



# **Speed, Productivity and Agility – Essentials for Tomorrow's Disruptive Business Environment**

11<sup>th</sup> CRF International Conference  
7 – 9 October 2019, Barcelona



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The 11<sup>th</sup> CRF International Conference will take place in Barcelona on the afternoon of Monday 7 October, and Tuesday 8 and Wednesday 9 October at Hotel Sofia, Barcelona.

'Speed, Productivity and Agility – Essentials for Tomorrow's Disruptive Business Environment' will focus on today's volatile, fast-changing business world – one in which leaders must **learn to become modern-day architects**, designing more speed, productivity and especially agility into their organisations to ensure ongoing survival. Even more urgently, today's leaders must **face up to the accelerating rates of disruption** that the coming years will bring.

Professor Joe Perfetti and colleagues' work on **agility architecture** and **synchronising systems** will provide a lens for better understanding the exponential changes taking place in market systems. We will then drill down into **organisation and human systems – talent, teams and culture**.

These are **complicated and complex concepts** that will ensure a challenging conference, stretching delegates to think about their roles in **differentiating their organisations** to get a head start for future uncertainties.

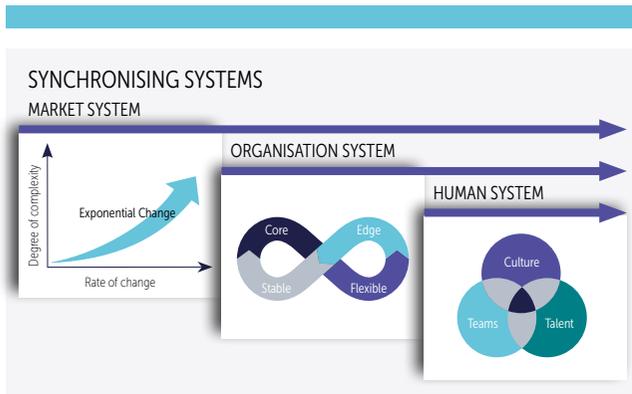
There will be significant learning points for all to take away and share with colleagues, as together you embrace the need for evermore speed of thought and action, focus on productivity step change improvements and, above all, managed organisational agility.

Leading us through our interactive sessions will be an outstanding conference faculty:

- **Amy Gallo** (conference chair), contributing editor, *Harvard Business Review*
- **Amy Kates**, organisation designer
- **Gerry Ledford**, academic and consultant
- **Núria Mass**, economist
- **Joseph Perfetti**, corporate finance and strategy consultant and executive speaker
- **Martin Reeves**, strategist and change consultant
- **John Weeks**, change and culture commentator and author

Their **collective experiences, insights and breadth of international business involvement** will lead us through the perhaps unfamiliar but crucial issues we are addressing and ensure another successful CRF conference **learning opportunity for everyone**.





Many of our 400 delegates will be returning to the CRF International Conference, which has become the event of choice in the demanding schedules of senior leaders. Returning to Barcelona ten years after our inaugural 2009 conference, we continue to deliver an event which is apposite and relevant, challenges and informs, and is business-focussed and fun with its mix of formal presentations, debate, informal discussions, and networking.

As conference attendance has increased, it has become a much more diverse event – attracting business leaders as well as HR specialists, and with nearly 40% of attendees based outside the UK. Our subject matter has also evolved. We have moved away from looking at contemporary HR topics and assessing their relevance in the business context. We now start with an analysis of current and future organisations and identify the HR essentials crucial to their success. This includes identifying the organisational, cultural and people concepts that are relevant to the organisations of the future. We also continue to inform through our outstanding international contributors, who value the opportunity of joining us at these events.

