

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





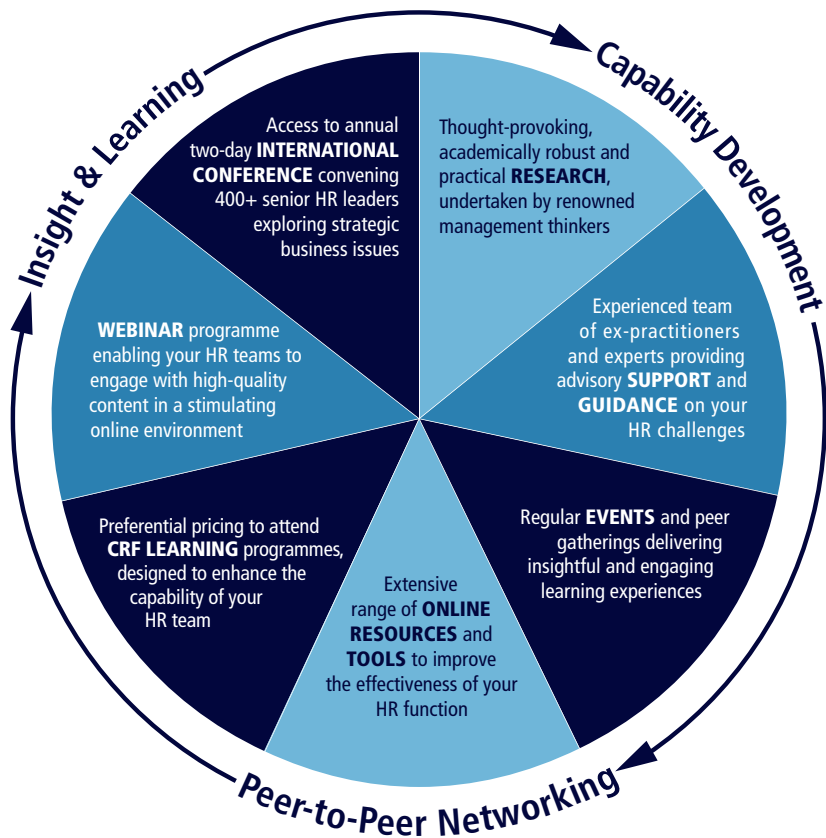
Welcome to the Corporate Research Forum 2017 programme

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.

"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



2017 Programme

Schedule at a glance

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



2017 Programme

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



Masterclass

Date

Tuesday 31st January
09.00 – 16.00

Venue

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



European masterclass

Date

Thursday 2nd 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 *Developing a Business Relevant HR Function – Adding value through analysis, relevance and evidence*, 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?

"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



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. Professor Wright teaches, conducts research, and consults in the area of Strategic Human Resource Management (SHRM), particularly focusing on how firms use people as a source of competitive advantage and the changing nature of the Chief HR Officer role. He is the Editor-in-Chief for the Journal of Management.



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. His books include *The Halo Effect*, and *Left Brain, Right Stuff: How Leaders Make Winning Decisions*. Following a BA and MBA from the University of California, Phil received his PhD from Wharton.



Nick Holley is a Director of CRF Learning, with responsibility for building on CRF's unique position as one of the largest business-focused HR networks. 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.



Thriving In Complex Systems – Increasing Organisational Productivity



Masterclass

Date

Wednesday 8th 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 21st 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 over the past three decades including INSEAD, Cambridge University, and the Helsinki School of Economics. He is closely associated with Duke CE on senior level engagements around Authentic Leadership, Adaptive Leadership, Leading 21st Century Organisations, and Purpose and Significance. Prior to this, he was a 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 as a genuinely integrated basis for organisation design, reward management, leadership development and career planning based on the underlying logic the DMA Solution Set.



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.



2017 Programme

Harnessing Innovation to Navigate a Bold but Uncertain Future



European residential workshop

Date

Monday 3rd April – Tuesday 4th 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 a 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 and also authors a regular column for Forbes.com entitled *The Ideas Business*. He first joined IMD in 1990, and was part of the IMD team that developed the Managerial Deep Dive process for improved innovation conversations. His book, *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.



2017 Programme

Leading at the Edge



Residential workshop

Date

Tuesday 23rd May – Wednesday 24th 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.



2017 Programme

Understanding Potential – Are We Looking In The Wrong Place?



Lecture and drinks reception

Date

Wednesday 7th 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.

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 4th July
09.00 – 16.00

Venue

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



European masterclass

Date

Thursday 6th 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 top left:
Nigel Paine, Matt Nixon,
Karen Ward

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.

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.



2017 Programme

Organisational Performance Improvement



Masterclass

Date

Tuesday 5th 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 6th 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 2nd October – Wednesday 4th October

Monday 2nd

Welcome drinks reception: 19.00 – 21.00

Tuesday 3rd: 09.00 – 17.00

(followed by dinner)

Wednesday 4th: 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 2nd October and Tuesday 3rd 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.

