

DELIVERING BUSINESS IMPACT

ASPIRING GROUP HRD

PROGRAMME LEADER
Professor Nick Holley

MODULE 1
9 May 2017

MODULE 2
13 June 2017

MODULE 3
14 July 2017

MODULE 4
18 September 2017

MODULE 5
12 October 2017

MODULE 6
28 November 2017

LOCATION
Bird & Bird LLP, 12 New Fetter Lane
London EC4A 1JP

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 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, experience and extensive contacts this programme delivers a highly tailored learning experience; very different to the usual 'here's what we're going to teach you' programme.

In addition to the blended learning environment, you will benefit from access to those who have successfully made the transition into Group HRD roles, as well as other business leaders and contacts to prepare you for the next step in your career.

CRF Learning will deliver formal learning and in addition create a network so you can learn from each other, as well as our experts, providing an invaluable source of support beyond the programme and through your career.

BENEFITS OF ATTENDING

The programme will share the insights of existing board level HRD's and business leaders to create an individualised programme to develop capability in the areas you most require.

What CEOs most want from the function is HR's contribution in enabling the business strategy by building the people and organisational capability to deliver it. Like any leader they expect functional expertise, but beyond this also require their HRD to be a commercially focused business leader.

The programme will:

- Support you in making the transition into a board or executive team HRD role in a FTSE listed or similar size organisation.
- Equip you with the tools and skills to move beyond your core HR role and become a Corporate Director, adding business value.
- Create 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 9-month programme of blended learning, implementation, reflection and analysis.

THE PROGRAMME IN DETAIL

Prior to the programme:

- You will receive bespoke 360 feedback against CRF's most recent definition of what makes a great HRD.
- You will agree a learning contract with your Group HRD 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.

continued

WHO SHOULD ATTEND?

This programme is aimed at senior and experienced HR professionals, likely to be on high potential programmes, enabling this to be integrated into your own HR talent management programmes.

Attendees will likely be the HRD of a subsidiary, a business unit or an SME or a Group level functional specialist looking to develop the capability to move into a strategic HRD Generalist role.

Prior to registration CRF Learning will assess participants to ensure they are at the appropriate level of seniority and experience to benefit from the programme.

LOCATION AND COST

The programme will be held at:

Bird & Bird LLP
12 New Fetter Lane
London
EC4A 1JP

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

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

THE PROGRAMME IN DETAIL (CONTINUED)

Module 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 you 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 CEO's view: "What I want from my HRD"
- 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?"
- Governance and the Rem Co view: the control and risk elements of the role
- External environment: the business, economic and technological context and the implications for HR.

Module 2 Creating the agenda

- Reflection and individual presentations based on a personal 360 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 3 – 6 and follow up learning

- Four one-day tailored modules, based on the common themes identified in module one, delivered by senior practice area experts from our network of associates.
- An individual mentor – the Group HRD of one of our member companies.
- Two networking dinners with guest speakers.
- There will be an additional option to benefit from an executive coach to work on the unique issues identified in module 1, but we recognise many delegates operating at this level will already have one.



PROGRAMME LEADER PROFESSOR NICK HOLLEY

Professor 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.

The programme will include inputs from an unrivalled 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.

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 is peerless in the field of HR thought leadership, bringing together the best of academic thinking and real world application. This creates a stimulating – often provocative – but always constructive environment in which to share ideas and learn. Nobody does it better."

Dan Simpson

Head of Talent & Regional Lead,
People & Leadership Europe, Siemens