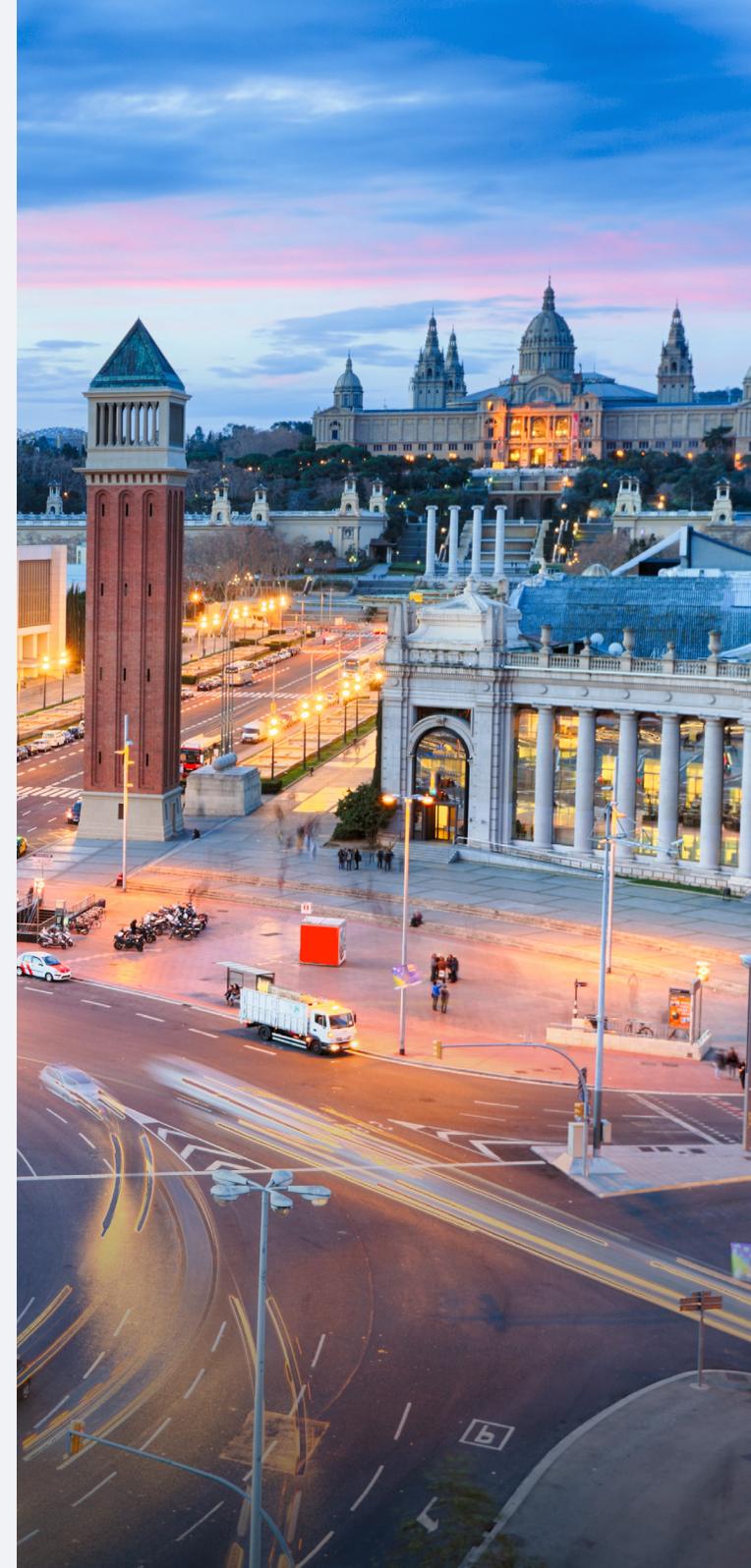
Our objectives and ethos remain the same however, enabling delegates to:

- Understand and reflect on new ideas and draw new conclusions from different contexts
- Think more broadly about cross-sector activities and distil out the elements crucial to our own businesses
- Identify practical insights which provide immediate organisational application and benefit
- Recognise the similarity of concepts faced across a wide range of activities and organisations
- Continuously assess the contributions of strategic thinking in working through the effects of people and culture
- Engage in conversation and debate with a wide range of international business leaders
- Create new networks and build collaborative relationships
- Maximise the learning opportunities and enjoyment of a relaxed and vibrant conference environment

**We do hope that you will join us in Barcelona.**

*“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**





# Agenda

## MONDAY 7 OCTOBER

**AFTERNOON** **15.00**

Masterclasses: *IMD, JCA Global, KPMG, Lane4, Mercer, OrgVue by Concentra, RHR International*

**EVENING** **18.45**

Welcome cocktail reception and conference dinner

## TUESDAY 8 OCTOBER

**MORNING** **08.00**

Conference registration

Welcome and introduction – *Amy Gallo, Harvard Business Review*

Cycletime Reduction – *Joseph Perfetti, executive speaker and consultant*

Creating the Right Organisation – *Amy Kates, Kates Kesler Organization Consulting*

**LUNCH** **13.00**

**AFTERNOON** **14.00**

Creating the Right Culture – *Professor John Weeks, IMD Business School*

Speaker panel discussion – *Amy Gallo, Amy Kates, Joe Perfetti, Professor John Weeks*

Global Economic Outlook: **Competing for Talent** – *Professor Núria Mas, IESE Business School*

**CLOSE OF DAY TWO** **17.30**

**EVENING** **18.30**

Your opportunity to explore Barcelona. Coaches provided from Hotel Sofia

## WEDNESDAY 9 OCTOBER

**MORNING** **09.30**

People, Speed, Productivity and Agility – *Gerry Ledford*

Change for Agility – **Can Technology Help?** – *Martin Reeves, BCG Henderson Institute*

