the advisory board for *HR Grapevine Magazine* and contributing author for two Masters-level HR books.





## Thriving In Complex Systems – Increasing Organisational Productivity



### Masterclass

**Date**

Wednesday 8<sup>th</sup> March  
09.00 – 16.00

**Venue**

Plaisterers' Hall  
One London Wall  
London, EC2Y 5JU

### Who is it for?

Senior HR leaders faced with the task of improving effectiveness by simplifying corporate business models and contexts.

### Overview

The 21<sup>st</sup> century is an age of complex systems in which information is no longer a source of strategic advantage, and where adaptability is fast replacing every other parameter of business success. Complexity is the result of multiple, unrelated factors, that come together in unpredictable ways to create conditions in which old solutions no longer work as effectively as before. Globalisation, digital technology, and a new demographic are colluding to create an environment of complex systems which demand a new way of thinking. However, many of our people theories are largely based on military images of leaders engaging in a planned, predictable world where instructions are obeyed and strategy is king. But today's business environment bears little resemblance to this, with the three biggest challenges of succeeding in complex systems being ambiguity, attention and agility.

### Content

Thriving in complex systems is about:

- understanding such systems and how they operate
- understanding the traps which prevent us from changing the way we lead
- replacing the industrial age linear processes with those conducive to complex systems
- finding the simple, integrative principles that are at the core of complex systems, like purpose and authenticity.

Sudhanshu will lead the discussions on:

- identifying the complexities that are posing business challenges
- learning to deal with complexity
- becoming aware of cognitive and behavioural traps
- developing a mindful mindset
- building the ability to lead in times of complexity and change.

Jane and Brian will present a Tesco *Mission Mastery* case study.

*“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



**Sudhanshu Palsule** is an award-winning educator, CEO Advisor and leadership coach, regarded as one of the leading thinkers in the fields of Complexity and Transformative Leadership. He has taught at several leading universities and business schools including INSEAD, Cambridge University, and the Helsinki School of Economics. He is closely associated with Duke CE and has previously held a position of Senior Advisor for leadership development at the United Nations.



**Dr Brian Dive** is a vastly experienced international manager, consultant, and author, with almost 50 years' experience in organisation design, all aspects of strategic HR and transformational change in large organisations. For many years he was Global Head of Organisation at Unilever. In 2000, he set up his own company, DMA Consultancy. His first client was Tesco where he introduced and helped implement his concept of Work Levels.



**Jane Storm** leads the Group Capability Strategy for Tesco partnering with the Executive Board. She is responsible for Group Strategy in Learning, Talent, Resourcing and Organisation Design. Working across the retail businesses in the UK, ROI, Europe and Asia, as well as the Bank and Telecoms, her purpose is for colleagues to recommend Tesco as a Great Place to Shop and Work.



**Lucy Knight** is HR VP, Corporate Business Activities & Functions at BP. Lucy has an extensive HR career of over 20 years, spanning a number of different sectors including public transport, FMCG, engineering and pharmaceuticals. She joined BP from GE Healthcare in 2006 as the HR VP Alternative Energy, which she supported from early start-up phase to a business employing 5,000 employees worldwide.



## Harnessing Innovation to Navigate a Bold but Uncertain Future



### European residential workshop

**Date**

Monday 3<sup>rd</sup> April – Tuesday 4<sup>th</sup> April  
Day One: 16.00 – 18.30 (followed by dinner)  
Day Two: 08.30 – 15.00

**Venue**

IMD Lausanne, Chemin de Bellerive 23,  
Lausanne, 1003, Switzerland

First day of the workshop will be followed by dinner at Beau-Rivage Palace Hotel, Chemin de Beau-Rivage 21, 1006 Lausanne, Switzerland.

### Who is it for?

Those concerned with improving organisation innovation and those wanting to understand why and how it can be improved.

### Overview

Innovation is an organisational characteristic which everyone at all levels should embrace. In this sense, HR functions not only have to be innovative of themselves but more importantly, set the tone for innovation throughout the organisation and its people. Innovation often implies change and not being hidebound by the way things are currently done. This can be uncomfortable.

Innovation has to be joined up, business relevant and avoid unintended consequences. It is vital to remember that innovation is not an end in itself but a stepping stone to improved performance and business success.

### Content

- what is innovation, what is it not?
- how do we identify innovation in people and encourage innovative behaviour?
- do innovative people necessarily lead to innovative organisations?
- innovative cultures: how do we develop and manage them; what innovation culture choices might your organisation wish to consider and/or experiment with?
- is there a limit to innovation?
- what is the cost of innovation and can we measure the benefits?
- how should HR leaders be equipping their executive teams and organisations to keep up to date on innovation, technological developments and future scanning?

Supported by case studies and drawing on the experiences of delegates, the presenters will address these questions and suggest ways in which organisations may become even more innovative and commercially successful.

*“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



**Bill Fischer** is Professor of Innovation Management at IMD. Bill co-founded the IMD programme on Driving Strategic Innovation in cooperation with the Sloan School of Management at MIT. Bill also authors a regular column for Forbes.com entitled The Ideas Business. His book, *The Ideas Business* and *Reinventing Giants*, which addresses business model and corporate culture reinvention in a mature, commodity business, has been short-listed for Thinkers50 Book of the Year award.



