

BUILDING AND SUSTAINING HIGH PERFORMANCE TEAMS

– LEARNING FROM ANALOGIES

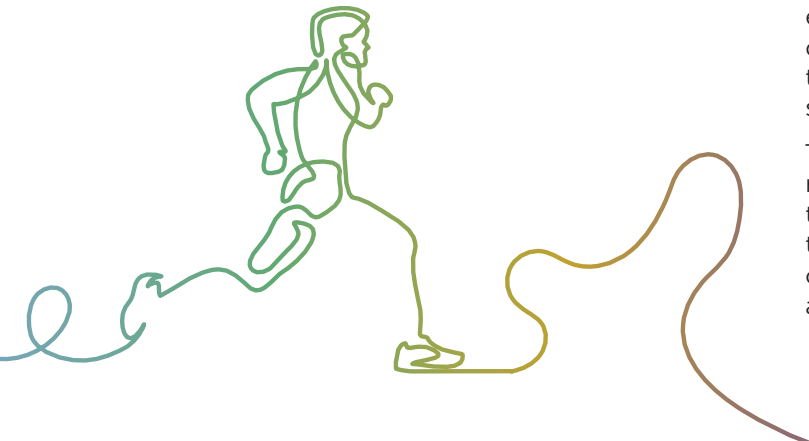
10th CRF International Conference || 1st – 3rd October 2018, Lisbon



BUILDING AND SUSTAINING HIGH PERFORMANCE TEAMS

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The 10th CRF International Conference will take place in Lisbon, Portugal from Monday 1st – Wednesday 3rd October at the Corinthia Hotel.

The title of our conference is '**Building and Sustaining High Performance Teams – Learning from Analogies**'. We will focus on team building, team working and team performance as crucial components of corporate success, looking at issues not from the usual management teaching or HR perspectives but in the context of team successes in other areas. This is not simply a question of 'reading across' but of drawing out relevant analogies from other areas of activity, and being smart in adapting them to the political, social and economic challenges of today's commercial environment.

Such is the rate of change, largely but not exclusively driven by technology, teams have to be adapted and renewed on an ongoing basis. Successful organisations will be those which understand that sustaining high performance is not about retaining existing teams but, through either radical change or constant evolution (more likely a combination of both), the reshaping of teams to ensure continuing corporate success.

The narrative of building and sustaining teams runs through all organisations in whatever sphere they operate and rather than focussing only on the teaming strategies and dynamics of close competitors or exemplar organisations, open-minded leaders actively seek out, recognise and adapt analogous

contributors to success from other fields and eras. On the face of it there appear to be major differences in objectives, strategies and execution. Our conference will challenge this, illustrating close parallels in the way teams are assembled, led and modified to achieve success in any particular venture or activity.

We are certain that there will be significant learning points for you and your organisation and a recognition that the business challenges of today, and the need to identify, assemble and motivate effective teams and team members, are by no means unique in context or time.

Helping us in our appreciation and understanding of these issues will be our outstanding conference faculty:

- **Professor Ina Toegel** (Conference Chair), IMD Business School, Lausanne
- **Dr Stephen Bungay**, Ashridge Strategic Management Centre
- **Dr Tomas Chamorro-Premuzic**, University College London and Columbia University, New York
- **Dominic Mahony**, Lane4, Olympic Medallist
- **Amy Walters**, Lane4
- **Professor Gernot Schulz**, Musician, Conductor and Academic
- **Paula Marques**, Porto Business School, Lisbon
- **Nick Holley**, CRF Learning

Their collective experiences and insights will inform our discussions and stimulate the interactive exchanges which are central to the success of CRF Conferences.

We look forward to welcoming you to Lisbon.



Many of the 400+ attendees will be returning, recognising that in the ever-demanding schedules of senior executives the CRF International Conference is the event of choice representing the best use of time and maximum exposure to contemporary thinking and like-minded colleagues.

The informality of the environment does not detract from the focus of the conference, rather it encourages interaction and exchange in the frequent table discussions and presenter-led open sessions which always draw out real business examples and experiences.

Our objective is to enable delegates to:

- understand and reflect upon new ideas, and draw new conclusions from different contexts
- think more broadly about cross-sector activities and distil out the areas of analogous benefit
- identify practical insights which have immediate organisational application
- recognise the similarity of issues faced across a wide range of activities
- rethink the approach to teaming and organisational high performance
- engage in conversation, discussion and debate with a variety of business leaders
- create new networks and build collaborative relationships
- maximise the learning opportunities and enjoyment of a relaxed but vibrant conference environment.

10TH CRF INTERNATIONAL CONFERENCE

Our first International Conference was held in Barcelona in 2009. Since then we have visited eight European Cities 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.

During the course of the conference we will consider the way elite sportspeople, the military and musicians come together and perform at the highest levels for sustained periods, as well as glancing back to lessons to be learned from Portuguese history.

