



crf

CORPORATE RESEARCH FORUM

2020

PROGRAMME



Corporate Research Forum continue to provide well-researched, highly relevant and insightful work that is at the cutting edge of what HR practitioners need and want. The combination of sound academic rigour blended with highly practical business examples and applications is second to none.

Nigel Sullivan, Chief People Director, BUPA



CORPORATE RESEARCH FORUM 2020

WELCOME TO OUR PROGRAMME

ABOUT CRF

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.

Our approach is evidence-based and rooted in the principles of social science. Questioning and reflective, our research and events offer members the opportunity to deepen their knowledge, improve their practices and engage with fellow professionals and our expert contributors.

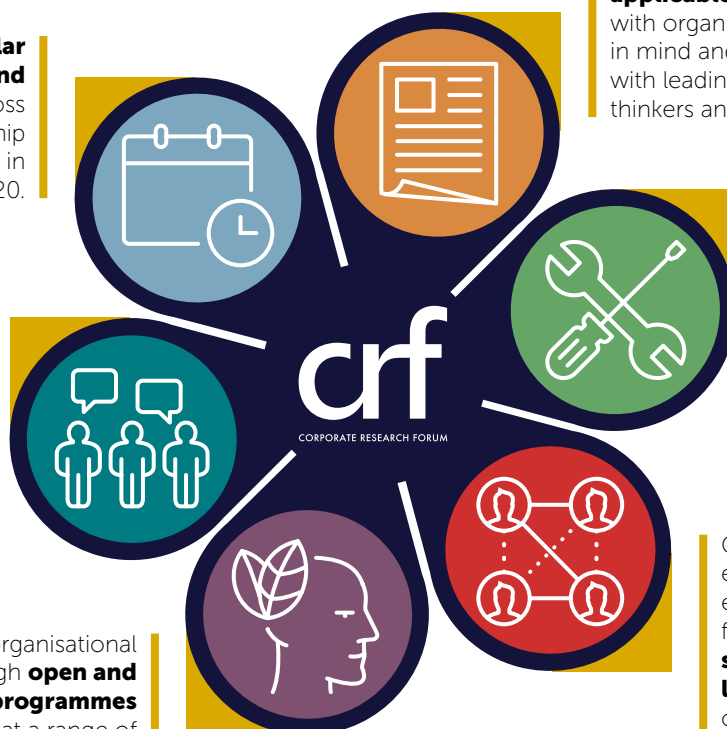
We support our members in enhancing their personal capabilities and building organisational effectiveness, guiding them through topics relevant to success and facilitating networking opportunities.

DELIVERING VALUE TO HR

Attendance at **regular expert-led learning and networking events** across Europe, including our flagship International Conference, in Athens in 2020.

Our **advisory support** enables members to receive practical, timely and effective advice on specific HR challenges.

Build individual and organisational capability through **open and bespoke learning programmes** for HR professionals at a range of levels and disciplines.



Exclusive access to **practical, applicable research**, commissioned with organisations and HR professionals in mind and published in collaboration with leading academics, management thinkers and business leaders.

Online resources including **tools, webinars, podcasts** and an extensive use of social media and digital platforms enabling our insights to be readily accessible to HR teams.

Connect with our team of experienced HR professionals, expert associate group and fellow members to gain **support, guidance and learning** across the full range of HR and organisational challenges.



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

2020 CRF PROGRAMME

	The Year Ahead Mike Haffenden, Corporate Research Forum	By Invitation: HRD Dinner	Thursday 16 January Shangri-La at The Shard, London	
Page 6	Future Insight: Responding To Trends, Threats And Opportunities Margaret Heffernan, Author and Broadcaster Sarah Gillard, John Lewis	Masterclass, Briefing Paper and Drinks Reception	Wednesday 22 January Clothworkers' Hall, London	
Page 7	Better Conversations: Why They Matter And How To Have Them Wanda Wallace, Leadership Forum	Two-Day Residential Workshop	Wednesday 19 – Thursday 20 February Sopwell House, St. Albans	
Page 8	HR Leaders' Forum: Building Purposeful Organisations Prof. Alyson Meister, IMD Business School Amy Sawbridge, Curious Strawberry Fredrik Schuller, BTS John Whelan MBE, Corporate Research Forum	Masterclass and Dinner	Thursday 5 March Scandic Continental, Stockholm	
Page 9	Bringing Down The Walls: Lessons In Social Mobility Prof. Arturo Bris, IMD Business School	Spring Lecture and Drinks Reception	POSTPONED Tuesday 31 March Sea Containers House, London	
Page 10	Effective Leadership Development: Practical Solutions To Essential Challenges Prof. Didier Bonnet, IMD Business School Prof. Jennifer Jordan, IMD Business School Prof. Katharina Lange, IMD Business School	Masterclass	Monday 20 – Tuesday 21 April IMD Business School, Lausanne	
Page 11	Let's Get (Beyond) Physical: Crafting A Multidimensional Approach To Employee Wellbeing Adrian Massey, Faculty of Occupational Medicine Wolfgang Seidl, Mercer Carmen von Rohr, Corporate Research Forum	Masterclass and Research Report	Tuesday 19 May Illuminate at The Science Museum, London	
		Webinar	Wednesday 27 May Online	
Page 12	HR's Agenda In The Organisation Of The Future Hugh Mitchell, Formerly Royal Dutch Shell Gillian Pillans, Corporate Research Forum Mara Swan, ManPower Group Prof. Patrick Wright, University of South Carolina	Masterclass and Research Report	Tuesday 16 June Congress Centre, London	
		Webinar	Wednesday 17 June Online	
		Masterclass, Research Report and Dinner	Thursday 18 June Pestana Amsterdam Riverside, Amsterdam	
Page 13	Diversity And Inclusion For The 2020s: New Imperatives And Enduring Challenges Stephen Frost, Frost Included Tracey Groves, Duke CE	Masterclass and Briefing Paper	Thursday 10 September Church House, London	
		Webinar	Wednesday 16 September Online	
Page 14	Building and Sustaining Great Organisations Baroness Dido Harding Stephen Carver, Cranfield University Matthew Ingle, Formerly CEO Howdens Group Prof. Michael Jacobides, London Business School Whitney Johnson, Author and Leading Business Thinker	International Conference	Monday 12 – Wednesday 14 October InterContinental Athenaeum, Athens	
Page 16	Talent Management: Careers, Development And Succession In A Changing Landscape Jessica Foster, RHR International Wendy Hirsh, Institute for Employment Studies Prof. Mike Rosenberg, IESE Business School	Masterclass and Research Report	Monday 9 – Tuesday 10 November IESE Business School, Barcelona	
		Webinar	Wednesday 18 November Online	



FUTURE INSIGHT: RESPONDING TO TRENDS, THREATS AND OPPORTUNITIES

RESEARCH RESOURCES

The event will be accompanied by a **briefing paper** exploring how the models and approaches used in our organisations for knowing the future let us down, what we can do instead, and how to use experimentation to help us chart a course to the future.