**Howard Yu** is Professor of Strategic Management and Innovation at IMD. He specialises in technological innovation, strategic transformation and change management. His teaching and research activities focus on why and how some firms can sustain new growth while others cannot. In 2015 Professor Yu was featured in *Poets & Quants*, a well-respected higher education resource, as one of the Best 40 Under 40 Professors.



**Deborah Baker** is the Group Director for People at Sky, the leading entertainment and communications company in the UK, Germany, Italy and Ireland. Starting her career at Ford Motor Company in Dagenham she moved to Schlumberger, Grand Metropolitan and then into retailing. Before joining Sky she was SVP of HR for Burberry worldwide.



**Michael Held** is Design Director for EMEA and AP at the Steelcase Learning and Innovation Center in Munich. Previously, he was Director - Design Management for Product, Communication and User Experience Design at Phillips Electronics in Hong Kong and Singapore. Michael frequently speaks at conferences and universities on the topic of user centric design and experiences. His work has been well recognized, receiving many international design awards.



2017 Programme

Leading at the Edge



Residential workshop

**Date**

Tuesday 23<sup>rd</sup> May – Wednesday 24<sup>th</sup> May  
09.00 – 16.00

**Venue**

Wotton House,  
Guildford Road,  
Surrey, Dorking,  
RH5 6QQ, UK

**Accommodation**

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

Who is it for?

The programme is for those tasked with improving the performance of leaders, teams, large groups, and organisations for sustained performance.

Overview

Why do some leaders overcome impossible barriers and persevere to achieve outcomes when others give up? The answer is through their desire for relentless improvement, leaders at the edge unlock the highest levels of performance, making work a more exciting place to be. Leading at the edge enables people to play to win with a focus on outcomes.

Cutting edge leaders know about risks, trust, change and creating opportunities to foster success. They are comfortable with the many complex changes and challenges to achieve high performance. Drawing on the latest research on high performance from a wide range of sectors, everyone can translate this knowledge to their own world of leading themselves and others. The essential question is, how successful do you want to be as a leader?

Content

In this two day residential workshop participants will undertake pre-event assignments and be absorbed in short presentations, small group work, role playing, action learning and planning follow-up assignments.

In sharing his *Leading at the Edge* approach, George Kohlrieser will look at:

- focusing to overcome negative mindsets and how brain science can be effective
- pillars of high performance leadership
- what hostage negotiators know and do to get 95% success rate
- communication for high impact, the power of dialogue to build bridges and common understanding and the cycle of bonding
- handling difficult conversations, conflict management and resistance to change
- the role of influencing and persuasion in the negotiation process and the law of reciprocity
- the need for leaders to be a secure base to build trust by balancing caring and daring
- the art of concession making as a key to high impact negotiation.

*“CRF is peerless in the field of HR thought leadership, bringing together the best of academic thinking and real world application. This creates a stimulating – often provocative – but always constructive environment in which to share ideas and learn. Nobody does it better.”*

**Dan Simpson**

Head of Talent & Regional Lead,  
People & Leadership Europe, Siemens



**George Kohlrieser** is an internationally recognised expert on leadership. He is a Professor of Leadership and Organizational Behaviour at IMD, and author of the internationally bestselling book *Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*, which received the Best Business Book Award 2007 from DCF (French Association of Business Leaders) and Best Management Book 2008 in Germany by Managementbuch.de.



## Understanding Potential – Are We Looking In The Wrong Place?



### Lecture and drinks reception

**Date**

Wednesday 7<sup>th</sup> June  
18.00 – 21.00

**Venue**

Haberdashers' Hall  
18 West Smithfield  
London, EC1A 9HQ

### Who is it for?

Anyone who thought they understood the Nature versus Nurture debate.

### Overview

Oliver James will challenge orthodoxy in asserting the vital role of parental influence and early experiences. Whilst based on early experience, the relevance and implications for the techniques of the HR profession are profound.

### Content

It's a fact that no genes, or collections thereof, have been found to explain more than tiny (1-5%) amounts of heritability for psychological traits – intelligence, personality and mental illness. This gulf between the findings of twin studies and direct ones of genetic variants was dubbed the 'missing heritability' in a 2009 paper published in *Nature*.

If genes seem less relevant to intelligence or motivation, parenting is emerging as increasingly more significant. It's not just the publicised evidence that exceptional skills require 10,000 hours of deliberate practice, nor the fact that one third of exceptional achievers (including British Prime Ministers and American Presidents) lost a parent before the age of 14. For anyone, the mixture of childhood maltreatment, role in the family script and the amount and kind of love received in the early years emerge as critical.

If we really want to understand the potential performance of our workforce, we need to measure their childhoods every bit as much as the crude conventional tools – the overrated Big 5 personality traits, IQ tests and other cognitive measures. It remains a mystery why HR departments have not been using the Adverse Childhood Experiences instruments, for example.

The future for HR lies in a much more sophisticated analysis of the psychopathology of performance rather than measurement of supposedly inherited competence.

