

crf

CORPORATE RESEARCH FORUM



2018

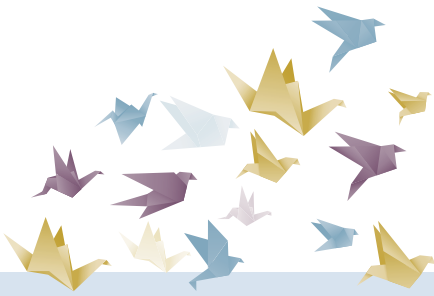
PROGRAMME

"I continue to be impressed by the way Corporate Research Forum links the best of leading academic input to the real organisation and people issues faced by business in today's uncertain environment. Added to that they are always a pleasure to work with."

Amy C. Edmondson

Novartis Professor of Leadership and Management, Harvard Business School





CORPORATE RESEARCH FORUM 2018

WELCOME TO OUR PROGRAMME

ABOUT CRF

Our purpose is to increase the effectiveness of the HR function, in order to drive sustained organisational performance, through developing the capability of HR professionals. With a network of over 200 leading organisations, we continue to grow as the respected focal point and knowledge source for improving corporate and individual performance.

We inform, discuss and guide our members on how to enhance their personal capability, those of their colleagues and, in turn, the effectiveness of the function.

We explore topics through an **evidence-based lens**. This leads us to critique existing practices with an ambition and desire to progress the influence and impact the function delivers to the business. Our approach is professionally and informally rooted in the principle that **adults learn through doing, discussion, reflection and the interaction with others**.

WHAT CRF STANDS FOR

- We are alert to the political, economic, technological and social environment in which businesses operate, the continuous uncertainty and potential for game changing-events.
- We understand organisations, the imperatives of robust strategy, agility in implementation and persistence in seeking operational excellence.
- We are acutely aware of the role of people in organisations, the relationship between them, and the systems and processes which bind them together.

ENGAGING WITH MEMBERS

- Regular events across Europe, providing facilitated, expert-led learning opportunities and peer exchange, including our flagship International Conference.
- Access to contemporary and practical academic research commissioned in partnership with leading management thinkers and business leaders.
- Online resources and tools, webinars and extensive use of social media make our activities accessible to HR teams and other interested individuals and groups, as and when required.
- Our experienced team of HR professionals, wider expert associate group and links to fellow members, provide support, guidance and learning across the whole range of HR and organisation challenges.
- Open and bespoke learning programmes aimed at all levels of HR professionals are designed to enhance individual and organisational capability.

"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



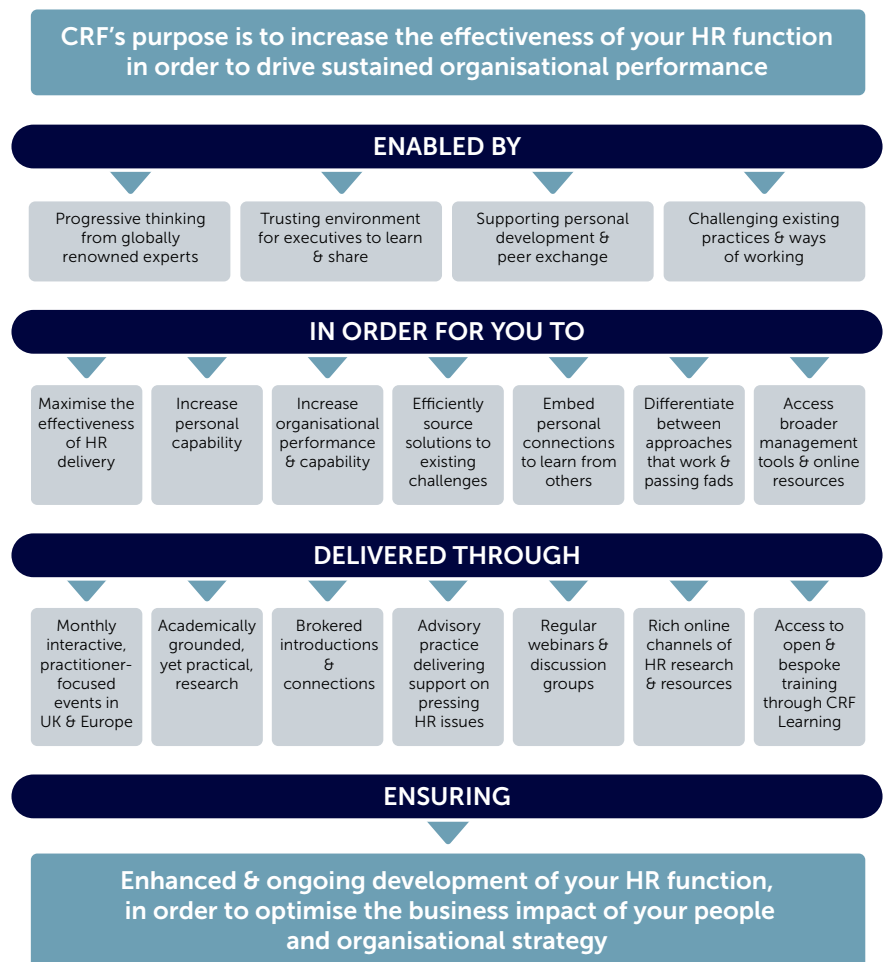
2018 PROGRAMME

ABOUT CORPORATE RESEARCH FORUM (CRF)

WHAT WE DO

Our programme of high-level participative events, provides the highest standards of intellectual rigour and excellence, focusing on the practical application of ideas in the organisation context. Our research is an invaluable source of latest thinking and guidance in key areas of people strategy, organisation and leadership development and learning. Complemented by our unrivalled ability to broker connections between members and experts, and extensive online learning resources, we deliver time efficient development of your HR function, optimising the business impact of your people and organisational strategy.

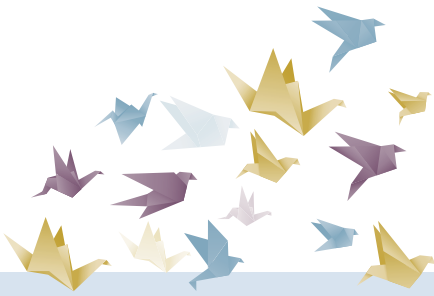
In summary, CRF delivers value to our members by:



"As an HR Director there are never enough hours in the day. CRF really helps by providing information about latest thinking and innovative practice succinctly, and in ways that can easily be translated into helping solve our organisational challenges."

Valerie Hughes-D'Aeth
Group HR Director, BBC

For more details on how your organisation can benefit from membership, and the associated fees, please contact Richard Hargreaves, Commercial Director, on +44 (0) 20 3457 2640 or at richard@crforum.co.uk.



2018 PROGRAMME

CRF WEBINARS AND SPECIAL INTEREST GROUPS

CRF WEBINARS

Our webinar series aims to continue the debate generated from our research reports and member meetings. They enable global teams to access high-quality content in an online environment built for exchange and discussion. Our webinars are engaging, interactive, content rich and to the point, recognising the time constraints everyone operates under.