EVENT DETAILS

[CLICK TO REGISTER](#)



LONDON

Masterclass, Briefing Paper and Drinks Reception

Wednesday 22 January
14.00 – 18.00 (followed by drinks)

Clothworkers' Hall, Dunster Court, Mincing Lane, London EC3R 7AH

SPEAKERS



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 leaders and chief executives, and writes for *The Financial Times*.



SARAH GILLARD joined the John Lewis Partnership in 2010, following a number of years working in fashion buying and merchandising for major high street retailers. She has worked in various roles for JLP, including trading, commercial strategy and operations. In 2017, Sarah was appointed Director, People Strategy, Insight and Assurance, leading the development and delivery of the People strategy and providing thought leadership and assurance on the evolution and sustainability of the Partnership model.

WHO IS IT FOR?

Senior HR and business leaders looking to develop the skills to help their organisation improve the capacity to anticipate and plan for the future, and make change happen.

WHY ATTEND?

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. We have armies of people responsible for strategic planning, budgeting, and developing future leaders. And yet organisations struggle to predict how their markets are evolving, and to make timely changes to respond to external threats and opportunities. Your people most likely know what's happening in your market, and what your organisation should be doing. Often, however, this information doesn't get acted upon.

This event and the accompanying report will explore why organisations are so poor at spotting what is happening in front of their eyes, and how we can help our organisations avoid the vicious cycle of creative destruction. We will seek to answer the following questions:

- 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 to respond?
- 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?

Interactive and challenging, this masterclass led by Margaret Heffernan gets to the heart of organisational performance and the need for constant scanning and future proofing.

CASE STUDIES

fanSHEN



BETTER CONVERSATIONS: WHY THEY MATTER AND HOW TO HAVE THEM

EVENT DETAILS

[CLICK TO REGISTER](#)



LONDON

Two-Day Residential Workshop

Wednesday 19 – Thursday 20 February
Day 1: 10.00 – 17.30 (followed by dinner)
Day 2: 9.30 – 14.00

Sopwell House, Cottonmill Lane, St Albans, Hertfordshire AL1 2HQ

Cost of accommodation is £190 + VAT per person per night

SPEAKERS



DR. WANDA WALLACE is Managing Partner of Leadership Forum. Dr. Wallace coaches leaders, conducts seminars, speaks and works with teams, emphasising the challenges of both building and sustaining productive relationships. In the last several years, Dr. Wallace has focused on helping women advance their careers as well as assisting corporations in engaging managers in the diversity agenda. Her latest book, *You Can't Know It All – Leading in the Age of Deep Expertise*, was published in 2019.

WHO IS IT FOR?

Senior professionals whose work relies on influencing and collaborating with others, and who would like to become more sophisticated at building trust and improving performance through high quality conversations.

WHY ATTEND?

Everything that goes wrong in organisations occurs or is avoided in a conversation somewhere. Equally, everything that goes well starts with a good conversation. From engagement to motivation, inspiration, persuasion, collaboration, innovation, oversight, risk – all increase or decrease through conversation. Culture is discovered in conversation, innovation is sparked or throttled and collaboration results from conversation. Yet all too often the most difficult conversations are avoided, and what should be said goes unsaid. Better conversations are therefore a worthy, performance-improving goal.

This practical workshop will enable participants to:

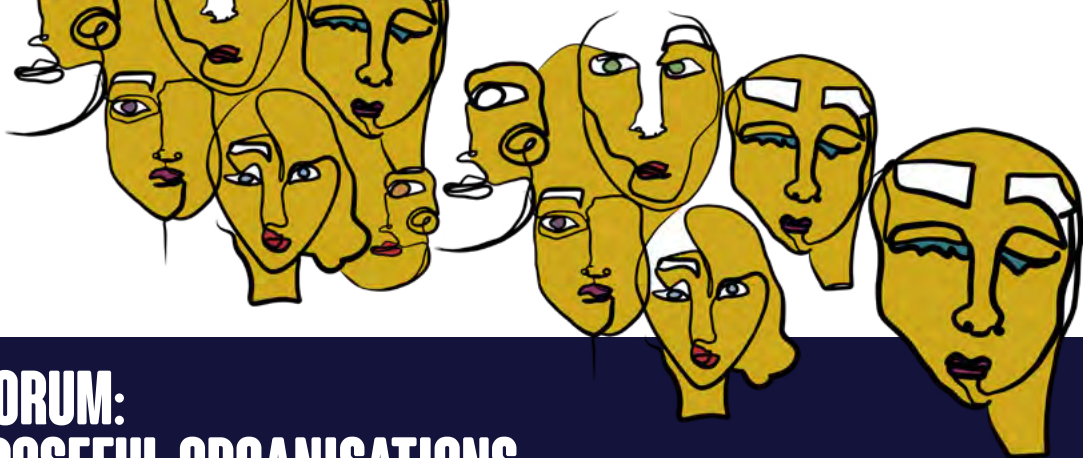
- Understand the importance, nature and structure of effective conversations.
- Through self-assessment, gain insight into their conversational style and preferences, learn how these create challenges for work relationships and explore and practise tactics for improving conversations.
- Consider defensiveness, motivation, and honesty in conversations, and understand their importance and impact on increasing or decreasing trust.
- Structure conversations better to align the goals of those with differing motives.
- Practise applying the principles to challenging conversations.

This two-day workshop, led by Wanda Wallace in a collaborative environment of fellow professionals, provides an opportunity for constructive self-assessment with the aim of changing behaviours to improve effectiveness.



Corporate Research Forum is outstanding at providing HR professionals with useful research on critical current topics, not from a one-sided viewpoint but from various angles so you get alternative solutions and views. Whilst at the same time, scrutinising trends and sharing good practice; on top of everything else, it is a great network of highly-skilled researchers and HR practitioners.

Mikael Bäckström, VP HR, Spotify



HR LEADERS' FORUM: BUILDING PURPOSEFUL ORGANISATIONS

EVENT DETAILS

[CLICK TO REGISTER](#)



STOCKHOLM

Masterclass and Dinner

Wednesday 4 – Thursday 5 March

Day 1: Optional Dinner

Day 2: 9.00 – 16.00

Scandic Continental, Vasagatan 22, 111 20 Stockholm, Sweden

SPEAKERS



PROF. ALYSON MEISTER is Professor of Leadership and Organizational Behaviour at IMD Business School in Switzerland, where she supports global organisations in leading diversity and change, managing evolving and boundaryless career trajectories, and cultivating globally-minded, adaptive, and resilient leaders. She holds an HBA from the Richard Ivey School of Business in Canada, and a PhD in Management (Organizational Behavior) from the University of Melbourne in Australia.



