

crf international conference - Budapest 2010

CORPORATE RESEARCH FORUM

Performance through people – capability and context

13th & 14th October 2010



A conference that blends thought leadership, practical experience and challenging research, in a style and to a standard that is very different from conventional commercial conferences.

Programme Partners



e.g. sheppardmoscow

Conference Partners





Europe's most important event for senior HR and OD professionals

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In line with CRF's theme for the year, we will address three aspects of performance improvement:

- **building a performance culture**
- **connecting for high performance**
- **accelerating individual performance**

Experts and practitioners will lead and contribute to each of these 'streams', and also facilitate peer sharing of experience and learning from company cases.



The conference will provide insights, new thinking and practical guidance in the drive for organisational resilience. It will also be highly participative, blending contributions from top academics, leading consultants and senior practitioners with the rich experience of conference attendees.

Two keynote sessions will set the scene.

1. Common Sense Business Strategy

Marcus Alexander - Adjunct Professor of Strategic & International Management, London Business School.

While good strategy is often equated with 'common sense', both are rare. In this session we will examine some lapses in common sense that caused the recent crisis, and some of the fallacies that have sprung from it, potentially paving the way to our next crisis. So what should be learnt from recent history about what we should do differently? We will explore issues such as:

- points of difference vs. real competitive advantage
- love of novelty vs. learning
- perception management vs. performance management
- hollow growth, unsustainable profits and fashion vs. genuine value creation.

2. HR Challenges and Strategies for Success

Patrick M. Wright - William J. Conaty GE Professor of Strategic Human Resources, School of ILR at Cornell University.

The economic recession has forced companies to change business models, business strategies and organisational capabilities. Each change presents a new and important challenge to HR leaders and functions. Building on Marcus Alexander's session, and based on extensive research with Chief Human Resource Officers across varied multi-national companies, Pat Wright will examine how HR leaders have to build HR capability, enabling their functions to position themselves as critical to the execution of strategy. This includes:

- identifying the major business challenges CHROs describe
- discussing the HR implications of these business challenges
- presenting successful HR responses to these challenges.



3. Learning from our location

We will use the recent history of Budapest as a large-scale example of managing change. Many parallels with organisational life will be apparent in terms of the challenges faced, progress made, and lessons to learn.

We will take you to three locations that symbolise significant events that have transformed the city. Characteristics of determination, resilience and perseverance will be highlighted, in a struggle in which many lives were lost. We will gain a unique insight into what happened and what it meant for ordinary individuals.

On returning we will take some time to reflect on the stories heard on our journey and the implications for our own organisations.

4. Conference streams

This conference gives you choices, about which aspect of performance to delve into – from whole organisation level through to how individual performance makes a significant difference. Before the conference you will choose one of the streams to follow throughout the two days.

- **Building a performance culture**
- **Connecting for high performance**
- **Accelerating individual performance**

Within each stream there will be three varied sessions, with contributions from practitioners and experts, and opportunities for peer to peer exchange.





A world-class gathering of experts, academics and practitioners



Tim Miller – Conference Chairman

Director - Property, Research & Assurance at Standard Chartered Bank, which he joined in 2000 as Group Head of Human Resources. Appointed Director of the bank in 2004, he is also Chairman of Standard Chartered Korea; Vice-President, Organisation & Resourcing at the CIPD; and Chairman of the Governing Body at the School of Oriental and African Studies.



Graham Prentice – Conference Facilitator

Graham leads CRF's learning practice specialising in building HR capability, having worked for over 25 years in the food and drink industry, latterly as Global Head of HR for Nestlé Nutrition. He is also a coach for London Business School.



Marcus Alexander – Keynote Speaker

Marcus is Adjunct Professor of Strategic and International Management at London Business School, and a Director of Ashridge Strategic Management Centre. He is also a board member of companies in three countries and an Advisory Board member of a private equity group.



Patrick Wright – Keynote Speaker

Patrick is the William J. Conaty GE Professor of Strategic Human Resources and Director of the Center for Advanced Human Resource Studies in the School of Industrial and Labor Relations, Cornell University. He is widely published and serves on several editorial boards.

Stream A – Building a Performance Culture



David Russell – Stream Leader

David has been Group HR Director at William Hill since 2001. He has worked in HR for over 30 years in the leisure, service and manufacturing sectors, including as Divisional HR Director at Courtaulds Textiles and HR Director at Alpha Airports Group.



Paul Spain – Stream Facilitator

Paul is co-leader of Sheppard Moscow. He has been an OD consultant for over 10 years, after 20 years in manufacturing working in production, HR and organisational change.

