

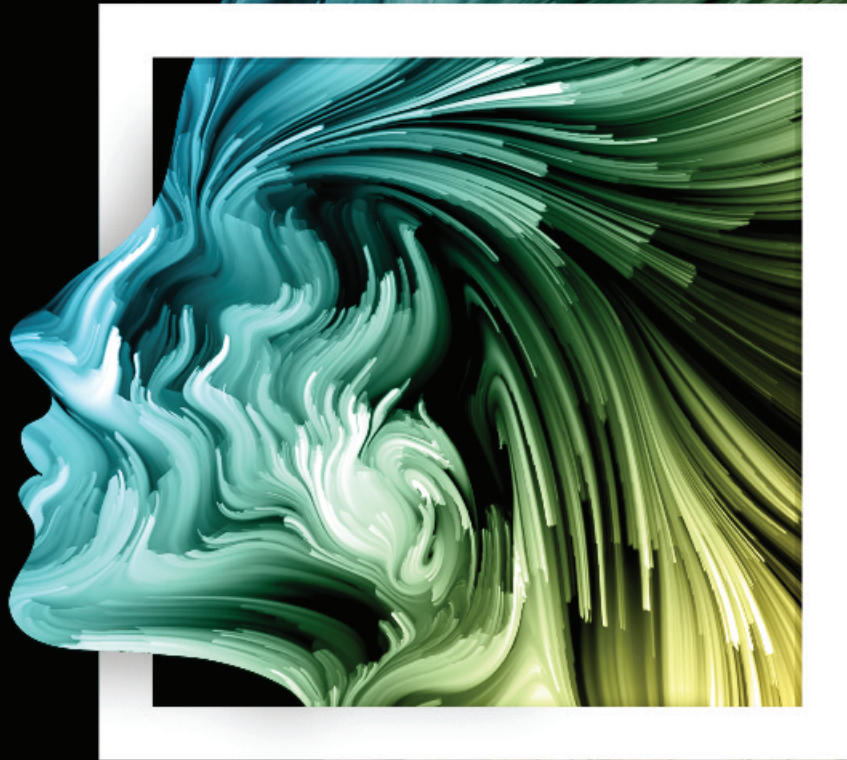
crf

CORPORATE RESEARCH FORUM

P R A G U E

AN UNCERTAIN WORLD

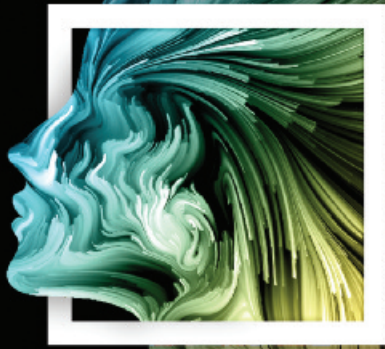
PLANNING FOR 2025 AND BEYOND



CONFERENCE RETROSPECTIVE

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FOREWORD

I was very pleased to be asked again to write the foreword to the CRF conference retrospective.

It was a fascinating and intense two days. We heard informed perspectives from some brilliant and diverse speakers giving insight into the economic, geo-political, technological and demographical factors that shape our VUCA (Volatile, Uncertain, Complex and Ambiguous) world today. It was challenging, both for our organisations and ourselves. Even with the benefit of our introduction to scenario planning, it is a world in which it is difficult to get to the right answers.

It struck me though, that this makes excellence in leadership even more important. I know I could be accused of having a vested interest here, but it is the quality of leadership, and the effectiveness and capability of the teams they build around them, that will set the best conditions for success – no matter what happens along the way.

A great team, well prepared, having worked through these types of inputs rather than hoping they won't happen, together with an engaged and fulfilled workforce, will provide the best response to both the opportunities and challenges that the next years will bring. Being ready to act, and not being caught without a game plan.

When leading in a disruptive world we don't deal the cards, but we can dictate how we play them. Real leaders know, intuitively, what's in their hand all the time. Think about it for a moment. A suit of cards is not unlike a team of people; all have their uses. You just hope you don't get dealt too many Jokers!

Rudi Plettinx, Managing Director EMEA, MCE



INTRODUCTION

Over the last three days our experts have guided us to look a decade ahead and broaden our understanding of the key political, economic, social and technological influences that will impact on our organisations, our people – and ourselves.

