

# crf

CORPORATE RESEARCH FORUM

## 2016 Programme



“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





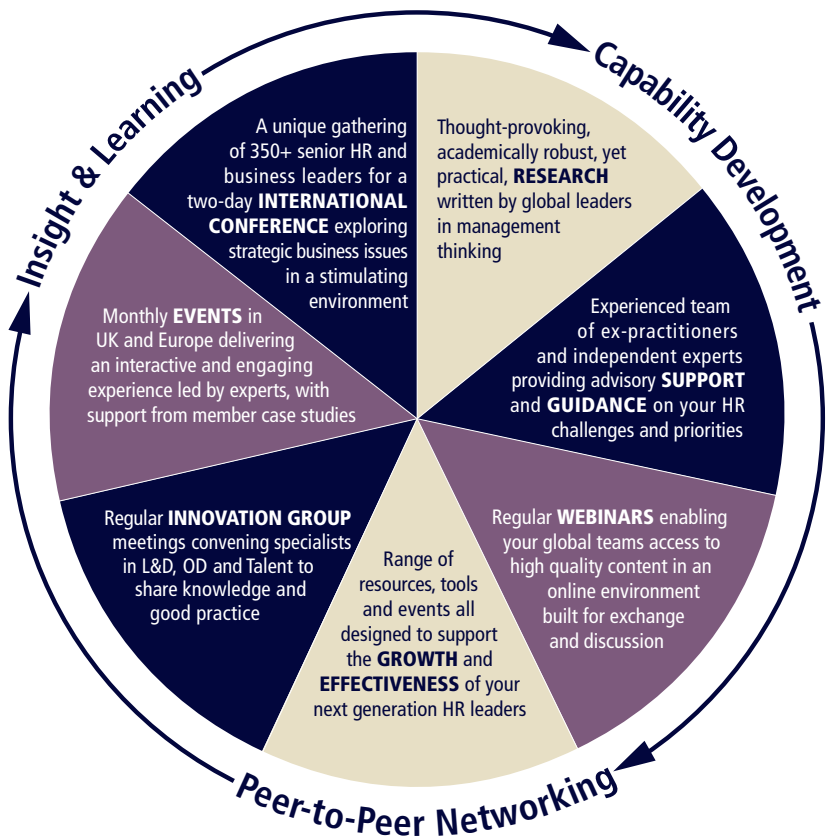
# Welcome to the Corporate Research Forum 2016 programme

CRF continues to grow in membership and influence as a respected meeting 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 cost-effective 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, 2016 sees the extension of our annual research and event programme into 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:



*“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

## 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.

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 Innovation Groups, our content is tailored to the needs of the individual.

- **Gain new insights** from 5,000+ 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. '**CRF International**' enables organisations to attend all events within the UK and across mainland Europe, whereas '**CRF UK**' or '**CRF Europe**' are tailored to the needs of more regionally focused organisations.

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 to CRF offers your organisation:

- **attendance at events** including the annual international conference convening 350+ 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
- access to the **Ashridge Business School Virtual Learning Resource Centre** offering management thinking and leadership research
- **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