The 2018 CRF webinar programme will include the following topics:

- **What differentiates a great HR Director?** – Friday 2nd February
- **Data-driven resourcing: what is the future of recruitment?** – Tuesday 10th July
- **Navigating the future of work** – Tuesday 20th November

For further information on our 2018 webinar programme please contact Viktorija Verdina at viktorija@crforum.co.uk or on +44 (0) 20 3457 2640.

SPECIAL INTEREST GROUPS (SIG's)

The aim of these groups is to take a deep dive into a research topic and produce practical actions that can be applied within the organisation. SIGs are designed for senior HR practitioners, to assess the practical implications of CRF research, share their personal experiences and draw out key practical learning points. These groups also provide networking opportunities for members on a smaller, intimate level.

The groups, led by an experienced CRF associate, are deliberately kept small to encourage dialogue and participation from across the participants.

For further details on upcoming meetings please contact Viktorija Verdina at viktorija@crforum.co.uk or on +44 (0) 20 3457 2640.

EXPERT ADVISORY FORUM

We welcome issues being raised by members looking to structure their thinking around a particular topic.

Access to our Expert Advisory Forum is available online to all members. This in-house briefing service enables members to seek the views of a range of specialists, in addition to our own team of experienced HR professionals. CRF has an extensive international network of subject experts including academics, practitioners and member companies, many of whom have highly regarded practices and processes which may be close to your particular area of enquiry.

Managed by the CRF team and included within the annual subscription fee, this service provides a fast and efficient link through which members are able to obtain advice, guidance and the experiences of others before embarking on their own interventions or committing to major expenditure.

To find out more please contact Elaine McFarlane at elaine@crforum.co.uk or on +44 (0) 20 3457 2640.

"CRF seems to get it consistently right about what the key topics are, that we as HR professionals are wrestling with. In my opinion, their research papers are highly relevant and valuable and the conferences attract people at the highest level in HR. Their European arm is also proving to be a useful networking forum for like-minded individuals."

Jennifer Monon
Senior HR Director, ING



2018 PROGRAMME

SCHEDULE AT A GLANCE

2018 schedule at a glance



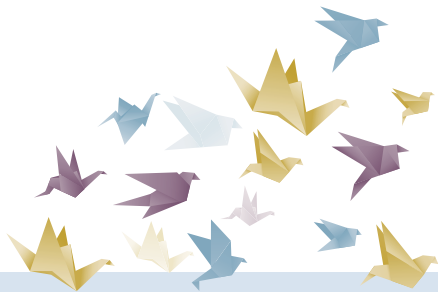
"Each year, the array of CRF events offer evidence-based insights into optimising individual and organisational performance. With dynamic change becoming the new constant, the CRF team help their members to focus on the most relevant topics just before we need the insight."

Jeff Lindeman

Director – Finance, HR and IT, WD40



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Page 20	The Future of Jobs, Work and Working Simon Callow, RHR International Wendy Hirsh, Institute for Employment Studies Professor Mike Rosenberg, IESE Business School Gary Simmons, Mercer Tom Standage, <i>The Economist</i> John Whelan, BAE Systems



Monday 15th January Corinthia Hotel, London	
Wednesday 7th – Thursday 8th February Sopwell House, St Albans	
Tuesday 20th March Church House, London	
Thursday 22nd March Okura Hotel, Amsterdam, The Netherlands	
Monday 23rd – Tuesday 24th April IMD Business School, Lausanne, Switzerland	
Thursday 3rd May Plaisterers' Hall, London	
Wednesday 13th June Haberdashers' Hall, London	
Tuesday 3rd July Church House, London	
Thursday 5th July Hilton Paris La Defense, Paris, France	
Tuesday 17th July Glaziers Hall, London and Shangri-La Hotel, The Shard, London	
Thursday 6th September Haberdashers' Hall, London	
Monday 1st – Wednesday 3rd October Corinthia Hotel, Lisbon, Portugal	
Monday 29th – Tuesday 30th October IESE Business School, Barcelona, Spain	



"CRF events are the ones that we always make time to attend, because we know the investment will be worth it. The quality of content, presenters and attendees is consistently outstanding and manages to perfectly bridge broad, future-focused academic thinking with pragmatic, practitioner-led discussion."

Neil Morrison
Group HR Director, Severn Trent





CRF LEARNING: DELIVERING BUSINESS IMPACT

CRF Learning has been established to build on CRF's research and practical experience to create a unique approach to developing the capabilities of the HR function and its people to deliver business impact.

Programmes are designed to help HR professionals fundamentally rethink their whole approach to HR. Based on a purpose of HR, defined in our 2017 *HR Manifesto* ("HR's role is not to do HR 'stuff' but to build the capability of an organisation to deliver its strategy and create sustainable value for its key stakeholders"), all our programmes give people the practical tools to refocus their roles away from an HR centric approach to one that focuses on this purpose. We measure success against impact as the emphasis goes beyond the learning experience and personal development to making a fundamental difference to organisational performance.

WHY CRF LEARNING?

- CRF is focused on HR and its contribution to business success. It's what we've all done in large companies, it's the only thing we do and it's what we're passionate about. This deep experience gives us an unrivalled practical slant to our work.
- We draw on highly engaging world-class experts with real world experience in large, complex organisations. This gives us the flexibility to deliver what is needed, when and where it's required.
- We source high-level HRD expertise from our member companies complemented by close relationships with partners such as Duke Corporate Education and IBM.
- We deliver learning events based on core principles of how senior business people learn.

For more information on CRF Learning's 2018 open programme schedule or to enquire about bespoke development programmes for your organisation please contact Richard Hargreaves, Commercial Director, on +44 (0) 20 3457 2640 or at richard@crforum.co.uk.

2018 Schedule of Programmes

The programme	Dates and location	Benefit to you and your organisation?
HRBP – Business Catalyst	Two-day Residential: 27-28 March OR 25-26 October Greater London	To increase your impact through: deeper commercial/strategic thinking, faster and more effective delivery skills and greater influence.
Becoming an Effective HRD	Two-day Residential Plus Action Day: 8-9 March AND 14 May Greater London	To enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.
Aspiring Group HRD	6x One-day Modules Plus Two Networking Dinners: May – November Greater London	To prepare you to be an effective board and/or executive team member, contributing to the overall performance of the organisation.

"CRF Learning challenged our thinking at every opportunity. We had to really apply a different lens on our 'HR stuff' and question the real priorities in what we do."

Daniel Burleigh
HRBP, TalkTalk



2018 PROGRAMME

GROUP HR DIRECTORS' DISCUSSION FORUM AND DINNER – BY INVITATION



Discussion Forum and Dinner

Date

Monday 15th January
15.00 – 18.00
(followed by dinner: 18.30 – 21.00)

Venue

Corinthia Hotel
Whitehall Place
Westminster
London, SW1A 2BD

WHO IS IT FOR?