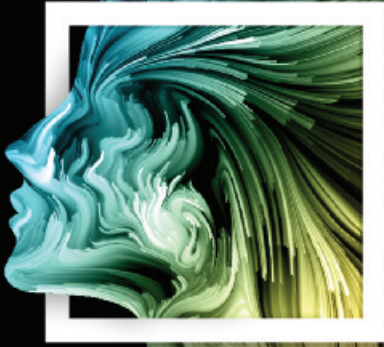
We have considered how these trends will create both opportunities and challenges, and the need to manage the significant changes that will take place.

But considering is not enough – we cannot be passive bystanders waiting to see how things will pan out. Therefore we have also learned a process for how to assimilate, assess and plan for these potential scenarios in a coherent way, exploiting potential and mitigating risks. However, for the conference to achieve its purpose, these external

influences and processes had to be translated into a nuanced perspective of how this could impact specifically on our organisations.

So we used the opportunities to question and debate, hold conversations and reflect, to create the motivation and appetite to shape a response with our colleagues on our return to work.

We hope that this retrospective acts as a reminder of all that has taken place, and a nudge to implement those action plans to engage with the possibilities of tomorrow, in the reality of today.



PRE-CONFERENCE MASTERCLASSES



Accelerating business transformation: managing the workforce for future change

This masterclass offered a practical toolkit and roadmap for HR and organisation design practitioners to deliver a successful business transformation for a sustainable impact. To prepare for future change, organisation design must move away from being a one-off intervention to an on-going transformation project. By using data and analytics, practitioners can identify the gaps, the opportunities, and the risks of changes throughout all stages of an organisation design, whether large or small-scale, from planning to day-to-day execution, improving their chance of success. In this masterclass, we covered 5 key areas:

- The foundations and core concepts in data-driven organisation design.
- How to model a workforce and organisation to meet the needs of the business.
- How to prioritise data and utilise it for business impact.
- Tools for assessing and mapping competencies.
- How to manage transition effectively through tracking.

Key Takeaways

- Too often OD is understood as simply org charts or reporting lines.
- Before doing a major macro redesign, stop and ask if it is really necessary, whether there is a strong enough business case for it.
- Start small and demonstrate business value. A range of data myths, such as data quality and complexity have been used as excuses for not embracing a data-centric approach.
- Performing HR analytics goes beyond monitoring people metrics. By connecting people data with data from across the business, you can identify key improvement areas.
- Most transformation projects fail because of the lack of transition management.



Imagining the future in an uncertain world

Duke CE's purpose is helping leaders get ready for "what's next". Yet in an uncertain world, neither Duke CE nor our clients can predict what this means, even though we all agree that leadership readiness is critical. Since the future is becoming more volatile and less predictable, getting them ready means preparing leaders to engage with uncertainty in a more productive way. In this experiential session, we explored the theme of uncertainty and its implications for leadership capability, and practiced some of the foundational mindsets and behaviours required to engage and enhance performance in an uncertain world.

Experience, research and empirical data have shown that uncertainty demands new abilities of leaders. From our collaboration with neuroscientists, business anthropologists, diplomacy experts, and elite forces leaders, Duke CE identified three essential abilities required to thrive in uncertainty: Perceiving, Sense-making and Choreographing. Each of these abilities are meta-capabilities, as they contain a number of underlying or embedded skills and abilities.

In order for leaders to develop these, they must choose to grow, stretch, show up and engage with the world and their colleagues in new ways. Using tools from the theatre, improvisation and acting, participants in the masterclass had the opportunity to immediately and viscerally experience, see, feel and think in these new ways.



Pathfinders: preparing organisations for the future

This session examined the challenges of preparing successful organisations for the future, by exploring the example of a recent IMD program journey with Mars Petcare (a \$15 billion industry leader). This journey involved having 20 selected Pathfinders visit and learn from 30 high growth companies from around the world, use these structured visits to develop perspectives and lessons from targeted learning areas, sharing these insights and their experiences with the top 150 leaders of the business, and finally engaging in a 3-day workshop with the business top leaders to co-create a transformation agenda. The session shared details of the lessons learned from the company visits, approaches in engaging and challenging the leadership team, and lessons in constructing a transformation agenda. The session included reflections of how the experience and lessons could be applied to the organisations of the participants.



