progress

/ˈprəʊɡrɛs/

1 forward or onward movement towards a destination
2 development towards an improved or more advanced condition

your organisation
humility in learning
the future of work

your role
effective, high-performing teams
people analytics

your career
HR business partner
the top role in HR

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Welcome to the latest issue of ***Progress***, a collection of short articles from a range of experts on issues affecting your organisation, your role and your future career.

Consider just two of the events currently in the news:

- Last week, the European Union and China launched cases at the World Trade Organisation, challenging the United States' right to impose tariffs on steel and aluminium on the basis of national security. This action breaks the taboo in international trade policy of never questioning national security claims, and some worry that it could destabilise the global trading system.
- In the imminent future, the UK Parliament will vote on the European Union Withdrawal Agreement, which has far-reaching implications for the UK's future political, economic, and social stability. No one knows how the vote will go, or what will happen if the agreement is voted down.

Clearly, we continue to live in unpredictable times that create challenging market conditions for most organisations. This uncertainty is exacerbated by technological innovation, industry disruption and a rapid pace of change. Together, these forces are placing ever greater pressure on leaders' ability to make strategic decisions.

In this difficult environment, we encourage our members to look outwards, assessing the socioeconomic context and scanning the landscape for disruptive influences that could threaten organisational survival. At the same time, looking inwards, we ask the sometimes uncomfortable questions required to ensure individuals, teams and functions thrive. We are pleased to bring you, in this latest edition of *Progress*, articles that look both outside the organisation and within.

Looking outwards, Mike Wade identifies the qualities (one in particular) that make a successful leader in today's digitally disrupted, volatile business environment. Mike Rosenberg then considers different scenarios for the future of work, all of which require leaders to run yesterday's business while building tomorrow's.

Looking inside the organisation, Ina Toegel shares the seven common characteristics of high-performing teams, while Dave Millner explores how people analytics can help HR to become a more commercial function. Recognising that HRBPs may be expected to work with the business in a new way, John Whelan highlights four business critical items that HRBPs need to understand in order to make a difference to business success. Finally, Gillian Pillans interviews Jennifer Duvalier on the skills required for success in a top HR role.

CRF's research continues to bring new ideas and ways of working to our network of over 200 organisations, with a focus on practical application. Our research activities for 2019 will focus on the challenges and opportunities in the HR technology revolution, the demands of digital leadership, the management of global talent, organisation development and HR's role in promoting responsible business, among others.

We hope you find this issue of *Progress* useful and enjoyable.

Enjoy the holiday season.

Warmest regards,

Richard Hargreaves, Commercial Director

Humility IS NOT THINKING *less of yourself;* BUT THINKING *of yourself* less

C.S Lewis

humility in learning

The surprising leadership capability for a digital age

Can we continue to rely on theories of leadership that were developed many decades ago, long before the widespread adoption of the Internet? What makes a leader successful in highly volatile business environments, like those associated with digital disruption? IMD's Global Centre for Digital Business Transformation recently completed a research study to find the answers.

A number of attributes emerged that differentiated successful from less successful leaders, such as adaptability, a clear sense of vision and a high level of engagement with internal and external stakeholders. But one attribute to emerge from the research came as a surprise: humility. In a series of face-to-face interviews with executives from both start-ups and large incumbents, the words 'humble' and 'humility' frequently cropped up. This finding was subsequently reinforced by a survey of over 1,200 executives from a cross-section of geographies and industries.

However, this humility was not simply that embodied by a 'humble leader', but was instead allied to learning or knowledge – what we'll term 'humility in learning'.

On humility in general, CS Lewis remarked *"Humility is not thinking less of yourself, but thinking of yourself less."* This quote applies usefully to 'humility in learning'. Successful leaders in volatile environments spend less time relying on what they already know, and proportionally more time on exploring new concepts and ideas. That is, humility in learning is not thinking less of what you already know, but thinking of what you already know, less.