“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



“Through Corporate Research Forum, we have had access to highly valuable, relevant and useful conferences, and 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



AGENDA

MONDAY 1ST OCTOBER

AFTERNOON 16.00

Masterclass registration

Pre-conference masterclasses: *IMD, JCA Global, KPMG, Lane4, Mercer, Orgvue (Concentra), RHR International*

EVENING 18.30

Welcome cocktail reception – *British Ambassador's Residence, Lisbon*

TUESDAY 2ND OCTOBER

MORNING 08.00

Conference registration

Welcome and introduction – *Professor Ina Toegel, IMD Business School*

Setting the scene:

Context vs. Capability – *Nick Holley, CRF Learning*

Sport – *Dominic Mahony, Lane4, Amy Walters, Lane4*

Talent Management – *Dr. Tomas Chamorro-Premuzic – University College London & Columbia University*

LUNCH 12.30

AFTERNOON 13.30

Music – *Professor Gernot Schulz, conductor and musician*

Portugal historical snapshot – *Paula Marques, Porto Business School*

CLOSE OF DAY ONE 17.00

EVENING 19.00

Drinks reception and conference dinner

WEDNESDAY 3RD OCTOBER

MORNING 08.30

City tour registration – *Lisbon city tour*

Reprise – *Professor Ina Toegel*

Military – *Dr. Stephen Bungay, Ashridge Strategic Management Centre; Justin Hughes, Mission Excellence*

Speaker panel discussion – *Dr. Tomas Chamorro-Premuzic, Professor Gernot Schulz, Justin Hughes*

Closing remarks and summary – *Professor Ina Toegel*

LUNCH 14.00

CONFERENCE CLOSES 15.00

CONFERENCE SPEAKERS



CONFERENCE CHAIR: PROFESSOR INA TOEGEL IMD BUSINESS SCHOOL

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 high-performance teams, to emotion management and 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 worked for the World Bank prior to completing her PhD in management from INSEAD.



DR. STEPHEN BUNGAY ASHRIDGE STRATEGIC MANAGEMENT CENTRE

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 UCL & COLUMBIA UNIVERSITY

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).



DOMINIC MAHONY LANE4

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.



AMY WALTERS LANE4

Amy Walters leads on Lane4's thought leadership incorporating the latest thinking from the fields of sport and occupational psychology. Recent topics include organisational change, social learning, and high-performing teams. Amy is a visiting lecturer at Loughborough University and Bath University.



PROFESSOR GERNOT SCHULZ CONDUCTOR & MUSICIAN

Professor Gernot Schulz is a highly experienced musician and conductor, and regularly discusses with executives what they can learn from an orchestra and a conductor's leadership. He formerly conducted the Berlin Philharmonic Orchestra.



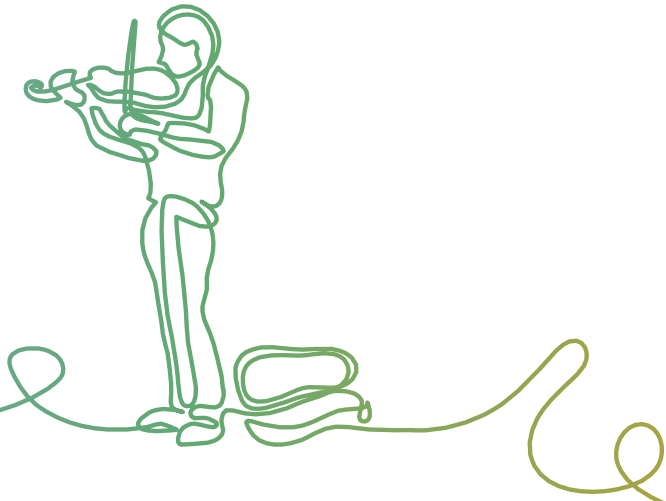
PAULA MARQUES PORTO BUSINESS SCHOOL

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



NICK HOLLEY CRF LEARNING

Nick Holley is Director of CRF Learning where he has responsibility for providing development for HR teams and senior professionals. Prior to joining CRF, he spent 10 years at Henley Business School where he was a visiting professor and Director of the Centre for HR Excellence.



PRE-CONFERENCE MASTERCLASSES

We are delighted to supplement our conference with seven masterclass sessions led by experts in their respective fields. These sessions will be highly interactive with a strong focus on recommendations, offering attendees practical takeaways to help drive business performance.

Starting at 16.30 on Monday 1st October, and lasting 90 minutes, we highly recommend you register for one of these masterclasses to ensure you optimise your time with us in Lisbon.



Fostering energy and creativity in high-performing teams through diversity

This workshop will explore how diversity helps foster energy and creativity in high-performing teams. It will address questions on how to fully engage all team members and have them contribute to team success. It will further stretch the importance on raising the team awareness to be able to leverage the competencies of individuals in order to form a high-performing team.



The power of mindset – looking beyond just the skills of high-achieving teams

High-performing teams achieve outstanding results in all walks of life. But what makes the difference between good and great teams? This experiential workshop will look at the psychological dimensions of high-performing teams focussing on the mindset required to collaborate. Attendees should expect to be active in learning about teams that make a difference to business performance.