*"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**

Vice President – People, EMEA, Americas & APAC Regions, PayPal



**Oliver James** is a Chartered Psychologist and the author of several bestselling books, including *They F\*\*\* You Up* (2002), *Affluenza* (2007), *Office Politics – How to thrive in a world of lying, backstabbing and dirty tricks* (2013), *Not In Your Genes* and *Upping Your Ziggy – How David Bowie Faced His Childhood Demons and How You Can Face Yours* (both 2016). After a degree in Social Anthropology at Cambridge University and training as a child clinical psychologist at Nottingham University, he worked as a Research Fellow at Brunel University and then in a mental hospital, before becoming a television producer, journalist, radio broadcaster and television presenter.



2017 Programme

Learning – The Foundation for Agility and Sustainable Performance



Masterclass

Date

Tuesday 4<sup>th</sup> July  
09.00 – 16.00

Venue

Church House  
Dean's Yard  
Westminster  
London, SW1P 3NZ



European masterclass

Date

Thursday 6<sup>th</sup> July  
09.00 – 16.00

Venue

Venue: Waldorf Astoria Berlin,  
Hardenbergstraße 28, 10623 Berlin

Who is it for?

Those involved in designing, commissioning and delivering organisational learning and looking to ensure its link with sustainable business performance.

Overview

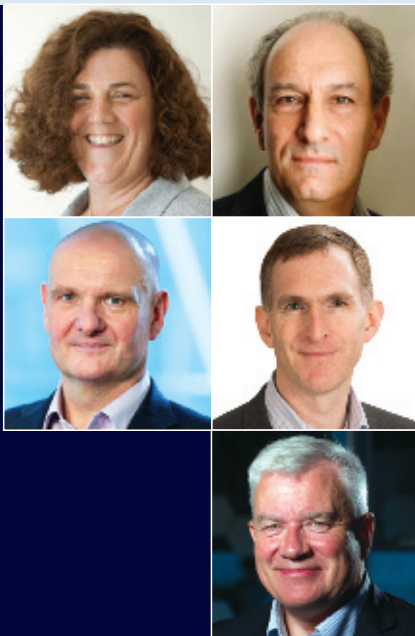
As the rate of change accelerates and organisations, as well as individual jobs, increase in complexity, corporate and personal learning continue to be critical to adaptive, improving businesses. Delivery methods may change, as does personal motivation to learn, but successful organisations embed a learning culture which becomes a natural part of their way of doing things. We will be taking stock of where we are with organisational learning, assessing the benefits which can accrue and developing strategies for even better returns.

Content

Successful learning organisations do not happen by accident but come about as a result of much detailed preparation and planning, not to mention thorough implementation. With the help of case studies we will cover a number of these issues including:

- is there such a thing as a learning organisation, who has ever seen one and how would you describe it?
- why learning is important in today's context and where should we invest?
- the 70:20:10 concept of experience, listening and formal learning
- what are the adult learning processes, how do grown-ups learn, are methods changing?
- how do we create the conditions in organisations for people to want to learn and avoid the barriers which prevent learning?
- how is learning impacted by job design, organisation design and context?
- who is important in learning – individuals, the boss, the learning function, HR or external agencies?
- what is the usefulness of tools, PDPs, learning logs and similar – can we evaluate learning?
- is there anything in neuroscience that we should be thinking about, or be aware of?

Our objective will be to raise the importance of a considered and systematic approach to learning in the minds of our audience.



Clockwise from bottom left:  
Mark Williamson, Karen Ward,  
Nigel Paine, Matt Nixon, John Greatrex

**Karen Ward** is a CRF Associate, and Director of Aditi Unlimited. For the past 25 years, Karen has worked with senior HR and OD professionals exploring how the HR function can add value through building sustainable organisational performance. She taught on the Ashridge Strategic HR Programme for many years; worked closely with the CIPD Next Generation HR Research and is working with The Maturity Institute, a leading think tank on the effectiveness of People practices in organisations.

**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. He is a Fellow of the Learning and Performance Institute, Chartered Institute of Personnel and Development (CIPD) and the Royal Society of Arts and has been a visiting Professor at Napier University since 1998.

**Matt Nixon** runs Disraeli Group, a specialist consultancy focused on leadership, reputation and legacy. He works with boards, CEOs and senior HR leaders on how to learn from crises and avoid creating hubristic leadership cultures. Prior to establishing Disraeli Group, Matt spent a decade in line leadership as an HR executive for Barclays and Shell, where he headed up Organisation Effectiveness globally and also ran Learning for the UK.

**Mark Williamson** leads KPMG's Learning Solutions business which provides clients with end to end learning solutions that address skills and workforce, and leadership development needs both in the UK and Globally. Mark has over 25 years of experience, working in industry for Rolls-Royce and for a number of other global professional services organisations prior to KPMG.

**John Greatrex** is Group HR Director for the Unipart Group. Before joining the Unipart Group, John held senior HR positions in a number of organisations including Diageo, the Dalgety group and the BBC. In this role, John is responsible for all aspects of the HR function as well as leading the Company's CSR activities and leading the Health & Safety and Payroll functions.



