

crflearning

| DELIVERING BUSINESS IMPACT

| 2020 OPEN AND BESPOKE PROGRAMMES





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2020 OPEN AND BESPOKE PROGRAMMES

CRF Learning delivers a suite of open and bespoke development programmes aimed at enhancing the capability of the HR function and the individuals within it.

Building on Corporate Research Forum's (CRF) 25 years' of unparalleled experience in the research, discussion and practical application of topics arising from people strategy, development and learning, CRF's open and bespoke programmes engage specific HR communities with interactive sessions to improve their effectiveness in impacting organisational performance.

WHY CRF LEARNING?

HR EXPERTS

HR has been CRF's sole focus for 25 years. As leading thinkers in the field, we bring an unparalleled level of HR knowledge to our programmes ensuring your learning is relevant, timely and specialised.

BUSINESS FOCUSED

CRF Learning emphasises the need for business-facing HR, focusing not just on the crucial skills development of HR professionals, but the role they play in the wider organisational context. We work with organisations to develop the commercial and strategic mindset of HR professionals as well as supporting the enhancement of their technical skills.

UNMATCHED HR NETWORK

CRF constitutes a network of 200+ multinational organisations and over 8,000 HR practitioners. We bring together a wide variety of outlooks and approaches in our research, events and capability development programmes, exposing participants to outside thinking and a wide range of perspectives.

CO-CREATION

CRF Learning's approach is not to deliver off-the-shelf solutions nor is it to create expensive unique programmes. We look to take our existing content and work with our clients in developing a programme that is tailored to their specific context.

CRF Learning seeks not only to develop the individuals within HR, but to support the capability of the people function to deliver the organisational strategy. As such, our range of programmes deliver interventions across the spectrum of individual to organisational development, covering both the crucial capability development for now and the strategic dimension needed for tomorrow's people challenges.

FACULTY



NICK HOLLEY
DIRECTOR OF CRF LEARNING

In his role as Director of CRF Learning, Nick has responsibility for building on CRF's unique position as one of the largest business-focused HR networks and 20+ years of practical research to provide unrivalled development for HR teams and senior professionals. 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. He has developed and delivered HR capability programmes for organisations across the UK and Europe, and internationally.



NICK KEMSLEY
CRF ASSOCIATE

Nick brings a wealth of experience in the HR arena. His career spans many sectors and combines 20 years' corporate experience as a senior HR leader, plus several years in organisational consulting and HR capability development and research. Nick specialises in aligning organisation to strategy and increasing HR functional and individual effectiveness in the context of the new economic landscape. He has a passion in partnering HR functions and individuals in delivering real value to business.



DAVE MILLNER
CRF ASSOCIATE

Dave has over 30 years' consulting experience working with global clients with performance and organisational development-based demands. His focus is to ensure that organisations are able to unify their talent practices while dealing with the challenges of the future workforce and ever-changing technology demands. Dave is known through social media channels as @HRCurator and is passionate about the role that HR can play in the transformational challenges facing organisations, with data analytics at the heart of the evolving function.



KAREN WARD
CRF ASSOCIATE

Karen has worked extensively across all sectors on the issue of organisation effectiveness, particularly developing sustainable strategic capability. She has also published books on the global aspects of effectiveness – *Leading International Teams* and *Globalization: The internal dynamic*. Karen has worked for over 25 years' exploring how the HR function can add value through building sustainable organisational performance. She taught on the Ashridge Strategic HR Programme for many years and worked closely with the CIPD Next Generation HR Research.



JOHN WHELAN
ASSOCIATE DIRECTOR

Formerly HR Director of BAE Systems in the UK, (the FTSE 100 defence, security, and aerospace company), John's experience and strengths lie in business and HR transformation, organisation development and employee relations. He led programmes to develop the capability of the HR function, creating a strong Business Partnering approach. He also led leadership development for BAE, putting in place a suite of innovative experiential learning programmes for senior leadership. Prior to joining BAE, he held a variety of HR roles in Technology businesses including Matra Marconi Space where he was HR Director for the UK and, latterly, Group HRD.

BESPOKE PROGRAMMES

In addition to our suite of open programmes, CRF Learning engages with organisations on a bespoke basis, developing custom solutions tailored to the specific requirements and context of your organisation.