AMY SAWBRIDGE works freelance with companies helping to define what their brand stands for as an employer, and embed that through their employee experience. She is passionate about creating consistent and authentic experiences, bridging the gap that often exists between the People function and Brand and Marketing. Previous to this, Amy spent ten years as part of the Virgin Group, and preceding this worked in a range of sectors including aviation, fashion, healthcare, telecoms, banking and non-profit.



FREDRIK SCHULLER began his career at BTS in 2004 and has innovated many of BTS' core services, developed and led some of BTS' largest customer relationships and led one of its largest units: The Western and Southern US region. Fredrik is now a member of the European leadership team with special focus on the Nordics region, global Oil and Gas vertical, and BTS digital services. Fredrik has worked with leaders and executives at many of Silicon Valley's fastest-growing tech companies and the world's largest Oil and Gas majors.



JOHN WHELAN MBE is a Director at Corporate Research Forum (CRF). Formerly UK HR Director of BAE Systems, John's strengths lie in Business and HR Transformation, Organisation Development and Employee Relations. Prior to joining BAE, he held a variety of HR roles including Matra-Marconi Space where he was HR Director for the UK and latterly, Group HRD.

WHO IS IT FOR?

Senior HR leaders who want to explore how their HR function can enhance its strategic business contribution through greater alignment to organisational strategy and through a focus on purpose, culture and brand.

WHY ATTEND?

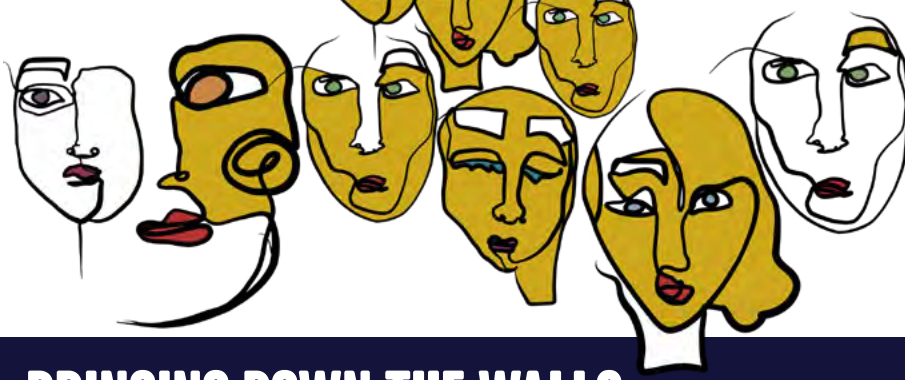
This is an opportunity for participants to be challenged in their thinking around the role of HR, to share experiences with colleagues and to identify practical steps they can take to increase business impact in their organisation through the translation of strategy, purpose and brand into capability and effective culture.

The event will be structured around three key themes:

- **HR's role in creating and executing strategy and purpose.** We will argue that HR's role is not just to operate people processes, but to lead an internal process that translates organisation strategy and purpose into the capabilities and culture required for successful execution.
- **Bringing organisational purpose to life.** A clear sense of organisational purpose guides the actions of leaders and enables employees to relate their personal goals, values and sense of purpose to the organisation's mission. To be authentic, the organisation's external purpose should be reflected in its internal culture and representative of the actual experience of employees. We will discuss how to do this, and how traditional models of careers in companies are being challenged by individuals' need for purpose.
- **Aligning employee experience and employer brand.** Consistency between espoused brand values, employee experience, organisational culture and environment is essential but hard to achieve in reality, particularly when trying to identify a red thread across multiple units or brands. We will examine how to achieve consistency, the impact of employees on the employer brand, and how to measure and evaluate the employer brand.

CASE STUDIES

Ericsson



BRINGING DOWN THE WALLS: LESSONS IN SOCIAL MOBILITY

EVENT DETAILS

CLICK TO REGISTER



LONDON

Spring Lecture and Reception

Tuesday 21st

(Refreshments provided by drinks)

Sea Containers House, 18 Upper Ground, London SE1 9RQ

POSTPONED

SPEAKERS



PROF. ARTURO BRIS leads the world-renowned World Competitiveness Centre at IMD Business School and is the organisation's Professor of Finance. Prior to joining IMD, Arturo was the Robert B. & Candice J. Haas Associate Professor of Corporate Finance at the Yale School of Management. A Research Associate of the European Corporate Governance Institute, and a member of the Yale International Institute for Corporate Governance, he has worked extensively on issues of corporate governance, financial regulation and international valuation.

IMPORTANT UPDATE

With the prevalence of the **coronavirus (COVID-19)**, circumstances out of our control have meant that we will be **postponing this Spring Lecture**. We will send out further communications regarding rescheduling in due course.

WHO IS IT FOR?

Those looking to understand the macro factors influencing the development of the global economy, and explore their meaning for individuals, companies, and society.

WHY ATTEND?

IMD Professor of Finance Arturo Bris, Director of the IMD World Competitiveness Center, will take us on a world tour of global competitiveness, surveying financial, economic, technological and social development. Looking at the issues as a series of walls – between generations, between rich and poor, between genders, between economic powers, between people and their leaders and between us and our planet – Bris will examine what it will take to break down the barriers that divide us.

Professor Bris will argue that we need a greater sense of urgency to tackle the blocks to our progress. Some walls, such as gender and climate, can only be broken down by a shift in mindset. Others, like trade wars and immigration, require action. Progress will require collaboration: governments, companies and society working together to solve our urgent problems. Underpinning all of this is the need to put technology at the service of people.

What's the way forward? Bris will take a holistic view, with responsibility shared between individuals, governments, and corporate entities. We will have to move towards more inclusive prosperity, which ultimately is the backbone of competitiveness.

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



The CRF events are always topical, thought-provoking and attended by like-minded professionals with international experience. I always enjoy the quality of the debates and the fact that there's a mix of practical information backed up by rigorous research.

Emma Lyon, VP People, Liberty Global



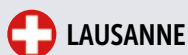
EFFECTIVE LEADERSHIP DEVELOPMENT: PRACTICAL SOLUTIONS TO ESSENTIAL CHALLENGES

RESEARCH RESOURCES

Following the event we will publish an **interactive summary** of discussions, key learnings, models, and relevant research.

EVENT DETAILS

[CLICK TO REGISTER](#)



Masterclass

Monday 20 – Tuesday 21 April
Day 1: 16.00 – 18.00 (followed by dinner)
Day 2: 9.00 – 15.00

IMD Business School, Chemin de Bellerive 23, 1003 Lausanne, Switzerland

SPEAKERS



PROF. DIDIER BONNET is Professor of Strategy and Digital Transformation at IMD, who's areas of expertise cover digital economics, digital strategy, innovation and the process of large-scale digital transformation for global corporations. He is also a strategy consultant and EVP with Capgemini Invent, where he leads the digital transformation practice. With more than 30 years' experience in strategy development and business transformation, Didier is a public speaker and published writer for *Harvard Business Review* and *Sloan Management Review*, and co-authored the best-selling book *Leading Digital: Turning Technology into Business Transformation*.