## Organisational Performance Improvement



### Masterclass

**Date**

Tuesday 5<sup>th</sup> September  
09.00 – 17.00 followed by drinks reception  
and canapés

**Venue**

Church House  
Dean's Yard  
Westminster  
London, SW1P 3NZ

### Organisational Performance Clinic with Gerry Ledford

**Date**

Wednesday 6<sup>th</sup> September  
09.00 – 16.00

**Venue**

Corporate Research Forum  
One Heddon Street, Mayfair  
London W1B 4BD

Gerry Ledford will be conducting an Organisational Performance Clinic for those interested in taking these concepts further and kick-starting their own long-term improvement programmes. He will show in more detail the results of USC's work on performance management improvement.

### Who is it for?

Those interested in business performance improvement. HR leaders particularly will want to assess the way their function contributes to organisation performance through its own adaptive inputs, the nurturing of a high performance output driven culture and the dissemination of a clear and winning strategy.

### Overview

This learning event will begin by defining performance not just through single and immediate measures but by assuming that most companies are in business for the long term. We need to measure performance over extended periods. What are the things we should measure and how can we justify investment in organisational performance improvement in the long term when many stakeholders take a shorter term view?

### Content

Investing for the longer term is often difficult in an environment where short-termism is becoming predominant, and investors are looking for returns today rather than at some time in the future. Smart and responsive organisations will have:

- a clear and compelling strategy
- a high performance culture
- highly trained, skilled and motivated people
- an evaluation feedback process acting as both a learning experience and adjustment mechanism.

Performance improvement is a major part of HR's contribution. We need to ensure that:

- people understand where the value is
- there is key people alignment with strategic direction and ongoing performance communication
- there are skill-sets, competences, motivation and reward structures to deliver the strategy
- there is full evaluation at individual, team and organisational levels
- there is an overall culture which supports performance improvement.

The day will challenge attendees to embrace organisation improvement, not as a single event but as an ongoing, long-term way of optimising performance.



Clockwise from top left:  
Gerry Ledford, Wendy Hirsh,  
Dr Rebecca Homkes, Mike Haffenden,  
Chris Johnson, David Birtwistle

**Gerry Ledford** is Senior Research Scientist at the Center for Effective Organizations at USC. He is a recognised authority on aligning human capital practices to business strategy. Areas of interest include total rewards, employee engagement and involvement, talent management, design of work, large-scale organisational change, and HR technology. Gerry is leading several projects on performance management practices, including rating-less appraisal, continuous feedback, and crowd-sourced feedback.

**Wendy Hirsh** is a researcher and consultant, specialising in the future-oriented aspects of people management - workforce planning, succession, talent and development and has conducted a number of studies in the area. In 2015, Wendy was voted number 9 in HR Magazine's Most Influential UK HR Thinkers.

**Dr Rebecca Homkes** is a Teaching Fellow at the LBS's Department of Strategy and Entrepreneurship as well as its Centre for Management Development. She is a Fellow at the London School of Economics' Centre for Economic Performance (CEP) and a Director at the Ashridge Strategic Management Centre. Through her consultancy firm, she works with global CEOs and executive teams on strategy and execution.

**Mike Haffenden** is a Director of CRF. He has worked in Senior HR roles in the US and Europe with major international businesses including Avon, Rowntree, Unilever and Hewlett Packard. He founded CRF as a research consortium to investigate the principles and practices that make a difference in people management, PARC, a research group investigating good practice in performance, reward and governance and Strategic Dimensions, a leading HR recruitment business.

**Chris Johnson** is a senior partner at Mercer and is the EuroPac leader for Mercer's Talent business. With 25 years consulting experience with a broad range of major organisations in the public, not-for-profit, and private sectors in Africa, Asia, Europe and the US, Chris has extensive experience advising on diversity of business performance improvement through organisational change enabled by aligned people management programmes and effective leadership and management.

**David Birtwistle** is HR Director, Performance Reward & Engagement for Jaguar Land Rover. David is responsible for strategy and policy relating to performance management, employee engagement, executive and manager compensation, international assignments and employee benefit plans worldwide. David also has responsibility for the HR shared service team of 120 professionals.



2017 Programme

# Collaboration in a Competitive World: Driving Innovation, Efficiency and Productivity



## International Conference

### Date

Monday 2<sup>nd</sup> October – Wednesday 4<sup>th</sup> October

Monday 2<sup>nd</sup>

Welcome drinks reception: 19.00 – 21.00

Tuesday 3<sup>rd</sup>: 09.00 – 17.00

(followed by dinner)

Wednesday 4<sup>th</sup>: 09.00 – 15.30

### Venue

Hotel Okura Amsterdam,  
Ferdinand Bolstraat 333,  
1072 LH Amsterdam,  
The Netherlands

### Accommodation

There is a non-refundable accommodation cost of £250 + VAT per night for those who wish to stay at the conference venue. We recommend a two-night stay – Monday 2<sup>nd</sup> October and Tuesday 3<sup>rd</sup> October. Please note that places at the hotel are limited.

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](http://www.crforum.co.uk).

## Who is it for?

Senior business people, HR leaders and specialists interested in creating environments to enable collaboration and understanding the benefits whilst being aware of the pitfalls. How do we seek collaborative opportunities with other organisations and how does the changing nature of work impact collaboration?