Closing remarks and summary – *Amy Gallo*

**LUNCH** **14.00**

Speakers and Sponsors Meet and Greet

**IESE BUSINESS SCHOOL INNOVATION TOUR** **14.30**

Meeting the Needs of a Lifelong Learner

# Conference Speakers



## Conference Chair:

### **AMY GALLO** **HARVARD BUSINESS REVIEW**

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** **KATES KESLER ORGANIZATION CONSULTING**

Amy Kates is an organisation designer and managing partner at Kates Kesler Organization Consulting. She advises business leaders internationally and teaches in programmes at the Executive School of Business, Denmark and Cornell University Executive Education. She has written four books on the topic of organisation design with Greg Kesler and Jay Galbraith.



### **GERRY LEDFORD** **CENTER FOR EFFECTIVE ORGANIZATIONS**

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.



### **PROFESSOR NÚRIA MAS** **IESE BUSINESS SCHOOL**

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 economics for the European Commission and, prior to joining IESE, worked as an associate at Lehman Brothers International.



### **JOSEPH PERFETTI** **EXECUTIVE SPEAKER AND CONSULTANT**

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, 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** **BCG HENDERSON INSTITUTE**

Martin Reeves is a Senior Partner and Managing Director at BCG and Global Director of the BCG Henderson Institute, BCG's think tank on business strategy. He 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*.



### **PROFESSOR JOHN WEEKS** **IMD BUSINESS SCHOOL**

Professor John Weeks specialises in issues of organisational culture, leadership and change. His book *Unpopular Culture* focuses on 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).

# Pre-conference masterclasses

## Monday 7 October

This year, each class will run twice allowing delegates to attend two; starting at 15.00, each session will last 60 minutes. We highly recommend early registration to secure your preferred classes.



### Unlocking Agility Through Purpose and Impact

Current global sustainability challenges require companies to renew, adapt and change quickly. Agile businesses react quickly when challenged and are able to adjust to new ways of doing things. While flexibility is needed for business transformation, purpose instills leadership clarity and material strategic priorities, and impact drives businesses to act. This interactive session will explore in practical way how purpose can unlock agility by guiding the impact you want to see in the world.



### Emotional Intelligence: The Key to Agile Leadership and Teams

'Agile' requires a mindset shift in the way we work. JCA Global, a PSI business, will share how Emotional Intelligence can enable this shift, both in mindset and behaviour. The masterclass will explore how agile ways of working are enabled by both leaders' and teams' beliefs. The session will run in an agile way, taking a deep dive to learn how to liberate previously unavailable potential within your organisation. We will explore what 'agile' really means and how it can change attitudes and behaviours so that people collaborate more effectively, feel more empowered, and can be more innovative, ultimately creating competitive advantage.



### Talking Gaudi and Modernism – The Response to the First Industrial Revolution

This engaging and interactive masterclass will explore how organisations can meet employee and business expectations around workforce in the increasingly turbulent world of Industry 4.0 – whilst facing a shortage of top talent.



### Disruptive Thinking for a Disruptive World

Disruption isn't just tomorrow's challenge. We need to be able to think disruptively and respond to a rapidly changing business environment, today. This experiential hackathon will introduce attendees to a way of thinking that generates new ideas to challenges at speed. Combined with Lane4's latest research on the future of leadership, attendees can expect an energetic session that challenges orthodoxies and fixed mindsets by encouraging diversity of thinking, agility, experimentation and shared creativity at pace.



### Agility in Action: Building a Thriving Workforce for the Digital Age

73% of our C-Suite respondents said that they expect significant industry disruption in the next three years. Learn about the latest *Global Talent Trends* research on how to build a thriving and agile workforce. Hear about how real organisations have transformed workforce employment models, performance management, leadership development and flexible working.



### Making People Count: From People Analytics to Organisational Planning for Business Impact

If you're in business today, then disruption is a daily part of your life. Situations change. Goals move. Companies evolve. In this session, discover how to get more from your people data. Know exactly where your workforce is, what it's doing, at what cost, and shape where it needs to go to sustain a healthy organisation whilst the world changes around you.