20/25 – HR vision

The last few years have seen a revolution in the relationship between organisations and their customers. Power is increasingly passing to customers through the digital environment, where personal preferences, tribal allegiance and the openness of the internet are shaping different business models. In our VUCA (Volatile, Uncertain, Complex and Ambiguous) world, those same customers are bringing their expectations to work. We know that the next 10 years are going to require HR to have an increasingly flexible approach to their workforces. But at a deeper level, HR itself is going to need to change and our masterclass focused on three main areas:

- **The impact of automation, AI, ‘cobots’ and data** on HR processes such as training and development, performance management and recruiting. Who, for example, is responsible for the induction programme for AI machines?
- **Increasing levels of connectivity and collaboration** make it essential that HR brings an external network and perspective to their organisations. How can collaborative participation extend the skillset and capabilities, without matching cost increases?
- **It will no longer be good enough to have a transformation programme** – companies will need to be innately innovative and agile. To do that requires both a radical mindset as to how to evolve and the practical organisational capability to reinvent. HR has to be an initiator and key enabler of strategy in this world – not a reactive implementer.



Future of talent disruptions – it’s getting personal

The employer brand and employment relationship is now also in the hands of the individual, not just the company. Organisations are embracing the power individuals have in the employment relationship by being more transparent around compensation practices and introducing self-service benefits programmes. These programmes resonate with employees meaning they are more likely to join, stay and be engaged.

During the session we explored the business model disruptions impacting the workplace and workforce in the future.

Key highlights include:

- 1 Major concerns around talent scarcity, competition from emerging markets, and leveraging a diverse labour pool
- 2 35% of core skills will change by 2020
- 3 Data-driven analytics create a segmented and targeted approach to communications, benefits, and employee engagement
- 4 Personal means smaller and more nimble teams, knowledge-based and a decentralised reward system with individual accountability
- 5 Experience journeys to visualise pain points and desired improvements in specific tasks within the overall employee lifecycle.

There are many ways in which organisations are responding, from personalised EVP for core workers, participatory employee relations, externally oriented compensation, benefits at the employees risk, aggressive talent management and the reality of diversity & pay equity. Many organisations adopt techniques such as stakeholder interviews **and** journey mapping to put the employee at the centre of the problem and the solution.



Dr. Paul Schoemaker
The Wharton School,
University of Pennsylvania

"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. I particularly enjoyed the interplay between the speakers and how they addressed the big themes from a multitude of angles over the two days."

Cindy Davis - Global Head of HR,
Emerging Markets, Thomson Reuters

➤ **Tweets:**

- Leadership for the future: Anticipate: Scan wider and see sooner. The challenge then is to engage others @paulshoeSVP #CRFPrague @edithlemieux
- You can't CONTROL outcomes in this uncertainty but you can NAVIGATE it @paulshoeSVP #CRFPrague @gillwhite4
- Fascinating interactive keynote intervention by Paul Schoemaker on scenario planning at #CRFPrague @FHvaring
- #Scenarios create memories of the future allowing to recognize weak signals sooner as #future unfolds @paulshoeSVP #CRFPrague @edithlemieux

THE PLANNING PROCESS:

Scenario planning; developing the right mindset; what should we expect, what should we do?

Paul started off both the conference and his three sessions with an introduction that certainly grabbed our attention. He showed us this clip:

<http://www.wingclips.com/movie-clips/vertical-limit/cut-the-rope>

When we could come out from watching behind our fingers, he asked us what we would do in that situation, and discussed why people are often paralysed when confronted with deep uncertainty. *'Tragic choices – when there are no good options'*.

Some degree of preparedness is necessary to navigate uncertainty well, and scenario planning is a proven tool for doing so. Strategic thinkers tend to notice the unexpected sooner, because they have a more prepared mind, and *'change the metaphor from control to navigation'*.

And talking about the unexpected, how did you fare with this?

https://www.youtube.com/watch?v=IGQmdoK_ZFY

He took us through the conditions that make scenario planning an ideal tool, and introduced us to mapping our uncertainty cone *'...bound the range of possible worlds you may have to deal with, like it or not'*.

He looked at scenarios and their role in project planning (sensitivity analysis and decision trees, for example) and in deep conversations about strategy. But he also looked at their application to our personal lives – in health, finance and social situations, and gave us the 6 essential steps to building any scenario.

