

# crf

CORPORATE RESEARCH FORUM

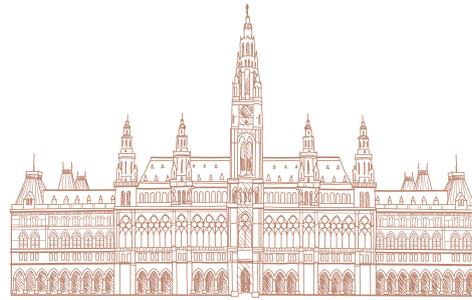
V I E N N A

# THE MEANING OF WORK



Monday 5<sup>th</sup> October — Wednesday 7<sup>th</sup> October 2015

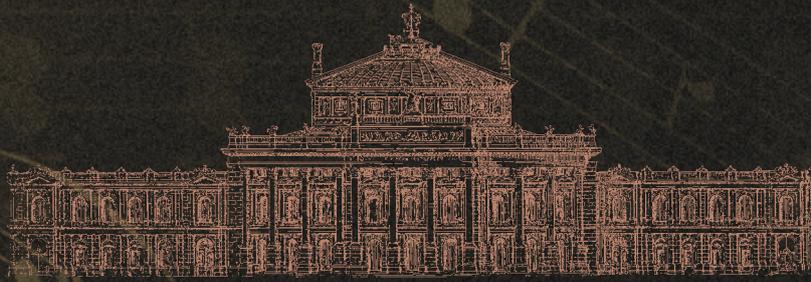




A city synonymous with music and the study of human behaviour, Vienna is the location for CRF's 7<sup>th</sup> International Conference on **the afternoon of Monday 5<sup>th</sup> October and Tuesday and Wednesday the 6<sup>th</sup> and 7<sup>th</sup> October 2015.**

The reputation and standing of our conference continues to grow as a unique event in the diaries of **business leaders, observers and thinkers committed to getting the best out of organisations and their people.** Our audience appreciates **the rich mix of practical, theoretical, academic and commercial insights** – all presented in a thoughtful and varied environment. We encourage discussion, reflection and the exchange of experiences, and provide attendees with learning points to take back to their own organisations.

Entitled '**The Meaning & Purpose of Work**', the conference will rise to the challenge of exploring and rationalising human behaviour in the workplace, often characterised by short-termism, relentless change and constant financial pressures. Creating **meaning is a function of many factors**, including clear purpose and direction, a conducive working environment, opportunities for collaboration and teamwork and a chance to learn, make a contribution and grow. Our conference will look at meaning **both at an organisational and individual level** with the objective of determining solutions applicable in the work context.



# THE MEANING AND PURPOSE OF WORK

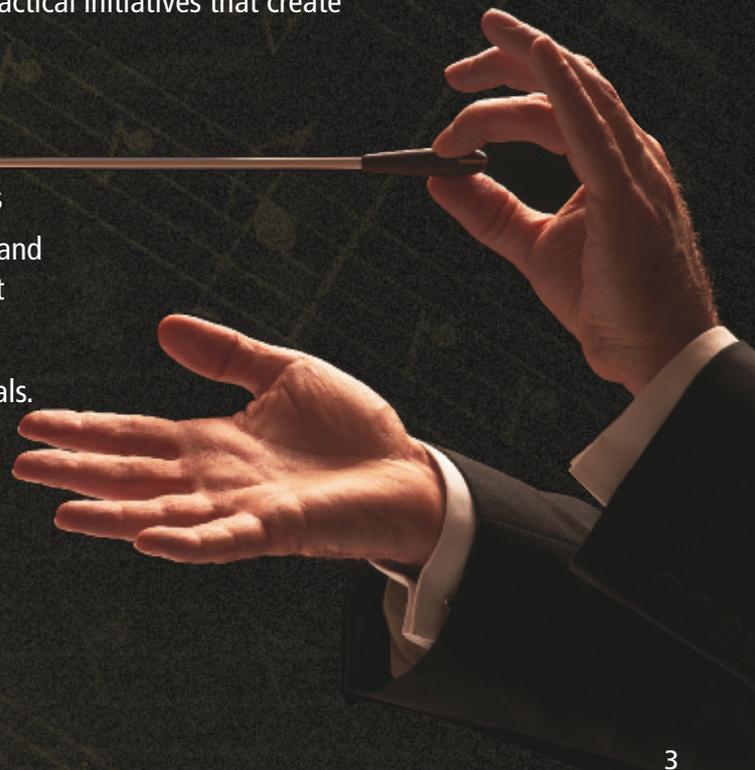
The nature of work continues to change. Lifetime careers and single company employment are things of the past as flexible and remote working, portfolio careers and work-life balance all assume more importance for individuals. Organisations have to be flexible and agile to meet the challenges of global competition and rapid product and technological developments, while negotiating cost, legal and regulatory pressures. The notion of paternalistic employers providing life-long employment, training and welfare to loyal, respectful employees has largely disappeared.