## Overview

We are embarking on an age of collaboration, where multiple forces are coming together enabling collaboration to thrive, both inside and between organisations. Emerging disruptive technologies, globalisation, diversity of thinking, customer demands, extended communications, psychology of the emerging workforce and economic pressures are all combining to encourage teamwork, sharing and new ways of operating. Successful organisations will be those who embrace the opportunities which collaboration offers.

## Content

Through the contribution of our speakers and facilitated discussion, the conference will suggest practical solutions to enhance the way organisations collaborate internally and externally.

Discussion will focus on:

- How do we identify top talent? Who in our organisations is the glue that connects the rest of the business and drives collaborative thinking? What do the networks of successful people look like? How do we channel collaborative thinking?
- What lessons can be learnt from history about forming highly effective teams? What practical steps can we implement to ensure project teams deliver? Is the nature of teamwork changing with a multi-generational workforce?
- With “uberisation” disrupting industries, is collaboration the best defensive strategy? How do we successfully work with organisations that can be customers, partners, suppliers, competitors or increasingly all four?
- Can collaboration be a distraction when what business needs most is focus? How do we avoid overloading the willing employee? Who’s more valuable the crusader or the collaborator?

Attendees will also be experiencing and interacting with a live jazz band through the two days.

*“I continue to be impressed by the way Corporate Research Forum links the best of leading academic input to the real organisation and people issues faced by business in today's uncertain environment. Added to that they are always a pleasure to work with.”*

### Amy C. Edmondson

Novartis Professor of Leadership and Management, Harvard Business School



**Margaret Heffernan** produced prize-winning radio and television programmes for the BBC for ten years. She then ran media and software companies in the UK and the US. She is the author of five books, including *Wilful Blindness* (a finalist for the Financial Times Best Book award), *A Bigger Prize* (winner of the Threshold Prize) and *Beyond Measure*. Her TED talks have been seen by over six million people. She mentors senior and chief executives and writes for the *Huffington Post* and *The Financial Times*.



**Amy Edmondson** is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to study interactions leading to the creation of successful enterprises. She was recognised in 2011-13-15 by the biannual Thinkers50 global ranking of management thinkers. Amy teaches and writes on leadership, teams and organisational learning and has been published in many prestigious journals.



**Rob Cross** is the Edward A. Madden Professor of Global Business at Babson College. For almost twenty years and across 300+ organisations, Rob has worked on managing social networks intentionally to drive innovation. He currently focuses on three ways leaders can use network insights to drive performance – talent optimisation, leadership effectiveness, and organisational alignment.



**Hamish Taylor** is a former CEO of Sainsbury's Bank and Eurostar. Following an outstanding career and 10 years assisting some of the world's leading organisations, Hamish is an expert in Innovation/Change, Customer Focus/Brand Management and Leadership/Performance. He is also known as the 'master thief' based on his record of innovation transfers.



**Alex Steele** is an international consultant and educator, working with organisations around the world for a wide range of industry sectors and government agencies. Alex is well known as a consultant, trainer, coach, author and jazz pianist, working with teams, organisations and communities to facilitate change, creativity and innovation. His work blends leading edge management thinking and practices with live improvised jazz performances. He is a regular contributor at Ashridge Business School and London Business School.



## Deploying HR Analytics for Better Talent Management and Organisational Effectiveness



### European Masterclass

**Date**

Tuesday 7<sup>th</sup> November  
09.00 – 16.00

**Venue**

Hilton Paris La Défense, 2,  
place de La Défense, Le Cnit, BP 210 ,  
92053 Paris La Défense Cedex, France



### Masterclass

**Date**

Thursday 9<sup>th</sup> November  
09.00 – 16.00

**Venue**

Plasterers' Hall  
One London Wall  
London, EC2Y 5JU

### Who is it for?

Those who want to improve organisation effectiveness by effective analysis and subsequent deployment of analytics to improve the execution of strategy.

### Overview

Analytics is the identification, interpretation and communication of meaningful patterns in data. Organisations are starting to apply analytics to business data to describe, predict and improve business performance. Inevitably, analytics has started to become an important topic area within the HR community with significant claims for improvement in selection, performance management, talent management, employee engagement and workforce planning, amongst others.

### Content

Conferences, consultancy offerings and publications in this area continue to proliferate, coupled with claims for substantial productivity and performance improvement. Closer examination indicates that many of the claims are unfounded and that analytics without the essential preliminary groundwork is likely to lead to meaningless outcomes on issues which are not important. This session is not about analytics for its own sake. We will discuss:

- how to prioritise and what to analyse to get actionable insights
- Alec's 'organisational systems approach' to diagnosing the issues that need to be addressed
- what questions should we be asking and what types of analyses of people and business processes in organisations do we need to apply?
- the methodology which can serve as a key element in any approach to organisation analytics.

Alongside Alec's session, we will hear the views of experts and practitioners who will provide examples of where their methodologies have been used in practice to improve organisation effectiveness.

*“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 & Operations, Thomson Reuters



**Alec Levenson** is an Economist and Senior Research Scientist at the Center for Effective Organizations, Marshall School of Business, USC. His action research and consulting work with global companies aims to optimise job and organisation performance and HR systems. This work combines the best elements of scientific research and practical, actionable knowledge that companies can use to improve performance, drawing on a number of disciplines. Alec has also trained HR professionals in human capital analytics. He is the author of *Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness*.



