



# collaboration in a competitive world:

DRIVING INNOVATION, EFFICIENCY AND PRODUCTIVITY

9<sup>th</sup> CRF International Conference || 2<sup>nd</sup> – 4<sup>th</sup> October 2017, Amsterdam





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The 9<sup>th</sup> CRF International Conference will take place in Amsterdam on the afternoon of Monday 2<sup>nd</sup> October and Tuesday and Wednesday 3<sup>rd</sup> and 4<sup>th</sup> October 2017 at The Okura Hotel.



Entitled '**Collaboration in a competitive world: driving innovation, efficiency and productivity**', we will be focussing on the crucial part collaboration will play in business success in the coming years – at the individual and organisational levels, and setting out some of the pre-requisites for optimal outcomes.

Emerging technologies, globalisation, political uncertainty, changing customer demands, the psychology of emerging workforces and ever increasing economic pressures all pose threats. They will need imaginative and flexible responses relying on knowledge and skills, not all of which will be available internally. Team working, sharing of resources and knowledge, and changing ways of operating will be the norm in successful organisations.

We will consider how individuals and organisations can best collaborate, the identification and leveraging of networks and the extrapolation of the concept of teamwork to teaming. But how will these new networks develop and how can we optimise value?

Joining us will be an outstanding faculty of academics and professionals leading in the field of collaboration. Sharing their innovative ideas will be:

- Dr Margaret Heffernan, Author and Producer
- Professor Amy Edmondson, Harvard Business School
- Professor Rob Cross, Babson College
- Hamish Taylor, Innovation Consultant and former CEO
- Alex Steele, Jazz Pianist and his band.

Collectively, they will explore new concepts and issues surrounding collaboration, such as improving performance through social network analysis, leading in the connected world, the art of teaming, the dark side of collaboration and cross-industry collaboration.

We shall also be taking an analogous look at collaboration through the eyes of a jazz band and draw parallels between real time creative musical collaboration and the lessons to be learnt in the commercial world.

We believe collaboration is not optional, but the way the world will work in the next decade. We need to be ready.

The outstanding contributors, interactive format and analysis of issues make our International Conference a growing and increasingly influential forum for business leaders and HR specialists.



# conference experience

Our International Conference is an influential forum for business leaders and HR specialists who recognise that leveraging the capability of their organisations and people requires open-minded debate, a willingness to challenge conventional thinking and an ability to identify and implement changes into their organisations.

*"CRF sets a high bar for their annual conference. They are always pertinent to current trends and what we are facing in our organisation. Every year I wonder, how will they top last year? But they always do."*

**Andy Newall**

Group HR Director, Imperial Tobacco

We endeavour to broaden the horizons of attendees through a mix of informed presentations and informal discussions allowing everyone to take away a collection of thoughts, ideas and concepts to develop and adapt into their own organisations.

*"Thanks for another fantastic international conference which was energizing, enlightening and provocative. Top-notch speakers and masterful facilitation by Margaret Heffernan plus stimulating conversation with my fellow participants."*

**Cindy Davis**

Global Head of HR, Emerging Markets, Thomson Reuters



**Nicholas Creswell**

@ncreswell

Two hours into a typical HR conference, I'm losing the will to live. Two hours into #CRFVienna, my brain is humming. Best possible start!

The conference will convene 400+ senior business and HR leaders from major international organisations in an environment built on informality, openness, trust and honesty. During the conference you will:

- Understand the importance of collaboration (both within and across organisations)
- Establish optimum ways of working to ensure networks develop, teaming occurs and productivity is heightened
- Be inspired by a combination of leading global academics, authors, business leaders and a jazz band!
- Create new business relationships and enhance existing ones in order to explore new ways to collaborate
- Think more broadly about your organisation's effectiveness and seek ways to optimise performance
- Engage in discussion, debate, networking and enjoyment with your peers
- Discover practical insights that can be applied within your organisation.