Over the past three years, CRF Learning has co-created over 40 bespoke HR capability development programmes, attended by over 1,000 professionals in 13 countries, for multinational organisations including members of the FTSE 100. Clients include: Avande, Bank of England, Computacenter, Croda, HSBC, J Murphy, Kier, Ladbroke's Coral, Legal and General, NATS, NewsCorp, PZCussons, Reassure, Rolls Royce, SABIC, Thomson Reuters and Whitbread.

In addition to our in-house team of experienced ex-HR practitioners, advisors and business leaders, CRF Learning engages with thought leaders and subject experts within CRF's extensive network to provide a faculty best suited to your particular requirements.

While CRF Learning provides a solution tailored to your organisation's context, our approach is not to deliver expensive unique programmes. By leveraging CRF's extensive catalogue of research, models and learning tools CRF Learning utilises content best suited to inform and develop your HR community and the specific challenges they face, while negating the need for protracted and costly design phases.

As well as delivering custom-versions of our Open Programmes in house, CRF Learning delivers capability development on a wide array of people and organisational development topics, incorporating both personal skills development and addressing organisational challenges including:

ORGANISATIONAL CHALLENGES		PERSONAL CHALLENGES	
	Developing a Commercial HR Function		Sophisticated Influencing
	HR Business Partnering		Political Savvy
	Value Creation		Strategic Thinking
	Strategic Workforce Planning		Dealing with Ambiguity
	Leveraging Data and Analytics		Prioritisation
	Talent Management		Effective HR Leadership
	Talent Planning		Measuring Impact

For more information on CRF Learning's bespoke solutions please contact Richard Hargreaves, Commercial Director, on richard@crforum.co.uk.

"CRF have been an invaluable source of learning for us in Rolls-Royce, guiding our vision for capability development, connecting us with world-leading experts and sharing deep insights and experience. Their ability to convey complex ideas and bring the subject matter to life through storytelling is immense – a brilliant learning partner with absolute commitment to HR as a source of real business value."

Cheryle Robertson
Head of Capability Development, Rolls-Royce

"Developing the programme gave us the opportunity to discover the agility of CRF: their focus on the specific needs and culture of their client, and their commitment to make it right for the learner. We have very much enjoyed this co-creation journey."

Pascale Martin-Sauty
Global Head of Learning, Strategy and Planning, HSBC

2020 OPEN PROGRAMMES

THE PROGRAMME	DATES AND LOCATION	WHAT'S COVERED?	BENEFIT TO YOU AND YOUR ORGANISATION?	COST PER ATTENDEE
HRBP – BUSINESS CATALYST	<i>Two-day Residential:</i> 16-17 March OR 20-21 October Greater London	<ul style="list-style-type: none"> • Demonstrating credibility • Developing confidence and courage • Understanding the organisational context • Enhancing commercial acumen • Building capability to deliver business strategy 	To increase your impact through deeper commercial / strategic thinking, faster and more effective delivery skills and greater influence.	£1,800 CRF members £3,600 Non-members
BECOMING AN EFFECTIVE HRD	<i>Two-day Residential Plus Action Day:</i> 27-28 May AND 25 June Greater London	<ul style="list-style-type: none"> • HR's role in the strategy process and building organisational capability • How value is created in an organisation and the HR implications • Planning and implementing an HR strategy • Managing key relationships 	To enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.	£2,750 CRF members £5,000 Non-members
ASPIRING GROUP HRD	<i>3x Two-day Modules Plus Networking Dinners:</i> 14-15 September 16-17 November 25-26 January 2021 Central London	<ul style="list-style-type: none"> • What a CEO wants from their Group HRD • The business and political context for HR. • Governance and the RemCo • Insights from senior HR and business leaders • A bespoke 360 assessment • Creating a strong alumni network 	To prepare you to be an effective board and / or executive team member contributing to the overall performance of the organisation.	£8,000 CRF members £15,000 Non-members
INTEGRATED TALENT MANAGEMENT	<i>Two-day Residential Plus Action Day:</i> 23-24 November AND 2 February 2021 Greater London	<ul style="list-style-type: none"> • Building a framework to help you develop more business-focused talent thinking • Engaging your business leadership in the importance of the talent agenda • Developing confidence and influence in talent discussions • Personal capability, impact and influencing skills to effectively communicate and create engagement around the talent agenda 	To build your capability to design, refine and deliver impactful talent management strategies and the personal skillset for effective implementation.	£2,450 CRF members £4,800 Non-members
CREATING BUSINESS IMPACT THROUGH PEOPLE ANALYTICS	<i>Two-day Residential:</i> 15-16 April Greater London	<ul style="list-style-type: none"> • Overview of how people analytics can support a business-centric approach to HR • The shift from reporting to more persuasive insights • Storytelling: communicating complex messages with clarity and influence • How to become a more credible data based HR practitioner 	To increase your understanding of how to effectively leverage data in HR and how analytics can provide insights that support strategic objectives and demonstrate business impact.	£1,800 CRF members £3,600 Non-members