In his second session, he defined the attributes, or disciplines, that adaptive strategic leaders require. These are the ability to anticipate, challenge, interpret, decide, align and learn. He talked us through what these attributes really mean, and how they are expressed in practice.

His final session concentrated on being able to understand whether our scenarios are relevant – or not. He also took us through 6 important purposes for scenario planning, and how to link them to upcoming decisions and overall strategy. And he then gave us his top tips for embedding scenario thinking at our own organisations.

'The true value...lies in the strategic dialogues they engender, so that more clarity and consensus arises... At its core, scenario planning is an ongoing process of organisational learning...'

TREND 1

Economics and global finance

'Everything that I have learned and taught for the last 20 years is wrong – which is quite disappointing'.

After his opening disclaimer, Arturo took us through how the world is financed, and the balance of credit and debt, investment and equity. He looked at the gradual recovery of the world economy after the 2008 global financial crisis, and the impact that quantitative easing – *'flooding the economies with money'* – by the US and Europe central banks made. He made the point that it was easier to put money in, than to take it back out.

Currency markets have become misaligned and interest rates have become negative. Corporations, banks, families and governments are all highly indebted, and paradoxically, companies can simultaneously have both too much debt and too much cash. The cash is often in the wrong geography driven by tax advantages – and there is a moral dimension to that. If taxes are not paid, money cannot flow into economic and social change. The financial risk of the world economy has increased, especially in emerging markets, including China - where the impact of the size of the economy is more troubling than for Greece.

Over the last 10 years, the rate of growth of productivity has reduced in many economies, including the UK – now down at number 15/16 in the competitiveness league. Many other countries and emerging markets do not really think through what they are best at and whether that is sustainable in their economies.

Arturo questioned and explored the jobs and roles that will disappear, remain or be created over the next few years – this will change the landscape of employment globally. He sees a futuristic world with wealthy, successful and retired entrepreneurs; a highly-skilled, productive middle class and a poor, less educated, unemployed and subsidised lower class.

Arturo then went on to suggest ways, and gave some examples, in which we could escape from the debt traps that he described earlier. These hinged on the visions, political leadership and financial strategies of many countries coming together in a co-ordinated way – that would need consensus, commitments and trade-offs. Many were not very optimistic that this would ever be achieved.



Professor Arturo Bris

IMD Business School

"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

🐦 Tweets:

- 🐦 @arturobris "knowledge is an asset of the 20th Century, not the 21st Century" #CRFPrague @BarrRachel
- 🐦 Looking forward to 2025 - 60% of the jobs the new generation will do don't exist yet @arturobris #CRFPrague @katie_jacobs
- 🐦 Why does Google take on \$4bn in debt when it has cash of \$70bn? Doesn't want to pay tax repatriating cash Arturo Bris #CRFPrague @M_Heffernan
- 🐦 "Risk trinity of the world- 1) too much debt, 2) too much cash and 3) central banks have nothing to do..." #CRFPrague @tashasspot
- 🐦 Bris predicts the next economic crisis will come from China where debt is 282% of GDP - "a debt bubble" #CRFPrague @katie_jacobs



Edward Carr

Deputy Editor, The Economist

👉 Tweets:

- 👉 @EdCarr on #Churchill, "Success is going from failure to failure w/o any loss of enthusiasm" #CRFPrague @tashasspot
- 👉 After #angry politics @EWRCarr had promised some optimism. We have just reviewed #disintegration in every part of the world #CRFPrague @edithlemieux
- 👉 Ed Carr - Brexit is going to horrible. Bargaining power doesn't lie in London. It's in member state's capital cities #CRFPrague @katie_jacobs
- 👉 Protectionism loses the rich 30% of their purchasing power but it loses the poor 66% of their purchasing power Ed Carr #CRFPrague @M_Heffernan
- 👉 It is not the fact that Trump lies it's the fact that no one cares he lies says ed Carr from the Economist on angry politics #CRFPrague @gillwhite4

TREND 2

Politics and the global landscape

Ed's first session gave us his bottom-up perspective on *'The Politics of Anger'* – what it is, why it is so forceful, and where it is going. He explored two seemingly contradictory ideas – *'don't complacently extrapolate'* and *'before you think WW3, no hysteria'*. He quoted Jonathan Evans (DG, MI5, 2007-13):

'...some areas of concern... may turn out to be dogs that don't bark... On the other hand, the dog you haven't seen may turn out to be the one that bites you.'

