




**crf**

CORPORATE RESEARCH FORUM

**2019**  
**Programme**



*"If you want to bridge the gap – or shall we say abyss – between science and practice in HR, there is no better way than following CRF's authoritative research reports. And if you want to be part of the small but highly-influential group of evidence-based HR leaders who are making the field smarter, you can't miss CRF's annual international conference and monthly events."*

**Dr. Tomas Chamorro-Premuzic**

Professor of Business Psychology at University College London and Columbia University

# CORPORATE RESEARCH FORUM 2019

## WELCOME TO OUR PROGRAMME

### ABOUT CRF

With a growing reach throughout the UK and Europe and an expert international faculty, CRF's aim is to improve organisation performance through developing the HR Function.

We support our members in enhancing their personal capability and building organisational effectiveness, guiding them through relevant topics, and facilitating networking opportunities.

Our approach is evidence-based and rooted in the principles of adult learning. We critique existing practice with the aim of enhancing the capability and influence of the HR function. Our events offer members space to identify opportunities for improving their practice through engagement with other members and personal reflection.

### WHAT CRF STANDS FOR

- We understand organisations and the complex environments in which they operate, necessitating robust strategies, agility in implementation and persistence to achieve operational excellence.
- We are acutely aware of the role of people in organisations, and how the employment relationship is evolving.
- We are alert to the constantly shifting political, economic, social and technological environments which influence the way in which businesses operate.

### ENGAGING WITH MEMBERS

- Expert-led learning and networking opportunities are provided through regular events across Europe including our flagship International Conference in Barcelona in 2019.
- We offer access to contemporary and practical research, commissioned with organisations and people in mind and produced by leading academics, management thinkers and business leaders.
- Online resources and tools, webinars and extensive use of technology, social media and the CRF blog make our activities readily accessible to HR teams.
- Our experienced HR team, wider expert associate group and links to fellow members provide support, guidance and learning across the whole range of HR and organisational challenges.
- Our open and bespoke learning programmes aimed at HR professionals at all levels are increasingly being used by members to enhance organisational and individual capability.

*"As an HR Director there are never enough hours in the day. CRF helps to address this 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

**2019 CRF PROGRAMME SCHEDULE AT A GLANCE**

Page 10	<b>HR Directors' Discussion Forum and Dinner – Organisational Risk</b> Hugh Mitchell, Formerly Royal Dutch Shell John Whelan, Corporate Research Forum (CRF)	By Invitation: Discussion Forum with Briefing Paper and Dinner	<b>Monday 21 January</b> Vintners' Hall, London	
Page 11	<b>Trusted Advisor: HR Business Partnering, Relationship Building and Influencing</b> Julian Powe, Trusted Advisor	Two-day Residential Workshop	<b>Wednesday 20 – Thursday 21 February</b> Sopwell House, St Albans	
Page 12	<b>Harnessing the HR Technology Revolution</b> Dr. Nigel Guenole, Goldsmiths, University of London Pag Miles, Alexander Mann Solutions Margaret Ruiseal, Mercer Nigel Sullivan, Bupa Mike Taylor, AstraZeneca	Masterclass and Research Report	<b>Tuesday 5 March</b> etc.venues St Pauls, London	
Page 13	<b>Digital Disruption – Exploring the Implications for Leaders and Leadership Development</b> Jay Conger, Center for Effective Organizations (CEO) Professor Ina Toegel, IMD Business School	European Masterclass and Research Report	<b>Thursday 7 March</b> Sofitel Legend The Grand, Amsterdam, Netherlands	
		Masterclass and Research Report	<b>Wednesday 3 April</b> The Grand Connaught Rooms, London	
Page 14	<b>Talent on the Move: Time for a Rethink?</b> Geoffrey Matthews, researcher, consultant and coach Professor Sebastian Reiche, IESE Business School	European Masterclass and Research Report	<b>Thursday 4 – Friday 5 April</b> IMD Business School, Lausanne, Switzerland	
		European Masterclass and Research Report	<b>Thursday 2 May</b> IESE Business School, Munich, Germany	
Page 15	<b>Digital Culture: How Technology is Changing the Way we Communicate, Work and Behave</b> Rahaf Harfoush, Red Thread Institute of Digital Culture	Lecture and Drinks Reception	<b>Thursday 13 June</b> Sea Containers, London	
Page 16	<b>HR Directors' Discussion Forum and Dinner – Innovation: Thriving in a World Where Everything Can be Copied</b> Professor Howard Yu, IMD Business School	By Invitation: Discussion Forum with Briefing Paper and Dinner	<b>Tuesday 2 July</b> The Berkeley, London	
		By Invitation: European Discussion Forum with Briefing Paper and Dinner	<b>Wednesday 3 July</b> The Hotel Brussels, Brussels, Belgium	
Page 17	<b>Responsible Business: How can HR Drive the Agenda?</b> Professor David Grayson CBE, Cranfield School of Management UK Norman Pickavance, Tomorrow's Company Professor Roger Steare, The Corporate Philosopher Dr. Carmen von Rohr, CRF	Masterclass and Research Report	<b>Tuesday 10 September</b> Church House, London	
Page 18	<b>Speed, Productivity, Agility – Essentials for Tomorrow's Disruptive Business Environment</b> Amy Gallo, Harvard Business Review Amy Kates, Kates Kesler Organization Gerry Ledford, Centre for Effective Organizations (CEO) Professor Núria Mas, IESE Business School Joseph Perfetti, speaker and consultant Martin Reeves, BCG Henderson Institute Professor John Weeks, IMD Business School	International Conference	<b>Monday 7 – Wednesday 9 October</b> Hotel Sofia, Barcelona, Spain	
Page 20	<b>CRF's Organisation Development Manifesto – A Road Map for Progress</b> Dr. Mee-Yan Cheung-Judge Margaret Heffernan, author, broadcaster and speaker Nick Holley, CRF Learning Dr. Christopher Worley, Center for Effective Organizations (CEO)	Masterclass and Research Report	<b>Tuesday 5 November</b> Glaziers Hall, London	