High-performing teams – creating trust

Top performing teams usually share many of the same traits. They have clarity of vision, an ability to execute with excellence, a balanced approach to work and, above all, a culture of trust. How does your own team shape up? During this session, KPMG will share their insights and first-hand examples about how you can assess the effectiveness of your own executive team; identify the unique needs of leadership groups; and learn ways to build an interconnected web of high-performing teams across your organisation.



World-class teaming – from forming to performing

The ability to come together and collaborate quickly is critical in today's complex business environment. "Teamwork on the fly", as Harvard's Amy Edmondson called it at last year's CRF conference, is hard and requires a different approach. This experiential laser shooting session will give attendees a taste of one of the five activities which make up the Modern Pentathlon. Combining this activity with Lane4's *High Performing Teams Model*, the session will explore the drivers which enable effective team-working in a thought provoking and interactive way.



Moneyball: how to apply data-science to your talent

Mercer will focus on translating the analytical methods behind the sabermetric revolution in Baseball to talent management. Attendees will learn how to use advanced workforce analytics to identify who are the top contributing leaders and employees, before discussing how advanced analytical methods can be used to test these hypotheses and identify the most significant drivers.



Design and monitor high-performance teams: the data-driven way

Named the 'oil of the digital era' by *The Economist*, the abundance of data is fundamentally changing the nature of business including how we design, manage and monitor teams for high performance. This session will explore how data can be used to align teams to corporate objectives and reveal opportunities to rework for better performance.



Total Performance: how the best teams can get the edge

Creating high-performing teams is not a new topic and organisations are paying serious attention to physical energy management, resilience, health and wellbeing to ensure their teams achieve optimal performance. Join RHR to learn how their *Total Performance* model helps organisations successfully sustain performance over long periods of time.



THE EVENT

CONFERENCE VENUE

Our conference will be held in the **Corinthia Hotel**, Av. Columbano Bordalo Pinheiro 105, 1099-031, Lisbon, Portugal. This five-star hotel is an ideal conference venue with outstanding facilities including a gym and pool. It combines elegance and modernity with exceptional views over the 18th Century Aqueduct and the Monsanto Natural Park.

The Corinthia is a short distance from Lisbon International Airport and the city is easily accessible by Lisbon's metro and train station, which are within walking distance of the hotel.

DRINKS RECEPTION

Our welcome drinks reception on Monday 1st October will be held at the **British Ambassador's Residence**. This informal evening will enable guests to meet in a relaxed atmosphere, informally network and hear a brief welcome speech from the British Ambassador covering current affairs, economy and a business outlook of Portugal.

CITY TOUR

Attendees will have an opportunity to see a little more of our host city by taking the guided tour on the morning of Wednesday 3rd October. Lasting 90 minutes we shall take in some of the principle sights of Lisbon in the company of expert local guides.



VENUE

Corinthia Hotel,
Av. Columbano Bordalo
Pinheiro 105, 1099-031,
Lisbon, Portugal

COST

CRF members qualify for two – four places as part of their annual membership (depending upon the level of membership). Attendance for non-members is £1,500 + VAT (excluding travel and accommodation).

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.

To reserve your place please contact Athena Kitching at events@crforum.co.uk or on +44 (0) 20 3457 2640 remembering to state which pre-conference masterclass you will be attending.

For more information please visit www.crforum.co.uk.

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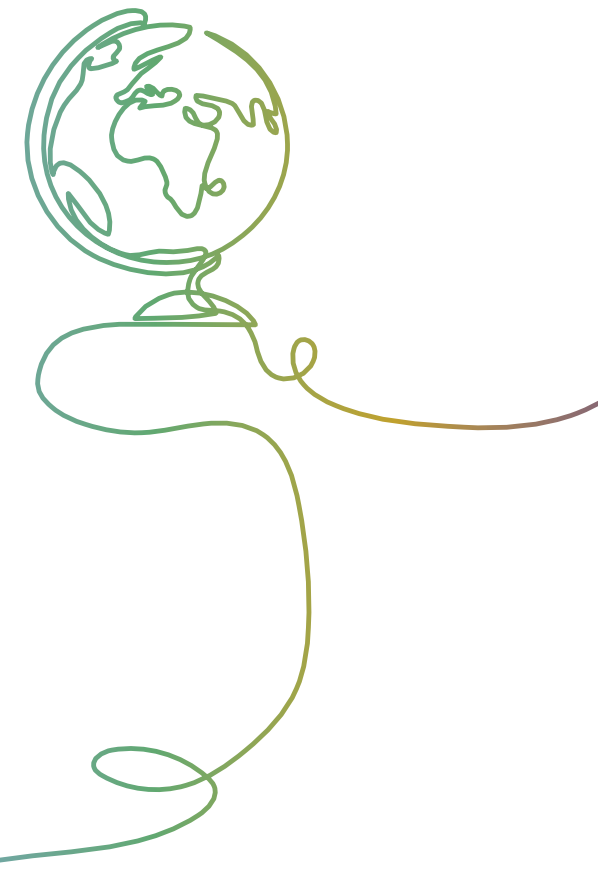
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