In a constantly changing world, it is simply not possible that the leader will know the answer. Being open to new ideas requires listening to others actively, gathering information broadly, and not allowing perceived wisdom or prior belief to constrain your thinking. Recent psychological studies have indeed shown that the 'intellectually humble' are better able to spot their own errors, and positively correlates with the ability to discriminate ideas in memory.

If humility in learning is so important, it should probably be visible in leaders of the world's digital giants.

Let's start with Google's Sundar Pichai, the Indian born engineer responsible for Chrome, Android, and Google Apps. Pichai has been described as being humble by Caldwell Partners, *Huffpost* and *The Times of India*. He has remarked that leadership is *"...less about trying to be successful (yourself) and more about making sure you have good people, and removing roadblocks so they can be successful in what they do – let others succeed"*. Pichai is not alone, Lazlo Bock, former SVP of People Operations, emphasised the need for intellectual humility; *"Without humility, you are unable to learn."*

At Microsoft, Satya Nadella operates from an office over-run with books. His personal mantra is 'learn it all, don't know it all'. Since his promotion in 2014, he has been credited with defusing the highly combative, silo-orientated organisation of his predecessor by building a culture of listening, communicating, learning, and sharing view-points. Even before his appointment as CEO, he was identified as possessing a key quality for a modern, dynamic leader – humility.

> If humility in learning is so important, it should probably be visible in leaders of the world's digital giants.

Amazons' Jeff Bezos has a reputation for single-mindedness, even arrogance. But in a recent interview, Andy Jassy, previously Bezos' technology assistant, and now head of Amazon Web Services, gave an insight into Bezos' approach to learning: *"He's just an amazing learner."* Bezos, himself is quoted as saying *"Thinking you know exactly where you're going is a lack of humility that doesn't let you invent."*

So, behind the sound-bites and the resolve required to run the biggest technology companies on the planet, these influential CEOs exhibit humility in learning. As AirBnB's Brian Cheskey has said, it's time for all leaders to *"Take a step back and have some humility."*

> Take a step back and have some humility.

CRF will be exploring the implications of digital disruption for leaders in 2019. Click here to register your attendance at our forthcoming London and Lausanne masterclasses.

Professor Michael Wade is Professor of Innovation & Strategy at IMD Business School, and co-author of *Digital Vortex: How Today's Market Leaders Can Beat Disruptive Competitors at Their Own Game.*

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how to prepare for the future of work

As a follow up to the CRF masterclass on the future of jobs, work and working that I had the pleasure of chairing last October in Barcelona, CRF has published an outstanding monogram on the topic that reviews much of the latest key research and makes an informed prediction about the future.

About 20 years ago, it seemed to many that a tsunami of technological change was changing the nature of business. Two writers from that period have proven prescient and should be re-read today.

In *The Future of Success,* Robert Reich correctly spotted the importance of the "new economy" and understood that the dot com bubble was just a blip in a deep transformation underway in business and society as a whole. Reich foresaw how the internet would continue to disrupt different industries and showed how the transition from mass production would fundamentally change the nature of jobs and even the fabric of family and communities.

For Reich, the best jobs would go to the geeks and the shrinks who will build the digital world and the product managers and marketing people who will figure out the business models to make new ideas economically viable.

In *The Future of Work,* Tom Malone argued that as communication becomes frictionless, old organisational structures might be replaced by new ones which are more decentralised. Although Malone did not write about the agile organisation, he essentially predicted it as a result of technological change.

Some 15 years later, Martin Ford published *The Rise of the Robots* which documents the incredible advances in robotics, automation and artificial intelligence and paints a disturbing view of the future in which millions of jobs are placed at risk.

The challenge for many firms is that although they will, most likely, need significantly fewer people some day, they do not currently have enough geeks and shrinks and still need to run their business with the people they have.

Adding to this challenge is that in the UK, parts of the United States and other cities around the world, we are close to full employment and even past it in specific job categories such as agile project managers, business development specialists and anyone who knows anything about cyber security.

The problem then is how to account for increased costs over the next few years as firms add the people they need combined with the problem created by hiring highly paid people in certain auctions, such as cyber, while trying to keep wages in check in other traditional jobs. This compression makes it even more complicated to maintain a company's culture and keep the people you need to run yesterday's business while building tomorrow's.