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HRBP – BUSINESS CATALYST

ABOUT THIS PROGRAMME

The programme goes beyond developing skills to shifting mindsets. The mindset we will seek to develop is focused on delivering business impact, not doing HR 'stuff', but building organisational capability and creating sustainable value. The programme is focused on moving from an HR focus to a business focus.

Through a blended-learning environment, with an emphasis on practical implementation, the programme will increase your impact within 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 HRBPs and, by working through CRF's Strategic HR Framework, will 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, thereby 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 ongoing development.

PROGRAMME LEADER

Nick Holley, Director of CRF Learning

PROGRAMME ONE

16-17 March 2020

PROGRAMME TWO

20-21 October 2020

LOCATION

Greater London

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.

PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. Nick 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.

In addition, Catherine Taylor, People Director at British Sugar, will join dinner on the first night to share her experiences. Catherine has worked as HRD for a range of highly successful, multinational companies including Marston's plc, Unilever, RS Components and Mercedes-Benz. Catherine was named *HR Magazine's* 2011 HR Director of the Year.

HRBP – BUSINESS CATALYST

THE PROGRAMME IN DETAIL

Prior to the programme:

- you will carry out a high-level organisational analysis using CRF's Strategic HR Framework, which will be worked 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 HRBPs.
- **PM – CRF's Strategic Framework for HR**
 - 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)**
 - In the second half of the simulation you will explore the link between the business analysis carried out on day one and the implications for HR.
 - This will explore the:
 - assessment of capability vs organisational challenges
 - necessity of evidence in decision making
 - value of communication, involvement and ownership
 - importance of prioritisation and measuring business outcomes, not HR processes.
- **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.

LOCATION AND COST

The programme will be held at a venue in Greater London.

The cost of the programme is £1,800 (+VAT) for CRF members and £3,600 (+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 programme, please contact Melissa Bates at melissa@crforum.co.uk or on +44 (0) 20 3457 2640.

PROGRAMME CO-DESIGNED WITH:

Duke
CORPORATE EDUCATION

"I just wanted to say a huge thank you for a really insightful 2 days. It was eye opening to discuss an approach to concepts which I fundamentally agreed with, however due to the usual 'day-to-day' HR I had put to the side. Since returning to Samsung I have approached work in a completely different way, and I am considering the steps I need to take to ensure I have the opportunity to deliver truly valuable HR work."

Adam Merrin, HR Assistant Manager, Samsung



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BECOMING AN EFFECTIVE HRD

ABOUT THIS PROGRAMME

The purpose of HR is not simply to 'do HR' but to build the capability of the organisation to deliver its strategy and create value. Building this capability as an effective HR Director requires a blend of technical HR, business and interpersonal skills. This programme will expand on this business-centric approach to HR, enhancing your understanding of how HR delivers value. The programme will improve your capability in planning, implementing and evaluating HR initiatives and support you in managing key organisational relationships.

You will be provided with the tools to drive very different conversations with your business peers that go beyond 'what do you want HR to do?' to interpret 'how HR can best deliver value to you'.

BENEFITS OF ATTENDING

This programme will focus on the high-level behaviours and skills that CRF's research has identified successful HR Directors have and display. Building on your technical competence, the programme will increase the impact you have on organisational performance.

The programme provides practical tools covering key concepts including:

- a deep understanding of value creation – how HR can create sustainable value, balancing the short-term needs of shareholders with the long-term needs of a broader set of stakeholders
- how to apply your understanding of HR theory and practice against these commercial and strategic imperatives to create credibility within the business
- when, where and how to use evidence in decision making against relying on 'gut instinct' alone
- understanding the importance of delivering HR's foundations efficiently, flexibly and simply
- bringing fresh new thinking and ideas from the outside world into your organisation
- measuring what we do against business outcomes, not against HR activity
- how to be 'politically savvy' and deliver initiatives in complex and ambiguous organisations
- creating integrity and balance in all aspects of the role.