Anger – generally shown by a group of people familiarly described as white, no-college, left-behind, nostalgic, and disenchanting with politics. He catalogued the state of anger across countries, and both the left and right extremes of political affiliation. But *'When it comes to disgruntlement, Canadians are a lagging indicator'*.

There were the usual obvious causes for anger, added to the real impact of falling social and fiscal mobility on generations. Research in the US showed that families take longer to recover from each recessionary cycle. *'A smaller share of a smaller pie, and less hope of making good'*.

And politicians exploit the system – and many of the extreme amplify issues, without providing solutions. He also pointed out that campaigns may bear no relationship to government. He was clearly no fan of Trump... *'Bad policies should disqualify anger candidates, but as we will see, there is a chance that they will amplify anger still further'*. He, and others like him in other countries, are about breaking the system, not producing policies.

In summary, anger will be with us; it has deep causes; its effects make the world darker and poorer – feeding anger again. Ed left us with 3 questions. How grave is the threat? What is the weakest link? What can we do to make it better?

Ed's second session looked top-down at Geopolitics, and the balance of power and legitimacy, in the Middle East, Russia, Europe, UK, US and China, and gave his view of where each sat in the continuum of decay and development. His most positive verdict was *'not quite as bleak as it might be'*.

So, which is the dog that is going to bite?

TREND 3

Technology and the digital storm

Carsten's first session took us on a journey through the three ages of machines – from mechanical (using the generative power of fire) to smart (where information is the new fire) through to generative – an age where flexibly reprogrammable Anything Machines is the new fire.

The new hierarchy of needs in the smart age, where Wifi and battery underpin all else, resonated with many... *'In Finland, wifi is now a human right!'*

The separations of form and function, and content and media, has led to a proliferation of new technologies and possibilities. *'This new material of 0's and 1's makes plastics look like stone'*. Carsten dazzled us with this array of newness beyond mobile phones – IOT, NFC, RFID, MP3, M2M communications to name but a few. It was at this point there seemed to be somewhat of a generational divide, with those of a 'certain age' starting to look as though they were listening to a foreign language.

He threw in a reassuring diagram, Gartner's 'Hype Cycle for Emerging Technologies' which made some sense of where all these lay, and the likelihood of actual development and over what timeframe, for example, self-serviced matchmaking, robots, 3D printing, blockchain infrastructures, quantum computing, virtual and augmented reality.

His second session gave us personal experience of virtual reality as we all donned our Google glasses (once we had worked out how to put them together) and explored the Google Cardboard app. It must have been a strange sight – 300+ people standing and turning round in their own new worlds, disorientated from the real one... !



Dr. Carsten Sørensen
London School of Economics

"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

🐦 Tweets:

- 🐦 Today we went on an arctic journey & climbed the Eiffel Tower! #virtualreality #CRFPrague #future #technology #fridayfeeling #hr #leadership @HayleyMonger
- 🐦 "The next 50 years of technology is largely unknown" #CarstenSorensen #CRFPrague @tashasspot
- 🐦 Digital sustainability - who owns our data? Who owns our soul? Dr Carsten Sorensen #CRFPrague @BarrRachel
- 🐦 Dr. Carsten Sorensen moving and speaking so fast that he's a blur. Rapid fire ideas and great content. Wonderful session #CRFPrague @TimPointer
- 🐦 #CRFPrague brilliant conversation about my fridge talking to my supermarket and refusing a delivery because I ate too much yesterday! @KarenWardAditi



Professor Ian Goldin

Oxford Martin School,
University of Oxford

"I think the conference did a great job of taking a lot of data from many perspectives and helping us synthesise it into some significant themes. For me, the most memorable of these was Ian's concept of the 'new renaissance'. The idea that we're living in the best of times whilst standing on a precipice was both uplifting and terrifying!"

Jayne Antrobus - Group Learning & Development Director, SAB InBev

👉 Tweets:

- 👉 We need fiscal ammunition to be resilient but post austerity our ammunition is all shot. @ian_goldin #CRFPrague @M_Heffernan
- 👉 Our challenge: Excess data but insufficient judgement, intuition, ethics - creativity not data should drive the story @ian_goldin #CRFPrague @edithlemieux
- 👉 We are in a new Renaissance says Ian Goldin #CRFPrague @FHvaring

UNDERSTANDING THE TIME WE ARE IN — AND WHERE ARE WE HEADING?