PROF. JENNIFER JORDAN is a social psychologist and Professor of Leadership and Organizational Behaviour at IMD, where her teaching, research, and consulting focus on digital leadership, ethics, influence, and power. Her work has appeared in numerous scientific journals and she also contributed to the books *Leadership at the Crossroads: Psychology and Leadership* and *The Handbook of Organizational and Managerial Wisdom*. Prior to IMD, Jennifer was an Associate Professor and Fellow at the University of Groningen, The Netherlands and a Post-Doctoral Fellow at the Kellogg School of Management in the United States.



PROF. KATHARINA LANGE joined IMD as Professor of Leadership in September 2019, where she teaches executives globally in self-leadership and cross-cultural team leadership in times of change. Prior to her career in business education, Katharina worked 9 years with Arthur Andersen and Deloitte Consulting. A PhD in pharmacology, she is also a published case study writer for Harvard Business Publishing and the SMU Case Center, and member of the Board of UNICON, the global consortium for university based executive education.

WHO IS IT FOR?

This masterclass is aimed at those with responsibility for the strategy, design, delivery and evaluation of leadership development initiatives within their organisation. Participants should come prepared to share experiences in an expert-led, collaborative environment.

WHY ATTEND?

Our 2019 research, *Digital Disruption: Exploring the Implications for Leaders and Leadership Development*, examined the leadership capabilities required for success in the digital age and the implications for leadership development. In this interactive and practical workshop, attendees will work collaboratively, prompted by the latest thinking in leadership development from IMD faculty, case studies and facilitated discussion among participants.

Attendees will have the opportunity to:

- Compare experiences around the critical leadership challenges faced by their organisations and share how they are tackling them
- Gain deeper insights into the principles of effective leadership development and consider how these might be implemented within their organisations
- Consider how to design leadership development programmes that deliver strategic business value
- Discuss how to evaluate the impact and effectiveness of leadership development and how to apply these ideas in practice
- Collaborate with peers in co-creating solutions to leadership challenges in their organisations.

CASE STUDIES

Brewin Dolphin, CRH, MetaBeratung and UBS University



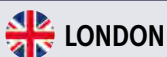
LET'S GET (BEYOND) PHYSICAL: CRAFTING A MULTIDIMENSIONAL APPROACH TO EMPLOYEE WELLBEING

RESEARCH RESOURCES

The event will be accompanied by a **research report** which will feature the latest thinking in this field, case studies exploring how organisations are tackling the challenges of mental and financial wellbeing, survey results and a summary of our practical recommendations.

EVENT DETAILS

[CLICK TO REGISTER](#)



LONDON



WEBINAR

Masterclass and Research Report

Tuesday 19 May
9.00 – 16.00

Illuminate at The Science Museum,
Groups Entrance, Imperial College
Road, South Kensington, London
SW7 2DD

Online

Wednesday 27 May
11.30 – 12.15 BST

SPEAKERS



DR. ADRIAN MASSEY graduated from Southampton University in 1997 and has specialised in occupational medicine since 2002. Adrian is a Fellow of the Faculty of Occupational Medicine and has been lead medical adviser to a wide range of organisations spanning the public and private sectors, including local authorities, police forces, insurers, financial institutions, telecoms, retailers, brewers, engineering and logistics. He feels strongly that the key challenge for occupational health is to empower managers in self-managing common health problems within the workplace, so that the health budget is targeted more effectively to rehabilitation. His book *Sick Note Britain* was published in February 2019.



DR. WOLFGANG SEIDL is a Partner and leads Workplace Health Consulting for Mercer in the UK and Europe, advising companies on health and wellbeing strategy, integrated healthcare, absence management and proactive interventions such as resilience programmes. He is a member of the Global Health Management team and founded the European Health and Wellbeing Network. Before joining Mercer, Wolfgang held senior appointments with Validium Group and Accor Services. He is a Doctor of Medicine with a Master's in Psychiatry, Philosophy and Society and an accredited Counsellor and Psychotherapist.



DR. CARMEN VON ROHR is a social scientist with extensive quantitative and qualitative research experience. She joined CRF in 2018 to contribute to research and learning content.

WHO IS IT FOR?

HR leaders responsible for implementing holistic approaches to employee wellbeing, combining physical, mental, and financial dimensions to enhance employer brand and drive successful business outcomes.

WHY ATTEND?

Employee health and wellbeing is not a new concern. However, while physical wellbeing has received a great deal of attention and effort, much less attention has been paid to employees' mental wellbeing. Given that poor mental health in the UK alone is estimated to cost employers at least £33 billion per annum, there is potentially a strong business case for making mental wellbeing a priority. Furthermore, we are beginning to understand the impact of financial wellbeing on mental health – surveys show nearly half the workforce reports money matters as their number one source of stress.

This timely re-evaluation of employee wellbeing will explore in-depth its mental and financial dimensions, and the new imperative for organisations to craft a holistic approach to wellbeing. The masterclass and accompanying report will address the following questions:

- What do we mean by mental and financial wellness, and what relevance do they have to business performance? What do good mental and financial health look like, and how should organisations be intervening to promote them?
- What is the relationship between financial, mental, and physical health? How do they interact and what impact does this have on individuals and their performance? Can a health and wellbeing strategy that fails to adequately address all dimensions of wellness be effective?
- What are the components of an integrated, effective and comprehensive wellbeing strategy? How can we measure its impact?

CASE STUDIES

Ericsson



HR'S AGENDA IN THE ORGANISATION OF THE FUTURE

EVENT DETAILS

[CLICK TO REGISTER](#)



LONDON

Masterclass and Research Report

Tuesday 16 June
9.00 – 16.00

Congress Centre, 28 Great Russell Street, Bloomsbury, London WC1B 3LS



AMSTERDAM

Masterclass, Research Report and Dinner

Wednesday 17 – Thursday 18 June
Day 1: Dinner Only
Day 2: 9.00 – 16.00

Pestana Amsterdam Riverside, Amsteldijk 67, 1074 HZ Amsterdam, Netherlands



WEBINAR

Online

Wednesday 17 June
11.30 – 12.15 BST

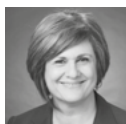
SPEAKERS



HUGH MITCHELL is the former Chief Human Resources and Corporate Officer of Royal Dutch Shell. He is currently Vice Chair of Edinburgh Business School, a visiting lecturer at London Business School and continues in a range of HR Advisory roles. Hugh has served as a Board member at IMD Business School and The Centre for Advanced HR at Cornell University.



GILLIAN PILLANS has worked as a senior HR practitioner and OD specialist. Prior to her HR career, she was a management consultant and is also a qualified solicitor. As Research Director, Gillian has written various CRF reports on subjects including HR strategy, organisation design and development, leadership development, talent management, coaching and diversity.