### Leadership – Raising the Bar

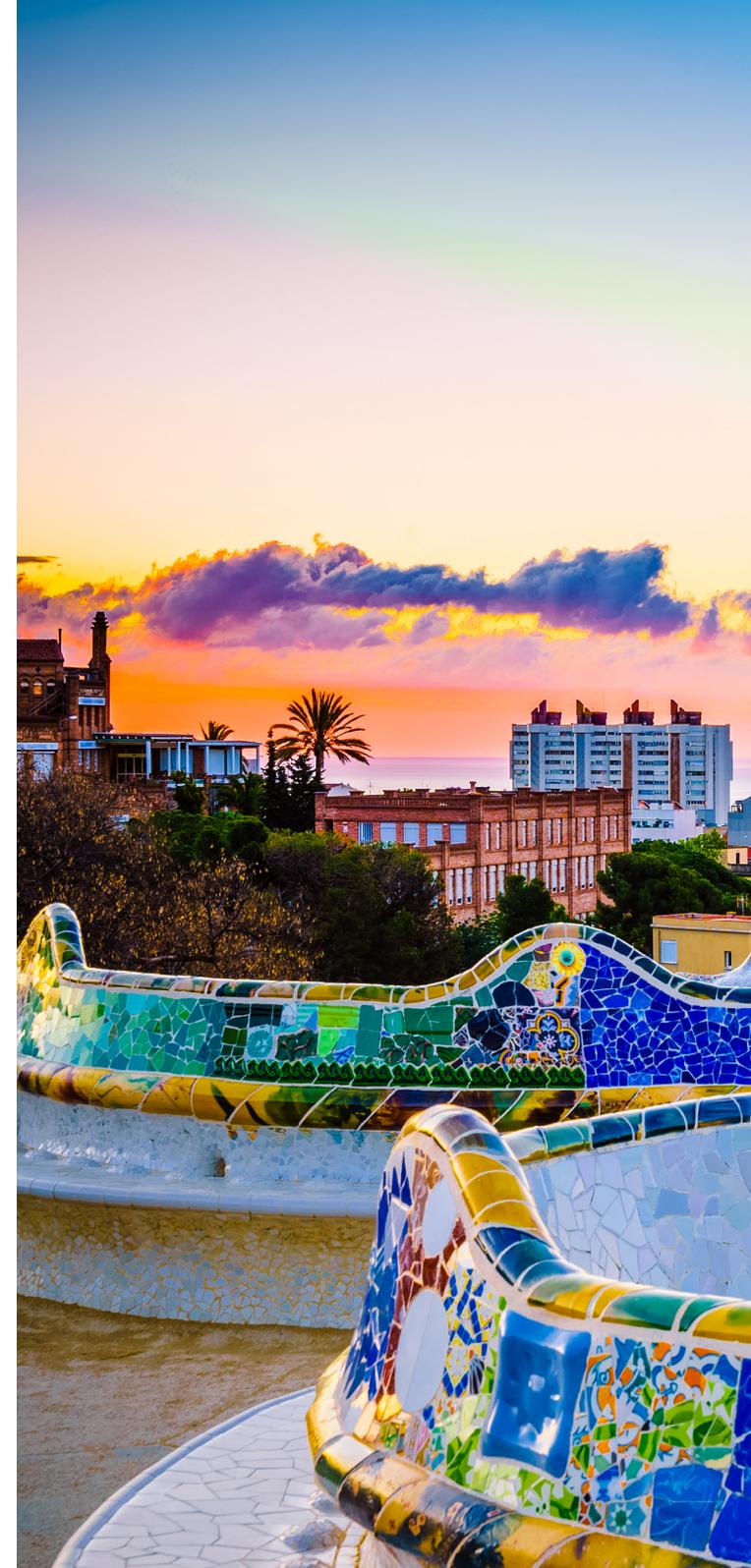
Finding those critical few leaders who can set the course for the future and galvanise an organisation to deliver is the single greatest leadership challenge facing businesses today. Leveraging 70 years of assessment data to look forward, this masterclass homes in on the key leadership differentiators for productivity and agility. Specifically, the session will share how leading organisations identify and develop leaders to drive change and deliver growth, and will explore best practice from the audience.

## Wednesday 9 October



### IESE Business School Innovation Tour

Departing from Hotel Sofia at 2.30pm, an opportunity to visit the IESE Barcelona campus with an insightful session on 'Meeting the Needs of a Lifelong Learner' by Giuseppe Auricchio (Executive Director, IESE Learning and Innovation Unit and IESEOnline), followed by drinks.



# The event

## VENUE

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

The newly renovated five-star hotel perfectly blends state-of-the-art conference facilities with a boutique hotel's attention to details. Hotel Sofia is ideally located approximately fifteen minutes from Barcelona International Airport and the heart of Barcelona is easily accessible by taxi, subway and tram.

## COST

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

## ACCOMMODATION

There is a non-refundable accommodation cost of £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.

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

For more information please visit [www.crforum.co.uk/events](http://www.crforum.co.uk/events).

# Sponsors and Partners

## PROGRAMME PARTNERS



## EVENT PARTNERS



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