Stream B – Connecting for High Performance



Stephen Kelly – Stream Leader

Stephen is Chief People Officer at Logica, having been Director of BBC People & Chief HR and Change Officer at BT Global Services. Before that he held senior HR positions at NPI (AMP), Balfour Beatty and British Rail.



June Boyle – Stream Facilitator

June is Director of Performance and Capability at Lloyds Banking Group. She was previously Group Organisational Development Director at BT and Royal Bank of Scotland Group, prior to which she held senior HR and OD positions at BP.

Stream C – Accelerating Individual Performance



Alex Wilson – Stream Leader

Alex has been Group HR Director at BT since 2002, before which he held a number of senior line and HR positions at ICI, Ford, Diageo, Guinness and Grand Metropolitan. He is non-executive director at Savile Group and on the advisory boards of two business schools.



Caryn Kaftal – Stream Facilitator

Caryn is Senior VP, Leadership and OD at GlaxoSmithKline, having also been Head, Global Talent Before that she held leadership and senior consulting roles at several consultancies, including Korn Ferry and Delta Consulting – now part of Oliver Wyman – and was an executive with General Electric.



Programme and Conference Partners

Programme and Conference Partners

CRF partners with leading organisations who share CRF's aim to create a great learning experience. All our Partners have significant expertise in helping organisations improve business performance through their people, working globally. We encourage all conference attendees to allocate some time to find out more about them.

Programme Partners



e.g. sheppardmoscow

Conference Partners



Marketplace

Throughout the conference you will have plenty of opportunities to talk with our Partners in the Marketplace

Barcelona '09

“What was really significant about the event was the great number of people attending from a variety of organisations and sectors. We had a great opportunity to network for insights about issues and problems. Presentation content was hugely provocative and useful, especially on leadership and talent.”

David Russell, William Hill.

“It was a great success – the right balance of new and old research and experience with insights into current thinking.”

Neil Foulger, Liberty Global Europe.



Day one - 13th October

| Timetable | | Contributor |
|--------------|---|--|
| 9.00 | Conference opens | Tim Miller, Conference Chairman & Graham Prentice, Conference Facilitator |
| 9.30 | Business Strategy and Common Sense | Marcus Alexander, London Business School |
| 11.00 | Break | |
| 11.30 | Implications for organisations – group discussions | |
| 12.30 | Lunch | |
| 13.30 | Individual streams – 1st session | |
| A | Creating a leadership strategy for organisational transformation | Michael Van Impe & Andy Craggs, CCL |
| B | Performance management that works | June Boyle & Paul Hucknall, Lloyds Banking Group |
| C | Leading from crisis to collaboration | Tom Grant, Ford Motor Co. & Steve Bridge, Sheppard Moscow |
| 15.00 | Experiencing Budapest – a journey through the city | |
| 17.00 | Reflections, learning & refreshments – facilitated discussion | |
| 17.30 | Close Day 1 | |
| 19.00 | Drinks and conference dinner | |



Day two - 14th October

| Timetable | | Contributor |
|--------------|--|--|
| 9.00 | Reflections on day one | Tim Miller |
| 9.15 | HR Challenges & Strategies for Success | Patrick Wright, Cornell University |
| 10.45 | Break | |
| 11.15 | Implications for HR and OD – group discussions | |
| 12.00 | Individual streams – 2nd session | |
| A | Leadership development driving performance | Mike Conway, Standard Life & Lainie Heneghan, JMW |
| B | How HR can improve business performance in a ‘smart world’ | Dr Carsten Sørensen, LSE & David Elton, PA Consulting Group |
| C | Accelerating the impact of coaching | Helen Pitcher, IDDAS |
| 13.00 | Lunch | |
| 14.00 | Individual streams – 3rd session | |
| A | Transforming GlaxoSmithKline - putting individuals at the heart of change | Caryn Kaftal, GlaxoSmithKline |
| B | Connecting the HR supplier ecosystem - collaborating for greater value | Patricia Taylor & Laurence Collins, Logica |
| C | Using mental skills to accelerate individual performance | Colonel (retired) Louis Csoka & Lieutenant Colonel Carl Ohlson, US Army |
| 15.30 | Call to action | Marcus Alexander & Patrick Wright |
| 16.00 | Final review | Tim Miller |
| 16.30 | Close | |



Andy Craggs



Michael Van Impe



Caryn Kaftal



Lainie Heneghan



Mike Conway

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Many organisations speak aspirationally about creating a performance culture yet few appear to have reached this desired state.

This stream will identify the ingredients of a high performance culture, including strong leadership, clear direction, engagement and involvement, learning, communication, setting and ensuring high standards, the design of meaningful work and creating a collaborative environment.