HR Directors and Senior Leaders.

OVERVIEW

Recognising the need for concise, informed and authoritative briefings on a range of contemporary issues, we are producing a series of 'position papers' which will bring together facts and substantiated opinion on topics which will have a major impact on organisations and their people. Each of these papers will be presented and debated in an informal setting to an invited senior audience, where facilitated discussion and debate under Chatham House rules will encourage the sharing of personal and corporate experiences.

CONTENT

We will cover social, political, economic and technology issues in our series, selecting illustrative examples to inspire thought and conversation around the future.

Our series will open with technology as the theme. We will focus on Artificial Intelligence and Automation, its impact on our businesses, and the formulation and implementation of strategy. A number of aspects will be discussed.

- AI can now do many things better than people.
- Cashiers continue to be replaced in all areas of financial transactions and payments.
- Intuit's motto is 'recruiting is done' (algorithms do it better).
- Sequencing 2% of the human genome is almost enough for completion.

Facilitation:

Professor George Yip will lead the meeting and facilitate discussions. A preparatory position paper prepared by David Creelman will be circulated in advance.

"I find CRF to be one of the top organisations in providing networking, competency knowledge and thought leadership. Whether I am making connections at a networking event, hearing insights from seasoned professionals at a panel session, or sharing my own thoughts at a roundtable discussion, CRF is an instrumental partner and valuable resource."

JJ Thakkar

HR Director – Strategic Marketing,
Rolls-Royce



George Yip is Professor of Marketing and Strategy, and Associate Dean for Executive MBA at Imperial College Business School.

Previous academic posts include positions at the Centre on China Innovation at China Europe International Business School, Rotterdam School of Management, Harvard, UCLA, Cambridge Judge and LBS. He is also the former Lead Senior Fellow of the UK's Advanced Institute of Management Research.

George has held senior roles at Capgemini, PwC (USA) and Unilever. He is also author of several books.



2018 PROGRAMME

APPRECIATIVE INQUIRY AND THE NEW CHANGE EQUATION



Two-day Residential Workshop

Date

Wednesday 7th – Thursday 8th February
09.00 – 17.00

Venue

Sopwell House
Cottonmill Lane
St Albans
Hertfordshire, AL1 2HQ

Accommodation

There is a non-refundable deposit for accommodation of £175 + VAT per night at the time of registration. We recommend a one-night stay – Wednesday 7th February. Early booking is recommended as there are a limited number of places.

WHO IS IT FOR?

Executives, managers and professionals tasked with designing and leading organisational change.

OVERVIEW

Appreciative Inquiry, a concept developed by David Cooperrider, brings structure and positivity to a world where 80% of all change efforts fail. It is being hailed as a breakthrough by organisations as diverse as Apple and National Grid, Siemens, IBM and Novartis – revolutionising the field of organisation development and change.

CONTENT

Many organisations are moving from deficit-based diagnostic and problem-focused approaches to a positive, strengths-led concept, espoused initially by Peter Drucker. Strengths-based approaches consistently bring out the best in enterprise-wide change and can lead to an overall environment of creative optimism.

This interactive and highly-engaging programme will enable participants to:

- bring out the best in human systems, rallying people in change-resistant environments to realise new and better futures
- recognise the core abilities and skills to mobilise decisive change and create individual and organisational success
- understand that people don't resist change – they resist being changed
- learn the '4-D' cycle of discovery, dream, design and destiny
- take away Appreciative Inquiry tools which can be applied immediately at all levels of an ever-changing organisation.

"CRF's events have been key to my CPD as an HR practitioner since more than 10 years ago. They've been excellent at attracting world-renowned academics and practitioners from IMD, Harvard and other global organisations. The senior HR network they've established is stronger than what I've experienced with the CEB or CIPD."

Danielle Lee

Culture Programme Lead, Global Finance, HSBC Bank Plc



David Cooperrider is a University Distinguished Professor and holds the Fairmount Santrol – David L. Cooperrider Professorship in Appreciative Inquiry at the Weatherhead School of Management, Case Western Reserve University, where he is the faculty founder of the Fowler Center for Business as an Agent of World Benefit.

David is best known for his original theoretical articulation of 'AI' or Appreciative Inquiry with his mentor Suresh Srivastva. Today AI's approach to strengths-inspired, instead of problematizing change, is being practiced everywhere: the corporate world, the world of public service, of economics, of education, of faith, of philanthropy, and social science scholarship – it is affecting them all. Jane Nelson, at Harvard's Kennedy School of Leadership recently wrote, "David Cooperrider is one of the outstanding scholar-practitioners of our generation."

David has brought Appreciative Inquiry, and served as a business advisor, to many Fortune 500 and international companies such as Apple, National Grid, Webasto, Sherwood Williams, Fairmount Santrol, as well as large systems such as the US Navy, the United Nations, and Red Cross. He has also served as advisor to Presidents or Nobel Laureates – leaders such as Bill Clinton, the Dalai Lama and Kofi Annan.



2018 PROGRAMME

DESIGNING ADAPTABLE ORGANISATIONS FOR TOMORROW'S CHALLENGES



Masterclass and Research Report

Date

Tuesday 20th March
09.00 – 16.00

Venue

Church House
Dean's Yard
Westminster
London, SW1P 3NZ



European Masterclass and Research Report

Date

Thursday 22nd March
09.00 – 16.00

Venue

Hotel Okura Amsterdam
Ferdinand Bolstraat 333
1072 LH Amsterdam
The Netherlands

A pre-event dinner will be held on Wednesday 21st March at a central Amsterdam location.

"My team and I are always impressed by the CRF events and research we participate in. It strikes the important balance between credible academic research and practical business application which is so crucial in today's commercial world."

Sandy Begbie

Chief Operations Officer, Standard Life

WHO IS IT FOR?

HR Directors, and senior OD and HR professionals involved in organisation design.

OVERVIEW

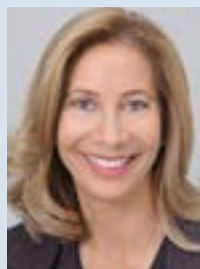
The rise of the digital economy has resulted in a fundamental shift in business models across industries, leading to many organisations having to reinvent themselves. For many industries, delivering solutions enabled by digital technology is not just a strategic option, but a requirement of survival. This research report will explore how we need to design our organisations to remain competitive in the face of fast-changing business models and disruptive emerging competitors.

CONTENT

A major strategic shift is from *products to solutions*, a realignment requiring us to answer a new set of organisation design questions.

- What does an integrated solutions strategy mean for the alignment of business units and structure of core functions?
- How do we create an ambidextrous organisation that rewards the development of new capabilities while still optimising the core business?
- How do we establish accountabilities and measure performance in a context that requires collaboration across functional boundaries, and which networks, forums, functions and governance processes do we need to build in order to achieve integration across the organisation?
- How do we design jobs and create high-performing, collaborative and integrated teams to enable us to attract and retain the digital talent we need?