2016 Programme

Schedule

2016 schedule at a glance

|   |  |
|---|--|
| <p><b>What got you here, won't get you there – developing ourselves, our people and our teams</b><br/>Marshall Goldsmith</p>  | <p><b>Tuesday 26<sup>th</sup> January</b><br/>Church House Conference Centre, Dean's Yard,<br/>Westminster, London, SW1P 3NZ </p>   |
| <p><b>Assessing Potential: From academic theories to practical realities</b><br/>Tomas Chamorro-Premuzic, Jessica Bigazzi Foster</p>  | <p><b>Thursday 28<sup>th</sup> January</b><br/>Management Centre Europe, Rue de l'Aqueduc 118,<br/>1050 Ixelles, Brussels, Belgium </p>   |
| <p><b>HR Leaders Peer Exchange – HR's role in developing global organisations</b><br/>Martha Maznevski, Anand Narasimhan, Stephen Kelly, Des Pullen</p>                         | <p><b>Wednesday 9<sup>th</sup> March</b><br/>Plasterers' Hall, One London Wall,<br/>London, EC2Y 5JU </p>   |
| <p><b>Spring Lecture and Reception</b><br/>Ben Goldacre</p>   | <p><b>Thursday 14<sup>th</sup> April – Friday 15<sup>th</sup> April</b><br/>IMD Lausanne, Ch. De Bellerive 23,<br/>CH-1001 Lausanne, Switzerland </p>   |
| <p><b>Total Leadership: Improving performance by creating mutual value among all four domains of life – work, home, community and self</b><br/>Stewart Friedman</p>             | <p><b>Wednesday 20<sup>th</sup> April</b><br/>Haberdashers' Hall, 18 West Smithfield,<br/>London, EC1A 9HQ </p>   |
| <p><b>Rethinking Talent Management – connecting strategy, performance and potential for tomorrow's challenges</b><br/>Jay Conger</p>  | <p><b>Tuesday 24<sup>th</sup> May – Wednesday 25<sup>th</sup> May</b><br/>Wotton House, Guilford Road, Dorking,<br/>Surrey, RH5 6HS </p>  |
| <p><b>Planning and Delivering Successful Change Programmes</b><br/>Stephen Carver</p>   | <p><b>Thursday 30<sup>th</sup> June</b><br/>Church House Conference Centre, Dean's Yard,<br/>Westminster, London, SW1P 3NZ </p>   |
| <p><b>International Conference, Prague – An Uncertain World: Planning for 2025 and beyond</b><br/>Margaret Heffernan, Arturo Bris, Edward Carr, Ian Goldin, Paul Schoemaker</p> | <p><b>Thursday 7<sup>th</sup> July</b><br/>Hilton Amsterdam, Apollolaan 138,<br/>1077 BG Amsterdam, Netherlands </p>  |
| <p><b>Creating a Truly Inclusive Culture</b><br/>Wanda Wallace</p>  | <p><b>Wednesday 7<sup>th</sup> September</b><br/>Plasterers' Hall, One London Wall,<br/>London, EC2Y 5JU </p>   |
| <p><b>Employee Engagement – useful concept or practical reality?</b><br/>Theresa Welbourne, Rob Briner</p>  | <p><b>Wednesday 12<sup>th</sup> October – Friday 14<sup>th</sup> October</b><br/>Hilton Prague, Pobrezni 1, Prague, 186 00,<br/>Czech Republic </p>   |
| <p><b>Group HR Directors' Dinner</b><br/>(by invitation)</p>  | <p><b>Wednesday 9<sup>th</sup> November</b><br/>Plasterers' Hall, One London Wall,<br/>London, EC2Y 5JU </p>  |
| <p><b>Group HR Directors' Dinner</b><br/>(by invitation)</p>  | <p><b>Thursday 17<sup>th</sup> November</b><br/>Kempinski Hotel Munich, Maximilianstraße 17,<br/>80539 München, Germany </p> <p><b>Tuesday 26<sup>th</sup> January</b><br/><b>Thursday 30<sup>th</sup> June</b> </p> |

2016 Programme

What got you here, won't get you there – developing ourselves, our people and our teams



Masterclass

**Date**

Tuesday 26<sup>th</sup> January  
09.00 – 16.00

**Venue**

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



European masterclass

**Date**

Thursday 28<sup>th</sup> January  
09.00 – 16.00

**Venue**

Management Centre Europe  
Rue de l'Aqueduc 118  
1050 Ixelles  
Brussels, Belgium

Who is it for?

HR leaders, OD and change professionals and line managers implementing major change programmes.

Overview

Dr. Marshall Goldsmith is a world authority in helping successful leaders achieve positive, lasting change in behaviour for themselves, their people and their teams. In this highly interactive session, Marshall will begin with a discussion of the classic challenges that come with success in leadership and illustrate how to use 'what to stop' in coaching. Participants will be introduced to *feedforward*, a positive, focused process for learning that has been successfully implemented around the world. He will share the essence of his proven approach to leadership development, coaching and team building – which is backed by research involving over 86,000 respondents.

Content

Marshall will focus on the process of becoming the person we want to be at home and at work, beginning with an analysis of the delusions that we can face in our journey to change and how they hold us back. He will explain:

- the concept of *Triggers* and show how we create our world and it creates us
- a practical model for change that can be applied at the individual, team or organisational level
- how a daily question process, and especially the use of active questions, can be used to increase both individual effectiveness and employee engagement.

*“CRF is one of the most valuable opportunities imaginable for HR professionals. It provides a unique opportunity to acquire cutting-edge ideas from the top thinkers and practitioners in the field.”*

**Dr. Marshall Goldsmith**

*Thinkers 50* Top Ten Most Influential Business Thinkers in the World (2011-2015), *New York Times* #1 best-selling author of *Triggers* and *What Got You Here Won't Get You There*



**Dr. Marshall Goldsmith's** Ph.D. is from UCLA's Anderson School of Management where he was the Distinguished Alumnus of the Year. He teaches executive education at Dartmouth's Tuck School of Business. He is one of a select few executive advisors who has worked with over 150 major CEOs and their management teams. Marshall served on the Board of the Peter Drucker Foundation for ten years and has been a volunteer teacher for US Army Generals, Navy Admirals, Girl Scout executives and International and American Red Cross leaders – where he was a National Volunteer of the Year.