We will examine how to combine these ingredients into an integrated way of managing an organisation, and how to overcome the obstacles.



Stream A – Building a Performance Culture

STREAM LEADER - David Russell, Group HR Director, William Hill

STREAM FACILITATOR – Paul Spain, Co-Leader of Sheppard Moscow

They will lead participants through the following sessions, helping to make connections and encouraging debate and discussion.

Creating a Leadership Strategy for Organisational Transformation (Day 1)

Michael Van Impe, Director, Markets & Client Solutions and **Andy Craggs**, Custom Solutions Specialist at the **Center for Creative Leadership** will outline CCL's latest thinking and practice on the quality of leadership required to create and execute business strategy effectively. They will offer insights from recent client work into creating a leadership strategy that can facilitate culture change and showcase the suite of tools CCL has created in support.

Leadership Development Driving Performance (Day 2 - morning)

This session will address how a group of twenty four senior leaders from **Standard Life** made the transition towards courageous leaders who can make bold commitments and deliver results, laying the foundation for a new performance culture at Standard Life. **Mike Conway**, Group Human Resources Director at **Standard Life**, and **Lainie Heneghan**, Managing Director, **JMW Worldwide** in Europe will share this journey with you, providing new insight into what stimulates extraordinary performance, and how to leverage executive development to build a performance culture.

Transforming GlaxoSmithKline - putting individuals at the heart of change (Day 2 - afternoon)

Caryn Kaftal, Senior VP, Leadership and OD at **GlaxoSmithKline** will discuss how individuals are being placed at the heart of GSK's change process. Caryn will talk about how using 'self' as a starting point is making a real difference, by helping individuals deliver emergent change.

the critical
contribution
of leadership



June Boyle



Paul Hucknell



Dr Carsten Sørensen



David Elton



Patricia Taylor



Laurence Collins

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A fundamental performance challenge for all organisations is to ensure that the whole is greater than the sum of the parts.

They need to find the glue – for example through cross-organisational processes and collaborative behaviour – that enables them to adapt coherently to any challenge in the world of work.

The way they operate must adapt to new technologies, different cultures and changing expectations. We will examine how to ensure that individual and collective performance are both stimulated and aligned, in a rapidly shifting operating context.



Stream B – Connecting for High Performance

STREAM LEADER – Stephen Kelly, Chief People Officer, Logica

STREAM FACILITATOR – June Boyle, Director of Performance & Capability, Lloyds Banking Group

They will lead participants through the following sessions, helping to make connections and encouraging debate and discussion.

Performance Management that Works! (Day 1)

June Boyle, our OD facilitator for Stream B, alongside **Paul Hucknall**, HR Director for the Wholesale Division at **Lloyds Banking Group**, will share the new group approach to performance management launched during the first year of the largest integration in the UK banking industry. The 'One Bank Approach' was developed to improve on the legacy practices that had operated in the different parts of HBOS and Lloyds. They adopted a purposeful 'listening strategy' to build an approach that would connect the performance of the enterprise and its 120,000 colleagues.

How HR can improve business performance in a 'smart world' (Day 2 - morning)

Business is changing as new web applications, intelligent devices and mobile communications explode into every area of operation, providing new opportunities for people to network and connect. We will explore the myths and realities of web 2.0 and related smart world technologies with **Dr Carsten Sørensen**, Senior Lecturer in Information Systems and Innovation at the **London School of Economics** and **David Elton**, IT & change management specialist at **PA Consulting Group**. They will illustrate with examples of where the opportunities for improving business performance lie, and debate HR strategies for a world dominated by the power of people in networks.

Connecting the HR supplier ecosystem – collaborating for greater value (Day 2 - afternoon)

As HR functions continually seek the benefits of supplier competition - in terms of cost, specialisation and risk mitigation - the shift towards multiple suppliers is commonplace. Yet this can create a bigger challenge in ensuring the whole is greater than the sum of its parts. **Patricia Taylor**, Director UK HR Services and **Laurence Collins**, Lead HR Management Consultant from **Logica** will provide insights into creating real value from a 'supplier ecosystem' through service orchestration and more effective collaboration.

**effective
collaboration &
relationships**



Helen Pitcher



Colonel (retired) Louis Csoka



Lieutenant Colonel Carl Ohlson



Steve Bridge



Tom Grant

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A critical component in high performance is the recruitment and deployment of high quality people. This requires a fusion of ability, development and motivation, in the right roles at the right time.

The mantra that talent is scarce can be misleading – often the people the organisation already employs could and want to do more, if only the right conditions were created.