So where does this leave the meaning of work? More than simply a philosophical concept, it can deliver significant benefits to individual and organisational performance. We should strive to understand meaning at work and find opportunities to harness its power, moving from a theoretical concept to real, practical initiatives that create meaningful work and workplaces.

## Our conference will explore:

---

- our search for meaning as humans
- how organisations can determine and execute purposeful strategic intent
- creating meaningful workplaces
- purpose and meaning for individuals.

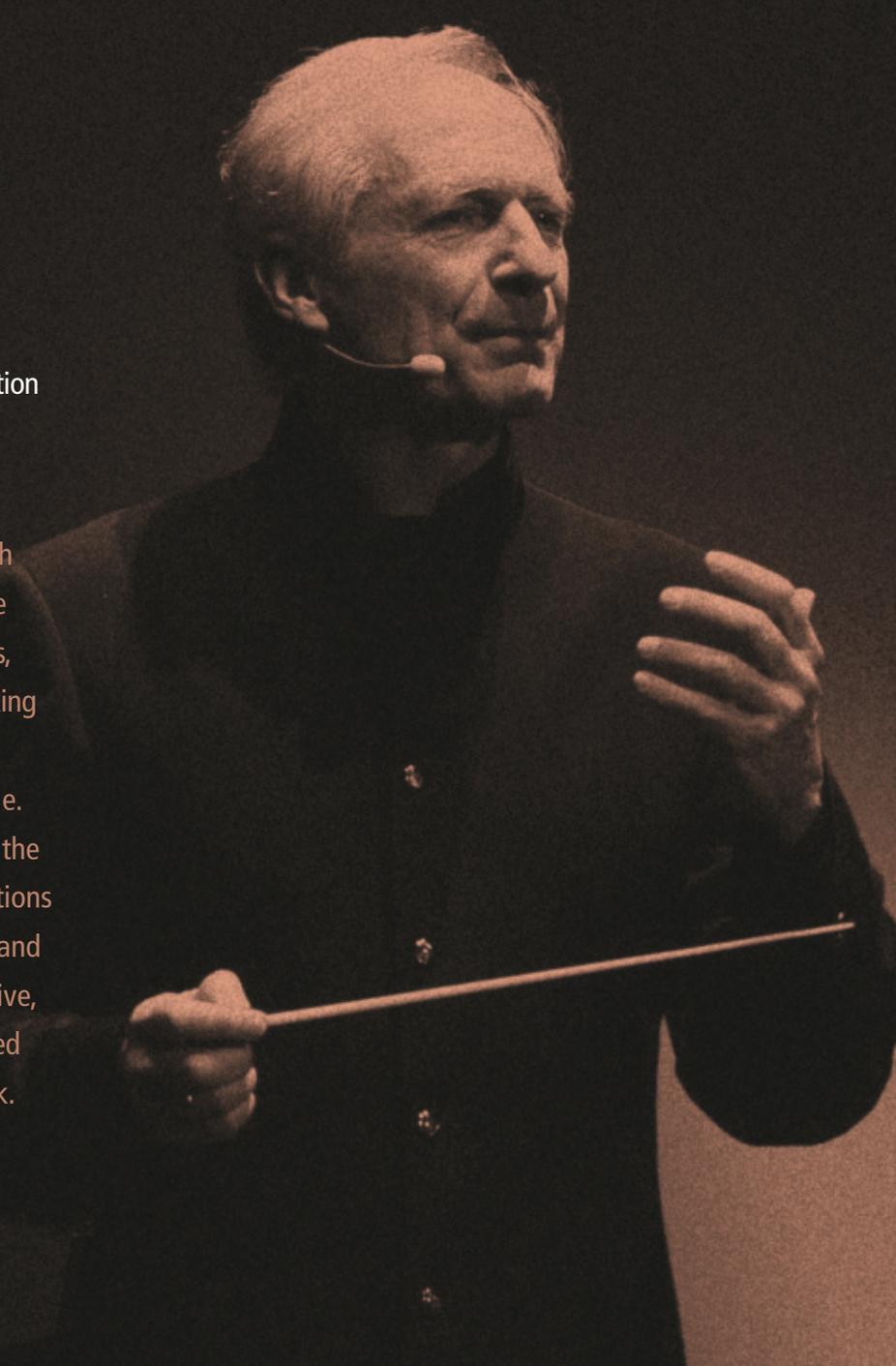


# CONFERENCE THEME

Linking the Viennese heritage of excellence in music and its standing as a major centre of philosophical and psychological study, our conference will feature the internationally acclaimed conductor Gernot Schulz and his orchestra to illustrate purpose and meaning and compare the workings of the orchestra with organisational life. Topics we will explore include:

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

We will contextualise these issues with a number of optional pre-conference masterclasses and an opening address, Man’s Search for Meaning, before looking in detail at the meaning of work for organisations, workplaces and people. Our musical contribution will look at the orchestra as a metaphor for organisations and the performances, presentations and discussions will be powerfully evocative, resulting in a deeper and more rounded understanding of the meaning of work.





# VIENNA

The country's largest and most important city, Vienna became the capital of the First Republic of Austria immediately following the Second World War in 1945. An iconic location on the banks of the Danube, Vienna has throughout history been a centre of unrivalled musical excellence, a hub for intellectual discussion and philosophical debate and, latterly, the home of psychoanalysis. Today, it is a perfect location for our conference – a thriving international city with a reputation for innovation and good living.