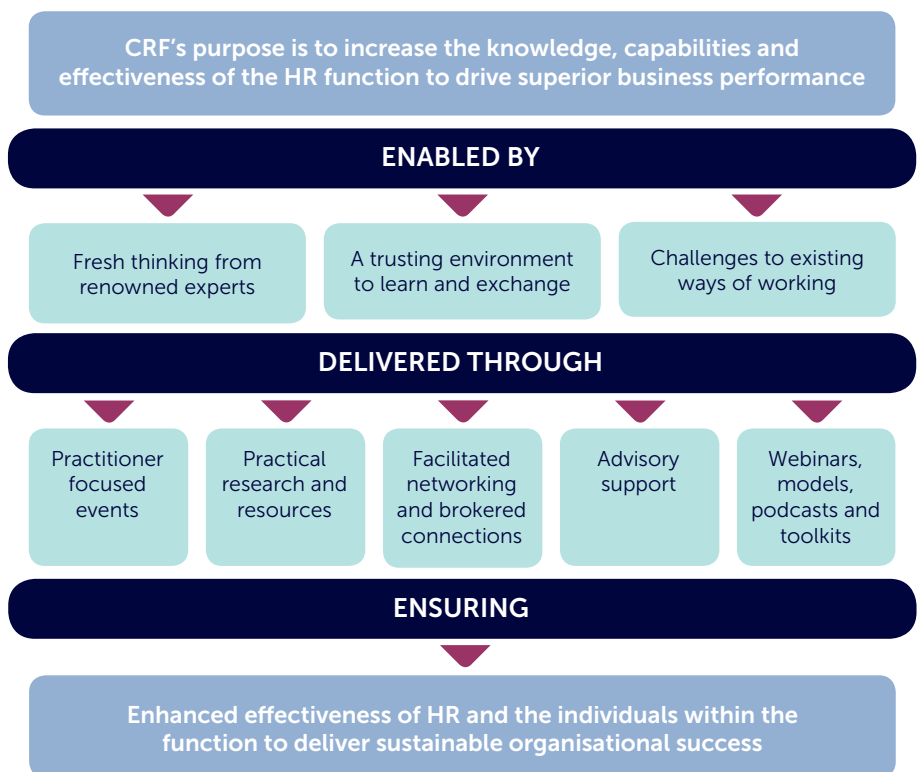


## ABOUT CORPORATE RESEARCH FORUM (CRF)

### DELIVERING VALUE

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 organisational context.

Our research is a source of the 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 for your HR function, optimising the business impact of your people and organisational strategy.



*"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 the strongest I am aware of."*

**Danielle Lee**  
Global Lead – Organisational Design and Development, HSBC Bank Plc

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

## CRF WEBINARS, PODCASTS AND EXPERT ADVISORY PRACTICE

### CRF WEBINARS

Our webinars 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.

The CRF webinar platform and all previous broadcasts can be accessed at: <https://crf.wavecast.io/live-webinars/past-webinars>.

#### Topics for 2019 include:

- March – Harnessing the HR Technology Revolution
- May – Talent on the Move: Managing Global Talent
- July – Innovation: HR's Role in Building the Context for Innovation to Thrive
- September – Responsible Business: How can HR advance the agenda?
- November – CRF's Organisation Development Manifesto

For further information on our 2019 webinar programme please contact Viktorija Verdina at [viktorija@crforum.co.uk](mailto:viktorija@crforum.co.uk) or on +44 (0) 20 3457 2640.

### CRF EDIT

Subscribe to our monthly newsletter – *CRF edit* – which provides a regular round-up of the latest content and resources from CRF.

To subscribe to the newsletter please email Viktorija Verdina at [viktorija@crforum.co.uk](mailto:viktorija@crforum.co.uk).

### PODCASTS – CRFCAST

This year, we are launching the *CRFCast*, where we explore CRF research and discuss the latest thinking on strategic HR topics with academics, practitioners, and leading experts in the field.

### EXPERT ADVISORY PRACTICE

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

Access to our Expert Advisory Practice is available 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. CRF has an extensive international network of experts including academics, practitioners and member organisations, many of whom have highly-regarded practices and processes which may be close to your particular area of enquiry.

To find out more please contact Melissa Bates at [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk) or on +44 (0) 20 3457 2640.

*"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**  
Chief People Officer, Galp Energia

### CRF LEARNING: DELIVERING BUSINESS IMPACT

CRF Learning has built on CRF's research and practical experience to create a unique approach to developing the capabilities of HR practitioners to deliver business impact. Through both open courses and bespoke in-house programmes, CRF Learning enhances the skills of specific HR populations and improves the capability of the function to define and deliver business objectives.

In our 2017 *HR Manifesto* we stated that "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". As such, 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 business impact as our emphasis goes beyond the learning experience to making a fundamental difference to organisational performance.

In 2018, CRF Learning delivered bespoke interventions for numerous multinational organisations across a variety of sectors including Financial Services, Construction, Retail, Media and Technology, Gaming and Banking.

### WHY CRF LEARNING?

- Our sole focus is HR which ensures your learning is relevant, timely and specialised.
- We deliver events based on 20 years of experience hosting events for senior HR leaders drawing on core principles of how senior business people learn.
- We have a strong commercial model of what HR is and how it adds value to organisations.
- We source HRDs from our member organisations complemented by close relationships with partners such as IMD and IBM.

For more information on the dates of CRF Learning's 2019 open programmes or to enquire about bespoke development programmes please visit <https://www.crforum.co.uk/crf-learning/> or contact Melissa Bates, Membership Engagement Manager at [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk) or on +44 (0) 20 3457 2640.

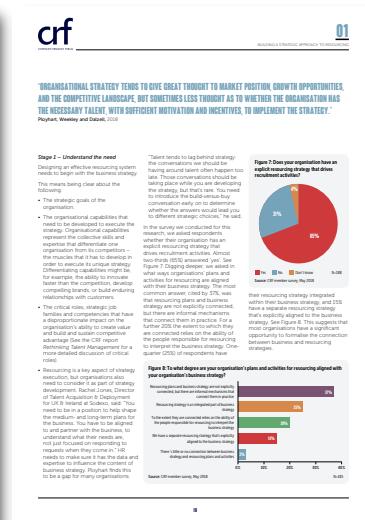
*"I just wanted to say a huge thank you for a really insightful 2 days. It was eye opening to discuss an approach to concepts which I fundamentally agreed with, however due to the usual 'day-to-day' HR I had put to the side. I have since approached work in a completely different way, and I am considering the steps I need to take to ensure I have the opportunity to deliver truly valuable HR work."*

**Adam Merrin**  
HR Assistant Manager, Samsung

Programme	Format	Organisational/Personal Benefits
HRBP – Business Catalyst	<b>Two-day Residential:</b> London	To increase your impact through deeper commercial/strategic thinking, faster and more effective delivery skills and greater influence.
Becoming an Effective HRD	<b>Two-day Residential Plus Action Day:</b> London	To enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.
Integrated Talent Management	<b>Two-day Residential Plus Action Day:</b> London	To build your capability to design, refine and deliver impactful talent management strategies and the personal skillset for effective implementation.
Strategic Analytics for HR	<b>Two-day Residential Plus Action Day:</b> London	To increase your understanding of effective workforce analytics and how to leverage data to support strategic objectives and demonstrate impact.
Aspiring Group HRD	<b>6x One-day Modules Plus Two Dinners:</b> London	To prepare you to be an effective board and/or executive team member, contributing to the overall performance of the organisation.

**SPOTLIGHT ON CRF RESEARCH**

CRF's work is driven by a practical research agenda which analyses the role of HR in driving business performance. We use an evidence-based approach to look beyond management fads and to identify how HR supports key business objectives, such as improving productivity or building capacity for innovation. We work with leading academics, experts and our member companies to determine what constitutes good practice in HR and to make practical recommendations on how to improve the function's impact and effectiveness. Over the past twenty years, we have researched a range of strategic HR topics including Talent Management, Leadership Development, HR Analytics, Resourcing, Learning, Organisation Design, HR Strategy, the Future of Work and Career Development.