Ian took us through a number of very broad perspectives of the times we live in, including:

- The coming down of physical boundaries (the Berlin Wall), and other boundaries between people and countries
- The breaking down of other barriers with increased integration, communication and physical and digital connectivity
- Increasing populations, increasing life expectancy, decreasing infant mortality, increasing global income, smaller proportion of people in poverty, rising literacy
- Financial flows since 1990 much less stable and more volatile.

His conclusion was that we were in the age of a new Renaissance, and that *'Today is the slowest day you'll know for the rest of your lives'*.

He compared this with the old Renaissance – a time when huge strides were made in knowledge, arts and technology (e.g. the Gutenberg press), and *'the knowledge of Europe was turned on'*. And it all came crashing down, to forces of terrorism, disease and religion. He asked whether we could do it better in the new Renaissance of today. In the new potential of renaissance today we need to provide the benefits of change to more people in more places.

Looking ahead, he outlined various demographic ratios (age and M/F) and how they would inevitably play out, shaped by factors such as immigration in the US, and the one-child policy in China. *'Retirement as we know it will become an unknown in 10-15 years'*, leading to a need for multiple careers over a lifetime. Technological change is moving into hugely exciting territories, such as increasing computing power, nanosyringes, building new cell groups, and chemical brain aids. The relationships between technology and people will become ever more important – and connections need to become more resilient too.

Walls are coming down between societies, but going up inside societies, and people are getting left behind faster. The unintended consequences of success means that *'when too many people enjoy good things, bad things happen'*. Technology can lead to harm – e.g. deliberate causation of pandemics. Risks become more global e.g. the spread of swine flu along popular flight paths. Trust and integrity will become increasingly important, and market forces will not be enough.

Looking back at the Renaissance should give us hope – it left a powerful legacy. But it also gave us a demonstration of what we need to work out as we move forward – and how we very much need to help each other through the difficult times.

PANEL DISCUSSION



Margaret Heffernan set the speakers some interesting questions for the panel discussion, and the main themes covered were:

Jobs and employment: automation and self-service will lead to a fall in employment; the contradiction between needing 10,000 hours of practice for specialism vs the need for a variety of career changes; the changing nature of what jobs will mean; less worry about the number of jobs than the quality.

How do we break out of our addiction to certainty: 'superforecasters' may help here (<https://www.gjopen.com/>); accept that bad decisions have always existed.

How much resilience do we have in organisations, and do we have to make all the decisions at once: you can get it wrong all the time, but you have to structure your arguments, whether you get the right answers or not; big data can offer big shackles; big difference between codifying decision processes (bad) and codifying data (good).

Most people here have similar views on both Trump and Brexit – does this mean we're missing really important arguments: Trump is out to break a system, and Clinton to work within it; referenda are notoriously bad at preferences; general eye-rolling at Trump.

Is the notion of learning to fail a good one for driving innovation: arises in performance management, and in theory a good idea – but you have to be aware of excusing those with the gift of the gab; academics fail all the time – peer reviews are painful; learn to disagree without being disagreeable.

What can we learn from China: Chinese execs can be arrogant, positive, and want to change the world; lots of smart people in both business and government; doubling income every 8 years; hugely inquisitive; students work exceptionally hard; but brittleness, a single party state, centralised, party 'above the courts' – *'There will be a day of reckoning – it will do well until suddenly it doesn't'*.

And Europe: not brittle, stuck; fragile.

OVERALL CONFERENCE TAKEAWAYS

Everyone will have their own defining moments, and key ideas that they will take away from the conference. But for us, some of the key themes were:

- 1 When you're only looking for one thing, you miss other unexpected events.
- 2 Preparedness is needed to navigate uncertainty – build in risk awareness and planning. Perpetually self-challenge as a business.
- 3 Business needs to be genuinely agile – avoid rigidity and stasis. Foster innovation and creativity.
- 4 You need constant curiosity about the external environment – fiscal, social, economic and technology.
- 5 The rate of technological advance in particular can disintermediate industries and jobs – individuals and organisations need to be increasingly tech savvy.
- 6 People still matter! Create cultures for them to flourish, and up the game around leadership and engagement.
- 7 We need to help each other through difficult and challenging times – this will need collaboration. And that's the theme for the CRF Conference 2017, in Amsterdam!