## CONFERENCE RECEPTION



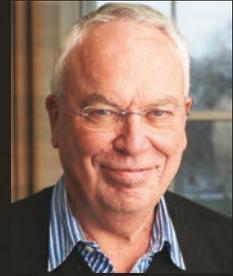
Our welcome reception will take place on the evening of Monday 5<sup>th</sup> October at the Austrian National Library, located in the Hofburg Palace where guests will be able to enjoy stunning historic architecture. The reception will enable you to meet fellow HR and senior business professionals in an informal and vibrant atmosphere. Welcoming us to Vienna will be Michael Postl, Head of Department for Foreign Economic Relations at the Federal Ministry for Europe, Integration and Foreign Affairs, Republic of Austria.

## CONFERENCE VENUE

Just 16 minutes from the airport via the direct city train, the Hilton Vienna Hotel is an outstanding conference venue with all the facilities CRF delegates have come to expect. Centrally situated and with easy access to shops and many of Vienna's major attractions, you are sure to enjoy your stay.



# CONFERENCE CHAIRMAN



## Nigel Nicholson

**Professor of Organisational Behaviour, London Business School**

Nigel Nicholson has been a Professor at London Business School since 1990. He also consults and coaches on all areas of board facilitation, leader selection and development, and culture change.

Previously a journalist, he continues to be a frequent commentator in the media on current business issues and his worldwide teaching experience and strong links with businesses in the developing world make him an outstanding choice of chairman for our debate and conversations around The Meaning of Work.

## INTRODUCING OUR PRE-CONFERENCE MASTERCLASSES

This year, we are delighted to supplement the two-day conference with three masterclass sessions led by experts in their respective fields. These sessions will be highly interactive with a strong focus on recommendations, offering attendees practical takeaways to help drive business performance.

Starting at 16.30 on Monday 5<sup>th</sup> October, and lasting 90 minutes, we highly recommend you register for one of these masterclasses to ensure you maximise your time with us in Vienna.