MARA SWAN was appointed ManPowerGroup's Executive Vice President, Global Strategy and Talent in 2009. In 2014 Mara also assumed global brand leadership for the Right Management business, joining as SVP Global HR in 2005. A recognised HR expert, Mara regularly features as a speaker at many high-profile events. She also sits on multiple Executive Committees and chairs the Advisory Board of the Center on Executive Compensation.



PROF. PAT WRIGHT is Chair in the Darla Moore School of Business at the University of South Carolina and Founder and Director of the Centre for Executive Succession. Previously he was at Cornell, Texas A&M, and Notre Dame. A prolific writer, Pat's main areas of interest are Strategic Human Resource Management, the changing nature of the Chief HR Officer role and the challenges and best practices in CEO succession.

RESEARCH RESOURCES

The event will be accompanied by a **report** setting out the conclusions of our research, and practical recommendations for developing a future-ready HR function. This will include input from leading academics and other experts, interviews with business and HR leaders, case studies and survey data.

WHO IS IT FOR?

HR leaders with the foresight to recognise the need for change and the commitment to follow through with designing and developing a future-ready HR function.

WHY ATTEND?

The business context faced by our organisations is evolving rapidly, characterised by technology-driven change, industry disruption on an unprecedented scale, and social, political and demographic upheaval. As the demands of businesses are changing, so too must the purpose, capability, and actions of the HR function adapt in response. This masterclass and report will set out the changes HR functions need to make.

The project will highlight how HR's operating models need to evolve in line with changing business and organisational models and broader societal change. We will look at how HR can help build future-proof organisations capable of continuously adapting, and how to bridge the gap between where we are today and where we need to be. In this research we will seek to provide answers to the following questions:

- How is the purpose of the HR function evolving?
- How does HR's operating model need to change to become more agile, responsive to change inside and outside the organisation, commercial and technology savvy?
- What role can and should HR play in helping the organisation build capability to anticipate and make sense of changes in the external environment and form strategies to respond to them? How can HR help bring the outside in?
- What role should HR play in strategy development, and how can HR improve its contribution to discussions of business strategy?
- What capabilities do HR leaders need to develop in order to help their organisations effectively face the future? What options are available for developing these capabilities?
- What examples are there of HR leaders and functions that demonstrate these capabilities and what can we learn from them?

CASE STUDIES

PZ Cussons



DIVERSITY AND INCLUSION FOR THE 2020S: NEW IMPERATIVES AND ENDURING CHALLENGES

RESEARCH RESOURCES

Following the event we will publish an **interactive briefing paper** setting out the latest thinking and research in the field of diversity and inclusion, including a summary of discussions at the event, and recommendations for improving practice.

EVENT DETAILS

[CLICK TO REGISTER](#)



LONDON



WEBINAR

Masterclass and Briefing Paper

Thursday 10 September
9.00 – 16.00

Church House, Deans Yard,
Westminster, London SW1P 3NZ

Online

Wednesday 16 September
11.30 – 12.15 BST

SPEAKERS



STEPHEN FROST works with individuals, teams and organisations to embed inclusive leadership in their decision-making. Previously, he was Head of Diversity and Inclusion at KPMG, the London 2012 Olympic and Paralympic Games and Stonewall's first Workplace Director. He was educated at Oxford and Harvard and has won numerous awards for his work. He has lectured at Harvard Business School, Singapore Management University and Sciences Po in France and serves as an Advisor to the British Government. Stephen is author of *The Inclusion Imperative* (2014), *Inclusive Talent Management* (2016) and *Building an Inclusive Organisation* (2019).



TRACEY GROVES is a renowned and highly effective educator with Duke Corporate Education, and an award-winning leader and champion of gender diversity initiatives to optimise the benefits of inclusion and valuing difference in the workplace. She is a Board Member of the City Women Network (CWN), championing executive women in business. At PwC UK for over 25 years, the last six years as a Forensics Partner, Tracey's specialism is advising Leaders and providing advisory services on Corporate Governance, Leadership, Culture and Behaviours, Digital Ethics, Board Effectiveness, Organisational Trust and Ethical Business Conduct. In addition, Tracey is a leading voice in the analysis of the ethical impact of Artificial Intelligence (AI) and Digital Technology and has given evidence to the All-Party Parliamentary Group at the House of Lords on AI Ethics.

WHO IS IT FOR?

Senior leaders and HR professionals, diversity and inclusion leaders and talent practitioners looking for innovative responses to the enduring challenges around diversity and inclusion.

WHY ATTEND?

A Google Scholar search of 'diversity and inclusion' reveals that nearly 9,000 new scholarly works have been published since 2018 alone. Dozens of conferences address the topic and awards, initiatives, and social media campaigns abound. And yet, despite D&I remaining near the top of many organisations' agendas, we have barely moved the dial in the last decade.

Our 2020 update aims to raise the discussion several notches, by exploring emerging themes and focusing on what HR can really do to meet its goals. We will focus on four key themes shaping the future of D&I:

- **Diversifying diversity.** Organisations are still working to achieve gender diversity, and yet building a workforce that is diverse across multiple dimensions is critical to meeting today's challenges. What are organisations doing in other areas, such as racial/ethnic, socioeconomic, and other types of diversity? What business outcomes are truly diverse organisations seeing?
- **Technology's impact on diversity.** AI and automation are poised to revolutionise work, but algorithms that drive AI can simply make bias and exclusion more efficient and automation often disproportionately impacts women. How can organisations embrace these technologies while being mindful of the potential risks?
- **Inclusion and employee voice.** How are organisations responding to this requirement, and how are they joining up employee voice with the broader inclusion agenda?
- **Enduring challenges.** Problems such as the gender pay gap, parity of leadership and inclusive cultures still exist. At the same time, some question whether we've 'overcorrected', while others argue that really nothing has changed. What is the reality?

CASE STUDIES

Sodexo and VTT Research



BUILDING AND SUSTAINING GREAT ORGANISATIONS

RESEARCH RESOURCES

The **conference retrospective** will provide a highly engaging, multimedia summary of the key messages and learnings from our three days in Athens.

EVENT DETAILS

CLICK TO REGISTER



International Conference

Monday 12 – Wednesday 14 October

InterContinental Athenaeum Athens, Leof. Andrea Siggrou 89-93, Athina 117 45 Greece

Accommodation: CRF have secured a rooming block at the InterContinental Athens for those wishing to stay at the conference venue. There is a non-refundable accommodation cost of £235 + VAT per night. We recommend a two-night stay: Monday 12 and Tuesday 13 October. Please note that places at the hotel are limited.

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

Full details and registration are available on the CRF website www.crforum.co.uk.

WHO IS IT FOR?

Senior business and HR Leaders seeking to better understand the key components of successful, sustainable organisations and how to apply these into their organisational context.

WHY ATTEND?

What is a 'great' organisation? How do you know you work for one? What can you do if your organisation isn't 'great' today, but you'd like it to be? These are the questions we will be looking to answer.