Following your successful completion of the programme, your capability in planning, implementing and evaluating HR initiatives will increase as will your strategic and commercial thinking and your personal impact as part of the leadership team.

PROGRAMME LEADER

Nick Holley, Director of CRF Learning

MODULE ONE

27-28 May 2020

LOCATION

Greater London

MODULE TWO

25 June 2020

LOCATION

Central London

WHO SHOULD ATTEND?

Attendees will typically be the Head of an HR Centre of Excellence / Expertise, Head of an HR Shared Services Operation or a Senior HR Business Partner. You will aspire to your first HR Director role, be new in position as HR Director or be looking to significantly increase your effectiveness and business impact as an existing HR Director.

PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. Nick has run HR programmes on every continent building on his own personal experience working in senior HR roles in global organisations including Arthur Andersen and Vodafone, work on HR transformations with large corporate clients and ten years of research into what differentiates great HRDs.

The programme includes inputs from practitioners and other experts including HRDs, Line Leaders and Reward Experts.



BECOMING AN EFFECTIVE HRD

THE PROGRAMME IN DETAIL

Prior to the programme:

- you will read analysts' reports on your own business to understand the commercial challenges it is facing
- 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.

MODULE 1 DAY 1: CREATING VALUE

- Setting the scene: HR's purpose
- What CEOs want from HR
- The deliverables and tensions of being an HRD
- HR's role in the strategy process
- Building organisational capability
- How value is created in organisations
- Role-modelling strategic conversations.

MODULE 1 DAY 2: DELIVERING VALUE

- Using the analysis to define what HR needs to deliver
- Planning and implementing your agenda
- Evaluating and learning
- The use of data, analytics and metrics.

MODULE 2 MANAGING KEY RELATIONSHIPS

- Working with your leadership team
- What it means to be a personal confidante
- The nature of being 'politically savvy'.

Throughout each day, senior experienced experts and practitioners will have conversations (as opposed to doing presentations), drawing out the realities of what the above actually means in the real world.

You will receive all programme materials for future use, as well as a workbook enabling you to work through the key concepts, models and exercises during and after the programme.

LOCATION AND COST

The programme will be held at a venue in Greater London.

The cost of the programme is £2,750 (+VAT) for CRF members and £5,000 (+VAT) for non-members.

This includes accommodation and dinner for the connecting night of module 1. The previous night may be booked at additional cost.

To register for this programme please contact Melissa Bates at melissa@crforum.co.uk or on +44 (0) 20 3457 2640.

"Besides the unique opportunity to network with peers, the content is theoretically authoritative yet grounded in practical business experiences. I particularly enjoyed the group discussion sessions, the case study method and the session on how to become more 'politically savvy'. I've always strived to align business and HR strategy, but this program challenged me to think about it differently: to think more commercially in order deliver sustainable value for all stakeholders."

Jabulani Ncube, HR Director – Africa Region, BMI Group



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GROUP HRD

ABOUT THIS PROGRAMME

Through CRF and our sister organisation Strategic Dimensions, we have been listening to both HRDs and CEOs for 20+ years about what they want from an effective HR leader and their function. This gives us a unique insight into the role of a 'board-level HRD' and what differentiates the great from the average.

Building on CRF's exclusive research and experience, this programme delivers a highly-tailored learning experience; very different to the usual *"here's what we're going to teach you"* programme.

The programme will help experienced HR professionals either take the next step in becoming a Group HRD, or become more effective having recently moved into the role. Participants will experience a highly-personalised and individual programme with the ability to shape the content of the course to suit development requirements.

BENEFITS OF ATTENDING

The programme will share the insights of existing board-level HRD's and business leaders to create a tailored programme, to develop capability in the areas participants most require.

What CEOs require most from their HR function is the capability to enable the business strategy by building the people and organisational capability to deliver it. Like any leader, they expect functional expertise. Beyond this, they also require their HRD to be a commercially-focused business leader.

Book your place on this programme and benefit from:

- support in making the transition into a board or executive team HRD role, within a FTSE listed or similar size organisation
- the tools and skills to move beyond your core HR role and become a holistic business leader
- an alumni network of peers and experts to support you through your career
- deliver external business insights to ensure you become an effective HRD
- sustain your development through a six-month programme of blended learning, implementation, reflection and analysis.