This stream therefore examines approaches to capability development that both make a real difference to performance and to the best use of latent talents.



Stream C – Accelerating Individual Performance

STREAM LEADER – Alex Wilson, Group HR Director, BT

STREAM FACILITATOR – Caryn Kaftal, SVP Leadership & OD, GlaxoSmithKline

They will lead participants through the following sessions, helping to make connections and encouraging debate and discussion.

Leading from crisis to collaboration (Day 1)

Tom Grant of **Ford Motor Company** and **Steve Bridge** from **Sheppard Moscow** will describe the leadership actions that Ford has taken to accelerate its recovery during these times of crisis. They will emphasise the role of clear and inspirational leadership and how Ford recognised that, even when finances are extremely tight, investment in developing appropriate leadership capability is a key contributor to business performance.

Accelerating the performance curve, the transition from senior management to board leader (Day 2 - morning)

Helen Pitcher, Chairman and CEO of **IDDAS** will share with us how board level performance coaching leverages and accelerates achievement and goal attainment, and thus improves business results. Helen will look at the 'Triple Jump' of achieving breakthrough and how our own mental models hold us back.

Using mental skills to accelerate individual performance (Day 2 - afternoon)

Following the feedback from our Barcelona conference, we welcome back **Colonel** (retired) **Louis Csoka** and **Lieutenant Colonel Carl Ohlson**, Director, USMA Centre for Enhanced Performance, **US Army**. Louis and Carl will focus on two of the five mental skills that US army leaders must have. These are Attention Control - exceptional focus and concentration; and Adaptive Thinking –confidence in self and others. They will give us a 'mini West Point' experience in how leaders are taught these two essential skills, which underpin their broader development approach.

fusion of ability,
development
& motivation



The Corporate Research Forum is a corporate members' only organisation dedicated to enhancing organisational effectiveness.

Our work programme

Working with our members, we identify a programme of research and events covering topics that are current and important. We produce our own research, working with thought leaders – both practice experts and academics. Combined with case studies from FTSE 100 companies and other international businesses, our reports bring the key learning points to life.



The corporate membership fee is £8,500 or € 9,000 per annum. Find out more at www.crforum.co.uk or call us on +44 (0)20 7470 7104.

Our active community of over 110 global companies and 1200 senior executives all share a commitment to improving both their organisations and their own professional capabilities.

What we do ?

We provide a platform for future-focused organisations to improve their strategic and operational effectiveness.

As an independent forum, we provide a meeting ground for HR and OD practitioners and thought leaders from around the world, to facilitate mutual learning and organisational improvement. Our rolling programme of research and events stimulates fresh thinking in:

- organisational and people performance
- developing capability
- enabling change
- leadership and talent management
- measurement and evaluation
- organisation design.

Main benefits of membership

Membership offers organisations attendance at workshops and conferences; opportunities to participate in research; unlimited use of our online learning resources; facilitated networking; advice and guidance; membership of special interest groups; HR director dinners.

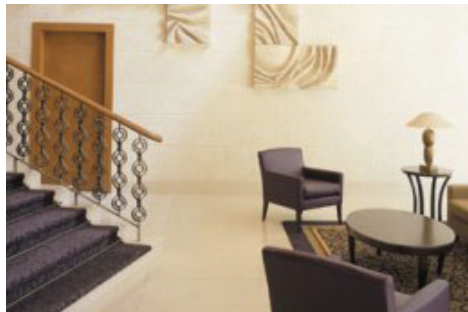
Membership of CRF will support you in:

- gaining insights into effective and actionable people strategies which contribute to the bottom line
- building and expanding the capability of the HR function in your organisation
- advancing your professional development
- connecting with a peer network of senior HR professionals.



What you need to know about the Budapest Conference

For members - you have 2 free places, book on line at www.crforum.co.uk Non- members please call +44 (0) 20 7470 7104 or email lynn@crforum.co.uk to reserve your place.



DATE

13th & 14th October 2010

Day 1 – 9.00 - 17.30

Day 2 – 9.00 – 16.00

VENUE

Hotel details

Intercontinental Budapest

Apáczai Csere J. u. 12-14.

1052 Budapest

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F: +36-1-3276357

www.budapest.intercontinental.com

Accommodation

£180 + VAT per person per night

COSTS

Delegate places are free to CRF members - reserve your place at www.crforum.co.uk – **a non-refundable** accommodation payment of £180 per night is required.

Non-Members

£950 + VAT per person.

Call +44 (0)20 7470 7104

or email lynn@crforum.co.uk

to reserve your place.

TRAVEL

Not included in the costs

Flights are available throughout the UK and mainland Europe that will allow you to travel to the conference.



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