While the average shelf life of companies has greatly reduced over the last few decades, there appear to be enduring characteristics that mark out those organisations that deliver sustained high performance over the long term. Many researchers have developed models describing the distinguishing features of 'great' organisations. Although their methodologies and conclusions differ, there are a number of common themes. Great companies tend to have:

- **A clear purpose and values beyond making money:** they develop and maintain an aspirational purpose/mission, an economic model of the business, a set of core values and norms of behaviour that are broadly communicated and understood.
- **The ability to be ambidextrous:** optimising the core while developing new lines of business.
- **Openness to the outside world:** the ability to sense changes in the external environment, see and exploit opportunities before others. Continuous monitoring of the environment by a large number of people in the organisation, not just a select few responsible for strategy.
- **Strong customer orientation:** they maximise the surface area of the organisation that's in contact with customers, and make it easy for decision makers to receive information about customer behaviour and respond fast to changing customer demand.
- **An organisation design that enables fast, informed decision making:** autonomy and devolved decision making, even in large complex organisations. They don't allow organisation complexity such as matrix management to bog people down.
- **A distinctive culture that supports innovation and experimentation:** tests are constantly being run and evaluated. Failure is accepted as a legitimate outcome of experimentation and a vehicle for learning. Learning is applied to future experiments.
- **Organisational resilience:** the ability to bounce back from setbacks.
- **Change viewed as 'normal' and ongoing:** not something to be endured on a periodic basis.
- **A culture where people can flourish:** the rhetoric of investing in people is backed up by leadership commitment and action.

BUILDING AND SUSTAINING GREAT ORGANISATIONS

SPEAKERS



CONFERENCE CHAIR

BARONESS DIDO HARDING spent seven years as Chief Executive of TalkTalk plc. She oversaw the transformation of the company following the de-merger from Carphone Warehouse, turning it into an award-winning provider. She led the campaign for greater competition in the sector, leading to the break-up of BT in 2017. She also led TalkTalk through one of Britain's most high-profile cyber attacks, being praised for her transparent and strong crisis leadership.

Dido is a regular commentator on the digital revolution and how Britain can become the world's most inclusive, successful digital economy.

Beginning her career as a consultant with McKinsey before embarking on a long career in retail, Dido held senior positions with Thomas Cook, Woolworths, Tesco and Sainsbury's.

In 2017 Dido became the new chair of NHS Improvement. She was also appointed as a non-executive director on The Court of The Bank of England in 2014 and served on the boards of The British Land Company plc and Cheltenham Racecourse. In 2014, Dido became a Conservative Life Peer.



STEPHEN CARVER lectures in Project Management, Action, Execution and Implementation at Cranfield University. He previously worked in the oil industry and for Virgin, having project and risk management experience in most sectors including banking, aerospace and insurance. Having spent most of his working life in business, his reputation as a lecturer is as a highly-informative and fast-moving storyteller. He is a prolific writer, much sought-after speaker and highly regarded as a global expert in his field.



MATTHEW INGLE founded Howdens Joinery Group in 1995 and was CEO from its inception until stepping down in 2018. As part of the MFI Group of companies, Howdens grew rapidly despite having to manage a significant pension deficit and legacy issues of its former parent company. Howdens' 'worthwhile for all' culture, unique business model, innovative products and relentless focus on customer service set it apart from peers and competitors, and in 2017 was ranked the 7th best large company to work for by *The Sunday Times*. Today, Howdens continues its success story with a c.\$2bn turnover and operations through the UK and Europe.



PROF. MICHAEL JACOBIDES holds the Sir Donald Gordon Chair of Entrepreneurship and Innovation at London Business School, where he is Professor of Strategy. He is Academic Advisor to the Boston Consulting Group, Visiting Scholar at the New York Fed, and Visiting Fellow at Cambridge. He studies industry evolution, changes in firm boundaries, new business models, value migration and strategy in shifting environments, and looks at how digital ecosystems transform the business context. He teaches strategy, innovation, transformation and turnarounds.



WHITNEY JOHNSON is one of the 50 leading business thinkers in the world (Thinkers50) and an expert on disruptive innovation and personal disruption, a framework codified in the critically-acclaimed book *Disrupt Yourself: Putting the Power of Disruptive Innovation to Work*, as well as the award-winning *Build an "A" Team: Play To Their Strengths and Lead Them Up the Learning Curve*. Her proprietary framework and diagnostics were developed after co-founding the Disruptive Innovation Fund with Harvard Business School's Clayton Christensen.



Always an incredibly varied mix of speakers, topics and peers that nevertheless seem to come together beautifully around one broad theme of the time, which always seems to resonate so powerfully in the moment for anyone grappling with the complexities and challenges of modern-day organisational life.

Alastair Procter, Chief HR Officer, IPG Mediabrands



TALENT MANAGEMENT: CAREERS, DEVELOPMENT AND SUCCESSION IN A CHANGING LANDSCAPE

RESEARCH RESOURCES

The event will be accompanied by a **research report** exploring how the field of talent management is evolving in response to changes in the business, economic, social and technological environment, setting out examples of how organisations are applying this new thinking, and considering how to apply these new ideas in our organisations.

WHO IS IT FOR?

HR Directors and Talent Management leaders seeking to develop new approaches to career and succession management in an era of profound demographic change and digital disruption.

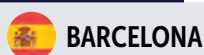
WHY ATTEND?

Talent management continues to dominate the agenda for CEOs, Boards and senior HR practitioners. Demographic change – a shrinking global population and ageing workforce are two key factors – fierce competition for critical talent, and changing expectations of careers are having a profound impact on the supply of talent. The ability to attract, retain and develop top talent is a critical driver of business performance. Technology is an important enabler, but can force organisations down a 'me-too' path of standardising talent processes. This interactive masterclass and report will focus on four critical areas for organisations looking to build and sustain competitive advantage through talent:

- Career Planning has changed dramatically over the last 20 years as single company careers are replaced by greater mobility amongst staff, easy access to education enables multiple changes of direction over a lifetime, and growing self-employment is disrupting the idea of a 'career'. What new approaches to career management are emerging and how should we update our talent strategies?
- Succession Management often looks different in theory to how it plays out in practice. What does good succession management look like in today's world, and how can we best use the new tools to improve our capacity to plan for and manage leadership pipelines?
- Retention of critical talent is for many organisations a key measure of the success of their talent strategies. How are retention strategies evolving in the new world of work?
- Talent Reviews are the key forum where plans translate into action. What are the common features of the most effective discussions, and how can we up our game?

EVENT DETAILS

[CLICK TO REGISTER](#)



BARCELONA



WEBINAR

Masterclass and Research Report

Monday 9 – Tuesday 10 November
Day 1: 16.00 – 18.00 (followed by dinner)
Day 2: 9.00 – 15.00

IESE Business School
Carrer d'Arnús i de Gari, No. 3, 7,
08034 Barcelona, Spain

Online

Wednesday 18 November
11.30 – 12.15 GMT

SPEAKERS



DR. JESSICA FOSTER is a senior partner with RHR International, a 75 year old global leadership consultancy. She serves as the firm's leader of Executive Bench, RHR's newest venture focused on building innovative, behavioural-science-based solutions for executive succession. Her team specialises in systemic interventions that combine assessment, data analytics, and cohort development to build the next generation of enterprise leaders.