Using case studies to illustrate the decisions that organisations have taken in response to these challenges, Amy Kates and Greg Kesler will take us through an interactive session which explores the latest thinking in organisation design.



Amy Kates began her career as a planner and Urban Fellow with New York City following a Master's degree from Cornell. She consults widely and contributes to programmes at the Executive School of Business, Denmark, Ashridge and Cornell and is a Resource Partner at the Marshall School of Business, USC. She has written widely with Greg Kesler and others, including Jay Galbraith and Diane Downey. She is a past editor of *People and Strategy*.



Greg Kesler took a Master's in Organization and Human Relations from Kansas, followed by senior HR positions with Fortune 200 companies in the US and Europe. He has led company global redesign projects in a variety of sectors and consults widely with CEO's and leadership teams on global organisational design and activation. He has contributed to numerous books and journals, and with Amy Kates co-authored *Building Organisation Design; Five Ways to Activate a Global Operation Model*.



2018 PROGRAMME

WHAT IS ORGANISATIONAL CULTURE AND WHY SHOULD WE CARE?



Masterclass

Date

Monday 23rd – Tuesday 24th April
Day One: 16.00 – 18.30 (followed by dinner)
Day Two: 08.30 – 15.00

Venue

IMD Business School
Chemin de Bellerive 23
Lausanne, 1003
Switzerland

The first day of the workshop will be followed by dinner at Beau-Rivage Palace Hotel, Chemin de Beau-Rivage 21, 1006 Lausanne, Switzerland.

WHO IS IT FOR?

Organisational Culture is not the exclusive preserve of any one group within an organisation but develops from a variety of sources and evolves into something which often comes to define the organisation. This event is for anyone interested in understanding what culture is and is not, where it has come from, where it might be going and how it can help deliver better business performance.

OVERVIEW

Why do some organisations seem to be identified by their culture, their way of doing things, of treating their employees and interacting in the market place whilst other successful organisations keep a low profile and rarely figure in organisational culture debates? Who are these organisations and who gets it right? Should culture be actively managed or passively responded to and how do social norms affect culture; can culture be measured? These are some of the topics we will discuss, supported by a research report and case studies, which will draw out the cultural issue facing organisations in the future.

CONTENT

The relationship between an organisation and its people has changed. Our discussions will address numerous aspects of culture.

- Is designing a culture specific to a particular organisation less or more useful than ever?
- Technology and its impact on culture.
- Populism and its consequences for the organisation/employee relationship in the future.
- Increasing globalisation and internationalisation of businesses and multi-cultural workforces.
- Demographics, sex and gender issues and their impact on culture.
- Social networking and the immediacy of information.
- The benefits of getting culture right; the downside of getting it wrong.

You will be able to form your own action plan based on the topics discussed and the relative position your organisation takes on the desirability to develop and embed its own culture.

"Corporate Research Forum provides a great way to meet with senior HR colleagues from other businesses around relevant topics in an informal and time effective way."

Mark Wells

Group HR Director, Experian



Quintin Heath is an accomplished HRD with expertise in transforming businesses through cultural change, organisational redesign and organisational effectiveness programmes. He started his career at Marks & Spencer and, after a spell working in a US college, he moved into HR at ALPHA Airports, and then Associated British Foods, where he has worked for 17 years at Twinings, UK grocery and its AB Sugar division.



Professor John Weeks specialises in issues of organisational culture, leadership and change. His book – *Unpopular Culture* – articles and case studies focus on how leaders shape the evolution of the cultures of their organisations and how culture shapes what leaders need to do to be effective.

Before joining IMD in 2007, Professor Weeks spent 11 years at INSEAD (France), where he was nominated three times as "Best Teacher."



Gary Ridge is CEO of WD-40 Company. He joined WD-40 in 1987 and held various leadership positions before being appointed CEO in 1997. He is also an adjunct professor at the University of San Diego where he teaches leadership development, talent management and successful planning.



2018 PROGRAMME

COACHING IN A THINKING ENVIRONMENT



Masterclass

Date

Thursday 3rd May
09.00 – 16.00

Venue

Plasterers' Hall
One London Wall
London, EC2Y 5JU

WHO IS IT FOR?

Professionals who have a deep understanding and interest in coaching and who would like to explore an approach which encourages independent thinking.

OVERVIEW

The quality of everything humans do depends upon the quality of the independent thinking we do first. It is a leader's first job to generate the finest independent thinking throughout their organisation. So how can leaders encourage and enable people to think for themselves with rigour, imagination and courage?

CONTENT

This masterclass is led by Nancy Kline, originator of the Thinking Environment® and author of the best-selling books *Time To Think: Listening to Ignite the Human Mind* and *More Time to Think: the Power of Independent Thinking*. You will practice the Ten Components of a Thinking Environment and reflect on these in your own context, considering how far your leadership and your organisation align with a Thinking Environment.

You will consider whether you:

- allow people uninterrupted space and time to think and provide them with the high-quality attention that creates new thinking
- ask people Incisive Questions that remove key blocks to good thinking.

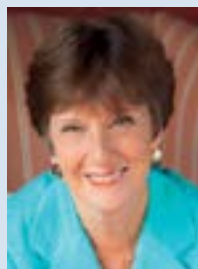
Nancy will set the theoretical framework and provide thinking environment coaching demonstrations to allow you to think about your own issues.

The day will allow you to return to your life and your work renewed and inspired.

"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."

Bev Cunningham

Senior Vice President Human Resources Europe, Ricoh Europe



Nancy Kline is President of Time To Think, an international coaching and leadership development company. She teaches coaches and leaders to become experts in creating Thinking Environments with their clients and their teams. As a coach herself, Nancy values most the journey the client takes to their own, independent thinking. As a teacher of coaches she finds that creating these conditions for thinking are among the most challenging aspects of professional coaching and also the most rewarding.



2018 PROGRAMME

SUMMER LECTURE: NEUROSCIENCE FOR LEADERSHIP



Lecture and Drinks Reception

Date

Wednesday 13th June
18.00 – 21.00

Venue

Haberdashers' Hall
18 West Smithfield
London, EC1A 9HQ

WHO IS IT FOR?

Those interested in the way we work, and the way we live our lives. What is the impact of neuroscience on these interrelated dimensions?

OVERVIEW

Much has been said and written about neuroscience in recent years and its impact on individuals and organisations. Dr. Tara Swart will update our understanding, consider how the brain embeds learning and what this means for leaders and the development of leaders.

CONTENT

Reviewing the science behind leadership stress and resilience, Tara will invite us to consider brain agility, mindsets and mindfulness in the context of creating the conditions for success in an organisation and individuals.

Brain-based models will be used to look at what can make a difference for us at work and in the time we use to re-charge, to maintain resilience and improve mental toughness. Practically applicable techniques, drawn from current research, will help us introduce new behaviours to enhance our personal leadership, manage client relationships more effectively and promote diversity of thought within our organisations.

"Corporate Research Forum is the place to turn to for the latest thinking, best practices and top influencers in HR today."