2016 Programme

Assessing Potential: From academic theories to practical realities



Workshop and mini research report

**Date**

Wednesday 9<sup>th</sup> March  
09.00 – 16.00

**Venue**

Plasterers' Hall  
One London Wall  
London, EC2Y 5JU

Who is it for?

Professionals who are interested in or have responsibility for selecting and developing high potential talent, or those involved in leadership selection and development.

Overview

How to identify and assess for potential – and indeed what we mean by ‘potential’ – are critical questions for talent management. However, most organisations struggle with identifying and developing high-potential people, and the available tools are deployed with limited success. This workshop and mini-research report will explore how organisations can improve their practices in identifying, managing, engaging and retaining high potential employees.

Content

The event will begin by considering the question: potential for what? We will look at how business strategy and organisation context should inform the focus on high potentials.

Dr. Chamorro-Premuzic will illustrate how to leverage scientific methods and theories on talent to improve an organisation’s ability to identify and develop hi-pos. He will define what we mean by ‘hi-pos’ and explain how potential can be reliably and validly assessed. Emphasis will be placed not just on individual career success – hi-po emergence – but also organisational effectiveness – hi-po success.

Moving on from this description of the assessment landscape, Jessica Bigazzi Foster from RHR International will look to explore some of the practical issues associated with assessing potential in organisations, how we can define and evaluate the success of our high-potential efforts, and what the future might look like.

*“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, Siemens UK



**Dr. Tomas Chamorro-Premuzic** is an international authority in psychological profiling, consumer analytics and talent management. He is a Professor of Business Psychology at University College London (UCL), Vice President of Research and Innovation at Hogan Assessments, and has previously taught at New York University and the London School of Economics. Tomas is also the director of UCL’s Industrial-Organisational and Business Psychology programme and an Associate to Harvard’s Entrepreneurial Finance Lab.



**Dr. Jessica Bigazzi Foster** is a senior partner at RHR International and serves as the firm’s practice leader for Executive Assessment & Development. Her duties in this role include spearheading research, innovation, and the advancement of RHR’s expertise in assessment and development. Her work with clients includes senior-level executive development, talent management, and team effectiveness.

2016 Programme

HR Leaders Peer Exchange – HR’s role in developing global organisations



European residential workshop

**Date**

Thursday 14<sup>th</sup> April – Friday 15<sup>th</sup> April

Day One: 16.00 – 18.30  
(followed by dinner)

Day Two: 08.30 – 15.00

**Venue**

IMD Lausanne  
Ch. De Bellerive 23  
CH-1001 Lausanne, Switzerland

Who is it for?

HR leaders who have responsibility across multiple geographies.

Overview

This highly interactive event is an opportunity for HR Leaders in multinational organisations to exchange ideas and insights, with input from IMD faculty and case studies presented by Group HR Directors from two global organisations. The focus is on practical application and sharing experience.

Content

Through facilitated academic and expert practical contributions, we will explore a number of themes.

- In what circumstances is it appropriate to build a global organisation culture that’s consistent across geographies? How do you build and sustain a global culture?
- Should you develop talent locally or move people around the world? What different strategies are available for developing and managing talent globally, and what are the business implications of these different strategies? How do we deal with diversity across the organisation?
- How can we design organisations to be agile globally, benefit from cultural diversity, and strike an appropriate balance between global economies of scale and responsiveness to local customers? What role should the corporate centre play?
- How do core business processes need to be developed to support a global organisation?
- How can global organisations facilitate communications across geographical and language boundaries?
- What are the implications for compensation and benefits of becoming global?
- What people capabilities are needed to support innovation on a global scale and how can these be developed?

*“I find CRF events to be insightful, practical and a great opportunity to network and learn about how my peers approach common challenges.”*

**JJ Thakkar**

Vice President, People & Organisation, Statoil



**Martha Maznevski** is Professor of Organisational Behavior and International Management at IMD Business School. She teaches courses and modules spanning a broad range of organisational behaviour topics, including teams and leadership in global and virtual (distance) contexts, diversity and inclusiveness, and the relationship between organisational and national culture.



**Anand Narasimhan** is the Shell Professor of Global Leadership at IMD Business School. Anand advises organisations on transforming their leadership capability. He is the co-author of *Quest: Leading Transformation Journeys*, a book that summarises IMD faculty’s research on the seven journeys reshaping corporations today.