Business leaders must sift through these projections of what the future might be and try to figure out what it will be. In my view, the best idea is to consider different scenarios.

> Business leaders must sift through these projections of what the future might be and try to figure out what it will be.

One possibility is to assume that more and more companies will embrace the more optimistic versions of the future of work and come to resemble software and internet companies which are using agile organisation principles, peer-to-peer feedback, etc.

A second scenario refers to the more negative views of the future marked by income inequality and unemployment as companies fight for the geeks and shrinks while people without the skills get left farther behind.

Finally, the third scenario offers a more complex and nuanced view and talks about jobs which are seamlessly integrated with automation and AI capability. This future is both optimistic and pessimistic as it depends largely on where a company is based and what the balance between the supply and demand of the labour force becomes.

My recommendation is to get Senior Management and the Board of Directors to actively participate in developing scenarios for the future so that they actively participate in imagining what the future will look like both in terms of the broader environment as well the organisational model of the company. Only then will it make sense for them to authorise greater short-term expenditures, if they are in fact needed, to assure medium success.

Mike Rosenberg, Associate Professor,
Strategic Management Department,
IESE Business School

What are the forces shaping the future of work and careers? CRF's latest report – *The Future of Jobs, Work and Working* – explores the trends shaping the future of work including the economic, demographic and technological changes which are influencing future talent needs today. Download your copy here.

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what makes an effective, high-performing team?

High-performing teams share seven common characteristics. Team members: **are visibly diverse; curious about others** and thereby uncover invisible aspects of diversity (cognitive, personality, experience); **share and open up with each other; are honest in their feedback; engage in fun and playfulness; peer-coach for mutual growth;** and **display awareness and emotional intelligence** (of growing importance in an age of machine learning and unprecedented pace of change).

Visible Diversity

Seeing diversity (age, ethnic background, gender, etc) in teams is critical. It is a strong signal to team members and the outside world that divergent thinking is welcome, and that inclusion and care are valued.

Invisible Diversity

Members of high-performing teams are curious about each other. They ask questions that help them learn about the preferences and identities of their teammates – talents, hobbies, fears, personality traits and quirks, past experiences, life philosophy, values, principles, etc. This is not only valuable in terms of strengthening the bonds, but also allows teams to leverage this diversity of thought, and 'connect the dots' on projects and collective tasks.

Psychological Safety

High-performing teams create a culture of sharing and opening up to each other, which results in a feeling of being safe and supported by the team. The indirect effect is more courage on the part of teammates to experiment and innovate at the risk of making a mistake. After an extensive research on Project Aristotle exploring 180 teams, Google learned that their best teams had a high degree of psychological safety. Today, this is part of the company's core values – not only because of its 'feel good' factor, but because it has an impact on team innovation and performance.

Feedback

One of the greatest challenges in providing others with feedback is that it often feels unsolicited – the recipient hasn't really asked for it, and the consequence is twofold:

A. we feel uncomfortable sharing it

B. the recipient is defensive.

High-performing teams have routines in place about debriefing common experiences and giving each other feedback. They learn to be honest with each other and improve feedback-giving skills over time.

Playfulness

Most teams today still equate 'being professional' with 'being serious'. Instead, high-performance teams engage in fun, play, and even silliness such as practical jokes. Emphasising the importance of fun in language (project names, room names, job titles) is key part of building a fun and engaging team culture. Who wouldn't want to be a "Chief troublemaker"?

Peer-coaching

Beyond the idea of feedback, lies a critical skill of peer-coaching. Instead of pushing through advice, teammates on high-performing teams pull insights through asking questions. They understand the value of asking *"Why did you do..."* instead of *"Why don't you do..."*

Emotional Intelligence

Fast-paced change in the organisation and environment increasingly produces negative emotions at the workplace (anxiety, stress, fear, frustration), which requires more effective EI competences on the part of leaders today. High-performance teams know that emotion-work is just as important a part of their performance as succeeding at the task itself. They continuously improve their skills of reading, understanding, and regulating negative emotions.