*"CRF in Prague was my most favourite yet. Two days jam packed with thought provoking, inspiring and disruptive content. The speakers were exceptional – bringing insight, perspective and challenge that enabled exciting and useful debate on the tables, in the breaks, over dinner and even on the plane home."*

**Val Garside**

HR Director, Penguin Random House

The conference has become a 'must attend' event in the diaries of our members and other influential and progressive business and HR leaders.

We look forward to welcoming you to this unique and thought provoking event.



**@HRCurator**

#CRFBerlin @C\_R\_Forum

Many thanks for yet another stimulating and insightful conference.

# conference agenda

## MONDAY 2<sup>nd</sup> OCTOBER

<b>AFTERNOON: 16.00</b>	<b>Masterclasses registration</b> <b>Pre-conference masterclasses</b> IMD, JCA Global, KPMG, Mercer, OrgVue and RHR
<b>EVENING: 18.45</b>	<b>Welcome cocktail reception</b> – The National Maritime Museum

## TUESDAY 3<sup>rd</sup> OCTOBER

<b>MORNING: 08.00</b>	<b>Conference registration</b> <b>Welcome and introduction</b> Dr Margaret Heffernan, Author and Producer <b>Learning from the outside: Innovation through collaboration</b> Hamish Taylor, Innovation Consultant and a former CEO <b>The art of teaming: Performance improvement through collaboration</b> Amy Edmondson, Novartis Professor of Leadership and Management, Harvard Business School <b>Characteristics of collaborative networks</b> Rob Cross, Edward A. Madden Professor of Global Business, Babson College
<b>LUNCH: 12.30</b>	
<b>AFTERNOON: 14.00</b>	<b>Collaborative syncopation: What can we learn from jazz?</b> Alex Steele, Jazz Pianist and Consultant <b>Collaborative teaming – encouraging involvement</b> Amy Edmondson, Novartis Professor of Leadership and Management, Harvard Business School
<b>EVENING: 18.00</b>	<b>Drinks reception &amp; conference dinner</b>

## WEDNESDAY 4<sup>th</sup> OCTOBER

<b>MORNING: 08.30</b>	<b>City tour registration</b> <b>Amsterdam city tour</b> <b>Cross-sector collaboration – making it work</b> Hamish Taylor, Innovation Consultant and a former CEO <b>Executive overload – the downsides of collaboration</b> Rob Cross, Edward A. Madden Professor of Global Business, Babson College
<b>LUNCH: 12.30</b>	
<b>AFTERNOON: 13.30</b>	<b>Collaborative performance – can you transfer it?</b> Alex Steele, Jazz Pianist and Consultant <b>Conference forum</b> Dr Margaret Heffernan, Amy Edmondson, Rob Cross Hamish Taylor and Alex Steele <b>Closing remarks and summary</b> Dr Margaret Heffernan
<b>CONFERENCE CLOSES: 15.00</b>	



# conference speakers



## CONFERENCE CHAIR

### **DR MARGARET HEFFERNAN – AUTHOR AND PRODUCER**

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



### **PROFESSOR AMY EDMONDSON – HARVARD BUSINESS SCHOOL**

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, 2013 and 2015 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.



### **PROFESSOR ROB CROSS – BABSON COLLEGE**

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



### **HAMISH TAYLOR – INNOVATION CONSULTANT AND FORMER CEO**

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 – JAZZ PIANIST AND CONSULTANT**

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.

## CONFERENCE VENUE

Our conference will be held in the Hotel Okura, Ferdinand Bolstraat 333, 1072 LH Amsterdam, The Netherlands. This luxury, five-star hotel located closely to the city centre and city canals, is an outstanding conference venue with excellent business services, fitness facilities, Michelin-starred restaurants and stylish bars.

## PRE-CONFERENCE DRINKS RECEPTION

Our welcome drinks reception on 2<sup>nd</sup> October, will be held in Het Scheepvaartmuseum, also known as the National Maritime Museum. This informal evening enables guests to meet in a relaxed atmosphere, informally network and hear a brief welcome speech covering current affairs, economy and a business outlook of the Netherlands.