**Dr Nigel Guenole** is an academic at University of London. He is co-author of *The Power of People: Learn how successful organizations use workforce analytics to improve business performance*. Nigel has published extensively in journals including *Industrial Organizational Psychology* and *Frontiers in Quantitative Psychology*. He teaches on talent management and statistical modelling. Nigel leads a team at IBM that is training cognitive computing systems in behavioural science.



**Alex Fergus** is Global Head of HR at Thomson Reuters, where he leads the Human Resources team for the Financial & Risk business, providing HR leadership and support to successfully deliver the strategy, culture and growth priorities of the business. Before joining Thomson Reuters, Alex spent 10 years at British Petroleum plc (BP) and 3 years at Castrol Lubricants where he was Global Head of HR.





## 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.

In 2017, CRF webinars will take place on the following dates:

- **Tuesday 14 March**  
Optimising HR's business contribution – where are the opportunities and pitfalls?
- **Wednesday 12 July**  
Harnessing learning to drive innovation and performance
- **Tuesday 14 November**  
HR Analytics: does the reality live up to the hype?

**For further information on our 2017 webinar programme please contact Viktorija Verdina at [viktorija@crforum.co.uk](mailto:viktorija@crforum.co.uk) or +44 (0) 20 7470 7104.**

## Special Interest Groups

The aim of these groups is to take a deep dive into a research topic and produce practical actions to take away that can be applied within the organisation. SIGs are designed for senior HR practitioners, to assess the practical implications of the research, share their personal experiences and draw out key practical learning points to apply in their own organisations. These groups also provide networking opportunity for Members on a smaller intimate level.

Special Interest Group meetings for 2017 are currently planned for the following dates, where you will benefit from deeper exploration of the topics highlighted earlier in the programme:

- **Tuesday 21 March**  
Thriving in Complex Systems
- **Thursday 14 September**  
Improving Performance
- **Thursday 30 November**  
Deploying HR Analytics for Organisational Effectiveness

**The groups are deliberately kept small to encourage dialogue and participation is limited to 20-25 individuals. For further details please contact Lynn Little at [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) or on +44 (0)20 7470 7104 to find out more and reserve your place.**

## Expert Advisory Forum

We welcome issues being raised by members looking to structure their thinking around a particular topic. Access to our Expert Advisory Forum is available online to all members. This in-house briefing service enables members to seek the views of a range of specialists, in addition to our own team of experienced HR professionals. CRF has an extensive international network of subject experts including academics, practitioners and member companies, many of whom have highly regarded practices and processes which may be close to your particular area of enquiry.

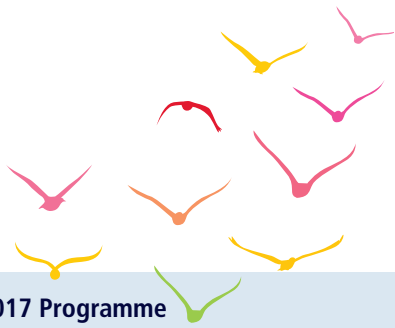
Managed by the CRF team and included within the annual subscription fee, this service provides a fast and efficient link through which members are able to obtain advice, guidance and the experiences of others before embarking on their own interventions or committing to major expenditure.

**To find out more please contact Terri Hathaway at [terri@crforum.co.uk](mailto:terri@crforum.co.uk) or +44 (0) 20 7470 7104.**

*“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, SD Worx UK & Ireland



## International programme partners

We are proud to work with our international programme partners and are grateful for their support across all UK and European events, research and the annual Conference in 2017.

### Bird & Bird

Bird & Bird [www.twobirds.com](http://www.twobirds.com)

**Main contact:** Ian Hunter, Partner & Co-head, International HR Services group  
Email: [ian.hunter@twobirds.com](mailto:ian.hunter@twobirds.com) • Tel: + 44 (0) 20 7415 6140 • Mobile: +44 (0) 7711 014 378

Bird & Bird is an international law firm with over 1,100 lawyers and legal practitioners in 28 offices worldwide. Bird & Bird specialises in combining leading expertise across a full range of legal services in key jurisdictions across Europe, the Middle East and Asia-Pacific.

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. Each of their offices are staffed with employment lawyers enabling them to provide advice on national employment legislation in addition to international employment directives.



IBM [www-01.ibm.com/software/uk/smarterworkforce/](http://www-01.ibm.com/software/uk/smarterworkforce/)

**Main contact:** David Kelly, IBM Watson Talent & Kenexa Europe  
Email: [davidhkelly@uk.ibm.com](mailto:davidhkelly@uk.ibm.com) • Tel: +44 (0) 7711 346910

IBM Smarter Workforce helps organisations build an impassioned and engaged workforce to drive deeper client relationships, and deliver better business outcomes. Smarter Workforce combines market-leading talent management and social collaboration solutions with the power of workforce science and cognitive analytics capabilities, to help organisations:

- attract, engage and grow the best **talent**
- create an engaging, social and collaborative **culture**
- connect the right people to get **work** done

Kenexa is now part of IBM Smarter Workforce, a leading provider of recruiting and talent management solutions.



