

## DELIVERING BUSINESS IMPACT

# COMMERCIAL THINKING FOR HR

### PROGRAMME LEADERS

**Dr Rebecca Homkes**  
**Nick Holley**

### MODULE 1

**19 – 20 September 2017**

### LOCATION

**Selsdon Park, 126 Addington Road,  
Sanderstead, Surrey CR2 8YA**

### MODULE 2

**4 December 2017**

### LOCATION

**Eversheds, 1 Wood Street,  
London EC2V 7WS**

## ABOUT THIS PROGRAMME

All of the CRF Learning programmes focus on business impact, but this programme will go into greater depth about what this actually means. It will build on the high level views from the HRD and HRBP programmes in which much of the focus was on behaviour. Whereas this programme will focus entirely on the impact. You will create a clear action plan for implementation in your own organisation that not only enhances individual competence but that makes a real impact on organisational performance.

### It will help you to:

- Appreciate what commercial acumen is and why it matters
- Understand the strategic situation and the implications for HR
- Ensure HR doesn't just do HR, but that it creates value for your organisation
- Apply this to your own organisation.

Doctor Rebecca Homkes and Nick Holley will lead the programme. They both have extensive commercial experience and have worked as educators and consultants with numerous organisations looking at the commercial and strategic issues that underpin great HR.

## BENEFITS OF ATTENDING

### The programme will prepare you to:

- Go beyond justifying HR's role to delivering true commercial value to the business
- Understand, analyse and take a balanced view of business performance grounded in commercial value creation, the triple bottom line and business ethics
- Be the balance in discussions with business leaders and management teams to ensure driving short-term results is balanced with long-term investment in organisational capability
- Develop your confidence in demonstrating commercial solutions to deliver sustainable business success.

## THE PROGRAMME IN DETAIL

### Prior to the programme:

- You will complete a commercial acumen checklist
- You will research the strategic and commercial issues in your organisation.

### Module 1 Day 1: The Strategic Context

- What is commercial acumen and why does it matter?
- What is strategy? The strategic situation
- How do we create a competitive advantage?
  - The value proposition
  - The value chain
  - Risks and capabilities
- What does this imply for HR?

We will be joined for dinner by an investor to understand how business owners view HR.

## WHO SHOULD ATTEND?

This programme is aimed at HR Managers and those more senior, and requires a level of understanding of the core principles of HR. Typical attendees will be HR Business Partners, functional HR specialists and Generalists building your career. In every case though, commercial thinking will be critical to your professional and personal success.

The programme will go beyond 'finance for non-financial managers', and explore how:

- Value is created in an organisation
- The operational and strategic levers that can be pulled to increase value
- HR's influence and how this drives prioritisation, delivery and measurement.

## LOCATION AND COST

The programme will be held at:

**Selsdon Park**  
**126 Addington Road**  
**Sanderstead**  
**Surrey**  
**CR2 8YA**  
and

**Eversheds**  
**1 Wood Street**  
**London**  
**EC2V 7WS**

The cost of the programme is £2,500 (+VAT) for CRF members and £4,000 (+VAT) for non-members.

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

To register for this event please contact Harriet Ojo on +44 (0) 203 457 2640 or at [harriet@crforum.co.uk](mailto:harriet@crforum.co.uk)

## THE PROGRAMME IN DETAIL (CONTINUED)

### Module 1 Day 2: The Commercial Context

- How is value created?
  - Operational performance
  - Cash flow
  - Investment
  - PE ratios
  - Financial skills – being able to read financial reports
- The triple bottom line – balancing shareholders with other stakeholders
- Applying the learning to the business and to HR.

#### Between Modules:

You will apply your learning to analyse your own organisation.

### Module 2 Action Day

You will present to the group your own analysis and conclusions on your organisation's commercial challenges with a focus on what this means for HR and for you – what do you need to stop and start doing?



### PROGRAMME LEADERS DR REBECCA HOMKES

Rebecca is a Teaching Fellow at the London Business School's (LBS) Department of Strategy and Entrepreneurship as well as its Centre for Management Development. She is also a Fellow at the London School of Economics' Centre for Economic Performance (CEP) and a Director at the Ashridge Strategic Management Centre. Through her boutique consultancy firm, she works with CEOs and executive teams of top global organisations on strategy and execution, as well as hyper-growth companies on developing and executing strategies for growth, especially through uncertainty. A venture partner at GrowthX and Board Member for the Silicon Valley Growth Syndicate, she advises several technology companies and groups of entrepreneurs on strategy and growth. Rebecca has also directed the joint McKinsey & Co / CEP Global Management Matters project since 2007 and serves on several commissions relating to productivity management and competitiveness policies. She was formerly a fellow at the White House's President's Council of Economic Advisors and a strategy consultant with Bain & Co. A Marshall Scholar. She earned her MSc and PhD at the London School of Economics.



### NICK HOLLEY

Nick is Director of CRF Learning. He has extensive experience not only in researching key trends in HR (he was voted the fifth most influential thinker in HR) and working with major global businesses, but he also has a background in senior HR roles as a partner at Arthur Andersen and Director of Global People Development at Vodafone. Prior to working in HR, Nick was a foreign exchange and futures broker at Merrill Lynch. This gives him a highly focused, commercial and practical outlook on HR.

He has acted as the coach and facilitator for HR leadership teams in numerous organisations and has developed and delivered HR capability programmes in twenty countries as well as at Henley Business School where he was a visiting professor and Director of the Centre for HR Excellence for ten years.

## 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