Professor Ina Toegel was Chair of CRF's 10th International Conference in Lisbon, earlier this year. Highlights from the event can be read in the conference retrospective available here.

Professor Ina Toegel | Professor of Leadership and Organizational Change | IMD Business School

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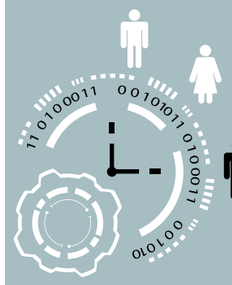
amongst other things, people analytics demonstrates HR's value for top management!

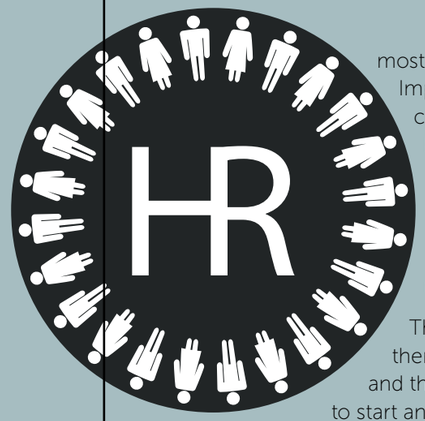
HR and its' leaders are very aware of the importance of being *'strategic'* and getting an opportunity to influence and truly enable top management to *'buy in'* to the crucial people issues that are becoming increasingly important in the digital world in which we now find ourselves.



Having provided support to a wide number of HR functions over many years when implementing process and structural changes across an organisation, a key observation that is commonly shared is that few of the highly professional HR practitioners I have partnered with seem to demonstrate the full impact of what they are proposing. Common sense is thankfully at the heart of a lot of what HR do but just working harder, agreeing to unreasonable requests and focusing on delivering operational changes, isn't good enough anymore and irrespective of the size of your organisation or your HR function, what is needed is the demonstration of key business outcomes that will get the attention of the CEO and their top management team. That means that HR practitioners will need to be able to provide clear business and functional leadership and amongst many qualities can:

- **Credibly talk about and influence** others about people issues with a commercial and business mindset not just an HR or people perspective; that means aligning HR practices with commercial outcomes.
- **Think about issues from a wider business perspective;** that means aligning HR actions with the business outcomes that are key priorities for an organisation.
- **Work collaboratively and effectively** with different teams and work groups to make changes happen.
- **Bring a focused business insight into people-based issues;** that again means having a clear commercial focus on what HR is delivering.
- **Deliver what they say they will deliver** and on time with a tangible business related outcome that is measurable in 'commercial business terms' not HR speak.
- **Proactively provide business leadership** and new insights on organisational and people-based issues at both an operational and at a broader or strategic level.

That all sounds easy when you put them down in a list but the underlying theme behind these points are that the HR function must be able to converse in a more commercial way and that is the reason that people, workforce or HR analytics has been the hot topic for the past few years. When HR says that they want to be strategic this means that they will be impacting upon what the CEO is measured on and what they care about the most – their hot buttons! Impressing the CEO is crucial because almost by definition, nearly everything they and their top teams do are strategically driven and focused by a numerical outcome.



The key for me, therefore, is numbers and there is only one place to start and that is business performance because that is inevitably the key area that the top team will be remunerated on!

