

### ABOUT THIS PROGRAMME

Through CRF and our sister organisation Strategic Dimensions, we have been listening to both HRDs and CEOs for 20+ years about what they want from an effective HR leader and their function. This gives us a unique insight into the role of a 'board-level HRD' and what differentiates the great from the average.

Building on CRF's exclusive research and experience, this programme delivers a highly-tailored learning experience; very different to the usual "here's what we're going to teach you" programme.

The programme will help experienced HR professionals either take the next step in becoming a Group HRD, or become more effective having recently moved into the role. Participants will experience a highly-personalised and individual programme with the ability to shape the content of the course to suit development requirements.

### BENEFITS OF ATTENDING

The programme will share the insights of existing board-level HRD's and business leaders to create a tailored programme, to develop capability in the areas participants most require.

What CEOs require most from their HR function is the capability to enable the business strategy by building the people and organisational capability to deliver it. Like any leader, they expect functional expertise. Beyond this, they also require their HRD to be a commercially-focused business leader.

Book your place on this programme and benefit from:

- support in making the transition into a board or executive team HRD role, within a FTSE listed or similar size organisation
- the tools and skills to move beyond your core HR role and become a holistic business leader
- an alumni network of peers and experts to support you through your career
- deliver external business insights to ensure you become an effective HRD
- sustain your development through a six-month programme of blended learning, implementation, reflection and analysis.

### PROGRAMME LEADER

Nick Holley, Director of CRF Learning

### MODULE ONE

4-5 September 2019

### MODULE TWO

12-13 November 2019

### MODULE TWO

21-22 January 2020

### LOCATION

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

### WHO SHOULD ATTEND?

Senior, in-house HR professionals who know about HR and their business but are looking to either progress to Group HRD or become more effective, having recently taken on the role. They are likely to already be the HRD of a business unit, region, function or a Centre of Excellence Leader (CoE) or newly in position as a Group HRD.

In 2017 two newly-appointed Group HRDs, three HRDs and two CoE Heads attended the programme. There are limited enrolment slots in order to facilitate building a community that will establish trust and develop mutual support.

### PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. He has carried out extensive research on what CEOs and businesses look for from their HRDs. After 25 years working in large organisations including Merrill Lynch, Prudential, Arthur Andersen and Vodafone, he has worked for the last ten years as an advisor and personal coach to business and HR leadership teams in over 80 global businesses in more than 30 countries. This commercial experience combines theory with a deep practical understanding of what actually makes a difference.

## ASPIRING GROUP HRD

### THE PROGRAMME IN DETAIL

#### MODULE 1 SETTING THE SCENE

##### DAY 1

As Bismarck said “some people like to learn from experience. I prefer to learn from the experience of others.”

A number of experienced executives with decades in senior leadership roles will have conversations (as opposed to delivering presentations) with participants to draw out the realities of what being a Group HRD is really all about.

- **Setting the scene:** a manifesto for business-focused HR.
- **The view from FTSE Group HRDs:** “What I wish I’d known.”
- **The executive search view:** “What have we seen that’s worked and what hasn’t?”
- **The RemCo view:** the strategic compensation and RemCo elements of the role.
- **External environment:** the business, economic and technological context and the implications for HR.

##### DAY 2

- Reflection and individual presentations based on a personal 360 and the inputs from day one: “What does it mean for me? Where are my gaps?”
- Synthesis of common and individual learning themes.
- Planning the way forward as a team.
- Individual commitments.

#### MODULES 2-3

- Four days of tailored sessions, based on the common themes identified in module one, delivered by senior practice area experts from our network of associates.
- Two networking dinners with guest speakers including an experienced CEO and Chair.
- We will establish a WhatsApp group to create a live network and we will feed this group with daily insights.
- There will be additional options to benefit from coaching, mentoring and a mock interview for a Group HRD role from one of our search Directors. We will be open on the programme to meet individual needs in a relevant way.

The programme is unique in being designed around participant needs not what we want to teach so the details of these sessions will emerge after the first module.

The programme will include inputs from an unrivaled panel of senior practitioners and experts who have been there and done it in the real world. This will include business and HR leaders, headhunters (who have a unique perspective on what works and what doesn’t), governance experts and futurologists.

### LOCATION AND COST

The programme will be held at:

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

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

To register for this programme please contact Melissa Bates at [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk) or on +44 (0) 20 3457 2640.

*“The programme has been an invaluable part of my transition from functional HRD to Chief People Officer – it’s challenged me to think and operate more strategically, whilst giving me access to thought leaders and to new tools and frameworks. The opportunity to debate key issues with the other participants has also been highly valuable.”*

**Mark Dickinson**  
Chief People Officer, TalkTalk plc