Herminia Ibarra

Professor of Organisational Behavior
and the Cora Chaired Professor of
Leadership and Learning at INSEAD.
Author of *Act Like a Leader, Think
Like a Leader*



Dr. Tara Swart is a neuroscientist, leadership coach, award-winning author and medical doctor. Tara currently works with leaders globally to help them achieve mental resilience and peak brain performance, improving their ability to manage stress and regulate emotions. She is the only top-tier leadership coach with both a PhD in neuroscience and former medical career. She specialises in sectors that face unusual levels of stress or disruption.

Tara holds a BSc in Biomedical Science and a PhD in Neuropharmacology from Kings College London, and a BM BCh (Medicine) from Oxford University. Her current roles as Senior Lecturer at MIT and Kings College London ensures that she remains at the forefront of the latest developments in her sector. She is particularly interested in how the human brain will adapt, thrive and remain resilient in the face of great technological change.



2018 PROGRAMME

RESOURCING – HOW HR'S CORE COMPETENCE IS EVOLVING



Masterclass and Report

Date

Tuesday 3rd July
09.00 – 16.00

Venue

Church House
Dean's Yard
Westminster
London, SW1P 3NZ



European masterclass

Date

Thursday 5th July
09.00 – 16.00

Venue

Hilton Paris La Defense
2 Place de la Défense
92800 Puteaux, Paris, France

A pre-event dinner will be held on
Wednesday 4th July at a central Paris
location.

WHO IS IT FOR?

Those involved in designing and executing resourcing strategies, and those concerned with improving the alignment between business strategy, strategic workforce planning, resourcing and deployment of talent.

OVERVIEW

The strategies and tools organisations use to source, assess and deploy new recruits are undergoing significant change, becoming more technology-enabled and data-driven. This event and accompanying research report will explore current and future resourcing trends, and consider how they can best be implemented to support delivery of business strategy.

CONTENT

Looking beyond the narrow bounds of the resourcing process, we will consider how strategic workforce planning can inform a more forward-looking, proactive approach, and how organisations can use the insights gained through assessment to improve onboarding and reduce the time to reach optimum performance.

- How do the most effective organisations connect strategy, workforce planning and resourcing, and how are emerging technologies being applied to achieve better resourcing outcomes, such as widening the pool of high-potential candidates, building more robust succession pipelines or helping organisations achieve diversity goals?
- What's new in assessment, how is technology enabling organisations to make better selection decisions, and how we can deploy data and analytics to improve the effectiveness of resourcing?
- What opportunities are there for improving the connection between recruitment and deployment? Can we better connect resourcing with performance, talent management and learning and development processes?

This interactive workshop will include insights and case studies from organisations experimenting with the latest resourcing strategies and techniques.

"Not only do CRF events provide us with fantastic networking opportunities, where we meet like-minded peers, my colleagues and I benefit from the informative learning sessions. We get access to industry leading speakers and thought leaders and the range of topics mean that we benefit across the whole of the business."

Jeremy Campbell

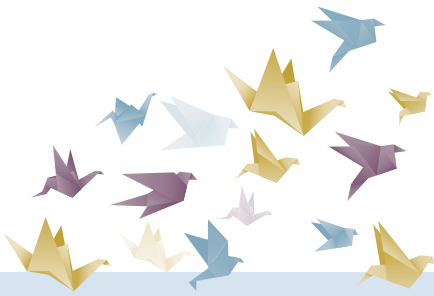
Chief Commercial Officer, SD Worx
UK & Ireland



Dr. Tomas Chamorro-Premuzic is an international authority in psychological profiling, talent management, and people analytics. He is the Chief Talent Scientist at ManpowerGroup, Professor of Business Psychology at University College London (UCL) and visiting Professor at Columbia University (New York).



Dr. Jessica Bigazzi Foster joined RHR International in 2008. She is a senior partner and serves as the firm's practice leader for Executive Assessment & Development. Her work with clients includes senior-level executive development, talent management, and team effectiveness. She manages large global accounts for RHR, with a particular focus on systemic pipelining of near- and long-term C-suite successors.



2018 PROGRAMME

GROUP HR DIRECTORS' DISCUSSION FORUM AND DINNER – BY INVITATION



Discussion Forum and Dinner

Date

Tuesday 17th July
14.30 – 17.30
(followed by dinner: 18.30 – 21.00)

Venue (discussion forum)

Glaziers Hall
9 Montague Close
London Bridge
London, SE1 9DD

Venue (dinner)

Shangri-La Hotel
The Shard
31 St Thomas Street
London, SE1 9QU

WHO IS IT FOR?

HR Directors and Senior Leaders.

OVERVIEW

Recognising the need for concise, informed and authoritative briefings on a range of contemporary issues, we are producing a series of 'position papers' which will bring together facts and substantiated opinion on topics which will have a major impact on organisations and their people. Each of these papers will be presented and debated in an informal setting to an invited senior audience, where facilitated discussion and debate under Chatham House rules will encourage the sharing of personal and corporate experiences.

CONTENT

This discussion will focus upon how organisations communicate and evaluate their HR initiatives. What does an HR plan look like? How does it link to the business plan? How do organisations keep the business updated on progress? How is evaluation conducted and how do results of evaluation feed into future plans?

"The CRF team is well attuned to the most relevant topics and emerging issues for organisations and the HR discipline. They curate their research and events exceptionally well, keeping a good balance between well-established and cutting-edge practices, as well as conceptual and practical content."

Paulo Pisano

Group HR Director, Galp Energia



2018 PROGRAMME

DIGITAL DISRUPTION – UPDATE, DISCUSSION, NETWORKING



Discussion Forum and Drinks Reception

Date

Thursday 6th September
15.00 – 18.00 (followed by drinks and canapés)

Venue

Haberdashers' Hall
18 West Smithfield
London, EC1A 9HQ

WHO IS IT FOR?

Senior HR executives who are interested in the impact of technology on their organisation, broader industry and what this means for their employees.

OVERVIEW

Digital disruption is the change that occurs when new digital technologies and business models affect the value proposition of existing goods and services. There are numerous examples of these disrupters including Uber, Netflix, Amazon and Airbnb.

CONTENT

Much has been written about digital disruption and the rise of new technologies such as AI, VR, Blockchain and machine learning. For organisations to be successful into the future they will need inbuilt agility, an ability to scan the threats and opportunities in the external environment and embrace change.

David Rowan will draw on his experience from nearly 10 years as Editor of *WIRED Magazine* to identify the trends impacting organisations. David will be complemented by Cheryl Stokes from Duke Corporate Education who will draw out the leadership implications of this new digital landscape. We will explore:

- the current state of play and pace of disruption across multiple industries
- how do organisations scan the external environment and whose role is it to prepare plans to identify where the threats could come from?
- leadership implications in a changing digital landscape
- understand how and where value is created in organisations and how this can be a weakness or an opportunity.

Following the afternoon lecture, there will be a networking drinks reception to enable you to further discuss the points raised, share perspectives and discuss what you can do as an HR leader to best prepare your organisation.