WENDY HIRSH works as a researcher and consultant, specialising in the future-oriented aspects of people management – workforce planning, sustainable organisational performance, succession, talent and development. She is a Principal Associate of the Institute for Employment Studies and Visiting Professor at both Derby and Kingston Universities. Wendy works across private, public and third sectors and has been researching how workforce planning in companies is responding to the uncertainties of Brexit.



PROF. MIKE ROSENBERG is an Assistant Professor in the Strategic Management Department at IESE Business School, where he lectures on strategy, globalisation, and sustainability. He also serves as Academic Director on a number of the school's executive education programmes and is author of *Strategy and Sustainability*, *Strategy and Geopolitics* and *Managing Media Businesses*.



CRF LEARNING | DELIVERING BUSINESS IMPACT

CRF Learning delivers a suite of open and bespoke development programmes aimed at enhancing the capability of the HR function and the individuals within it.

Building on Corporate Research Forum's (CRF) 25 years' of unparalleled experience in the research, discussion and practical application of topics arising from people strategy, development and learning, CRF's open and bespoke programmes engage specific HR communities with interactive sessions to improve their effectiveness in impacting organisational performance.

WHY CRF LEARNING?

HR EXPERTS

HR has been CRF's sole focus for 25 years. As leading thinkers in the field, we bring an unparalleled level of HR knowledge to our programmes, ensuring your learning is relevant, timely and specialised.

BUSINESS FOCUSED

CRF Learning emphasises the need for business-facing HR, focusing not just on the crucial skills development of HR professionals, but the role they play in the wider organisational context. We work with organisations to develop the commercial and strategic mindset of HR professionals as well as supporting the enhancement of their technical skills.

UNMATCHED HR NETWORK

CRF constitutes a network of 215+ multinational organisations and over 8,000 HR practitioners. We bring together a wide variety of outlooks and approaches in our research, events and capability development programmes, exposing participants to outside thinking and a wide range of perspectives.

CO-CREATION

CRF Learning's approach is not to deliver off-the-shelf solutions nor is it to create expensive unique programmes. We look to take our existing content and work with our clients in developing a programme that is tailored to their specific context.

THE PROGRAMME	DATES, LOCATION AND COST	BENEFIT TO YOU AND YOUR ORGANISATION?
HRBP – BUSINESS CATALYST	Two-day Residential: 16-17 March OR 20-21 October London £1,800 CRF members £3,600 Non-members	To increase your impact through deeper commercial / strategic thinking, faster and more effective delivery skills and greater influence.
BECOMING AN EFFECTIVE HRD	Two-day Residential Plus Action Day: 27-28 May AND 25 June London £2,750 CRF members £5,000 Non-members	To enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.
ASPIRING GROUP HRD	3x Two-day Modules Plus Networking Dinners: 14-15 September 16-17 November 25-26 January 2021 London £8,000 CRF members £15,000 Non-members	To prepare you to be an effective board and / or executive team member contributing to the overall performance of the organisation.
INTEGRATED TALENT MANAGEMENT	Two-day Residential Plus Action Day: 23-24 November AND 2 February 2021 London £2,450 CRF members £4,800 Non-members	To build your capability to design, refine and deliver impactful talent management strategies and the personal skillset for effective implementation.
CREATING BUSINESS IMPACT THROUGH PEOPLE ANALYTICS	Two-day Residential: 15-16 April London £1,800 CRF members £3,600 Non-members	To increase your understanding of how to effectively leverage data in HR and how analytics can provide insights that support strategic objectives and demonstrate business impact.

For more information on CRF Learning's 2020 open programmes or bespoke solutions please contact Richard Hargreaves, Commercial Director, on richard@crforum.co.uk.



PROGRAMME PARTNERS



Advanced People Strategies (APS)

www.advancedpeoplestrategies.co.uk

Contact: Rob Field, Learning and Development Director
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With over 15 years' experience helping organisations implement people development strategies, APS have become established as a trusted partner with their clients. Drawing on world-class psychometric assessments and partnering with highly-respected academic leaders, we create and implement talent management solutions built on scientific principles.

APS are distributors of world-class talent assessment tools, providing executive coaching, leadership masterclass programmes and virtual development. As UK distributor for Hogan Assessment Systems, APS provide official Hogan Certification training and support covering the full product range.

APS work with clients both across the UK and internationally. Their consultants are highly qualified, experienced and have a business background.

Bird & Bird

Bird & Bird

www.twobirds.com

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Bird & Bird is an international law firm with over 1,200 lawyers and legal practitioners in 30 offices worldwide. Bird & Bird specialises in combining leading expertise across a full range of legal services in key jurisdictions across Europe, the Middle East and Asia-Pacific. They also have a representative office in downtown San Francisco.

The firm's International HR Services group offers both international and domestic clients a comprehensive range of legal advice across employment, immigration, incentives and benefits and trade secrets in an efficient and cost effective manner. Each of their offices are staffed with employment lawyers enabling them to provide advice on national employment legislation in addition to international employment directives.



Emerald Works

www.emeraldworks.com

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At Emerald Works we're committed to helping individuals and organisations around the world to realise their full potential. By using evidence-led learning solutions that work. Together, we build learning cultures that empower people to bring about real change for real impact.

Our team brings expertise from three learning organisations – GoodPractice, Towards Maturity and Mind Tools. We've come together to create one exciting new company. Between us, we have around 60 years' experience creating learning solutions that really work. We deliver learning experiences that engage, inspire and stick, and our 100-plus experts have helped thousands of people be the best version of themselves.



International Institute for Management Development (IMD)

www.imd.org

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At IMD, we develop leaders who transform organisations and contribute to society. We are an independent academic institution with Swiss roots and global reach, established by business leaders for business leaders.

Led by an expert and diverse faculty, we deliver Real Learning Real Impact through a unique combination of teaching, research, coaching and advisory services.

Based in Lausanne (Switzerland) and Singapore, IMD has been ranked in the top five for executive education worldwide for 15 years and in the top three for the last eight years (*Financial Times*). IMD is the only Swiss business school and one of less than a hundred globally to hold the coveted 'triple crown' of accreditations from AACSB, EFMD EQUIS and AMBA.



PROGRAMME PARTNERS

EVENT PARTNERS



Mercer

www.mercer.com

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Mercer is a global force of more than 23,000 unique individuals whose mission is to enhance the health, wealth and careers of more than 115 million people worldwide. Mercer is united by a single idea – to make lives better tomorrow by the actions we take today. Mercer works with organisations to forecast their future workforce requirements, to develop and implement strategies and programmes to ensure the right quantity, quality and flow of talent to enable both businesses and individuals thrive, and to harness the power of digital and people through technology deployment and transformation.