PROGRAMME LEADER

Nick Holley, Director of CRF Learning

MODULE ONE

14-15 September 2020

MODULE TWO

16-17 November 2020

MODULE THREE

25-26 January 2021

LOCATION

Central London

WHO SHOULD ATTEND?

Senior, in-house HR professionals who know about HR and their business but are looking to either progress to Group HRD or become more effective, having recently taken on the role. They are likely to already be the HRD of a business unit, region, function or a Centre of Excellence Leader (CoE) or newly in position as a Group HRD.

In 2019 one newly appointed Group HRD, five HRDs and two CoE heads attended the programme. There are limited enrolment slots in order to facilitate building a community that will establish trust and develop mutual support.

PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. He has carried out extensive research on what CEOs and businesses look for from their HRDs. After 25 years working in large organisations including Merrill Lynch, Prudential, Arthur Andersen and Vodafone, he has worked for the last ten years as an advisor and personal coach to business and HR leadership teams in over 80 global businesses in more than 30 countries. This commercial experience combines theory with a deep practical understanding of what actually makes a difference.



GROUP HRD

THE PROGRAMME IN DETAIL

MODULE 1 DAY 1: SETTING THE SCENE

As Bismarck said *"some people like to learn from experience. I prefer to learn from the experience of others."*

A number of experienced executives with decades in senior leadership roles will have conversations (as opposed to delivering presentations) with participants to draw out the realities of what being a Group HRD is really all about.

- **Setting the scene:** a manifesto for business-focused HR.
- **The view from FTSE Group HRDs:** *"What I wish I'd known."*
- **The executive search view:** *"What have we seen that's worked and what hasn't?"*
- **The RemCo view:** the strategic compensation and RemCo elements of the role.
- **The Future of HR:** the impact of technology on the workforce and the implications for HR.

MODULE 1 DAY 2

- Reflection and individual presentations based on a personal 360 assessments and the inputs from day one: *"What does it mean for me? Where are my gaps?"*
- Synthesis of common and individual learning themes.
- Planning the way forward as a team.
- Individual commitments.

MODULES 2-3

- Four days of tailored sessions, based on the common themes identified in module one, delivered by senior practice area experts from our network of associates.
- Two networking dinners with guest speakers including an experienced CEO and Chair.
- We will establish a WhatsApp group to create a live network and we will feed this group with daily insights.
- There will be additional options to benefit from coaching, mentoring and a mock interview for a Group HRD role from one of our search Directors. We will be open on the programme to meet individual needs in a relevant way.

The programme is unique in being designed around participant needs not what we want to teach so the details of these sessions will emerge after the first module.

The programme will include inputs from an unrivaled panel of senior practitioners and experts who have been there and done it in the real world. This will include business and HR leaders, headhunters (who have a unique perspective on what works and what doesn't), governance experts and futurologists.

LOCATION AND COST

The programme will be held at a venue in Central London.

The cost of the programme is £8,000 (+VAT) for CRF members and £15,000 (+VAT) for non-members.

To register for this programme please contact Melissa Bates at melissa@crforum.co.uk or on +44 (0) 20 3457 2640.

"The programme has been an invaluable part of my transition from functional HRD to Chief People Officer – it's challenged me to think and operate more strategically, whilst giving me access to thought leaders and to new tools and frameworks. The opportunity to debate key issues with the other participants has also been highly valuable."

Mark Dickinson
Chief People Officer, TalkTalk plc

INTEGRATED TALENT MANAGEMENT

ABOUT THIS PROGRAMME

We know talent is vital to current and future business performance. Yet research and experience continue to suggest that our talent management approaches are not delivering the business outcomes we want, in the timescales we need, and at a cost we can afford.

Three principles are fundamental to making talent management work:

1. Talent needs must be firmly rooted in the context of the business strategy and operating environment.
2. Solutions should be integrated, with different elements prioritised and aligned around talent needs.
3. Data should be used to develop and apply insights and to evaluate the effectiveness of talent management approaches.

This programme builds on these principles, pulling them together into an Integrated Talent Management Framework. The Framework acts as a guide to organisations looking to create, refine or reinvent their approach to talent management. Utilising the framework, the programme will guide you through a series of stages, including:

- defining your business's talent needs
- designing effective strategies to address those needs
- aligning people activities to deliver talent objectives
- evaluating the impact of these activities against business drivers.

