

## DELIVERING BUSINESS IMPACT

# BECOMING AN EFFECTIVE HRD

**PROGRAMME LEADER**  
Professor Nick Holley

**MODULE 1**  
27 – 28 April 2017

**LOCATION**  
Brooklands Hotel, Brooklands  
Drive, Weybridge KT13 0SL

**MODULE 2**  
30 June 2017

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

### 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 supporting 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 the 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.
- Ensuring managers and leaders take their responsibility seriously.
- Bringing fresh new thinking and ideas from the outside world into your organisation.
- How to be 'politically savvy' and deliver initiatives in complex and ambiguous organisations.
- Measuring what we do against business outcomes, not against HR activity.
- 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.

### 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 a HR Director or be looking to significantly increase your effectiveness and business impact as an existing HR Director.

### LOCATION AND COST

The programme will be held at:

**Brooklands Hotel**  
**Brooklands Drive**  
**Weybridge**  
**KT13 0SL**

and

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

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 the programme. The previous night may be booked at additional cost.

To register for this unique event please contact Harriet Ojo on +44 (0) 207 470 7104 or at [harriet@crforum.co.uk](mailto:harriet@crforum.co.uk)

## THE PROGRAMME IN DETAIL

### Prior to the programme:

- You will read analyst's 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 modeling 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 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.



## PROGRAMME LEADER PROFESSOR NICK HOLLEY

Professor 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.

## ABOUT CRF LEARNING

Building on CRF's 20+ years of unparalleled experience in the research, discussion and practical application of contemporary topics arising from people strategy, learning and organisational development, CRF Learning delivers a suite of development programmes aimed at enhancing the capability of the HR function and the individuals within it.

### Impact not input

The programmes will focus on making a difference to the performance of organisations by building the skills and capability that underpins it.

### Custom programmes

CRF Learning also engages with organisations on a bespoke basis, developing custom solutions tailored to the specific requirements and context of the organisation.

*"CRF offers us access to quality research, networking, resources and meetings that energise, engage and develop our diverse Human Resources community. Feedback from our HR team is always positive, stressing the pragmatism and freshness of the discussions and ideas."*

### Ben Cunningham

Senior Vice President HR Europe,  
Ricoh Europe