**Stephen Kelly** is Chief Human Resources Leadership Officer at Avanade, with responsibility for the firm’s worldwide HR strategy, initiatives and functions. Previously, Stephen was Chief People Officer for Logica, where he had responsibility for implementing a new business operating model and cultural change programmes. Prior to Logica, Stephen was Director of People at the BBC and Chief HR and Change Officer for BT Global Services.



**Des Pullen** is Group HR Director at Associated British Foods (ABF). Over the past 15 years, he has held three roles at ABF – firstly as HR Director of the Allied Bakeries business, then CEO of the same unit. Since 2006, he has been Group HRD with a global remit covering the wide range of ABF’s interests. Prior to ABF, Des spent five years in retail, firstly joining Safeway and latterly Wickes plc.



## 2016 Programme

### Spring Lecture and Reception with Dr. Ben Goldacre – “Randomise Me”



#### Lecture and drinks reception

**Date**

Wednesday 20<sup>th</sup> April  
18.00 – 21.00

**Venue**

Haberdashers' Hall  
18 West Smithfield  
London, EC1A 9HQ

#### Who is it for?

HR and business leaders in organisations where information is generated and shared at ever increasing speed and the ability of the individual to assimilate, compute and make effective decisions is not keeping pace.

#### Overview

Dr. Ben Goldacre will share his experiences of alternative approaches to the use of data and examples of success in a range of business sectors. The lecture will be followed by an opportunity to discuss issues raised with Ben and other attendees over drinks and canapés.

#### Content

Companies are swimming in data, but much of it is hopelessly misleading on what works best to improve revenue and performance, because we cannot unpick correlation from causation. Many companies and business analysts try to gloss over this flaw, falling into the same traps as cheap quacks and shady journalists. There is a better way.

Randomised trials are used routinely in medicine to find out what works best, and what does harm. We can use randomised trials throughout society: in education; in policing; in policy; and – importantly – in organisations. Expanding on his work for the Cabinet Office and the Department for Education, and with a series of chilling examples, Ben will demonstrate how randomised trials can be done cheaply and effectively to show what works best.

*“Attending CRF events means that my team and I gain credible insights from both academic and commercial perspectives, which enable us to keep up with the dramatically changing landscape in which we operate. Even more, we benefit from the excellent networking opportunities with like-minded, enthusiastic people.”*

**Rachael Edwards**

HR Director – Passenger Cars, Mercedes-Benz UK



**Dr. Ben Goldacre** is an award-winning writer, broadcaster, and medical doctor who specialises in unpicking scientific claims made by scaremongering journalists, government reports, pharmaceutical corporations, PR companies and quacks. He was trained in Medicine at Oxford and London, and currently works as an academic in epidemiology. Ben wrote the weekly *Bad Science* column in the Guardian from 2003-2011.

## 2016 Programme

# Total Leadership: Improving performance by creating mutual value among all four domains of life – work, home, community and self



## Residential workshop

### Date

Tuesday 24<sup>th</sup> May – Wednesday 25<sup>th</sup> May

Day One: 09.00 – 17.00  
(followed by dinner)

Day Two: 09.00 – 16.00

### Venue

Wotton House  
Guilford Road  
Dorking  
Surrey, RH5 6HS

### Accommodation

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 are a limited number of places.

## Who is it for?

Professionals who have a strong interest in organisation development, organisation change, leadership, individual development, and integrating work and the rest of life.

## Overview

Most leadership programmes focus on the development of leaders in their current or future jobs, while most wellness or work/life programmes focus mainly on improving wellbeing. *Total Leadership* takes a holistic view, in which the purpose is to improve performance in all four domains of life – work, home, community and self – by finding mutual value among them. This two-day workshop will explore how this approach can drive measurable results for individuals and organisations.

## Content

We will begin by exploring the principles underpinning *Total Leadership*. Participants will assess satisfaction and performance in all four domains and the alignment of their actions with both their values and their leadership vision. They will explore what it means to lead with impact in all domains and leave with a game plan and scorecard for an experiment designed to produce a four-way win, along with peer coaches to support their progress and practical ideas for bringing others along with them as they aim to produce sustainable change in the real world.

The workshop will also enable participants to:

- learn how to reframe the meaning of leadership by applying new skills and insights at work, at home, in the community, and within the self (mind, body, spirit)
- learn how to transform the way they allocate their attention, skills and resources
- learn practical strategies for engaging others in producing sustainable change and reducing risk by gaining tangible support for innovative action
- take a systems view of performance expectations of key stakeholders in all domains
- build social capital by giving and receiving real help on important goals
- build a coaching network to support progress towards goals identified in the workshop
- explore how the principles and proven methods of *Total Leadership* can be applied as organisation development tools in their work context.