"CRF have been by my side throughout my entire HR career. From when I first moved into the L&D profession and with every organisation I've worked with. The investment of being part of this organisation has already paid back ten-fold and continues to sharpen the commercial application of me as a HR professional and the wider HR team. We couldn't get by without them!"

Tom Nash

HR Director, The Technology Partnership



David Rowan is founding Editor-in-chief and now Editor-at-large of *WIRED*'s UK edition, and technology columnist for *The Sunday Times*.

During his time at *WIRED*, he has extended the brand into conferences, apps, and a consulting business. He is also co-founder of FlowJourneys.com, taking people for weekend adventures in the world's most extraordinary locations. He is still searching for the future.



Cheryl Stokes is Regional Managing Director for Duke Corporate Education in London and, for more than 20 years, has been engaged in helping leaders address personal and professional challenges in the global business environment. She is responsible for setting the strategic direction for the European business, and has designed and delivered programmes with global clients from numerous industries. Prior to joining Duke Corporate Education, she was Director of Organization Capability for The Coca-Cola Company.



International Conference

Date

Monday 1st – Wednesday 3rd October

Monday 1st

Welcome drinks reception: 19.00 – 21.00

Tuesday 2nd

09.00 – 17.00 (followed by dinner)

Wednesday 3rd

09.00 – 15.30

Venue

Corinthia Hotel

Av. Columbano Bordalo Pinheiro 105
1070-041 Lisbon, Portugal

WHO IS IT FOR?

Senior business people, HR leaders and specialists who can see the benefit of analogies as an aid to identify, prioritise and deliver strategy and operational excellence leading to high-performing teams.

OVERVIEW

We will consider the way elite sportspeople, the military and musicians come together and perform at the highest level for sustained periods, as well as glancing back to lessons from Portuguese history. The conference will challenge us to be open minded in looking at events which will provide valuable learning points for us and our organisations.

CONTENT

Our speakers will share their experiences from diverse activities and ask us to reflect on what we might learn from them.

- **Sport.** Teamworking, organisation and commitment can sometimes overcome superior skills and resources but sporting winners know how to assemble resources to maximise their chances of success.
- **The Military.** The Red Arrows continue to be the best known and most prestigious name in formation aerobatics. What keeps them successful, what are their values and how much is down to training and discipline and how much to individual competence?
- **Music.** How does the conductor bring together a group of unfamiliar professionals and in a short period of time, get them to work collaboratively to deliver a complex product.
- **History.** During the age of discovery – the great sea voyages – Portugal was a world leader in managing with measured risk taking, the harnessing of resources and entrepreneurial flair. So what is different today?

Our conference will be interactive and participative with contributions from attendees providing much of the content through informal discussions and networking.

"The CRF Conference presents a valuable opportunity to link into a variety of resources, to gather insight on your business challenges – new ideas, different approaches and a network of experienced professionals all in one place!"

Ruth Hutchison

Group Reward Director, Whitbread Group

10TH CRF INTERNATIONAL CONFERENCE

Our first International Conference was held in Barcelona in 2009. Since then we have visited eight European Capitals making 2018 in Lisbon our 10th International event.

The success of these events makes this the premier people management conference of its type in Europe, with attendances increasing fourfold over the years. This success is also reflected in CRF membership where over a third of organisations are now headquartered outside the UK.

INTERNATIONAL CONFERENCE: BUILDING AND SUSTAINING HIGH-PERFORMANCE TEAMS – LEARNING FROM ANALOGIES



Ina Toegel is Professor of Leadership and Organizational Change at IMD. Her teaching activities invoke experiential learning and focus on a range of topics – from leading self and leading high-performance teams, to emotion management and leading organisational change. Ina's research focuses on the areas of team dynamics, organisational change management, and top management teams during corporate renewal. She is a member of the Academy of Management and of the Strategic Management Society and has worked for the World Bank prior to completing her PhD in management from INSEAD.



Dr. Stephen Bungay is a Director of the Ashridge Strategic Management Centre, and teaches and consults on strategy, organisation and leadership. He has published a number of books on military history and is a frequent contributor to television programmes.



Dr. Tomas Chamorro-Premuzic is an international authority in psychological profiling, talent management, and people analytics. He is the CEO of Hogan Assessment Systems, Professor of Business Psychology at UCL, and visiting Professor at Columbia University (New York).



Dominic Mahony is a Director at Lane4 with 18 years change, development and leadership experience. Dominic, who was British junior and senior Modern Pentathlon and epee champion, won an Olympic bronze medal in 1988 and has been the GB Modern Pentathlon Manager of multi-medal winning teams at five Olympic Games. He is now a Non-Executive Director of Pentathlon GB. He served in the Army for 12 years.



Professor Gernot Schulz is an experienced musician and conductor, and regularly discusses with executives what they can learn from an orchestra and a conductor's leadership. He has conducted the Berlin Philharmonic Orchestra and is a welcome guest at prestigious orchestras across Europe, South America and Asia.



Paula Marques is Director of Executive Education at Porto Business School. An economist, she has extensive business experience with PwC, private equity and investment banking companies. She is responsible for open and customised programmes at Porto, development of academic and industry partners including the establishment of corporate academies.

Accommodation

There is a non-refundable accommodation cost of £210 + VAT per night for those who wish to stay at the conference venue. We recommend a two-night stay – Monday 1st October and Tuesday 2nd October. Please note that places at the hotel are limited.

Attendance for non-members is £1,500 + VAT (excluding flights and accommodation).

Full details of the conference and registration are available on our website at www.crforum.co.uk.

"Through the Corporate Research Forum, we have had access to highly valuable, relevant and useful conferences, research and insights that have helped us in shaping our Talent Strategy in an innovative and market relevant way."

Yusuf Okucu

Senior Manager, Talent and Experience, Vistaprint



2018 PROGRAMME

THE FUTURE OF JOBS, WORK AND WORKING



Masterclass

Date

Monday 29th – Tuesday 30th October
Day One: 16.00 – 18.30 (followed by dinner)
Day Two: 08.30 – 15.00

Venue

IESE Business School
Avenida Pearson, 21
08034 Barcelona, Spain

The first day of the workshop will be followed by dinner at El Principal del Eixample, Provença 286 - 288 08008 Barcelona.

Clockwise from top left:
Simon Callow; Wendy Hirsh;
Mike Rosenberg; Gary Simmons;
Tom Standage; John Whelan.



WHO IS IT FOR?

Those involved in the development of organisation and people strategy, and likely to have concerns with availability and deployment of talent.

OVERVIEW

Largely driven by technology and demographics, the future of work is changing and there will be a major hollowing out of jobs in the coming years. But what does this mean in practice and how will it impact organisations and their current people? What do we need to be thinking about in terms of strategy and the key skills we will require, and how we might respond to an uncertain future.