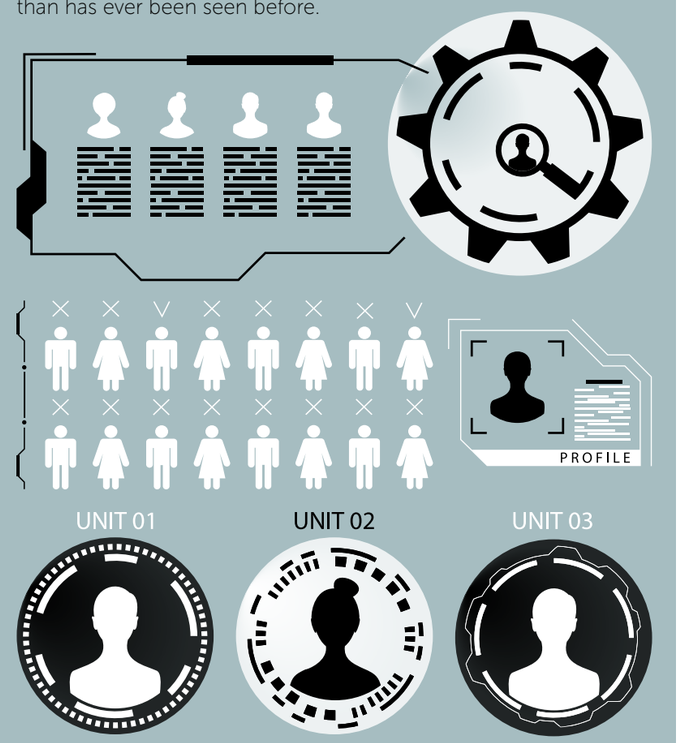
CEO's and their top team are always impressed by people that understand what is important to them and to be brutally honest, what is important to them in business is ultimately reflected in their bonus criteria. Everyone in some shape or form is influenced by what they are measured and rewarded against but the additional factor with CEO's and their top team is that they can significantly influence that criteria; that's why being able to sell your ideas to them is so important as they can influence people and groups that go beyond your span of control. The net result is that what they are assessed on tends to be things that they believe in, that they own and truly know the significance of, in relation to the organisation as a whole.

What are some of these hot buttons then? Here are some that are worth considering and they are all numbers driven.

- Share price and shareholder value
- Customer satisfaction and feedback
- Profitability
- Business performance (volume and quality)
- Business and revenue growth
- Customer attraction and retention
- This/next month's results
- Performance forecasts
- Competitive advantage
- Competitor activity

This excludes the major HR card and that is the people! They are likely to be one of the organisations largest fixed costs but are also in a number of instances one of the key differentiators between you and your competitors – everybody says it so it must be true! Turning this into a reality where people are truly engaged and feel valued is a key challenge for all organisations, and the role of people analytics is to support and drive the new agenda for HR which is to become more of a commercial function than has ever been seen before.

Short on time? CRF's *Strategic Workforce Analytics Speed Read* will introduce you to the essentials of HR Analytics. Click here to download and read.



Dave Millner | Founder | HRCurator | @HRCurator

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HR business partner: 4 business critical things that you probably aren't doing

You've arrived – you're a Business Partner. Your delivery, focus and support to management have earned you a seat at the management table. But as Marshall Goldsmith says, ***"what got you here, won't get you there?"*** You may now be expected to work with the business in a different way.

Test yourself on these four business critical items to see if you're really making a difference to business success.

1 Strategic Workforce Planning (SWP)

Many people talk about it; few do it well. SWP is more than short-term operational planning; it also asks where the business is heading in its strategic planning timeframe and what changes and investments need to be made to deliver this?

Planning timeframes differ by business. In the defence or infrastructure industries, one can see trends 10-20 years out; in FMCG or Tech, things change more quickly. But whatever is right for your business, you need to be asking the business to think longer-term. You need to predict the market, political, economic, social, environmental and technological changes the business will face, and prompt action and investment. To do this well you need to integrate the process with the strategic planning process and make it subject to management review and follow-up. Data and analytics are important here, but they're not the whole answer. Scenario planning will also help (Shell is the expert here), but in the end its HR's challenge to the business on whether it is seriously investing in future workforce requirements in terms of retraining, hiring, M&A or other actions that will make a difference.

2 Risk Management

HR is increasingly being pulled into discussions about risk and reputational protection or enhancement. What if we have a data breach and employee records are lost/stolen? If 1,000 people phone HR in the first hour of the breach becoming known – will our service centre cope? Think about TalkTalk, HSBC, Thomas Cook – how well and quickly did they respond to data breaches and what did this do to their reputations and share prices?

How are we dealing with potential 'insider threats' such as whistle-blowers or disgruntled ex-employees? Have we considered the ethics in terms of monitoring employee activity? How ready are we as HR professionals to respond when (not if) these things occur, and what are we doing to avoid them in the first place? Do we have a point of view, a policy stance and a contingency plan? Even if your company doesn't run crisis management simulations, develop a risk analysis and run some scenarios with the HR and management team to test your readiness.