*“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*



**Stewart D. Friedman** has been at Wharton since 1984, where he is the Practice Professor of Management. In 1991 he founded both the Wharton Undergraduate and MBA Leadership Programmes, and the Wharton Work/Life Integration Project.

Stew served for five years in the mental health field before earning his PhD in organisational psychology from the University of Michigan. In 2001, he concluded a two-year assignment (while on leave from Wharton) at Ford, resulting in the company being hailed a “global benchmark” in leadership development.

## 2016 Programme

# Rethinking Talent Management – connecting strategy, performance and potential for tomorrow's challenges



## Masterclass

### Date

Thursday 30<sup>th</sup> June  
09.00 – 16.00

### Venue

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



## European masterclass

### Date

Thursday 7<sup>th</sup> July  
09.00 – 16.00

### Venue

Hilton Amsterdam  
Apollolaan 138  
1077 BG Amsterdam, Netherlands

## Who is it for?

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

## Overview

For most CEOs, talent is at or near the top of their priority list, and yet lack of talent remains a major obstacle in achieving organisational goals. The talent needs of organisations are changing rapidly, but many are failing to respond at pace and are finding themselves behind the curve in attracting and developing the people they need to deliver sustainable performance. The expectations and aspirations of key talent are also in flux and many organisations are not managing to optimise and deploy effectively the talent they have. This significant CRF research project will examine how to better align talent management with the needs of the organisation, and how practice can be improved.

## Content

This wide-ranging review of current practice and future direction in talent management will consider a number of issues.

- How can talent management be more explicitly linked to organisation strategy and purpose?
- How can current approaches to talent management be improved?
- What are the key future challenges for talent management, and what steps can organisations take to prepare?
- How should talent strategies take account of the needs of global organisations, emerging markets and demographic and social trends?
- How should organisations make sure their talent is effectively deployed?
- How can the use of data and technology enable talent management processes?

This event builds on a talent management roundtable in April 2015, where we gathered the views of senior practitioners on the current state of talent management and established the priority areas of focus for 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



**Jay Conger** is one of the world's experts on leadership development and talent management. He is the Henry Kravis Chaired Professor of Leadership Studies at Claremont McKenna College in California. As the faculty chair, Jay directs one of the nation's leading academic centres for leadership development and research. He is also a senior research scientist at the Center for Effective Organizations (CEO) at the University of Southern California.

2016 Programme

Planning and Delivering Successful Change Programmes



Masterclass

**Date**

Wednesday 7<sup>th</sup> September  
09.00 – 16.00

**Venue**

Plaisterers' Hall  
One London Wall  
London, EC2Y 5JU

Who is it for?

Senior HR and OD professionals with responsibility for, or significant involvement, in organisation change.

Overview

Based around practical approaches to major project management, this event will look at the nature of change and how it can be managed, led and directed. We will explore the ingredients for successful change programmes and identify the pitfalls to look out for.

Content

Change has been an identifiable constant in organisations for many years now, with a change programme often being the response to adverse performance or a change of leadership. However, according to the research, most strategic change projects fail to deliver the expected results and some actually damage the organisation to the point of near or actual collapse.

We will look at the nature of change programmes in organisations and classify not only the change itself but also the culture of the organisation needed to support that change.

We will follow this by looking at the increasing complexities of change and how these can be classified into three key types. The latest academic research will then identify how to deal with these complexities and introduce a new model which will explore the leadership traits now required in order for us to more successfully lead change projects.

Stephen Carver's observations will be followed by two case studies of change, allowing us to:

- identify the ingredients of an effective change programme
- mitigate resistance to change
- better understand the need for an holistic approach to successful change programmes.

We will cover:

- types of change
- reason for failure
- complicated vs. complex
- change leaders
- uncertainty and pace
- stakeholders' perceptions
- power and politics.

*“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



**Stephen Carver** is rated as one of the top three lecturers at one of Europe's leading MBA Business Schools. He has a reputation of taking complex management concepts such as Project, Programme, Change and Crisis Management and being able to distil them down into highly informative and fast-paced lectures – often using “storytelling” techniques.