"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

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.



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 a Professor of Management at the University of Virginia. For 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 7th 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 9th 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*.



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. This will have two elements:

- A suite of open programmes aimed at three communities outlined below, which are supported by electives around key HR topics including organisation development and change, innovation and agility, commercial acumen, talent management, developing leadership and improving performance.

HR at the enterprise level

You are the HRD of a business unit or a SME. The programme will help you make the transition into a board or executive team HRD role in a FTSE 350 or similar size organisation.

HRD

You aspire to your first HRD role. The programme will help you develop your strategic and commercial thinking and your personal impact as part of a leadership or management team.

HR BP

You are an HR Business Partner. The programme will help you move from reactive and operational to a proactive strategic and commercial contributor in your organisation.

- Working with organisations to develop and deliver bespoke HR Development programmes based on CRF content within the context of your organisation.

Why CRF Learning?

- CRF is focused on HR, and its contribution to business success. It's what we've all done in large companies, it's the only thing we do and it's what we're passionate about. This deep experience gives us an unrivalled practical slant to our work.
- Our HR manifesto, a strong commercial model of what HR is, underpins how we think about developing HR and its people.
- We are one of the largest and fastest growing HR networks involving major global organisations.
- We draw on highly engaging world-class experts with real world experience in large complex organisations. This gives us the flexibility and deep experience to deliver what is needed, when and where it's required.
- We source high level HRD expertise from our member companies complemented by close partnerships with leading institutions such as Duke CE, Wharton, IMD, USC and Columbia.
- Delivering learning events based on core principles of how senior business people learn using highly engaging, interactive and often visceral learning methodologies not 'Death by PowerPoint'.
- CRF not only has design, content and facilitation expertise but also great expertise in event and programme management in the UK and across Europe ranging from peer-to-peer interest groups and seminars, to learning events and major conferences.

"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 Chair Professor of Leadership and Learning at INSEAD. Author of *Act Like a Leader, Think Like a Leader*



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.

The groups are deliberately kept small to encourage dialogue and participation from across the participants. For full information please contact Viktorija Verdina at viktorija@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 or +44 (0) 20 7470 7104.

CRF webinars

Our webinar series aim 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 2017 webinar programme please contact Viktorija Verdina at viktorija@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



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 PARC membership, and the associated fees, please contact Richard Hargreaves, Commercial Director, on +44 (0)20 7470 7104 or e-mail at richard@parcentre.co.uk.

"I am very selective about the communities I join – PARC is on this very short list."

John Beadle
Global Head of Performance and Reward, Rio Tinto





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

Main contact: Ian Hunter, Partner & Co-head, International HR Services group
Email: 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.



IMD www.imd.org

Main contact: Christophe Touton, Executive Director for Client and Market Development
Email: 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

Main contact: Natalie Jacquemin, Partner, Head of Talent Strategy & HR Effectiveness Practice
Email: 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.



SD Worx www.sdworx.be/en

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

SD Worx offers modern technology and managed services for Payroll, Workforce Management, HR, Talent Management and Analytics. With powerful insights, a friendly user experience and dedicated support, organisations can find and hire the right people, process pay, maintain records and schedule staff efficiently while ensuring compliance throughout the employee lifecycle.



2017 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 2017.



Duke Corporate Education www.dukece.com

Main contact: Mimi Armstrong, Director, Business Development
Email: 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

Main contact: Mike Falvey, Partner
Email: 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

Main contact: Simon Callow, Partner
Email: 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.



2017 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.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.



HireRight 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.



metaBeratung 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 / 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.



2017 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 Executive Education www.hult.edu/ashridge

Main contact: Lucy White, Marketing Director

Email: lucy.white@ashridge.hult.edu • Tel: +44 (0) 1442 841 444 • Mobile: +44 (0) 7736 889 857

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.



OrgVue www.orgvue.com

Main contact: Julia Adamson, Director

Email: julia.adamson@concentra.co.uk • Tel: +44 (0) 7540 914 744

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.



2017 Programme

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

Main contact: Jamie Wilson, Publisher

Email: 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

Email: richard@crforum.co.uk • Tel: +44 (0)20 7470 7104 • Mobile: +44 (0) 7787 411 572

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

Main contact: Richard Hargreaves, Commercial Director

Email: richard@parcentre.co.uk • Tel: +44 (0)20 7470 7104 • 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

Main contact: Dan Caro, Director

Email: 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 - formally United Biscuits





CORPORATE RESEARCH FORUM

One Heddon Street Mayfair London W1B 4BD United Kingdom

T + 44 (0) 20 7470 7104 F + 44 (0) 20 7470 7112

www.crforum.co.uk info@crforum.co.uk @C_R_Forum