FURTHER RESOURCES

Paul Schoemaker

Two books:

Schoemaker, Paul J. H., *Profiting From Uncertainty: Strategies for Succeeding No Matter What The Future Brings*, Free Press, July 2002.

Krupp, Steven and Paul J.H. Schoemaker, *Winning the Long Game: How Strategic Leaders Shape the Future*, Public Affairs Imprint of Perseus, Dec 2014.

Five articles:

Schoemaker, P.J.H. 'Scenario Planning: A Tool for Strategic Thinking,' *MIT Sloan Management Review*, Vol. 36 (2), Winter 1995, pp.25-50

Day, G.S. and Schoemaker, P. J. H., 'Scanning the Periphery' *Harvard Business Review*, Nov. 2005, pp. 135-148

Day, G.S. and Schoemaker, P. J. H., 'Are You a 'Vigilant Leader'?' *MIT Sloan Management Review*, Spring 2008, Vol. 49, No. 3, pp. 43-51

Schoemaker, P. J. H., Steve Krupp and Samantha Howland, 'Strategic Leadership: The Essential Skills' *Harvard Business Review*, Jan/Feb 2013, 131-134

Day, G.S. and Schoemaker, P. J. H., 'Adapting to Fast-changing Markets and Technologies' *California Management Review*, Vol. 58, No. 4, 2016 pp. 59-77

Arturo Bris

For a list of papers and publications, see:

<http://www.imd.org/about/facultystaff/upload/PublicationsArturowithhyperlinks.pdf>

Carsten Sørensen

Enterprise Mobility Book: Tiny Technology with Global Impact on Work (2011)

Available from:

<http://enterprisemobilitybook.com/Welcome.html>

For a selection of digital infrastructure videos see:

<http://digitalinfrastructures.org/Welcome.html>

For a full list of academic papers see:

www.carstensorensen.com

Ian Goldin

Age of Discovery: Navigating The Risks and Rewards of Our New Renaissance (Bloomsbury 2016)

Available from: <http://www.amazon.co.uk/dp/147293637X>

The Butterfly Defect: Why Globalization Creates Systemic Risks and What to Do About It (Princeton 2014).

For details of all books, videos, presentations see:

<https://iangoldin.org/>

COLLABORATION IN A COMPETITIVE WORLD: DRIVING INNOVATION, EFFICIENCY AND PRODUCTIVITY

WHEN: Monday 2nd October 2017 – Wednesday 4th October
WHERE: 2017, Hotel Okura, Amsterdam, The Netherlands

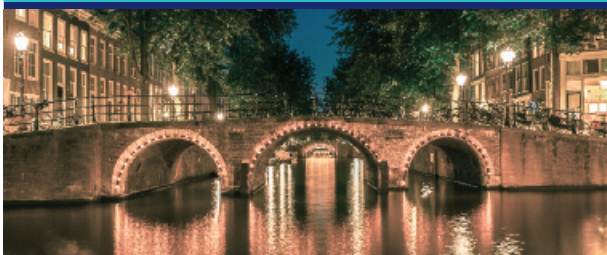
In this age of collaboration where multiple forces are coming together enabling closer working both inside and between organisations, success will be achieved by those that embrace the opportunities that collaboration offers, such as driving cost effective innovation, streamlined processes and enhanced productivity. Our 9th International Conference will concentrate on some of the more fascinating aspects of collaboration that are not often looked at – what is necessary to build highly effective teams, networks of successful people and the 'dark side' of collaboration.

Continuing the CRF format of informed speakers, innovative content and inclusive discussion we are sure that you will want to join with the 350+ HR and business leaders attending to consider the ups and downs of collaboration, as well as what organisations are to do to enjoy most benefit.

OUR EXPERT FACULTY WILL INCLUDE:

- Amy Edmondson, Novartis Professor of Leadership and Management, Harvard Business School
- Rob Cross, Professor of Management, University of Virginia
- Hamish Taylor, Businessman, Speaker and Broadcaster
- Alex Steele, Jazz Pianist and his band.

CRF members qualify for two places as part of their annual membership.
Attendance for non-members costs £1,500 + VAT (excluding flights and accommodation).



Please contact Lynn Little at lynn@crforum.co.uk or +44 (0) 20 7470 7104 to reserve your place.



CORPORATE RESEARCH FORUM

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