2016 Programme

International Conference, Prague – An Uncertain World: Planning for 2025 and beyond



International Conference

Date

Wednesday 12<sup>th</sup> October –  
Friday 14<sup>th</sup> October

Wednesday 12<sup>th</sup>  
Welcome drinks reception: 19.00 – 21.00

Thursday 13<sup>th</sup>: 09.00 – 17.00  
(followed by dinner)

Friday 14<sup>th</sup>: 09.00 – 15.30

Venue

Hilton Prague  
Pobrezni 1  
Prague 186 00,  
Czech Republic

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 – Wednesday 12<sup>th</sup> October and Thursday 13<sup>th</sup> 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](http://www.crforum.co.uk).

Who is it for?

Senior business people, HR leaders and specialists interested in:

- how organisations and their people will look a decade from now
- what to consider in setting out strategic business objectives
- high level debate in a focussed environment
- networking, reflection, sharing and comparison.

Overview

In today's VUCA world the levels of volatility, uncertainty, complexity and ambiguity facing organisations continue to grow on every dimension – local, national, international, social, political, economic and technological. How then can we begin to frame strategic intent and make sense of the factors which will influence the business environment of the next decade and beyond, most of which are unknown or barely understood? Through the contributions of our speakers and facilitated debate we will have a series of discussions on the developments most likely to shape the landscape in which we develop our business strategies, and suggest how organisations can prepare for the future.

Content

Before focusing on what the future might hold, we will consider how best to assess the probability and impact of developments we may be aware of and how to deal with what are presently unknowns.

The discussion will focus on three areas:

- The overall political and economic prospects for 2025, given that forecasting is notoriously difficult in this area. Politically, how do we try to assess the likely outcome of the chaos of the Middle East and North Africa; where will Russian belligerence lead? What of the future direction of the U.S. under a new President and how will the European Union look in a decade's time? Economically, what now for China, the BRIC's and Europe?
- The outlook for business and the global financial system – how can today's successful companies maintain their position; what do aspiring newcomers have to do and how stable is the global financial system?
- Where is technology taking us in the next decade? What are the future developments to be made in the digital arena? Where next for transport, energy and health? And what don't we yet know about which will impact the world?



Clockwise from top left:  
Dr. Margaret Heffernan,  
Professor Arturo Bris,  
Edward Carr,  
Professor Ian Goldin,  
Paul Schoemaker

**Dr. Margaret Heffernan** produced programmes for the BBC for 13 years. She then moved to the U.S. where she spearheaded multimedia productions for Intuit, The Learning Company and Standard & Poors. She was Chief Executive of InfoMation Corporation, ZineZone Corporation and then iCast Corporation, and was named one of the "Top 25" by *Streaming Media* magazine and one of the "Top 100 Media Executives" by *The Hollywood Reporter*.

**Professor Arturo Bris** leads the world-renowned World Competitiveness Centre at IMD Business School and is the organisation's Professor of Finance. Prior to joining IMD, Arturo was the Robert B & Candice J. Haas Associate Professor of Corporate Finance at the Yale School of Management. A Research Associate of the European Corporate Governance Institute, and a member of the Yale International Institute for Corporate Governance, he has worked extensively on issues of corporate governance, financial regulation and international valuation.

**Edward Carr** is the Deputy Editor of *The Economist*. He joined the newspaper as a Science Correspondent in 1987. After a series of jobs covering electronics, trade, energy and the environment, he moved to Paris to write about European business. In 2000, after a period as Business Editor, Edward joined the *Financial Times*, where he worked latterly as News Editor. He returned to *The Economist* in 2005 as Britain Editor followed by Business Affairs Editor and latterly Foreign Editor, before taking up his current role.

**Professor Ian Goldin** is the founding Director of the Oxford Martin School at the University of Oxford and the University Professor of Globalisation and Development. Ian has been knighted by the French Government and nominated Global Leader of Tomorrow by the World Economic Forum. He has extensive private sector experience, including as an independent non-executive director for a number of listed companies.

**Paul Schoemaker** is internationally known for his work on decision making and strategy, and is the founder and Executive Chairman of Decision Strategies International, Inc. He also serves as Research Director of the Mack Institute for Innovation Management at The Wharton School of the University of Pennsylvania.

2016 Programme

Creating a Truly Inclusive Culture



**Workshop and mini research report**

**Date**

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

**Venue**

Plasterers' Hall  
One London Wall  
London, EC2Y 5JU

**Who is it for?**

Senior leaders and HR professionals, diversity and inclusion leaders and talent practitioners who are interested in moving the culture from one of compliance to one of inclusivity.

**Overview**

Having a diverse representation of talent in the organisation isn't the goal. Instead, when diverse talent feels included, valued and a core part of the team without having to become like the norm, then their organisations see substantive gains in creativity, engagement and productivity. Inclusive cultures are more than a collection of diverse perspectives. This session is about what an inclusive culture looks like and what we have to do to get there.