A	<b>The relevance of mindfulness to the executive workplace</b>		<p>Khurshed Dehnugara and Claire Breeze will seek to explore what mindfulness is and what it is not and how it can be used to foster richer, deeper conversations in executive teams and enable executives to feel more resilient and spacious in leading their organisations. They will also look to address how the experiences of emergence, disorientation, ambiguity, complexity and pace can be collaborated within organisations adopting a more mindful culture.</p>
B	<b>Protecting reputation, performance and profitability through the effective management of people risk</b>		<p>Effective risk management has become an important part of the corporate agenda, yet managing people risk remains under focused and significantly under invested. Based on research undertaken in partnership with CRF, Steve Girdler will address the perils of this situation and will provide practical recommendations for mitigating risk in the selection and development of staff and leadership.</p>
C	<b>Leadership Development: are we failing to deliver on our promises?</b>		<p>Professor Ben Bryant from IMD will review and discuss emerging leadership development practices and their impact on organisations. Professor Bryant argues that over the past 20 years there has been a stronger emphasis on self-awareness, and although participants often report new insights into themselves, it does not always create impact. Using a framework for exploring leadership development, he will encourage you to explore, question and share your assumptions and experiences along three core dimensions: time, context and depth.</p>
D	<b>Learn from the experts - HBR on leadership and interpersonal skills</b>		<p>Harvard Business Review will be leading a working masterclass on communication, leadership and emotional intelligence. Participate in group assessments to better understand your leadership style, strengths and blind spots; how likely you are to be misunderstood by others; and how well you communicate through conflict. Learning from the latest research from global experts, you will also receive additional HBR materials to take away.</p>

# AGENDA

<b>Monday 5<sup>th</sup> October</b>	
<b>AFTERNOON: 16.30</b>	
Pre-conference masterclasses	Relume, HireRight, IMD Harvard Business Review
<b>EVENING: 19.30</b>	
Welcome cocktail reception, Austrian National Library	

<b>Tuesday 6<sup>th</sup> October</b>	
<b>MORNING: 08.30</b>	
Conference registration	
Welcome and introduction	Nigel Nicholson
Man's Search for Meaning	Iain McGilchrist
Coffee and networking	
The Meaning & Purpose of Work – Organisations	Rebecca Homkes
The Meaning & Purpose of Work – Workplaces	Veronica Hope Hailey
<b>LUNCH</b>	
<b>AFTERNOON: 14.00</b>	
The Orchestra as an Organisation	Gernot Schulz
Austria today	Karl Zehntner
<b>EVENING: 19.00</b>	
Drinks	
Conference dinner	

<b>Wednesday 7<sup>th</sup> October</b>	
<b>MORNING: 08.30</b>	
Vienna city tour	
Reprise	Nigel Nicholson
The Meaning & Purpose of Work – People	Gianpiero Petriglieri
<b>LUNCH</b>	
<b>AFTERNOON: 14.00</b>	
Conference question time	Nigel Nicholson and Speakers
Round up and close	
<b>CONFERENCE ENDS: 15.30</b>	

# CONFERENCE SPEAKERS



## **Iain McGilchrist**

**Former Fellow, All Souls College Oxford and Fellow,  
Royal College of Psychiatrists**

Iain McGilchrist will prepare us for our conference discussions with a short address on Man's search for meaning. Dr. McGilchrist is committed to the idea that the mind and brain can be understood only by seeing them in the broadest possible context, that of the whole of our physical and spiritual existence, and of the wider human culture in which they arise – the culture which helps to mould, and in turn is moulded by, our minds and brains.

Iain's thoughts will be invaluable in encouraging wider questioning of our conference theme and the contextualising of our discussions.



## **Rebecca Homkes**

**Faculty member, London Business School and Fellow,  
London School of Economics**

Having thought about meaning we will move on with discussions around work as defined by the strategies, roles, outputs and shared responsibilities of an organisation and the way in which these concepts are communicated and shared. Rebecca Homkes will explain her thoughts on strategy development and execution and how the notions of business plans and objectives link to and are influenced by leadership and the meaning of work.



## **Veronica Hope Hailey**

**Dean of the School of Management and Chair in Management  
Studies, University of Bath**

Business success is not just about great people and effective organisations but needs a meaningful workplace where the values, ethics, indeed the spirit of the organisation are recognised, accepted and protected. Veronica's work with mainly large, mature organisations in the areas of corporate renewal and people transformation ideally place her to comment on and critique the concept of meaningful workplaces.

Additionally, as Dean of the School of Management at University of Bath, she is personally and directly involved in ensuring and delivering the best possible workplace for staff and students alike.



### **Gernot Schulz**

#### **Internationally Acclaimed Conductor, Musician and Teacher**

An acclaimed musician and conductor, Gernot Schulz has worked with many leading orchestras and figures in the music world. He and his fellow musicians will demonstrate how music and the orchestra may be used to illustrate meaning and purpose for organisations and individuals. They will look at the rules which bind them together to present a coherent whole and shared strategic intent whilst allowing individuals to innovate and flourish. Additionally, they will examine the role of leadership and consider how communication takes place both formally and informally.

