

## DELIVERING BUSINESS IMPACT

# HRBP – BUSINESS CATALYST

**PROGRAMME LEADER**  
**Professor Nick Holley**

**PROGRAMME ONE**  
**28 – 29 March 2017**

**PROGRAMME TWO**  
**1 – 2 November 2017**

**LOCATION**  
**Hartsfield Manor, Sandy Lane,**  
**Betchworth, Surrey RH3 7AA**

## ABOUT THIS PROGRAMME

HR delivers value to organisations through four main areas of activity – operations, talent, performance and change. This programme will enhance your capability in these four areas and explore how they can most effectively support and drive business performance.

Through a blended learning environment, with an emphasis on practical implementation, the programme will increase your impact on your organisation by:

- developing deeper commercial and strategic thinking
- faster and more effective delivery
- enhanced influencing skills.

## BENEFITS OF ATTENDING

This programme will examine the attitudes that differentiate great HRBP's and by working through CRF's Strategic HR framework, enhance your capabilities in a range of areas to increase your effectiveness. Specifically you will:

- Gain greater understanding of how your organisation operates, delivers value and drives success, enabling you to be a more effective business partner.
- Enhance credibility with your customers through greater commercial acumen, business understanding and influencing skills.
- Grow in confidence to challenge existing thinking through a robust model for effective HR.
- Evaluate where you can add greater value to the organisation.
- Build your overall capability ensuring you optimise your business impact.

Attendees will receive digital copies of all programme materials, relevant CRF research and a workbook to work through concepts, models and plan a programme for on-going development.



## PROGRAMME LEADER PROFESSOR NICK HOLLEY

The programme is led by Professor Nick Holley, Director of CRF Learning, who has extensive experience of running HRBP programmes in over 20 different countries, and whose practical research identifies what works to initiate successful and sustainable impact. Nick will be complemented by input from senior HRD's and line leaders.

## WHO SHOULD ATTEND?

Attendees will be existing HR Business Partners, specialists moving into the role or HR managers ready for a more strategic position. We expect all attendees to be technically proficient in HR with this programme developing your business and partnership skills in order to maximise your impact on your organisation.

## LOCATION AND COST

The programme will be held at:

**Hartsfield Manor**  
**Sandy Lane**  
**Betchworth**  
**Surrey**  
**RH3 7AA**

The cost of the programme is £1,500 (+VAT) for CRF members and £3,000 (+VAT) for non-members

This includes accommodation and dinner for the connecting night of each programme. The previous night may be booked at additional cost.

To register for this event please contact Harriet Ojo on +44 (0) 207 470 7104 or at [harriet@crforum.co.uk](mailto:harriet@crforum.co.uk)

## THE PROGRAMME IN DETAIL

### Prior to the programme:

- You will carry out a high level organisational analysis using CRF's strategic HR framework, which we will work on during the programme.
- You will agree a learning contract with your HR line manager and business leader to link individual learning to organisational impact. This will be reviewed after the programme to evaluate sustained changes in behaviour and impact.

### Day 1

#### • AM – The role of the HRBP

- Ensuring clarity of HR's purpose, vision and values.
- Core purpose of the HRBP: The role of the HRBP vs where most time and effort is spent.
- Key attitudes of great HRBP's.

#### • PM – CRF's strategic framework for HR

- Techniques for organisational analysis – you will review the analysis carried out as pre-work and explore the commercial imperatives of cost, sales, quality, innovation and customers and how HR adds value.
- You will simulate a senior management meeting to explore the business analysis and understand key business inputs – business imperatives, external environment, internal climate, resources, etc.
- You will look at perspectives from other members of the management team to explore how HR can add value to these conversations and not simply respond to HR related questions.
- From this experience you will look at how to influence decision making and manage expectations to generate greater impact.

### Day 2

#### • AM – CRF's strategic framework for HR (continued)

- You will explore the link between the business analysis carried out on day one and the implications for HR in the areas of talent, performance and change.
- This will explore the:
  - Assessment of capability vs organisational challenges.
  - Necessity of evidence in decision making.
  - Principles of social science: defined objectives, clear project plan, involvement of stakeholders, theoretical underpinning, use of data and robust process for evaluation.
  - Understanding relationships, alliances, allegiances and coalitions.
  - Communications, involvement and ownership.

#### • PM – Future and on-going development

- Learning doesn't stop with the end of the programme, so we will work with you to create a developmental and longer term career agenda for yourself and colleagues.
- This will identify sources of insight, fresh thinking and good practice.

## 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 delivers a suite of development programmes aimed at enhancing the capability of the HR function and the individuals within it.

### Impact not input

The programmes will focus on making a difference to the performance of organisations by building the skills and capability that underpins it.

### Custom programmes

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

*"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  
HR VP EMEA, Paypal