**Content**

The event will cover the following topics:

- distinguish inclusivity (culture and way of working) and diversity (counting numbers to assure representation)
- review how inclusivity is critical for workforce planning, recruiting, retention, creativity and innovation, performance, financial returns, employer branding and market reach
- illustrate how inclusive cultures create organisations that thrive on adaptive change
- provide best practice examples of what inclusive business units and teams are doing that is unique – what's working and how is it affecting performance
- lessons learned – what managers and companies can do; what training and support will make the most difference; and advice on next steps
- identify what leaders of inclusive cultures do, and do not do, to foster the right climate.

*“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



**Dr. Wanda Wallace** is President and CEO of Leadership Forum Inc. (LFI). LFI designs and delivers innovative interventions that enable leaders to improve not only their leadership ability, but also their agility in strategic thought, team engagement, inclusivity and ultimately execution.

Wanda received her Ph.D. from the Psychology Department at Duke University in 1985, with special emphasis on cognitive and thought processes.

2016 Programme

Employee Engagement – useful concept or practical reality?



European workshop

**Date**

Thursday 17<sup>th</sup> November  
09.00 – 16.00

**Venue**

Kempinski Hotel Munich  
Maximilianstraße 17, 80539  
Munich, Germany

Who is it for?

Senior business people with responsibilities for, or an interest in, the concept of employee engagement and its contribution to corporate effectiveness.

Overview

The concept of employee engagement has provoked a great deal of debate since being introduced 25 years ago. Its supporters would claim that engagement programmes can enhance organisational performance when the energy generated from engagement is routed on the path needed to achieve organisational goals.

Detractors assert that there is nothing new in the notion of engagement, being largely the creative repackaging of other more well defined and accepted management concepts. They question whether there is a causal link between apparent higher levels of engagement and organisational performance.

Content

Dr. Theresa Welbourne will outline her views with particular reference to engagement in multinationals and evidence of any cultural influences. Theresa's theory of engagement identifies five distinct roles which employees engage in when at work: core job role; career role; team role; innovator role and organisation role.

Rob Briner will offer a reality check and share his own views on the whole field of employee engagement and its relevance. He will focus on:

- defining engagement – too many definitions and none are universally accepted
- measuring engagement – no adequate or reliable measures
- engagement is nothing new or different, and may not add value
- there is almost no good quality evidence with which to answer the most important questions about engagement
- there is a propensity to over-claim or mis-claim the importance and role of engagement.

The meeting will also discuss a European case study on the practicalities of addressing engagement, the pros and cons and its ultimate impact on business performance.

*“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



**Dr. Theresa M. Welbourne** is the FirstTier Banks Distinguished Professor of Business at the University of Nebraska, Lincoln as well as an affiliated research scientist with the Center for Effective Organizations (CEO), University of Southern California. She also is the founder, president and CEO of eePulse, Inc., a human capital technology and consulting firm.



**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.

## Innovation Groups

CRF Innovation Groups provide an opportunity to explore in greater depth key issues high on the agenda of today's HR professionals. Using research as the starting point, we will explore in practical terms the implications for your organisations across three topic areas.

- Challenges for Talent practitioners.
- What's new for Learning & Development managers?
- Organisational Development professionals – where to next?

These groups are designed for senior HR practitioners looking to stay ahead in these fields through the opportunity of assessing the practical implications of contemporary research, the sharing of personal experiences and drawing out key practical learning points to apply in their own organisations.

Facilitated by Karen Ward, an experienced CRF associate, the groups will be deliberately kept small to encourage dialogue and full participation from a trusting and diverse group of participants.

We anticipate high interest. Therefore, if you are interested in participating please contact Viktorija Verdina at [viktorija@crforum.co.uk](mailto:viktorija@crforum.co.uk) or +44 (0) 20 7470 7104 to find out more and reserve your place.

## Expert Advisory Forum

We are always happy to facilitate further debate following our meetings and welcome other 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.

## 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.

For further information on our 2016 webinar programme please contact Nicola Pallett at [nicola@crforum.co.uk](mailto:nicola@crforum.co.uk) or +44 (0) 20 7470 7289.

*“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





## 2016 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. Mee-Yan Cheung Judge,  
Quality & Equality

Professor Amy Edmondson  
Harvard Business School

Professor Adrian Furnham  
University of London

Professor Veronica Hope Hailey  
Bath University School of Management

Professor Herminia Ibarra  
INSEAD

Professor Robert Kegan  
Harvard University Graduate School  
of Education

Professor 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

Dr. Susan Mohrman  
University of Southern California

The Rt. Hon Michael Portillo

Professor Nigel Nicholson  
London Business School

Gideon Rachman  
*Financial Times*

Dr. Carsten Sørensen  
London School of Economics

Tom Standage  
*The Economist*

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 – is it fit for purpose?*

*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 – essentials and challenges*

*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?*



2016 Programme

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 2016.