## CITY TOUR

Attendees will have an opportunity to see a little more of our host city by taking the tour on the morning of 4<sup>th</sup> October. Lasting 90 minutes we shall take in some of the principle sights of Amsterdam in the company of an expert local guide.

## PRE-CONFERENCE MASTERCLASSES

We are delighted to supplement our conference with six 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 2<sup>nd</sup> October, and lasting 90 minutes, we highly recommend you register for one of these masterclasses to ensure you optimise your time with us in Amsterdam.



### THE ZEN OF COLLABORATION

Collaboration is essential for the survival of collectives. Yet, humans often compete even when they can attain far superior outcomes if they had collaborated. We will examine one of the fundamental barriers to collaboration – stress. We will then show how mindfulness – a state of being present can be an antidote to stress and thereby a potential intervention that can nudge people to collaborate more. This session will involve experiential exercises to examine the nature of our own minds that tend to compete even when collaboration is our desired intention.



### WHAT MAKES A COLLABORATIVE LEADER?

Over the last two decades the requirement to collaborate has doubled. What kind of leadership is most effective in building collaboration? How can you develop the attitudes and behaviours that make collaboration work? With the help of the latest research in neuroscience and psychology, we will uncover how to help leaders cultivate a collaborative mindset and create an adaptive culture in which people learn and thrive.



### 'INFORMATION IS POWER' OR 'COLLABORATION IS POWER'?

In the past, robust information management has had the potential to provide companies with a distinctive competitive edge in the market. With the continuous changes in today's society and particularly a pressing need for digital transformation, we question whether collaboration is now the key to ensuring competitiveness? Our session will look at the different approaches organisations are adopting to collaborate, who they are collaborating with and the tools they are using.



### TALENT ECOSYSTEMS: THE POWER OF INTER AND INTRA ORGANISATION COLLABORATION

Over the next 5-10 years, organisations need to significantly change and advance their approach to managing critical capabilities. The classical employment model, typically hiring permanent employees to manage work activities, has given way to a different approach – the 'talent ecosystem': a collaborative, transparent, technology-enabled, rapid-cycle way of managing activities through networks and partnerships. This masterclass will offer insight into the types of talent in a Talent Ecosystem, the benefits and risks of developing one, and the ways to do it.



### USING ORGANISATIONAL ANALYTICS TO IMPROVE WORKFORCE COLLABORATION AND PRODUCTIVITY

New collaborative technologies are dramatically changing the way we work today. With the flexibility to tap into the right experts and skills across the workforce at speed, we see organisational hierarchies flattening, siloes breaking down, and teams growing more agile, connected, and virtual. But leaders need to recognise that for a productive collaboration to occur, they need to foster the right conditions for people to perform in. This workshop will cover organisational analytics and a data-driven approach to create a productive workforce environment – one that has right people, in the right place, doing the right things, at the right time.



### THE CHANGING WORLD OF TEAMS – HIGH PERFORMING TEAMS OF THE FUTURE

As the waves of change challenge our traditional views of the way we work together, we look at the role of teams in shaping successful organisations. Using our own research we will look at high performing teams in different environments and seek to explore how the nature of teamwork is changing. It will be a highly interactive session drawing on current research and case studies and will be ideal for anyone interested in exploring what makes a high performing team of the future.



## VENUE

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

## COST

CRF members qualify for two – four 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 £250 + VAT per night for those who wish to stay at the conference venue. We recommend a two night stay – Monday 2<sup>th</sup> October and Tuesday 3<sup>rd</sup> October.

To reserve your place please contact Lynn Little at [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) or on +44 (0) 2074707104 remembering to state which pre-conference masterclass you will be attending.

For more information please visit [www.crforum.co.uk](http://www.crforum.co.uk).



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