CONTENT

Developing effective strategies in an ever-changing geopolitical, economic and social environment continues to be a challenge for all organisations, becoming evermore difficult as the landscape evolves speedily and often, incoherently. Mike Rosenberg from IESE Business School will set the scene before *The Economist's* Tom Standage discusses technology and scenarios for the future.

Researcher Wendy Hirsh will discuss credible and robust, yet flexible, workforce planning systems and what can realistically be done.

Drawing on his experiences in high tech, long-lead time project management and manufacturing organisations, John Whelan from BAE Systems will share his views on how technology has changed jobs thus far, how organisations have responded and how he sees this playing out in the future.

Simon Callow is a senior partner with RHR International and the regional leader of London. He has 25 years of experience in designing high-impact interventions to help identify and build leadership talent, and has led several large-scale global M&A projects successfully helping to identify and develop leadership talent and drive successful integration.

Wendy Hirsh works as a researcher and consultant, specialising in the future-oriented aspects of people management – workforce planning, sustainable organisational performance, succession, talent and development. She is a Principal Associate of the Institute for Employment Studies and Visiting Professor at both Derby and Kingston Universities. Wendy works across private, public and third sectors and has been researching how workforce planning in companies is responding to the uncertainties of Brexit.

Mike Rosenberg is an Assistant Professor in the Strategic Management Department at IESE Business School where he lectures on strategy, globalisation, and sustainability. He also serves as Academic Director on a number of the school's executive education programmes and is author of *Strategy and Sustainability*, *Strategy and Geopolitics* and *Managing Media Businesses*.

Gary Simmons has extensive experience in HR and Benefits with PwC and now Mercer. He has worked on executive compensation, culture change and talent consulting and acted as a pension plan actuary. In the 1990's he brought mathematical finance approaches to executive remuneration, and claims, with a colleague, to have coined the term 'HR Analytics'.

Tom Standage is Deputy Editor of *The Economist*. He is also responsible for the newspaper's digital strategy and the development of new digital products. Prior to this, Tom was Digital Editor, Business Editor and Technology Editor. He is the author of several books, the latest entitled *Writing on the Wall: Social Media: The First 2,000 Years*.

John Whelan spent ten years after university in a variety of HR roles across Engineering and Manufacturing businesses, before joining Matra-Marconi Space as UK HRD, later being appointed overall HRD based in Paris. With the acquisition by BAE, John transferred to BAE Systems as Avionics Group HRD and continued to hold increasingly more senior roles before being appointed as HRD, Programmes and Support.



CRF Learning

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CRF Learning builds on CRF's unique blend of research and practical experience to deliver leading-edge development for the HR profession. The suite of open programmes engages specific HR communities to improve their effectiveness in impacting their organisational performance. The annual programme of learning is complemented by custom programmes through the design and delivery of tailored solutions.



PARC www.parcentre.com

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PARC was founded in 2004 to provide a centre of excellence for the development and management of high-performing organisations. Through the provision of informative and challenging research and briefings, PARC enables HR & Reward Directors to engage with leading thinkers, expert practitioners and each other on the key issues affecting today's organisational performance, reward and governance agenda.



Strategic Dimensions www.strategic-dimensions.co.uk

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Strategic Dimensions was established in 1994 to fill a clear market need for talented HR practitioners across all disciplines. Strategic Dimensions places senior HR professionals into a range of business sectors in the UK and internationally, and have established an unrivalled network across the HR community and with consultants, businesses leaders and academics. Recognising that the world is very different today, Strategic Dimensions works hard at understanding the changing business landscape and ensuring that they are in tune with the issues facing their clients.



2018 PROGRAMME

INTERNATIONAL PROGRAMME PARTNERS

We are proud to work with our international programme partners and are grateful for their support across all UK and European events, research and the annual Conference in 2018.

Bird & Bird

Bird & Bird www.twobirds.com

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Email: ian.hunter@twobirds.com • Tel: + 44 (0) 20 7415 6140 • Mobile: +44 (0) 7711 014 378

Bird & Bird is an international law firm with over 1,200 lawyers and legal practitioners in 28 offices worldwide. Bird & Bird specialises in combining leading expertise across a full range of legal services in key jurisdictions across Europe, the Middle East and Asia-Pacific. In mid-2018 they will also open a representative office in downtown San Francisco.

The firm's International HR Services group offers both international and domestic clients a comprehensive range of legal advice across employment, immigration, incentives & benefits and trade secrets in an efficient and cost effective manner. Each of their offices are staffed with employment lawyers enabling them to provide advice on national employment legislation in addition to international employment directives.



IMD www.imd.org

Main contact: Christophe Touton, Executive Director for Client and Market Development
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IMD is a top-ranked business school, expert in developing leaders, transforming organizations and creating immediate and long-term positive impact. IMD is based in Lausanne, Switzerland, and Singapore.

- More than 8,000 executives from 98 countries come to IMD each year
- 120 global companies choose IMD for their customized programs each year
- Our alumni network counts more than 100,000 members in 45 clubs worldwide
- Over 34 different nationalities represented in the IMD Faculty and staff
- IMD is ranked FIRST in open programs worldwide and in the TOP 3 in executive education worldwide – 6 years in a row (Financial Times 2012-2017).



Mercer www.mercer.com

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Mercer is a global force of more than 21,000 unique individuals whose mission is to enhance the health, wealth and careers of more than 110 million people worldwide. We are united by a single idea – to make lives better tomorrow by the actions we take today. We work with organisations to forecast their future workforce requirements; to develop and implement strategies and programmes to ensure the right quantity, quality and flow of talent to enable both businesses and individuals thrive; and, to harness the power of digital and people through technology deployment and transformation.



SD Worx www.sdworx.co.uk

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SD Worx offers modern technology and managed services for your Human Resource Management (HRM) needs, including Payroll, HR, Workforce Management, Talent Management and Analytics. Our cloud based technology gets you up and running quickly, and you can take advantage of future functionality without the need for costly upgrades or difficult re-implementations. It works around you, allowing you to manage your HRM needs with ease, on any device, at any time.



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APS www.advancedpeoplestrategies.co.uk

Main contact: Melvyn Payne, Head of Business Development
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With over 15 years experience helping organisations implement people development strategies, we have become established as a trusted partner with our clients. Drawing on world-class psychometric assessments and partnering with highly respected academic leaders, we create and implement solutions built on scientific principles.

Based in the Midlands, we work with clients both across the UK and internationally. Our consultants are highly qualified, experienced and have a business background.



Duke Corporate Education www.dukece.com

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Duke CE is the premier global provider of customised leadership solutions. Having an insufficient level of "ready" talent to lead faster, more agile organisations is one of the most significant strategic and operational risks. Duke CE customise solutions that enable leaders at all levels to adapt and move the organisation forward. With programmes delivered in 75 countries, their global clients enable them to bring unique insight to new situations. Duke CE believe leaders are the levers for winning in today's unpredictable world. Duke CE get leaders ready for what's next.



GoodPractice www.goodpractice.com

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Improving the performance of your people isn't just good for business – it's essential. GoodPractice can help you make that improvement.