**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 27 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.



**DDI** [www.ddiworld.co.uk](http://www.ddiworld.co.uk)

**Main contact:** Simon Mitchell, General Manager  
Email: [simon.mitchell@ddiworld.com](mailto:simon.mitchell@ddiworld.com) • Tel: +44 (0) 1753 616 000 • Mobile: +44 (0) 7824 353 777

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.



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

**Main contact:** Stein Jacobsen, Corporate Development Director – Team Europe  
Email: [stein.jacobsen@imd.org](mailto:stein.jacobsen@imd.org) • Tel: +41 21 618 0415 • Mobile: +41 79 310 5229

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.

## 2016 Programme

### 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 2016.



#### Ceridian [www.ceridian.co.uk](http://www.ceridian.co.uk)

**Main contact:** David Woodward, Chief Product & Marketing Officer  
Email: david.woodward@ceridian.com • Tel: +44 (0) 118 922 3600 • Mobile +44 (0) 7919 382 896

Ceridian is a global human capital management software company serving over 25 million users in more than 50 countries. Their offering covers the full employee life cycle, including their award winning Ceridian HCM cloud technology, Global Solutions and LifeWorks Employee Assistance programme.

Ceridian's goal is to help your business grow by giving your employees the tools & technology they need to succeed. It's much more than human capital management. It's about supporting the greatest asset of all; your people.

**Ceridian. Makes Work Life Better.™**



#### KPMG People Powered Performance [www.kpmg.co.uk](http://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, 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:** Guy Beaudin, Senior Partner  
Email: gbeaudin@rhrinternational.com • Tel: +1 416 865 0824 • Mobile: +1 416 738 4892

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.

## 2016 Programme

### 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.



#### MCE [www.mce-ama.com](http://www.mce-ama.com)

**Main contact:** Rudi Plettinx, Managing Director, EMEA

Email: [rplettinx@mce-ama.com](mailto:rplettinx@mce-ama.com) • Tel: +32 (0) 25 432 282 • 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 Programmes. MCE have been in the EMEA region for 55 years and their team of 200 passionate Learning and Development professionals focuses each day on supporting clients to achieve the impact they need at individual, team and organisational levels.

## parc

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

**Main contact:** Richard Hargreaves, Commercial Director

Email: [richard@parcentre.co.uk](mailto:richard@parcentre.co.uk) • Tel: +44 (0) 20 7432 4565 • Mobile: +44 (0) 7787 411 572

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.

## 2016 Programme

### 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 [www.ashridge.org.uk](http://www.ashridge.org.uk)

**Main contact:** Lucy Double, Corporate Marketing Director  
Email: [lucy.double@ashridge.org.uk](mailto:lucy.double@ashridge.org.uk) • Tel: +44 (0) 1442 841 444 • Mobile: +44 (0) 7736 889 857

Ashridge provides award-winning leadership development through custom and open programmes, organisational consulting, postgraduate qualifications, virtual learning and executive coaching and psychometric services. All of its development is underpinned by its rigorous academic research in the fields of Leadership, Strategy and Change. They are in the top 1% of the business schools which are triple accredited, holding AACSB, EQUIS and AMBA accreditations.



#### 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.



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

**Main contact:** Dominic Simpson, Sales & Marketing Director EMEA  
Email: [dominic.simpson@hireright.com](mailto: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, Singapore and Hong Kong. 70% of the Fortune 100 and one-third of the FTSE 100 use HireRight's services.

### Knowledge partner

We are proud to work with our knowledge partner and are 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](mailto:csim@harvardbusiness.org)

Liz Baldwin, Commercial Director, HBR Group  
Email: [ebaldwin@harvardbusiness.org](mailto:ebaldwin@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.

2016 Programme

Performance and Reward Centre (PARC)

Performance and Reward Centre (PARC) is the sister network to CRF. PARC focuses 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's philosophy is based on the belief that successful organisations need:

- to be outward looking and contextually aware in political, economic and social terms, with a compelling and clear business strategy successfully communicated, understood and owned throughout the organisation
- 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 by an engaged, capable and motivated workforce
- business information systems which provide timely, unambiguous and valid data at all levels of the organisation.

**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 7432 4565 or e-mail at [richard@parcentre.co.uk](mailto: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



“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





**crf**

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