IMD [www.imd.org](http://www.imd.org)

**Main contact:** Christophe Touton, Executive Director for Client and Market Development  
Email: [christophe.touton@imd.org](mailto:christophe.touton@imd.org) • Tel: +41 21 618 0584 • Mobile: +41 79 9515240

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.



Mercer [www.mercer.com](http://www.mercer.com)

**Main contact:** Natalie Jacquemin, Partner, Head of Talent Strategy & HR Effectiveness Practice  
Email: [natalie.jacquemin@mercer.com](mailto:natalie.jacquemin@mercer.com) • Tel: +44 (0) 20 7178 5363

Mercer is a global consulting leader in talent, health, retirement and investments with a global force of over 21,000 unique individuals united by the single idea of "Making Tomorrow, Today". Mercer partners with organisations around the world on forecasting human capital needs and developing the strategies and infrastructure needed to ensure the right quality, quantity and flow of talent to meet current and future business objectives. Mercer also helps clients enhance the efficiency and effectiveness of their HR functions, and better align HR's focus with business needs for sustainable impact and long-term value.



## UK programme partners

We are proud to work with our UK programme partners and are grateful for their support across all UK events, research and the annual Conference in 2017.



### Duke Corporate Education [www.dukece.com](http://www.dukece.com)

**Main contact:** Mimi Armstrong, Director, Business Development  
Email: [mimi.armstrong@dukece.com](mailto:mimi.armstrong@dukece.com) • Tel: +44 (0) 20 7936 6146

Duke CE is the premier global provider of customised leadership solutions. Having an insufficient level of "ready" talent to lead faster, more agile organisations is one of the most significant strategic and operational risks. Duke CE customise solutions that enable leaders at all levels to adapt and move the organisation forward. With programmes delivered in 75 countries, their global clients enable them to bring unique insight to new situations. Duke CE believe leaders are the levers for winning in today's unpredictable world. Duke CE get leaders ready for what's next.



### KPMG People Powered Performance [www.kpmg.co.uk](http://www.kpmg.co.uk)

**Main contact:** Mike Falvey, Partner  
Email: [Mike.Falvey@kpmg.co.uk](mailto:Mike.Falvey@kpmg.co.uk) • Tel: +44 (0) 20 7694 5597 • Mobile: +44 (0) 7880 174 073

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, their approach to solving people issues and how they impact on business performance, KPMG in the UK 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](http://www.rhrinternational.com)

**Main contact:** Simon Callow, Partner  
Email: [scallow@rhrinternational.com](mailto:scallow@rhrinternational.com) • Tel: +44 (0) 207 799 5243 • Mobile: +44 (0) 7990 534 138

RHR International is a firm of management psychologists and consultants who work closely with top management to accelerate individual, team, and business performance. It focuses on five key areas of client need: Executive Assessment, Executive Development, Leading Transformational Change, Senior Team Effectiveness and Board & CEO Services. RHR International has been proven a difference-maker for more than 70 years, unique in its combination of top management focus, psychologists' perspective, and high-level business acumen.

RHR International has a global presence in Australia, Austria, Brazil, Canada, China, France, Germany, India, Italy, Japan, Singapore, Spain, Switzerland, the United Kingdom, and the United States. The company is headquartered in Chicago, Illinois. For more information, please visit the RHR website.



### SD Worx [www.sdworx.co.uk](http://www.sdworx.co.uk)

**Main contact:** Jeremy Campbell, Chief Commercial Officer  
Tel: +44 (0) 7789 812 356

SD Worx offers modern technology and managed services for your Human Resource Management (HRM) needs, including Payroll, HR, Workforce Management, Talent Management and Analytics. Our cloud based technology gets you up and running quickly, and you can take advantage of future functionality without the need for costly upgrades or difficult re-implementations. It works around you, allowing you to manage your HRM needs with ease, on any device, at any time.



## International event partners

We are proud to work with our international event partners and are grateful for their support of individual UK and European events and research.



**HireRight** [www.hireright.com/emea](http://www.hireright.com/emea)

**Main contact:** Dominic Simpson, Sales & Marketing Director EMEA  
Email: dominic.simpson@hireright.com • Mobile: +44 (0) 7917 782 579

HireRight is the leading global provider of candidate and employee background screening services, 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 so helping you hire the right people. Their focus on candidate experience means applicants will go through a smooth and simple process to hire.

HireRight works across more than 200 countries and has offices around the globe, including the UK, USA, Dubai, Singapore and Hong Kong. 25% of the Fortune 1000 and one-third of the FTSE 100 use HireRight's services.



**MCE** [www.mce.eu](http://www.mce.eu)

**Main contact:** Rudi Plettinx, Managing Director, EMEA  
Email: rplettinx@mce.eu • Tel: +32 (0) 25 432 182 • Mobile: +32 (0) 479 948 601

MCE, as part of the AMA Global Network, is a leading Learning and Development Provider in Europe, Middle East and Africa. They inspire more than 1,000 organisations and over 10,000 managers and leaders each year through their Open Enrolment Programmes and Customised Learning Solutions. MCE have been in the EMEA region for 55 years and their team of passionate Learning and Development professionals focuses each day on supporting clients to achieve the impact they need at individual, team and organisational levels.