**OUR APPROACH**

We provide a comprehensive review of each topic, covering both the fundamentals and the latest thinking and practice. Our research incorporates data from company surveys, in-depth interviews with industry leaders and academic input from leading business schools around the world.

**BENEFIT**

We develop evidence-based conclusions, practical recommendations, models and tools that HR professionals can use to help shape their thinking and put into practice in their organisations. We share our research findings in a variety of formats including audio, video, interactive tools and checklists, and survey data.

We welcome contributions and case studies from our members. If you would like to get involved in any of the research topics for 2019 please contact Gillian Pillans, Research Director at [gillian@crforum.co.uk](mailto:gillian@crforum.co.uk) or on +44 (0) 20 3457 2640.

*"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*



**2019 PROGRAMME**

**HR DIRECTORS' DISCUSSION FORUM AND DINNER – ORGANISATIONAL RISK**



Discussion Forum with Briefing Paper and Dinner

**Date**

Monday 21 January  
15.00 – 18.00 (followed by dinner)

**Venue**

Vintners' Hall  
68 1/2 Upper Thames Street  
London  
EC4V 3BG

**WHO IS IT FOR?**

HR Directors and Senior Leaders – by invitation.

**OVERVIEW**

HRDs have the opportunity to address contemporary issues in a facilitated forum under Chatham House rules designed to encourage the sharing of personal and corporate experiences, and to increase our understanding of key business topics. Discussions will be informed by a briefing paper which provides a succinct update as to how we might prepare to meet the challenges of the future.

**CONTENT**

The topic for this event is the issue of Risk and how it impacts organisations, sometimes leading to serious corporate damage.

We recognise the speed with which sometimes innocuous incidents can cause major problems and how serious managerial and corporate misjudgements escalate into catastrophes – VW and Carillion are contemporary examples. With the benefit of hindsight we can determine what went wrong but how can we spot the dangers when we are in the thick of it, and would we have the courage to call out the causes?

Developing sensitive risk antennae and having the ability to identify and assess possible problem areas early are skills which effective and progressive HRDs should have. We will consider these and other issues including:

- understanding and responding to risk
- successful management of risk
- mitigating the impact
- how can we optimise our responses.

*“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



**Hugh Mitchell** is the former Chief Human Resources and Corporate Officer of Royal Dutch Shell. During a career spanning 37 years, Hugh's portfolio included global responsibility for Human Resources, Brand and Communications, Real Estate, Health, Security and Shell Aircraft, as well as Regional Oversight for Africa. Hugh is currently Vice Chair of Edinburgh Business School. He is a visiting lecturer at London Business School and continues in a range of HR Advisory roles. Previously, he was Non Executive Director of Royal Sun Alliance Insurance (RSA) including Chair of the Remuneration Committee (2012-2018) and has served as a Board member for over 10 years at IMD Business School in Lausanne and The Centre for Advanced Human Resources at Cornell University (USA).



**John Whelan** is a Director at Corporate Research Forum (CRF). Formerly UK HR Director of BAE Systems, the FTSE 100 defence, security, and aerospace company, John's experience and strengths lie in business and HR Transformation, Organisation Development and Employee Relations. Prior to joining BAE, he held a variety of HR roles in engineering, technology and manufacturing businesses across the telecommunications and semi-conductor industries including Matra-Marconi Space where he was HR Director for the UK and, latterly, Group HRD.

## TRUSTED ADVISOR: HR BUSINESS PARTNERING, RELATIONSHIP BUILDING AND INFLUENCING



### Two-day Residential Workshop

**Date**

Wednesday 20 – Thursday 21  
February  
Day One: 09.00 – 17.00 (followed  
by dinner)  
Day Two: 09.00 – 15.00

**Venue**

Sopwell House  
Cottonmill Lane  
St Albans  
Hertfordshire  
AL1 2HQ

**Accommodation**

Cost of accommodation £180 +  
VAT per night

TO REGISTER FOR THIS  
EVENT CLICK HERE

### WHO IS IT FOR?

HR professionals wanting to build influential partnerships with their business stakeholders and develop their strategic impact.

### OVERVIEW

Forming and sustaining high-quality relationships is pivotal to success and influence in organisations – not least for HR professionals committed to providing effective and practical advice, and delivering operational excellence. Developed through the last two decades, the concepts and practices of *Trusted Advisor* offer a powerful lens for reflecting on the quality of our stakeholder relationships.

### CONTENT

Interactive and highly engaging, this practical workshop will enable participants to:

- put a spotlight on the quality and depth of their personal relationships with colleagues across the organisation, highlighting their strengths and identifying practical steps to deepen trust levels still further. This will include a self-assessment
- reflect on the current level of trust in their own HR function and consider the factors which both hinder and enhance those trust levels, forming an appropriate action plan
- expand their awareness of the concepts and practices of outstanding trust-based relationships in the context of their organisation's requirement for enhanced collaboration, agility and creativity from their leaders
- take away the *Trusted Advisor* skillset to support their plans to strengthen trust and effectiveness at the personal, functional and organisational levels.

This two-day workshop provides an opportunity for prolonged and self-critical assessment of key relationships and suggests ways of changing behaviour to improve effectiveness – all in a collective and sharing environment of fellow HR professionals.

*"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



**Julian Powe** is a seasoned consultant with over 30 years' experience across all sectors in the people, leadership development and change management space. He has worked for many years with the concepts and practices of *Trusted Advisor*, leading programmes across the professional services, financial services, public and third sectors. He passionately believes that the notion of *Trusted Advisor* provides the opportunity for significant personal differentiation; that the concepts of trust are simple, but their day-to-day application is not easy; and that the road to mastery is a life's journey.

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2019 PROGRAMME

HARNESSING THE HR TECHNOLOGY REVOLUTION



Masterclass and Research Report

Date

Tuesday 5 March  
9.00 – 16.00

Venue

etc.venues St Pauls  
200 Aldersgate  
London  
EC1A 4HD

TO REGISTER FOR THIS  
EVENT CLICK HERE



European Masterclass and Research Report

Date

Wednesday 6 March  
18.30 – 21.00 (Pre-masterclass  
dinner)  
Thursday 7 March  
9.00 – 16.00

Venue

Sofitel Legend The Grand  
Oudezijds Voorburgwal 197  
1012 EX Amsterdam  
Netherlands

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Clockwise from  
top left:  
Dr. Nigel Guenole,  
Pag Miles,  
Margaret Ruiseal,  
Nigel Sullivan,  
Mike Taylor,



WHO IS IT FOR?

Those who are, or will be, managing or working in an environment of changing technology. This session is for conceptualisers, implementers and those impacted.

OVERVIEW

Digital transformation impacts all aspects of the economy and businesses of all sizes, with computing advances providing the same digital opportunities to small companies as well as large corporations. Individuals expect the same level of service from their organisations and HR functions as they get from their smartphones. How can we address these expectations and develop strategies to move us from the era of computerised personnel systems to an interactive, user-friendly and agile service for employees and the business? What are our technology choices and how do we make them in a rapidly changing digital environment? What opportunities do they offer and what are the implementation challenges?