3 Technology Strategy

We understand that we need to embrace technology for the HR function, such as HRIS and analytics capability, but how do we support the organisation to develop its digital strategy? At our most proactive, we might challenge the business on its digital strategy and facilitate its development. At the very least we should be ready to contribute to understanding its implications – after all it is likely to involve some good old-fashioned organisational development.

Questions to consider include:

- what models (or new divisions) will be required to meet the digital challenge?
- what skills and capabilities are needed and how do we acquire them?
- what constitutes a digital culture for our organisation?

The challenge requires a multi-functional response and traditional organisational silos may impede innovation.

4 Productivity

Following the Great Recession, all the G7 economies have experienced slower productivity growth, with the UK, Germany, France and Italy failing to regain their pre-crash levels. Measuring productivity is challenging, and macro factors are at play. But what can we do to help at the local level? Do we understand the drivers of productivity in our business? Organisations have become complex systems and our responses need to reflect this. How do we measure productivity in a knowledge-based or service environment? Are we looking at working practices, engagement, management competence? Can we report the outcomes of our efforts in terms of measurable productivity improvement and thereby win support for our interventions and investment in people? This is ultimately our purpose as a function.

> SWP is more than short-term operational planning; it also asks where the business is heading in its strategic planning timeframe and what changes and investments need to be made to deliver this?

Join CRF Learning's next HRBP Open Programme in March 2019. For details and to register your interest click here.

John Whelan | Director | Corporate Research Forum

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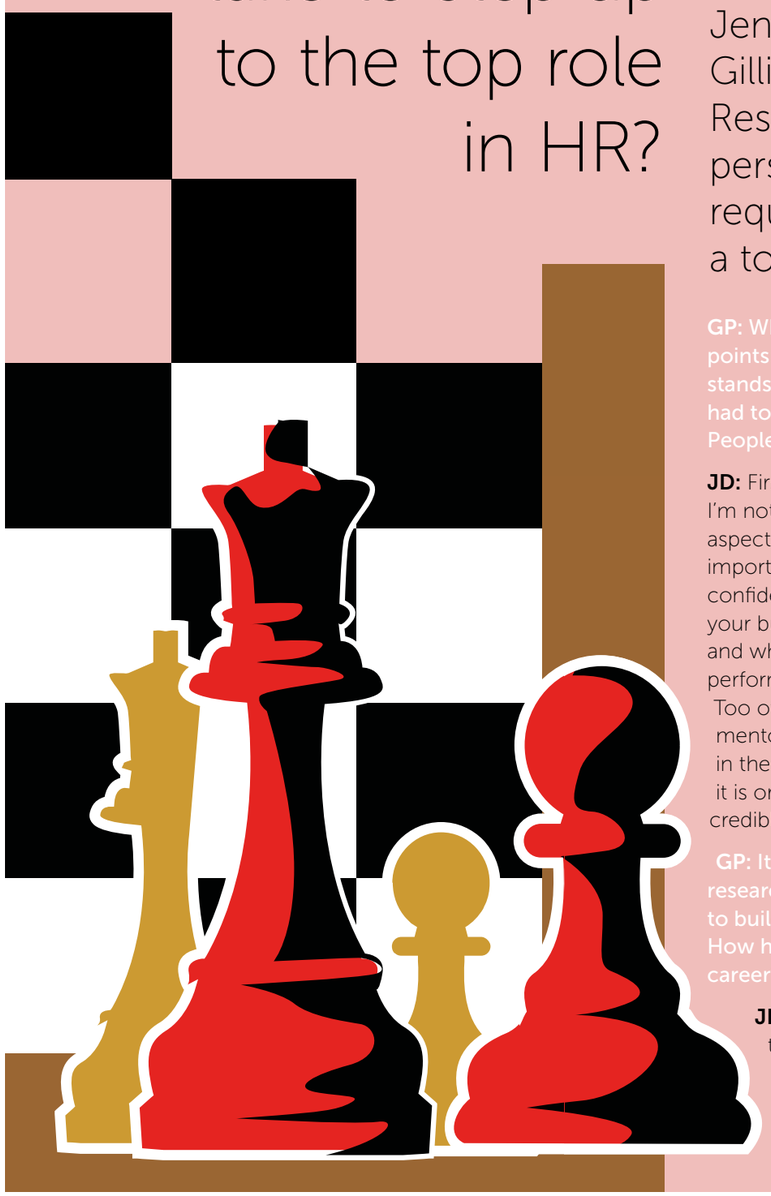
the 'right stuff' – what does it take to step up to the top role in HR?