BENEFITS OF ATTENDING

You will:

- build a framework to help you develop more business-focused talent thinking
- update your knowledge of talent trends and exchange learnings with your peers
- acquire a means of engaging your business leadership in the importance of the talent agenda
- receive advice and support to develop your confidence and influence in talent discussions.

Your organisation will:

- receive input and tools to test, validate and challenge existing talent management approaches
- develop strategies to segment, prioritise and align HR activity to best support business outcomes
- learn how to better develop talent insights and demonstrate talent management effectiveness
- improve strategy execution through more business-focused and effective talent management.

PROGRAMME LEADER

Nick Kemsley, CRF Associate

MODULE ONE

23-24 November 2020

LOCATION

Greater London

MODULE TWO

2 February 2021

LOCATION

Central London

WHO SHOULD ATTEND?

Heads of Talent, Senior HR Business Partners and senior generalists with a talent interest. If you are working at talent strategy level, are actively involved with talent, and/or interact with senior business stakeholders across more than one people process area, this programme will inform, challenge and develop your talent thinking and practice.

PROGRAMME LEADER



Nick Kemsley brings a wealth of experience in the HR arena. His career spans many sectors and combines 20 years' corporate experience as a senior HR leader and in wider business roles, plus several years in organisational consulting and HR capability development and research.

Nick splits his time between working with c-suite teams and HR leadership teams around the world. He specialises in aligning organisation to strategy and increasing HR functional and individual effectiveness in the context of the new economic landscape and has a passion for partnering HR functions and individuals to deliver real value to business.



INTEGRATED TALENT MANAGEMENT

THE PROGRAMME IN DETAIL

The programme structure includes a mix of research and practice-based input, group activities, self-reflection and action learning – all rooted in the context of your own business need.

MODULE 1

You will be introduced to the *Integrated Talent Management Framework* and guided through a series of stages.

- **An introduction to 'Integrated Talent Management' thinking** – an exploration of the need for integrated talent management thinking.
- **Part 1: Need** – anchored in business need and informed by external context. Understand how these create implications for people capability and talent segmentation. Identify talent dependencies for effective strategy execution early on.
- **Part 2: Plan** – understand talent capability gaps. Identify talent strategy priorities and develop segmented talent propositions and approaches to address them.
- **Part 3: Activity** – create and implement integrated talent activity across the employee life cycle and people process areas aligned to strategic talent priorities.
 - How do we talk about talent?
 - Critical talent and talent reviews
 - How do we assess talent?
 - How do we develop talent?
 - How do we retain talent?
- **Part 4: Talent Climate** – how does the environment we create around our talent approaches help or hinder their effectiveness?
- **Action Planning** – draw together and distil critical insights collected over the two days. Evaluate against your current talent strategy and prioritise actions to work on before the follow-on day.

BETWEEN MODULES

You will be encouraged to share your insights with HR colleagues and business stakeholders when you return to your organisation. You will have the opportunity to develop conversations and identify any potential changes in talent management approaches based upon your learnings.

MODULE 2

Two months after the two initial days, you will return for a third follow-on, action day. The aim of this day will be:

- To develop your personal impact, confidence and influencing skills in order to support you in making the case for change and creating engagement around it.
- To share stories and get practical, on-demand feedback and advice from a panel of experts and your cohort peers. This will give you valuable insights and practical support to take the integrated talent agenda forward in your role.

LOCATION AND COST

The programme will be held at a venue in Greater London.

The cost of the programme is £2,450 (+VAT) for CRF members and £4,800 (+VAT) for non-members.

This includes accommodation and dinner for the connecting night of module 1. The previous night may be booked at additional cost.

To register for this programme please contact Melissa Bates at melissa@crforum.co.uk or on +44 (0) 20 3457 2640.

"It was great to discuss and work through our challenges with other organisations – it makes us realise a lot of the challenges we face are similar and it was great to talk this through with people from outside the industry for a fresh perspective. For me, I really valued the workbook, there were some great tools and templates that have been extremely useful for me to talk through internally."