Over the last 17 years, GoodPractice has earned an enviable reputation for delivering award-winning learning tools and resources, designed to improve employee performance.

Over one million people in more than 300 different organisations around the world use GoodPractice's online toolkits, e-learning and development assessments to make the most of their skills and talents.



HireRight www.hireright.com/emea

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HireRight is the leading global provider of employee background screening services offering over 150 localised screening products. Its services help organisations mitigate employee risk and make informed, compliant hiring decisions.

HireRight's online background screening services incorporate the latest technologies to help organisations hire qualified candidates efficiently, effectively and with confidence. This, combined with exceptional customer focus, delivers an outstanding screening experience for both candidates and HR users.

HireRight's services range from a straightforward employment history verification, to a deeper background review for executive roles.

One-third of the FTSE 100 and 25% of the Fortune 1000 use HireRight.



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KPMG People Powered Performance www.kpmg.co.uk

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KPMG is a global network of professional firms providing Audit, Tax, and Advisory services. It operates in 155 countries and has 162,000 professionals working in member firms around the world.

Getting the most from your people is fundamental to future success, yet an increasingly changing workforce makes it ever more difficult to understand where to drive value. KPMG in the UK can help you understand current issues and future trends in the world of work and the opportunities of digital transformation. We can work with you to unlock insights in your organisation, identify both the issues and potential improvements and evidence the impact through data and analytics.



RHR International www.rhrinternational.com

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RHR International is a firm of management psychologists and consultants who work closely with top management to accelerate individual, team, and business performance. It focuses on five key areas of client need: Executive Assessment, Executive Development, Leading Transformational Change, Senior Team Effectiveness and Board & CEO Services. RHR International has been proven a difference-maker for more than 70 years, unique in its combination of top management focus, psychologists' perspective, and high-level business acumen.

RHR International has a global presence in Australia, Austria, Brazil, Canada, China, France, Germany, India, Italy, Japan, Singapore, Spain, Switzerland, the United Kingdom, and the United States. The company is headquartered in Chicago, Illinois. For more information, please visit the RHR website.

INTERNATIONAL EVENT PARTNERS

We are proud to work with our international event partners and are grateful for their support of individual UK and European events and research.



Ipsos Group www.ipsos-mori.com

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Ipsos Group is the 3rd largest global research company in the world; with a presence in 88 countries. Ipsos LEAD is the company's global practice dedicated to employee experience, engagement, leadership and organisational culture. We help leading organisations to navigate their way through changes based on staff feedback and insight; from employee engagement and leadership development to talent attraction and retention. The research we conduct, and advice we give are at the heart of how companies operate and build sustainable performance.



2018 PROGRAMME

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OrgVue www.orgvue.com

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OrgVue provides an enterprise-level view of workforces, activities and costs in a secure, cloud-based, analytics product. It empowers HR and business leaders to continually control and align their organisations more effectively to execute their strategic goals.

In an ever-evolving world where business reinvention is the norm, global corporations and public service providers trust OrgVue to model and reconfigure their organisations – delivering transformations faster, with less risk.

Named a Gartner Cool Vendor in Human Capital Management, OrgVue delivers new digital operating models, accelerates mergers and acquisitions, monitors organisational health, drives cost reductions and improves workforce productivity.



metaBeratung www.metaberatung.de

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metaBeratung is a Management and HR Consultancy with offices in Germany, Austria, and Switzerland. metaBeratung's versatile, top-calibre team of consultants supports national and international client projects in digital, transformational, and behavioural change. The company's methodologies are based on science and evidence to support clients to achieve the best possible personnel decisions for hiring, development, and staffing.

UK EVENT PARTNERS

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JCA Global www.jcaglobal.com/solutions

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JCA Global is a world renowned international people development business, delivering sustainable advantage to organisations by significantly improving performance, engagement and well-being. As experienced business psychologists, we fully understand the reasons why organisations, teams and individuals behave as they do. Our solutions work at a deeper level of attitude, feeling and motivation, delivering transformational change and practical benefits in the workplace.

JCA Global lead the way in developing Emotional Intelligence in Business through the unique combination of state-of-the-art psychometrics and impactful consultancy. We provide development solutions to cultivate the Emotional Intelligence of clients, helping them perform to their full potential.



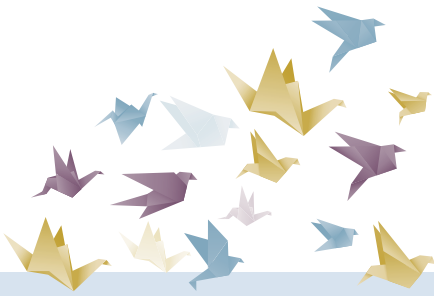
Lane4 www.lane4performance.com

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Co-founded in 1995 by Olympic Gold Medallist, Adrian Moorhouse MBE, Lane4 is a leading consultancy specialising in the field of people development and performance. Based in the UK, we work across the globe with a wide range of organisations, individuals and teams to enable them to reach their potential. We are proud of the positive impact our work has on people's working lives as well the organisation's performance.

We can help across three broad areas:

1. Leadership and team development,
2. The people side of change and transformation,
3. Management skills training.



2018 PROGRAMME

INTERNATIONAL KNOWLEDGE PARTNER

We are proud to work with our knowledge partner and grateful for their support throughout the year.



Harvard Business Publishing www.harvardbusiness.org / www.hbr.org

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Sally Ashworth, Associate Director, Media and Communications
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Harvard Business Publishing (HBP) was founded in 1994 as a not-for-profit, wholly-owned subsidiary of Harvard University. Their mission is to improve the practice of management in a changing world. Comprised of three market groups Higher Education, Corporate Learning and Harvard Business Review Group, Harvard Business Publishing influences real-world change by maximising the reach and impact of its essential offering – ideas.

MEDIA PARTNER

We are proud to work with our media partner and are grateful for their support throughout the year.



Management Today www.managementtoday.co.uk

Main contact: Jamie Wilson, Publisher

Email: Jamie.wilson@haymarket.com • Tel: +44 (0) 20 8267 5457 • Mobile: +44 (0) 7801 386 785

With the widest readership among Britain's top executives and decision-makers, Management Today (MT) is the most comprehensive, stimulating and engaging source of no-nonsense management insight and advice available anywhere.

MT is committed in celebrating the brightest and best in British business. MT keeps a beady eye on the ups and downs in the FTSE and big business and focuses on the issues that most challenge and inspire Britain's bosses and managers. In jargon-free prose, their contributors offer candid advice that helps ambitious executives to manage and advance their careers. MT is a practical guide to business success.

"In today's world, knowledge and innovation drive success for organisations. Corporate Research Forum offers senior HR executives a unique opportunity to learn from peers, share innovative approaches to HR, and connect with global thought leaders."

Patrick M. Wright

Thomas C. Vandiver Bicentennial, Chair in Business, Director, Center for Executive Succession,
University of South Carolina





crf

CORPORATE RESEARCH FORUM

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