CONTENT

We will review the current HR technology landscape and the dramatic changes of the last few years as a starting point for developing a strategic approach to digitalisation and its impact on HR. With the help of a CRF report we will:

- look at the big concerns and the big opportunities
- consider strategic insights and barriers to progress
- assess the skillsets required of future HR leaders
- specifically address the areas of:
  - performance management technology
  - learning technology
  - technology for talent acquisition, talent management and retention.

The report, co-authored by David Creelman and Geoff Matthews, examines the many challenges organisations face while confronting the reality that HR technology on its own never solves anything. HR leaders will leave with a much better perspective of the impact of technology/digitalisation and the big changes and challenges they bring.

**Dr. Nigel Guenole** is Director of Research at Goldsmiths, University of London, where he teaches courses on leadership, talent acquisition, and statistical modelling. He is also an executive consultant at IBM where his work focuses on developing artificial intelligence applications for human resources. Nigel has published extensively in leading scientific journals, as well as in the popular press including *Harvard Business Review* and *The Sunday Times*.

**Pag Miles** is the Global Head of Alexander Mann Solutions' Partnership network, the Hive. He has been in the Human Capital Technology arena for over 16 years, working on various projects across the entire employee life cycle. Previously, Pag worked at IBM as the Worldwide Sales Leader for Watson Talent Analytics, helping organisations internationally on their people analytics journey. After IBM Pag was the Human Capital Technology Lead at Deloitte, working with technologies that use AI and machine learning.

**Margaret Ruiseal** leads the European HR Transformation practice at Mercer. With over 20 years' experience, Margaret possesses a sustained record of leading and implementing major global and international change programmes. She joined Mercer from Barclays where she was responsible for the design and implementation of the change management strategy and plan for the HR Transformation programme globally.

**Nigel Sullivan** is Chief People Officer at Bupa. As a member of the Executive Team, Nigel leads the transformation of People Functions including all aspects of payroll, operations, recruitment, talent, OD, engagement, training and development. Prior to joining Bupa, Nigel was Group Human Resources Director for TalkTalk. He started his career in HR at Rover Group and subsequently held senior HR positions at Nortel Networks, Marconi and Wincanton plc.

**Mike Taylor** is VP HR Services and HR Transformation Lead at AstraZeneca and responsible for Global HR Services, serving 60,000 employees. He previously worked in HR roles for BMW, Hewlett Packard and Vodafone, and has held positions spanning the HR function, including Learning and Development, Talent Acquisition, Business Partnering and HR Services, as well as leading Global HR Transformation Programmes.

**2019 PROGRAMME**

**DIGITAL DISRUPTION – EXPLORING THE IMPLICATIONS FOR LEADERS AND LEADERSHIP DEVELOPMENT**



**Masterclass and Research Report**

**Date**

Wednesday 3 April  
15.00 – 18.00 (followed by drinks)

**Venue**

The Grand Connaught Rooms  
61-65 Great Queen Street  
London  
WC2B 5DA

[TO REGISTER FOR THIS EVENT CLICK HERE](#)



**European Masterclass and Research Report**

**Date**

Thursday 4 – Friday 5 April  
Day 1: 16.00 – 18.00 (followed by dinner)  
Day 2: 9.00 – 15.00

**Venue**

IMD Business School  
Chemin de Bellerive 23  
Lausanne  
1003 Switzerland

[TO REGISTER FOR THIS EVENT CLICK HERE](#)

*“Our membership of CRF has provided us with access to a high-profile network that is passionate about sharing new thinking and ideas across a range of issues. The willingness of CRF members to give their time and expertise has also generated an excellent portfolio of platform-based resources. CRF’s overriding focus on the creation of new commercial value has enabled our HR function to play a much more relevant and effective role in pan-business strategic planning and execution activity.”*

**Richard Pibworth**  
Vice President, HR Samsung Electronics Europe

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**WHO IS IT FOR?**

Those responsible for developing talent, in particular those concerned with making sure leadership development is fit for purpose for tomorrow’s organisations.

**OVERVIEW**

The rise of the digital economy means organisations across industry sectors are having to fundamentally rethink their business models or risk becoming obsolete. This, coupled with technology-driven and demographic change, the shifting role of the organisation in society and changing expectations of followers, is making the practice of leadership ever more demanding.

Are our models of leadership and methods of developing leaders delivering what’s needed in response to these trends? What do we have to show in our organisations for this investment and are we meeting the needs of tomorrow’s organisations?

**CONTENT**

This session and the accompanying research report will explore the following questions:

- What macro trends do we need to take into account in preparing our organisations – and those who lead them – for a digital future?
- How are the demands of leadership evolving? Do we have clear definitions of roles and competencies needed? Is there such a thing as ‘digital leadership’; if so, how is it different?
- How are current practices of leadership development out of alignment with the changing context? What should we do differently?
- How can we create an organisation context that supports leaders in building the capabilities required for the future?

In London, Jay Conger will deliver a focused masterclass discussing the findings of our research and their implications for organisations. In Lausanne, Jay Conger and Ina Toegel will lead a more in-depth exploration of the issues, together with company case studies to bring the issues to life.



**Jay Conger** is one of the world’s experts on leadership development and talent management. He is the Henry Kravis Chaired Professor of Leadership Studies at Claremont McKenna College in California. He is also a senior research scientist at the Center for Effective Organizations (CEO) at the University of Southern California. Author of 15 books on leadership, his most recent is entitled *The High Potential’s Advantage*.



**Professor Ina Toegel** is Professor of Leadership and Organizational Change at IMD Business School. Her executive teaching invokes experiential learning and focuses 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.



2019 PROGRAMME

TALENT ON THE MOVE: TIME FOR A RETHINK?



European Masterclass  
and Research Report

**Date**

Wednesday 1 May  
18.30 – 21.00 (Pre-masterclass  
dinner)

Thursday 2 May  
9.00 – 16.00

**Venue**

IESE Business School  
Maria-Theresia-Straße 15,  
81675 Munich  
Germany

TO REGISTER FOR THIS  
EVENT CLICK HERE

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

**Bev Cunningham**

Senior Vice President HR Europe,  
Ricoh Europe

**WHO IS IT FOR?**

Business and HR leaders making strategic and operational decisions about global talent.

**OVERVIEW**

Expatriation has long been used by organisations to grow global talent, with numbers of international assignees continuing to increase. However, with the quickening pace of change, political, economic and security uncertainties and, most importantly, the digital transformation of organisations, many of the strategic drivers of global mobility are being questioned. What options are available to organisations looking to build a global talent base? Do organisations still need staff to work overseas or will the availability of local staff, the cost of expats and communication technology render significant mobility obsolete?