Kirsty Clifford, Talent Partner, Easy Jet



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CREATING BUSINESS IMPACT THROUGH PEOPLE ANALYTICS

ABOUT THIS PROGRAMME

HR is under increasing pressure to demonstrate business impact. It is critical to prioritise the things we can do to make a difference to business performance. Taking an analytical approach and using evidence rather than relying on gut instinct alone is a massive opportunity. This has always been the case, but the HR function has access to more data than ever before as the digital revolution continues to grow across many organisations. Using HR data can help build the credibility of the function and improve the quality of decision making, enable employees to be more engaged, and optimise the impact of business and people-based processes.

In the past, a lot of HR data has been put into charts and tables as part of corporate reporting processes but in the era of analytics, organisations can now turn their data into insights, such as predicting when employees will leave, where to recruit the most suitable candidates from, and how to keep them more connected to the organisation once they become employees.

This is where the idea of data-driven HR comes from as this change of emphasis can enable the function to have a huge impact on an organisation's ability to achieve its strategic aims.

Data-driven HR focuses the function on the goal of adding value and driving improved performance across the organisation on an ongoing basis; it's about thinking like a proactive profit centre rather than focusing on being a reactive cost centre.

Analytics is a part of that journey and is becoming an increasingly important topic area within the HR community. Based on Dave Millner's experience and CRF's ongoing research into people analytics, this programme aims to take a commercial, HR-centric view of data and analytics, assisting HR practitioners in how to leverage data to deliver tangible business impact. It is not about turning HR people into data scientists but about giving participants the confidence to work with data, not just to drive better reporting, but to provide more persuasive analysis that ensures HR is making a real impact on business performance.

BENEFITS OF ATTENDING

- Understand the increasing importance of data when addressing business problems as an HR practitioner.
- Demystify the subject of using data and analytical insights and gain an understanding of key principles and good practice.
- Develop the confidence to use data and people analytics to address key commercial and strategic challenges.
- Convince business leaders to act on people issues based on the language that they understand, the language of numbers, value and data.
- Practical guidance on using data and analytics, informed by case studies, key models and diagnostic tools.
- Understand how to work with experts and analysts to ensure utilisation of their expertise to drive relevant HR actions.

PROGRAMME LEADER

Dave Millner, Associate Director

PROGRAMME DATES

15-16 April 2020

LOCATION

Greater London

WHO SHOULD ATTEND?

The programme is aimed at HRBPs and HRDs as well as heads of shared services or heads of a centre of expertise/excellence. It is not aimed at data scientists or analysts but at helping HR professionals understand how analytics can help them move beyond gut instinct to diagnose the real issues and facilitate the delivery of high-impact solutions.

PROGRAMME LEADER



Dave Millner has over 30 years' consulting experience working with global clients with performance and organisational development-based demands. His focus is to ensure that organisations are able to unify their talent practices while dealing with the challenges of the future workforce and ever changing technology demands. Dave is known through social media channels as @HRCurator and is passionate about the role that HR can play in the transformational challenges facing all organisations with data analytics at the heart of the evolving function.



CREATING BUSINESS IMPACT THROUGH PEOPLE ANALYTICS

THE PROGRAMME IN DETAIL

DAY 1

There will be an overview of data and analytics and how it can support a business-centric and evidence based approach to HR with high levels of group participation to ensure shared learnings and insights are discussed.

- **Context**
 - Changing mindsets in HR, especially a more commercial and evidence-based approach to HR.
- **People Analytics**
 - Being commercial in HR
 - Using data and analytical insights to drive different approaches in HR
 - Role of HR metrics, reporting and persuasive analytical insights
 - Aligning business, HR strategy and activities to key data and evidence-based activity
 - Case studies and practical examples of good practice in using data to shape analytical insights and change
 - Identifying quality data sources.

DAY 2

- **Storytelling**
 - Building analytically-based business cases for HR interventions
 - How to use data and present evidence to mobilise key stakeholders to act on business-driven insights
 - Communicating complex messages with clarity.
- **Implementation**
 - Highlighting participants' key role challenges when using data and analytics approaches
 - Bringing together quantitative (data based) and qualitative (opinions based research methods
 - Planning on how to credibly use data-driven approaches in your organisation
 - Focusing on possible quick wins
 - The future of data and people analytics.

LOCATION AND COST

The programme will be held at a venue in Greater London.

The cost of the programme is £1,800 (+VAT) for CRF members and £3,600 (+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 programme please contact Melissa Bates at melissa@crforum.co.uk or on +44 (0) 20 3457 2640.



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