Together with his orchestra, Gernot will provide a musical counterpoint to our presentations, inviting attendees to draw comparisons between the orchestra and the issues raised by speakers and perhaps see something of their own organisations in the discussions.



### **Karl Zehntner**

#### **Professor of Financial Leadership, University of Applied Science, Vienna**

A popular element on our conference has become the presentation to our host country, its political, economic and social issues and a glimpse into the lives of the people who live there. Karl Zehntner is an academic and international business consultant who will tell us a little of Austria and the hopes and concerns of the Austrian people.

An Austrian and resident of Vienna, he is in an excellent position to comment on contemporary life in the country.



### **Gianpiero Petriglieri**

#### **Associate Professor of Organisational Behaviour and Director of the Management Acceleration Programme, INSEAD**

The essence of the meaning of work is what it means for individuals and groups and how their responses to their organisations and environments, coupled with their personal needs and expectations, lead to work having meaning for them. Gianpiero will share his academic interests which include leadership, identity, adult development and experiential learning. His research explores how and where people develop and sustain the personal foundations and professional abilities to exercise leadership mindfully, effectively and responsibly.

There will undoubtedly be examples of issues raised by Professor Petriglieri which will connect with you, your organisations and leave you with a better understanding of the meaning and purpose of work as seen through the eyes of working people.



# PRE-CONFERENCE MASTERCLASSES

## **Khurshed Dehnugara and Claire Genkai Breeze** **Co-founders, Relume**

Khurshed and Claire have over 40 years' experience advising those working at the most senior levels in large, complex global organisations. They have worked at Group Board level for Aviva, Centrica, GlaxoSmithKline, easyJet, Deutsche Bank, Direct Line Group, Harrods, Imperial Tobacco, National Australia Bank, Phillips, Prudential, Royal Bank of Scotland, RSA, T-Mobile, Telstra and many other leadership teams of local operating companies and subsidiaries.

Both Claire and Khurshed show an unusual integration of business acumen, psychological training and spiritual interest. They are accomplished public speakers, invited to innovation and leadership conferences all over the world for their rich mix of challenge, insight and pragmatism. They are co-authors of *The Challenger Spirit – Organisations That Disturb The Status Quo* (2011) and Khurshed recently published *Flawed but Willing – Leading Large Organizations in the Age of Connection* (2014).

## **Steve Girdler** **Managing Director EMEA, HireRight**

As Managing Director, Steve oversees HireRight's operations across the EMEA region. Prior to joining the candidate due diligence company, Steve served as Director of London 2012 for Adecco where he managed the company's high profile London 2012 Olympic and Paralympic Games contract and sponsorship. In addition, he has held senior leadership roles with KPMG and some of the largest names in the resourcing and outsourcing industries such as Manpower and Kelly Services.

## **Ben Bryant** **Professor of Leadership, IMD Business School**

Ben Bryant is a Professor of Leadership at IMD. For the past 20 years, his work has focused on how executive team dynamics and in depth self-awareness can influence the impact of leadership and change. Professor Bryant has been at the leading edge of leadership development thought and practice for many years. In addition to designing and directing several innovative in-company leadership development programs, he has also directed IMD's flagship leadership development program (Mobilizing People) and one of the most successful long running consortium programs (the Global Business Consortium at London Business School).

Professor Bryant has a strong capacity to both inspire and engage senior executives in learning. At IMD, he is the Director of CEO Learning Centre, where he focusses on the learning of very senior executives and their teams. His approach is characterised by challenging behaviours, orthodoxies, beliefs and assumptions of senior executives, to help them become more open and responsible for their own learning and change. One of his special interests is the dynamics of family businesses.

**Venue:** Hilton Vienna Hotel, Am Stadtpark 1, A - 1030, Vienna, Austria

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

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

For more information please visit [www.crforum.co.uk](http://www.crforum.co.uk). To reserve your place please contact Lynn Little at [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) or +44 (0) 20 7470 7104 remembering to state which masterclass you will be attending.

With thanks to our Programme Partners:

Bird & Bird  HayGroup®

With thanks to our Conference Partners:

Knowledge Partner:



Media Partner:





CORPORATE RESEARCH FORUM

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