**CONTENT**

Informed by a CRF research report, we will explore how to design a global talent strategy that effectively supports the business strategy. We will review the key issues and challenges in this area for organisations and their globally mobile staff. Critically assessing current practices and looking to widen the range of thinking on developing global talent management strategies we will consider:

- The justification for global mobility – who needs to be mobile and why? Are we clear about the business and developmental objectives and what other options might be?
- How far are traditional approaches to global mobility still valid and what more can be done to develop international talent for tomorrow's global businesses?
- Can technology offer alternatives to international relocation or streamline the process if a local presence is essential?
- What are the costs associated with global mobility and how do we measure the success of expat programmes?



**Geoffrey Matthews** is a researcher, consultant and coach with an extensive background in reward, OD and strategic HR. He has held senior HR management positions in several leading companies including HP, Merck, Nestlé and Roche, and has considerable experience in driving transformational change. A frequent writer, speaker and lecturer, Geoff is co-author of *Engaged: Unleashing Your Organization's Potential Through Employee Engagement*, which was shortlisted for the CMI Management Book of the Year Award.



**Professor Sebastian Reiche** is Chair of the Department of Managing People in Organizations at IESE Business School. Sebastian's research focuses on international assignments and forms of global work, knowledge transfer, talent retention, culture and language in global organisations, and global leadership. He has published over 50 contributions to books and articles in leading academic journals and recently edited *Readings and Cases in International Human Resource Management* and *International Human Resource Management*. His research has been acknowledged by several awards from the prestigious Academy of Management and featured in *The Financial Times*, *The Economist*, *BBC Capital* and *Forbes*.

**2019 PROGRAMME**

**DIGITAL CULTURE: HOW TECHNOLOGY IS CHANGING THE WAY WE COMMUNICATE, WORK AND BEHAVE**



**Lecture and Drinks Reception**

**Date**  
Thursday 13 June  
17.30 – 19.00 (followed by drinks)

**Venue**  
Sea Containers  
18 Upper Ground  
London  
SE1 9RQ

TO REGISTER FOR THIS  
EVENT CLICK HERE

**WHO IS IT FOR?**

Those interested in the impact of technology and social media on work, society and relationships and their implications for organisations and relationships at work.

**OVERVIEW**

Technology has transformed the way that humans interact. The pace of technological change continues to accelerate, with new platforms, tools and networks emerging all the time. Human behaviour is changing too – but at a slower pace. There is an increasing gap between the technology we have developed and the systems, norms and rules our society needs to make sense of the behavioural change that accompanies technological advancement. Rahaf Harfoush will share her insights as a digital anthropologist, exploring the implications for us as humans and for the organisations we work in.

**CONTENT**

The arrival of the digital age has changed how we engage with technology and how we connect with and relate to each other. This is resulting in new behaviours, belief systems and structures that are redesigning the way we live. However, the frameworks of norms, rules and ethical and moral standards that determine how we behave are not keeping pace. Rahaf will help us make sense of the implications for leaders and policy makers in organisations, considering:

- How can we avoid getting distracted by the latest technological developments and instead focus on making sense of deeper behavioural and social trends to shape our organisational and people strategies?
- How does organisation culture need to evolve in the digital age and what role can HR play in helping organisations adapt?
- How are forward-thinking organisations using technology and data to effect these changes and what ethical and moral considerations do we need to take into account?

The lecture will be followed by drinks and canapés, and the opportunity for informal networking.

*“Leading-edge research coupled with best-in-class learning interventions, as well as quality speakers and great networking opportunities, means CRF deliver events that have no equal for senior HR professionals.”*

**Liam Donnelly**  
HR Director, UK, Balfour Beatty



**Rahaf Harfoush** is a strategist, digital anthropologist, and best-selling author who focuses on the intersections of emerging technology, innovation, and digital culture. Her research centres on the human impacts of artificial intelligence, algorithms, social networks, and big data.

She is the Executive Director of the Red Thread Institute of Digital Culture and also teaches Innovation & Emerging Business Models at SciencePo’s MBA program in Paris.

Her latest book – *Hustle & Float* – reveals how the collision of disruptive technologies and centuries-old beliefs about work is creating an untenable tension for workers in the idea economy, and what organisations need to do to help their creatives thrive. Rahaf is also co-author of *The Decoded Company: Know Your Talent Better Than You Know Your Customers*.

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**2019 PROGRAMME**

**HR DIRECTORS' DISCUSSION FORUM AND DINNER – INNOVATION: THRIVING IN A WORLD WHERE EVERYTHING CAN BE COPIED**



**Discussion Forum with Briefing Paper and Dinner**

**Date**  
Tuesday 2 July  
13.00 – 18.00 (followed by dinner)

**Venue**  
The Berkeley  
Wilton Place  
London  
SW1X 7RL



**European Discussion Forum with Briefing Paper and Dinner**

**Date**  
Wednesday 3 July  
13.00 – 18.00 (followed by dinner)

**Venue**  
The Hotel Brussels  
Boulevard de Waterloo 38  
1000 Brussels  
Belgium

*“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

**WHO IS IT FOR?**

HR Directors and Senior Leaders – by invitation.

**OVERVIEW**

Despite patent protection, market dominance and financial resources, in our world of rapid innovation, copycat competition poses a major threat to all businesses. How can organisations shield themselves and what part do their people play in this?

**CONTENT**

In today’s marketplace, companies not only have to repel copycats but also need to continuously innovate, making strategic use of technology whilst leveraging shifts in the marketplace – ‘Leap Strategy’. In addressing this issue, Professor Howard Yu will discuss how companies can succeed in this environment and how to build organisational readiness for the future. Crucially, what must HR do to enable a complex business to ‘leap’? Drawing on examples of success and failure through case studies, Howard will discuss:

- how sectorial shifts, triggered for example by analytics, robotics or managerial creativity, can be anticipated, identified and implemented to leverage competitive advantage
- the imperative of conceptualising innovation by focussing on customer needs
- scaling up disruptive ideas in complex organisations – ideas need to be strategically managed to realise the upside for the business
- what are the skills and behaviours we need from our people in this dynamic and complex business model of the future?

Prompted by Howard’s remarks and under Chatham House rules, we will explore what we can do to help our organisations endure and prosper in a world of constant innovation. Our discussion will be followed by dinner and continued informal conversation and networking.



**Professor Howard Yu** is the author of *LEAP: How to Thrive in a World Where Everything Can Be Copied*, and LEGO Professor of Management and Innovation at the IMD Business School in Switzerland. In 2015, Howard was featured in *Poets & Quants* as one of the Best 40 Under 40 Professors. He was shortlisted for the 2017 Thinkers50 Innovation Award, and in 2018 appeared on the Thinkers50 Radar list of the 30 management thinkers “most likely to shape the future of how organizations are managed and led.” Howard received his doctoral degree in management from Harvard Business School.

**2019 PROGRAMME**

**RESPONSIBLE BUSINESS: HOW CAN HR DRIVE THE AGENDA?**



**Masterclass and Research Report**

**Date**

Tuesday 10 September  
09.00 – 16.00

**Venue**

Church House  
Great Smith Street  
London  
SW1P 3NZ

TO REGISTER FOR THIS  
EVENT CLICK HERE

**WHO IS IT FOR?**

Those interested in exploring the role of the organisation in wider society, how the Responsible Business and HR agendas are connected, and the practical implications for HR.