**metaBeratung** [www.metaberatung.de](http://www.metaberatung.de)

**Main contact:** Nicole Neubauer, Head of Business Development  
Email: nicole.neubauer@metaberatung.de • Tel: +49 175 294 8606

metaBeratung is a Management and HR Consultancy with offices in Germany, Austria, and Switzerland. metaBeratung's versatile, top-calibre team of consultants supports national and international client projects in digital, transformational, and behavioural change. The company's methodologies are based on science and evidence to support clients to achieve the best possible personnel decisions for hiring, development, and staffing.

## International 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](http://www.harvardbusiness.org/corporate) / [www.hbr.org](http://www.hbr.org)

**Main contacts:**  
Caroline Sim, Regional Director, Corporate Learning  
Email: csim@harvardbusiness.org

Sally Ashworth, Senior Marketing and Publicity Manager  
Email: sally.ashworth@harvardbusiness.org

Harvard Business Publishing (HBP) was founded in 1994 as a not-for-profit, wholly-owned subsidiary of Harvard University. Their 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.



## UK event partners

We are proud to work with our UK event partners and are grateful for their support of individual UK events and research.



### Ashridge Executive Education [www.hult.edu/ashridge](http://www.hult.edu/ashridge)

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As part of one of the world's truly global business schools, Ashridge Executive Education has an unrivalled international platform to deliver executive development across the globe. All our work is underpinned by rigorous, relevant research into the challenges and opportunities facing most organizations and leaders. This means that when we help organizations to improve their leadership talent, strategic thinking and organizational culture, we have an impact on them and the larger world of business in the process.



### JCA Global [www.jcaglobal.com](http://www.jcaglobal.com)

**Main contact:** Miriam McCallum, Principal Consultant  
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JCA Global is an international people development business, delivering sustainable advantage to organisations by significantly improving performance, engagement and well-being. As experienced business psychologists, we fully understand the reasons why organisations, teams and individuals behave as they do. Our solutions work at a deeper level of attitude, feeling and motivation, delivering transformational change and practical benefits in the workplace.

JCA Global lead the way in developing Emotional Intelligence in organisations through the unique combination of state-of-the-art psychometrics and impactful consultancy. We provide development solutions to cultivate the Emotional Intelligence of clients, helping them perform to their full potential.



### Lane4 [www.lane4performance.com](http://www.lane4performance.com)

**Main contact:** Françoise Nash, Client Relationship Consultant  
Email: [fran.nash@lane4.co.uk](mailto:fran.nash@lane4.co.uk) • Tel: +44 (0) 1628 533 775 • Mobile: +44 (0) 7841 362 050

Co-founded in 1995 by Olympic Gold Medalist swimmer, Adrian Moorhouse MBE, Lane4 is a leading HR consultancy specialising in the field of human performance. Based in the UK, Lane4 work globally with a wide range of organisations, individuals and teams to reach their potential and build sustainable competitive advantage.

There are three broad areas in which Lane4 specialise:

1. Talent Management and Assessment,
2. Leadership and Team Development,
3. Employee Engagement and Communications.



### OrgVue [www.orgvue.com](http://www.orgvue.com)

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OrgVue is the leading transformation solution. It gives HR and OD teams a new and better way to design, transform and operate their organisations. From HR analytics and workforce planning to organisational restructures, deliver change faster, fairly, with lower risk and lower cost.



## Media partner

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



### Management Today [www.managementtoday.co.uk](http://www.managementtoday.co.uk)

**Main contact:** Jamie Wilson, Publisher  
Email: [Jamie.wilson@haymarket.com](mailto:Jamie.wilson@haymarket.com) • Tel: +44 (0) 20 8267 5457 • Mobile: +44 (0) 7801 386 785

With the widest readership among Britain's top executives and decision-makers, Management Today (MT) is the most comprehensive, stimulating and engaging source of no-nonsense management insight and advice available anywhere.

MT is committed in celebrating the brightest and best in British business. MT keeps a beady eye on the ups and downs in the FTSE and big business and focuses on the issues that most challenge and inspire Britain's bosses and managers. In jargon-free prose, their contributors offer candid advice that helps ambitious executives to manage and advance their careers. MT is a practical guide to business success.

## Our associates



### CRF Learning

**Main contact:** Richard Hargreaves, Commercial Director  
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CRF Learning builds on CRF's unique blend of research and practical experience to deliver leading edge development for the HR profession. The suite of open programmes engages specific HR communities to improve their effectiveness in impacting their organisational performance. The annual programme of learning is complemented by custom programmes through the design and delivery of tailored solutions.



### PARC [www.parcentre.com](http://www.parcentre.com)

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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](http://www.strategic-dimensions.co.uk)

**Main contact:** Dan Caro, Director  
Email: [dan.caro@strategic-dimensions.co.uk](mailto:dan.caro@strategic-dimensions.co.uk) • Tel: +44 (0) 20 7470 7106 • Mobile: +44 (0) 7977 590 242

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 they are in tune with the issues facing their clients.

“CRF events and online resources are a smart use of any HR professional’s time. The events and associated networking opportunities are a good way to cut to the chase and get to the nub of the issue at hand, which ultimately keeps us all on top of our game.”

**Liz Tolcher**

Head of Corporate HR – Pladis - formerly United Biscuits





**crf**

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