Jennifer Duvalier has recently left the technology company ARM, where she was Chief People Officer. Jennifer shared with Gillian Pillans, CRF's Research Director, her perspective on the skills required for success in a top HR role.

GP: When you look at the key transition points in your HR career, what really stands out in terms of the skills you had to build to be successful as a Chief People Officer?

JD: First, it's about knowing your stuff. I'm not talking about the technical aspects of HR, although of course that's important. What really enables you to be confident and effective is understanding your business, how it's likely to evolve, and what levers you can pull to improve performance. Take margin, for example. Too often, when I ask the HR leaders I mentor what's the gross and net margin in their business, they don't know what it is or how to improve it. You can't be credible if you don't know these things.

GP: It's a consistent theme of CRF research, too: HR has to put in the work to build deep business understanding. How have you tackled this in your career?

JD: All too often, HR people want to show the value they can bring; they rush straight to the answer without taking time to understand the tensions and trade-offs to be managed. The discipline for me is spending time with operating teams. Not just sitting in management meetings, but getting alongside people who run the business. I made a point of joining the fortnightly business review call where we discussed the sales pipeline. At first, I didn't understand what was going on as everyone spoke in acronyms. Afterwards, I would sit down with someone to help me process what decisions had been taken and why. You should make finance your friend – ask them to talk you through the numbers so you really understand them. It's also good for HR to do tours of duty in core areas of the business such as operations or sales, to really experience what drives organisational outcomes.

> You should make finance your friend – ask them to talk you through the numbers so you really understand them.

GP: What difference does it make, when you do have that depth of commercial understanding as a Chief People Officer?

JD: One of the challenges for executive teams thinking about how their organisation needs to adapt to the digital economy, is to work out what the organisation's operating model should be. The Chief People Officer can play an important role in orchestrating these strategic discussions, for example what core strategic capabilities do we need to build to execute our strategy, and which capabilities should we retain in-house, as opposed to partnering with others to deliver our objectives. If you as Chief People Officer don't understand how the business landscape is changing and the choices open to your organisation, how can you effectively marshal those conversations?

GP: Marshalling those conversations requires knowledge, but doesn't it also take confidence to speak up and challenge, and maybe put your neck on the line at times?

JD: Absolutely. I think, before you step into a senior executive HR role, you need to look deep within yourself and ask: am I prepared to be the truth teller in this organisation, even if it means taking on the ExCo, the CEO and the board? If you're not prepared to embrace that, you shouldn't take the job, because you will always be, to some degree, anxious. You have to be prepared to play the role fully, even if that means you might get fired. But there is something liberating about knowing you are ready to have the difficult conversations that are needed to push the business forward. You've looked into the dark abyss, and you're ok with whatever the outcome might be.

GP: So, be ready to face the dark night of the soul... How can you be prepared for that?

JD: First, you have to challenge yourself, to push your own boundaries and embrace new learning. Second, you need to build a supportive community around you, people either in your own or other organisations who can help you make sense of what's going on, what you need to do, and provide support and encouragement when it's tough. Fortunately in HR, we have a very strong community that you can tap into.

Gillian Pillans | Research Director | Corporate Research Forum

CRF Learning's Becoming an Effective HRD Open Programme is now open for registration. Click here for details.