**OVERVIEW**

Responsible Business – and related topics such as sustainability and ethics – has become a significant area of interest for organisations. Organisations' approaches to developing business responsibly have become more structured and sophisticated, and it is increasingly seen as an important element of corporate strategy. This masterclass, and the accompanying research report, will explore the impact of the Responsible Business agenda on today's organisations, and the role of HR in defining and implementing Responsible Business strategies.

**CONTENT**

Organisations have to take into consideration the needs of a broad audience of stakeholders including employees, customers and consumers, governments, charities and the wider community and physical environment. The capitalist model is being called into question globally, and there is demand for businesses to play a positive role in a broken society, and to invest in the communities where they operate. Questions to be addressed in this session include:

- What's the impact – positive and negative – of Responsible Business on the organisation, its business model and its employees?
- What's the evidence that Responsible Business has a material benefit for the organisation and its people, for example in terms of better business performance or higher employee engagement?
- How can businesses become responsible corporate citizens? What is a 'high-integrity' business, and is there a necessary trade-off with 'high-performance'? How do we build and lead high-performance, high-integrity organisations?
- What is HR's role and responsibility in the Responsible Business agenda? To what extent should HR take account of stakeholders beyond direct employees?



Clockwise from top left: Professor David Grayson CBE, Norman Pickavance, Professor Roger Steare, Dr. Carmen von Rohr

**Professor David Grayson CBE** is Emeritus Professor of Corporate Responsibility at Cranfield School of Management. From 2007-2017, David was Director of the Doughty Centre for Corporate Responsibility at Cranfield. He was Managing Director of Business in the Community, one of the first Corporate Responsibility Coalitions, and has chaired several UK Government bodies, charities and social enterprises. He currently chairs Carers UK.

**Norman Pickavance** spent the early part of his career leading large-scale change in global technology organisations. He went on to become a member of two FTSE Executive Boards, Northern Foods followed by Morrisons Supermarkets. He is currently CEO of Tomorrow's Company, looking at ways in which large corporations can be engines of progress delivering both business and societal benefits.

**Professor Roger Steare** has helped thousands of leaders around the world to rediscover their purpose, their humanity and their integrity with significant improvement in profitability. His clients have included Barclays, BP, Citi, Clifford Chance, EY, HSBC, Nationwide, NHS Trusts, Openreach, PWC and RBS. He has also advised regulators, law enforcement and other government agencies.

**Dr. Carmen von Rohr** is a sociologist with extensive research and learning design experience. She began her career as a digital learning designer in higher education at Cengage Learning before joining CRF in 2018 to contribute to research and learning content.

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INTERNATIONAL CONFERENCE: SPEED, PRODUCTIVITY, AGILITY – ESSENTIALS FOR TOMORROW'S DISRUPTIVE BUSINESS ENVIRONMENT

INTERNATIONAL CONFERENCE: SPEED, PRODUCTIVITY, AGILITY – ESSENTIALS FOR TOMORROW'S DISRUPTIVE BUSINESS ENVIRONMENT



International Conference

**Date**  
Monday 7 – Wednesday 9 October

**Venue**  
Hotel Sofia  
Plaça de Pius XII, 4, 08028  
Barcelona  
Spain

TO REGISTER FOR THIS  
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**WHO IS IT FOR?**

Senior business people, HR leaders and HR specialists seeking solutions to respond to a rapidly changing business context. The fundamental concept is cycle-time reduction. What is that to do with people management? Everything.

**OVERVIEW**

What will differentiate the successful organisations of tomorrow and how should they be preparing to get a head start? By taking a multi-faceted view of the drivers of organisation performance, we will challenge delegates to be radical and imaginative in developing strategies to execute the personal and organisational transformations essential for business continuity.

**CONTENT**

Led by an expert panel of speakers, we will address the fundamentals of speed, productivity and agility and how they can help us shape our responses to changes in our organisational environments.

- The disruptors of the global economy are characterised by a single factor – speed. This includes not only speed of thought and action but also speed in turning a profit.
- Underpinning the issues of speed and productivity are technological factors such as automation and artificial intelligence. How do we prepare for a future which best combines human and technological potential?
- How do we create an agile organisation which rewards the development of new capabilities while optimising the core business?
- How do we design jobs and create high-performing collaborative and integrated teams to attract and retain the digital talent we need?
- What do reward models look like in a world where individual contributions are overtaken by step technology changes and the increasing impact of AI?
- What does all this mean for the culture of the organisation and its internal and external stakeholders?

The combination of stimulating, provocative content delivered in an interactive format with facilitated networking makes this the premier people management conference in Europe.

*"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



**Amy Gallo** is the author of the *HBR Guide to Dealing with Conflict*, a how-to guidebook about handling conflict professionally and productively. As a contributing editor at *Harvard Business Review*, she writes about interpersonal dynamics, communicating ideas, leading and influencing people, and building your career. As a speaker and workshop facilitator, Amy combines the latest management research with practical advice to deliver evidence-based ideas about how to improve relationships and perform better at work.



**Amy Kates** is an organisation designer and managing partner at Kates Kesler Organization Consulting, based in New York City. She advises business leaders around the world and teaches programmes at the Executive School of Business, Denmark and Cornell University Executive Education. Her career began as a city planner and Urban Fellow following a Master's degree from Cornell. She has written four books on the topic of organisation design with Greg Kesler and Jay Galbraith. Amy also serves as a Visiting Fellow to the government of Singapore.



**Gerry Ledford** is Senior Research Scientist at the Center for Effective Organizations (CEO) and Adjunct Professor at the Marshall School of Business, University of Southern California. In 21 years at CEO, Gerry has conducted research on every major aspect of human resource management and has published 140 articles and 11 books. In the middle of his career, Gerry was a full-time consultant for 14 years, first at Sibson Consulting, where he was Senior Vice President and Practice Leader, and later as President of Ledford Consulting Network LLC.



**Professor Núria Mas** is Head of the Economics Department at IESE Business School where she teaches economics and health economics in the MBA, Executive-MBA and other executive education programmes. She has advised and consulted on health economics for the European Commission and, prior to joining IESE, worked as an associate at Lehman Brothers International. She holds a PhD in Economics from Harvard University.



**Joseph Perfetti** is an executive speaker, consultant and expert in corporate finance and strategy. He has delivered over 2000 executive education teaching days over the past 25 years for leading organisations including McKinsey & Co, Google, UnitedHealth Group, Anheuser-Busch InBev, Santander, Standard Chartered, Merck and Nokia. Joe currently serves as a Lecturer at the RH Smith School of Business at the University of Maryland.



**Martin Reeves** is a Senior Partner and Managing Director in BCG and Global Director of the BCG Henderson Institute, BCG's think-tank on business strategy. Mr. Reeves currently leads research on the science of change, technology & strategy, business & society, and the humanity of business. He also authored the book *Your Strategy Needs a Strategy*, which deals with choosing and executing the right approach in today's complex and dynamic business environment.



