

## DELIVERING BUSINESS IMPACT

# HRBP – BUSINESS CATALYST

PROGRAMME LEADER  
Nick Holley, Director of CRF Learning

PROGRAMME ONE  
27-28 March

PROGRAMME TWO  
25-26 October

### LOCATION

Hartsfield Manor, Sandy Lane,  
Betchworth, Surrey, RH3 7AA

### ABOUT THIS PROGRAMME

The programme goes beyond developing skills to shifting mindsets. The mindset we will seek to develop is focused on delivering business impact, not doing HR 'stuff', but building organisational capability and creating sustainable value. The programme is focused on moving from a HR focus to a business focus.

Through a blended-learning environment, with an emphasis on practical implementation, the programme will increase your impact within your organisation by:

- developing deeper commercial and strategic thinking
- faster and more effective delivery
- enhanced influencing skills.

### BENEFITS OF ATTENDING

This programme will examine the attitudes that differentiate great HRBPs and, by working through CRF's Strategic HR framework, will enhance your capabilities in a range of areas to increase your effectiveness. Specifically you will:

- gain greater understanding of how your organisation operates, delivers value and drives success, thereby enabling you to be a more effective business partner
- enhance credibility with your customers through greater commercial acumen, business understanding and influencing skills
- grow in confidence to challenge existing thinking through a robust model for effective HR
- evaluate where you can add greater value to the organisation
- build your overall capability ensuring you optimise your business impact.

Attendees will receive digital copies of all programme materials, relevant CRF research and a workbook to work through concepts, models and plan a programme for ongoing development.

### WHO SHOULD ATTEND?

Attendees will be existing HR Business Partners, specialists moving into the role or HR Managers ready for a more strategic position. We expect all attendees to be technically proficient in HR with this programme developing your business and partnership skills in order to maximise your impact on your organisation.

### 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

CRF Learning programmes 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 your organisation.



### PROGRAMME LEADER

NICK HOLLEY

The programme is led by Nick Holley, Director of CRF Learning, who has extensive experience of running HRBP programmes in over 20 different countries, and whose practical research identifies what works to initiate successful and sustainable impact.

In addition, Catherine Taylor, Group People Director at Marston's Plc, will join dinner on the first night to share her experiences. Catherine has worked as HRD for a range of highly successful, multinational companies including Unilever, RS Components and Mercedes-Benz. Catherine was named *HR Magazine's* 2011 HR Director of the Year.

## THE PROGRAMME IN DETAIL

Prior to the programme:

- you will carry out a high-level organisational analysis using CRF's strategic HR framework, which will be worked on during the programme
- 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.

### DAY 1

- **AM – The role of the HRBP**
  - Ensuring clarity of HRs purpose, vision and values.
  - Core purpose of the HRBP: the role of the HRBP vs where most time and effort is spent.
  - Key attitudes of great HRBP's.
- **PM – CRF's strategic framework for HR**
  - Techniques for organisational analysis – you will review the analysis carried out as pre-work and explore the commercial imperatives of cost, sales, quality, innovation and customers and how HR adds value.
  - You will simulate a senior management meeting to explore the business analysis and understand key business inputs – business imperatives, external environment, internal climate, resources, etc.
  - You will look at perspectives from other members of the management team to explore how HR can add value to these conversations and not simply respond to HR-related questions.
  - From this experience you will look at how to influence decision making and manage expectations to generate greater impact.

### DAY 2

- **AM – CRF's strategic framework for HR (continued)**
  - You will explore the link between the business analysis carried out on day one and the implications for HR.
  - This will explore the:
    - assessment of capability vs organisational challenges
    - necessity of evidence in decision making
    - role of relationships, alliances, allegiances and coalitions
    - value of communication, involvement and ownership
    - importance of prioritisation and measuring business outcomes, not HR processes.
- **PM – Future and on-going development**
  - Learning doesn't stop with the end of the programme, so we will work with you to create a developmental and longer-term career agenda for yourself and colleagues.
  - This will identify sources of insight, fresh thinking and good practice.

## IN-HOUSE BESPOKE OFFERINGS

If you have multiple team members who would be interested in this subject then we would like to offer you the additional opportunity to experience this same programme in-house within your organisation. This is an opportunity to receive the same, high-level content and engaging delivery at a time and place of your convenience, providing more flexibility and customisation than our scheduled programmes. If you would be interested in having this programme hosted in-house please contact Harry Cloke at [harry@crforum.co.uk](mailto:harry@crforum.co.uk) or on +44 (0) 20 3457 2640.

## LOCATION AND COST

The programme will be held at a venue in Greater London.

The cost of the programme is £1,500 (+VAT) for CRF members and £3,000 (+VAT) for non-members.

This includes accommodation and dinner for the connecting night of each programme. The previous nights may be booked at additional cost.

To register for this programme, please contact Harry Cloke at [harry@crforum.co.uk](mailto:harry@crforum.co.uk) or on +44 (0) 20 3457 2640.

PROGRAMME CO-DESIGNED WITH:

**Duke**  
CORPORATE EDUCATION

## TESTIMONIALS

*"Attending the HRBP Business Catalyst programme has provided me with the tools to be a more commercially-minded Business Partner, how to be even more aware of my business and the true importance of business performance. It has enabled me to improve on the tools and resources I use to work more closely with the business and to be an effective Business Partner."*

**Kat L'Oste-Brown**  
HR Business Partner, Mercedes-Benz

*"I had three conversations yesterday with some of my business leads and I approached all of them with a value mindset. It was a different dynamic and made a real difference."*

**Rebecca Hodgson**  
Senior HR Business Partner, Rolls-Royce Plc