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Speed, Productivity and Agility
– Essentials for tomorrow's disruptive business environment

11th CRF International Conference || 7th – 9th October 2019, Barcelona

Anyone who has previously attended CRF's annual International Conference will know that we reach out to an inquisitive and interactive senior-level audience of broad thinkers who are interested in the way in which businesses operate and the challenges they face. Barcelona will be no different, with a fusion of world-class content and innovative presentations.

Led by an expert panel of speakers, the conference will address the fundamentals of speed, productivity and agility and how they can help us shape our responses to change in our organisational environments. The line-up includes:

- Amy Gallo, *Harvard Business Review*
- Amy Kates, Kates Kesler Organization
- Gerry Ledford, Center for Effective Organizations (CEO)
- Professor Núria Mas, IESE Business School
- Joseph Perfetti, speaker and consultant
- Martin Reeves, BCG
- Professor John Weeks, IMD Business School

What will differentiate the successful organisations of tomorrow and how should they be preparing to get a head start? The conference will address this question from a number of perspectives, and will challenge delegates to be radical and imaginative in developing strategies to execute the personal and organisational transformations essential for business continuity.

WHY ATTEND?

Book your place at the conference and benefit from:

- the latest insights and learnings regarding how to build agile organisations and equip people with the capabilities for business success in a disruptive business environment
- practical recommendations derived from engaging speakers and peer-to-peer discussions
- a unique blend of learning, sharing and relationship building among the 400+ senior level attendees
- a day of formal and informal networking, where you can build valuable and meaningful connections within the HR field and explore how other businesses' are dealing with the same challenges you are facing.

REGISTRATION

The conference is aimed at senior HR practitioners and business leaders currently working within corporate and private organisations.

CRF members qualify for two places as part of their annual membership. Attendance for non-members costs £1,500 + VAT (excluding flights and accommodation).

To book your place at this unique event please contact the CRF events team at events@crforum.co.uk or +44 (0) 20 3457 2640.

DATE

Monday 7th to Wednesday 9th October 2019

VENUE

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

"Fantastic event, thought-provoking speakers, great networking, the only event I insist is in my calendar every year!"

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"I look forward to the annual CRF Conference as it's one of the few HR events that combines a strong agenda with a great group of attendees – this makes it easy to put in the diary."

MARK WELLS, GROUP HR DIRECTOR, EXPERIAN UK

"As in previous years, CRF's Conference delivered energy, impact, insight and ideas. CRF's sixth sense for the right topic at the right time is what makes the conference unique. It left me full of excitement for what impact high-performing teams in a high-performing culture can deliver for our businesses."

JAMES HARTLEY, MANAGING DIRECTOR, REGIONAL HEAD HR EMEA, SWISS RE

"This was the most stimulating, thought-provoking and useful conference that I have attended in the last 10 years!"

GORDON HEADLEY, GROUP HR DIRECTOR, OCS GROUP

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Founded in 1994, Corporate Research Forum (CRF) is a membership organisation whose international focus is on research, discussion and the practical application of contemporary topics arising from people management, learning and organisation development. CRF's purpose is to increase the effectiveness of the HR function, in order to drive sustained organisational performance, through developing the capability of HR professionals. CRF has become a highly influential focal point, knowledge source and network for over 210 member organisations representing a cross-section of private and public sector organisations.

For more information please contact Richard Hargreaves, Commercial Director, on +44 (0) 20 3457 2640 or at richard@crforum.co.uk www.crforum.co.uk | @C_R_Forum

CRF Learning

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

For more information please contact Melissa Bates, Membership Engagement Manager, on +44 (0) 20 3457 2640 or at melissa@crforum.co.uk www.crforum.co.uk/crf-learning

PARC

Performance and Reward Centre (PARC) is a membership organisation which enables HR and Reward Directors to engage with leading thinkers, expert practitioners and each other on key issues affecting today's performance, reward and governance agendas. Membership of PARC enables an organisation to improve their HR and reward strategy with a view to driving organisational performance.

For more information please contact Richard Hargreaves, Commercial Director, on +44 (0) 20 3457 2640 or at richard@parcentre.co.uk www.parcentre.com

Strategic Dimensions

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.

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