**Professor John Weeks** specialises in issues of organisational culture, leadership and change. In his book, *Unpopular Culture*, and articles and case studies, his focus is 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). He holds a PhD (Management) from the MIT Sloan School of Management, an MPhil (Management) from Oxford University, and a BA (Computer Science) from the University of California, Berkeley.

**Accommodation**

There is a non-refundable accommodation cost of £250 + VAT per night for those who wish to stay at the conference venue. We recommend a two-night stay – Monday 7 October and Tuesday 8 October. Please note that places at the hotel are limited.

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

*"CRF bridge the gap between the worlds of academia and HR practitioners. Their research papers help me to navigate my way through the latest thinking and trends – and to make sense of these within my own organisation. And their international conference, run by inspiring thought-leaders, always broadens my perspective, challenging me to think bigger, braver and better."*

**Claire Thomas**  
Director of Organisational Development and Talent, Penguin Random House

**CRF'S ORGANISATION DEVELOPMENT MANIFESTO – A ROAD MAP FOR PROGRESS**



**Masterclass and Research Report**

**Date**  
Tuesday 5 November  
9.00 – 16.00

**Venue**  
Glaziers Hall  
9 Montague Close  
London  
SE1 9DD

TO REGISTER FOR THIS  
EVENT CLICK HERE

**WHO IS IT FOR?**

Organisation Development (OD) professionals, those with a remit for organisational change or improvement, and senior managers looking at how they might more effectively harness their organisation's people resource.

**OVERVIEW**

Whilst OD has existed as a specialist discipline for many years, and has contributed enormously to our understanding of people in organisations, its track record in delivering organisational improvement is mixed. On the one hand there's a huge opportunity for OD to play a key role in creating organisations high in innovation, productivity, energy and consistent performance. On the other hand, OD's remit is often unclear, its impact hard to measure, and it can be seen as 'touchy-feely', disconnected from the business or lacking influence. The rapid changes brought about by digital transformation have enhanced OD's challenges.

Organisations are going through more change than ever, yet it is estimated that two-thirds of these change initiatives fail, often due to human factors. The challenge for OD is not just to help individuals improve, but to create the conditions for people, and the organisation, to flourish. Unless OD is more effective in creating this context, the risk is that organisations will be even less capable of adapting to rapid market and technological changes.

**CONTENT**

In our manifesto, we will look at some of the basic skills and toolkits necessary for an effective OD practitioner. We will argue that unless OD activities are inextricably linked to the strategic direction of the business, they are doomed to fail. During the course of the day, we will explore how OD practitioners can effectively deploy the available tools to help their organisation achieve strategic goals. The day will feature inputs from top-flight OD experts, together with ample opportunity for questions, discussion, and sharing experiences. Given that we are designing an OD event, it's important for us to reflect this in the design of the day's activities. We will therefore be a bit more creative than simply sitting and listening!



Clockwise from top left: Dr. Mee-Yan Cheung-Judge, Margaret Heffernan, Nick Holley, Dr. Christopher Worley

**Dr. Mee-Yan Cheung-Judge** is a senior visiting Fellow of Roffey Park and contributes to the Gestalt Programme, Duke University Executive Programme and the NTL Institute, where she was Dean. Mee-Yan was a trustee on the Board of the ODN in the U.S. and founded the OD Network in Europe. She is the author of numerous articles, books and reports and has been a member of the editorial board of the Journal of OD Practitioner since 2014.

**Margaret Heffernan** produced prize-winning radio and television programmes for the BBC for ten years. She then ran media and software companies in the UK and the US. She is the author of five books, including *Wilful Blindness* (a finalist for The Financial Times Best Book award), *A Bigger Prize* (winner of the Threshold Prize) and *Beyond Measure*. Her TED talks have been seen by over eight million people. She mentors senior and chief executives, and writes for The Financial Times.

**Nick Holley** as Director of CRF Learning has responsibility to provide development for HR teams and senior professionals. Prior to joining CRF, Nick spent 10 years at Henley Business School where he was a visiting professor and Director of the Centre for HR Excellence. He has developed and delivered HR capability programmes for organisations across the UK and Europe, and internationally.

**Dr. Christopher Worley** is a Senior Research Scientist at the Center for Effective Organizations (CEO) at USC's Marshall School of Business and a Research Professor of Management at Pepperdine University. Prior to CEO, he was founding Strategy Director at the Center for Leadership and Effective Organizations at the NEOMA Business School in France and served as Director of the Master of Science in Organization (MSOD) program at Pepperdine University.





## Masterclass and Research Report

**Date**

January 2020

**WHO IS IT FOR?**

Those who think their organisation could improve its capacity to anticipate and plan for the future, and would like to explore how to do it.

**OVERVIEW**

History is littered with organisations which should have seen what was happening in their industry, yet failed to take action, and now no longer exist. Why are organisations so poor at spotting what is happening in front of their eyes – and doing something about it? This masterclass and accompanying research report will explore the reasons why organisations struggle to navigate through disruption, and how we can help our organisations break the vicious cycle of creative destruction.

**CONTENT**

The way organisations forecast and plan is broken. We have armies of people responsible for strategic planning, budgeting, and developing future leaders. And yet organisations struggle to develop actionable insights into how their markets are evolving, and to make the changes necessary to respond dynamically to external threats and opportunities. Your people most likely know what's happening in your market, and what the organisation should be doing. Most often, however, this information doesn't get acted upon. This session will explore why this is and what to do.

- What organisational mechanisms are required to scan the environment in a structured way?
- How can we build capacity to detect weak signals, and most importantly to take actions today to prepare for different outcomes and experiment with alternative solutions?
- What leadership capabilities do we need to improve our capacity to anticipate the future and act on it?
- What are the elements of an organisation culture where people feel they can speak up about what they see and how do we create it?
- How can we build agility and flexibility in the right places, so we are controlled and 'tight' where it's essential, while remaining 'loose' where necessary?



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**Main contact:** Rob Field, Learning and Development Director  
**Email:** [rob@advancedpeoplestrategies.co.uk](mailto:rob@advancedpeoplestrategies.co.uk) • **Tel:** +44 (0) 1327 437 000

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**Main contact:** Clive Steer, Senior Business Development Manager  
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**Main contact:** David Gautrey-Pijpker, Client & Market Development Director  
**Email:** [david.gautrey@imd.org](mailto:david.gautrey@imd.org) • **Tel:** +41 21 618 0604 • **Mobile:** +41 79 540 2030

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**Main contacts:**  
Mark Williamson, Partner  
**Email:** [mark.williamson@kpmg.co.uk](mailto:mark.williamson@kpmg.co.uk) • **Mobile:** +44 (0) 7767 345 602

Mike Nagle, Associate Partner  
**Email:** [mike.nagle@kpmg.co.uk](mailto:mike.nagle@kpmg.co.uk) • **Mobile:** +44 (0) 7881 008 981

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**Main contact:** Jennifer Cheung, Head of Marketing  
**Email:** [jennifer.cheung@concentra.co.uk](mailto:jennifer.cheung@concentra.co.uk) • **Tel:** +44 (0) 20 7099 6911

OrgVue is a SaaS product that puts HR and Finance in the know on their workforce, what it's doing, at what cost and impact to the business.

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## 2019 PROGRAMME

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**Main contact:** Simon Callow, Partner

**Email:** [scallow@rhrinternational.com](mailto:scallow@rhrinternational.com) • **Tel:** +44 (0) 20 7799 5243 • **Mobile:** +44 (0) 7990 534 138

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**Main contact:** Jeremy Campbell, Chief Commercial Officer

**Email:** [jeremy.campbell@sdworx.com](mailto:jeremy.campbell@sdworx.com) • **Mobile:** +44 (0) 7789 812 356

SD Worx excel in HR and Payroll services that drive your business performance. Their goal is to help your business grow by giving your employees the tools and technology they need to succeed. It's much more than human resources and payroll management. It's about supporting the greatest asset of all – your people.

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**Main contact:** Mike Straw, CEO

**Email:** [mike.straw@achievebreakthrough.com](mailto:mike.straw@achievebreakthrough.com) • **Tel:** +44 (0) 1225 852 863

Achieve Breakthrough is a transformational leadership and people development consultancy. They enable organisations to shift mindsets, develop new behaviours and deliver seemingly impossible breakthrough results. By removing the barriers to change, Achieve Breakthrough frees talent to make a positive, profound difference. Many of the world's largest and most complex multinational organisations, including seven of the top pharmaceutical giants, work with Achieve Breakthrough to deliver extraordinary results in even the most difficult and ambiguous situations. Achieve Breakthrough helps organisations to revolutionise the way their people and teams grow, change, lead and engage.



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**Main contact:** Amy Lai, Global Marketing Leader, Consulting Solutions

**Email:** [amy.lai@alexmann.com](mailto:amy.lai@alexmann.com) • **Tel:** +852 6012 9817 • **Mobile:** +852 9559 0150

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**Main contact:** Simon Clements, Sales Enablement Director  
**Email:** [simon.clements@bts.com](mailto:simon.clements@bts.com) • **Tel:** +44 (0) 20 7368 4180 • **Mobile:** +44 (0) 7801 616 119

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**Main contact:** Ben Hope, Vice President  
**Email:** [ben.hope@ef.com](mailto:ben.hope@ef.com) • **Tel:** +44 (0) 20 7341 8534

Education First (EF) helps thousands of businesses everywhere sell more, innovate more, produce more – and as a result grow more. EF is the world's largest private education company with schools and offices in 54 countries and a presence in 60 others. Their language centers, universities and virtual language school, EF English Live – all serve one purpose: to educate and develop people to their greatest potential.



**JCA Global, a PSI business** [www.jcaglobal.com/solutions](http://www.jcaglobal.com/solutions)

**Main contact:** Jill Pennington, Consulting Director  
**Email:** [hello@jcaglobal.com](mailto:hello@jcaglobal.com) • **Tel:** +44 (0) 1242 282 900

JCA Global, a PSI business, 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, they fully understand the reasons why organisations, teams and individuals behave as they do. Their 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, providing development solutions to cultivate the Emotional Intelligence of clients, helping them perform to their full potential.



**Lane4** [www.lane4performance.com](http://www.lane4performance.com)

**Main contact:** Françoise Nash, Client Relationship Consultant  
**Email:** [fran.nash@lane4.co.uk](mailto:fran.nash@lane4.co.uk) • **Tel:** +44 (0) 1628 533 775 • **Mobile:** +44 (0) 7841 362 050

Experts in people performance. Co-founded in 1995 by Olympic Gold Medallist swimmer Adrian Moorhouse, Lane4 isn't an ordinary organisation. They expect extraordinary things and help people to deliver exceptional results. They understand how to apply the psychology of performance like nobody else. Lane4's purpose to build winning organisations and improve people's working lives keeps us motivated every day.

And, although they are focussed on pursuing excellence, we believe that talent is everywhere and that, with the right mindset and tools, anybody can achieve exceptional performance.

Lane4 cares about the science and emotion of performance and work with our clients in three areas of specialism:

- Leadership, Team & Talent Development
- People Change & Transformation
- Management Skills Training.

## 2019 PROGRAMME

## EVENT PARTNERS

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



### metaBeratung [www.metaberatung.com](http://www.metaberatung.com)

Main contact: Nicole Neubauer, CEO

Email: [nicole.neubauer@metaberatung.com](mailto:nicole.neubauer@metaberatung.com) • Tel: +49 175 294 8606

metaBeratung is a management and HR consultancy based in Germany, Switzerland and Austria. Their top-calibre team of consultants focuses on people selection and development. Being a long-standing distributor of Hogan Assessments, the company offers regular Hogan certification workshops and personality assessments. Their teams' psychometric expertise has lately been put in the spotlight with their study on 'Agile Leadership' in collaboration with IMD Business School Lausanne. Based on the innovative competency model following the study, metaBeratung has created the validated Agile Leader assessment describing how leaders of today can navigate digital disruption successfully.

## KNOWLEDGE PARTNER

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



### Harvard Business Publishing [www.harvardbusiness.org](http://www.harvardbusiness.org) / [www.hbr.org](http://www.hbr.org)

Main contacts:

Caroline Wright, Senior Director, Europe & Africa, HBP Corporate Learning

Email: [caroline.wright@harvardbusiness.org](mailto:caroline.wright@harvardbusiness.org)

Sally Ashworth, Associate Director, Media and Communications, Harvard Business Review Group

Email: [sally.ashworth@harvardbusiness.org](mailto:sally.ashworth@harvardbusiness.org)

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.

## OUR ASSOCIATES



### PARC [www.parcentre.com](http://www.parcentre.com)

Main contact: Richard Hargreaves, Commercial Director

Email: [richard@parcentre.co.uk](mailto:richard@parcentre.co.uk) • Tel: +44 (0) 20 3457 2630 • Mobile: +44 (0) 7787 411 572

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](http://www.strategic-dimensions.co.uk)

Main contact: Dan Caro, Senior Director

Email: [dan.caro@strategic-dimensions.co.uk](mailto:dan.caro@strategic-dimensions.co.uk) • Tel: +44 (0) 20 3457 2650 • Mobile: +44 (0) 7977 590 242

Established in 1994, Strategic Dimensions (SD) is an independent search boutique with an unrivalled network. SD identify, engage, and understand the talent clients' require to meet both present and future needs. Holding the principle that good people know good people, SD's extensive and continually evolving networks within the international HR, broader business, and academic communities are integral to success in completing projects. SD perform by exploring and understanding requirements plus taking time to assess culture, organisational context and the commercial requirements of a new hire.



*"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





**crf**

CORPORATE RESEARCH FORUM

Southside 105 Victoria Street London SW1E 6QT United Kingdom

T +44 (0) 20 3457 2640 [www.crforum.co.uk](http://www.crforum.co.uk) [info@crforum.co.uk](mailto:info@crforum.co.uk) [@C\\_R\\_Forum](https://twitter.com/C_R_Forum)