RHR International

www.rhrinternational.com

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RHR International LLP is an independent global leadership consulting firm whose mission is to unlock potential in leaders. Through its behavioural lens, RHR has worked side by side with CEOs, board directors, and senior executives for more than 70 years, helping them acquire the knowledge, wisdom, and skills necessary to achieve business results.

RHR's practical solutions, guided by in-depth analytics, lead to business outcomes that further clients' success. RHR offers Executive Bench®: Talent Pipeline suite of services, Board and CEO Services, Senior Team Effectiveness, Leading Transformational Change, Executive Development, and Executive Assessment across industry sectors.

RHR International has a global presence in North America, Europe and Asia. The company is headquartered in Chicago, Illinois.



Achieve Breakthrough

www.achievebreakthrough.com

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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.



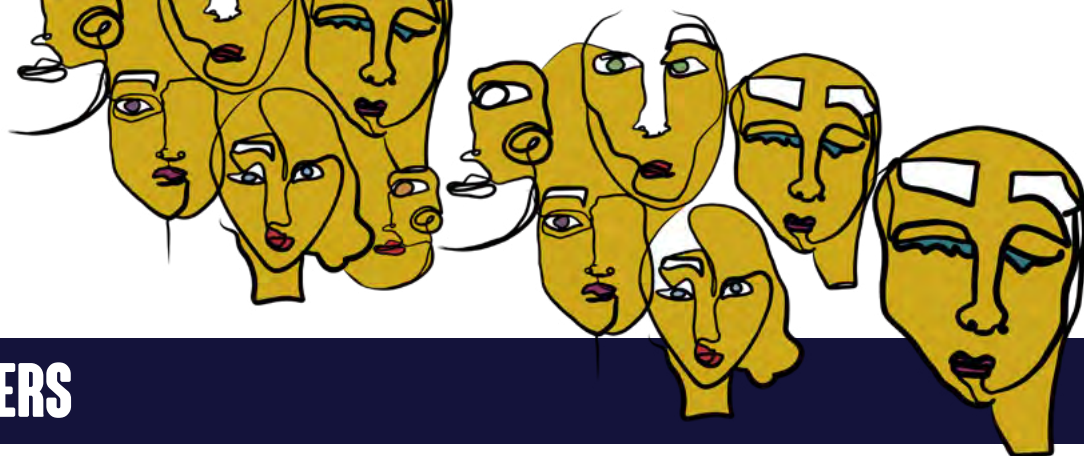
BTS

www.bts.com

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Mobile: +44 (0) 7801 616 119

BTS is a global strategy implementation and talent development consulting firm headquartered in Stockholm, Sweden, with more than 700 professionals in 34 offices located on six continents. They focus on the people side of strategy, working with leaders at all levels to help them make better decisions, convert these decisions to actions and deliver results.

At their core, they believe people learn best by doing. For 30 years, BTS has been designing engaging, powerful simulations and experiential learning programmes that have a profound and lasting impact on people and their careers. They inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.



EVENT PARTNERS



Education First (EF)

www.ef.com/corporate

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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 over 52,000 employees, and over 600 schools and offices around the world. Their language centres, universities and a virtual language school, EF English Live – all serve one purpose: to educate and develop people to their greatest potential.



Grant Thornton

An instinct for growth™

Grant Thornton UK LLP

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Grant Thornton UK LLP is part of the Grant Thornton network of independent assurance, tax and advisory firms in over 135 countries. For more than 100 years, we have helped dynamic organisations realise their strategic ambitions. We've got scale, combined with local market understanding. That means we're everywhere you are, as well as where you want to be.

We see people strategy and culture as key to driving business performance. We believe in creating value by attracting, retaining and developing a more agile and resilient workforce for continued business success. As your people partner, we co-create integrated solutions that work for you across four key challenges: future skills and apprenticeships, diversity and inclusion, engagement and retention and change management.

ENGAGE

ENGAGE

www.engagegroup.co.uk

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ENGAGE helps organisations unlock the potential of their employees to drive business success.

We believe that true engagement is driven by effective leadership. We develop tailored strategies that help organisations define, communicate and connect employees with their vision, strategy and values. We then help leaders and managers to role model the behaviours needed to achieve these organisational goals.

Our bespoke blend of integrated listening, analytics, insight and innovation supports better business decision-making and builds sustainable engagement. We don't offer off-the-shelf packages, instead taking a tailored approach that identifies the unique goals of an individual organisation, and then designing leadership and engagement programmes to deliver them.

HIRE RIGHT®

HireRight

www.hireright.com/emea

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Tel: +44 (0) 20 7264 7186

HireRight is the premier global background screening and workforce solutions provider. We bring clarity and confidence to vetting and hiring decisions through integrated, tailored solutions, driving a higher standard of accuracy in everything we do.

Combining in-house talent, personalised services, and proprietary technology, we ensure the best candidate experience possible. PBSA (formerly NAPBS) accredited and based in Irvine, CA, with our EMEA headquarters in London, we offer expertise from our regional centres across 200 countries and territories in The Americas, Europe, Asia and the Middle East.

Our commitment to get it right every time, everywhere, makes us the trusted partner of businesses and organisations worldwide.



EVENT PARTNERS



Lane4

www.lane4performance.com

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Co-founded in 1995 by Olympic Gold Medallist swimmer Adrian Moorhouse, Lane4 applies the psychology of performance to help people to deliver exceptional results. Lane4's purpose is to build winning organisations and improve people's working lives. They believe that with the right mindset and tools, anybody can achieve exceptional performance.

Lane4's rigorous insight, skilled team and humble confidence help people to think, learn and develop. They care about the science and emotion of performance and work with clients in three areas of specialism: 1. People Change and Transformation 2. Leadership, Team and Talent Development 3. Management Skills Training.



Peakon

www.peakon.com

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Peakon is the leading employee engagement and retention solution. Our data-driven methodology is trusted by hundreds of the world's best workplaces, such as Capgemini, Verizon, BMW, and easyJet. Peakon gathers employee feedback, analyses it, and provides businesses with the insights they need to improve employee engagement, develop leadership talent, and reduce employee turnover – in real time.

KNOWLEDGE PARTNER



OrgVue

www.orgvue.com

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OrgVue is the SaaS platform for workforce analytics and modelling that puts your organisation on the front foot. What OrgVue does best is give you control of your workforce – how it's organised, how it operates and how it can be designed to do better – all based on data. It connects HR and Finance so together they can interrogate the present and plan ahead to ensure the workforce, and the work it does, delivers the business vision. This is real-time organisational planning and analysis for times of change. That's why OrgVue is used by the world's most progressive companies and consulting firms to shape their future organisation.



Harvard Business Publishing

www.harvardbusiness.org / www.hbr.org

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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.



ASSOCIATES

crf learning

CRF Learning

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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.



Strategic Dimensions (SD)

www.strategic-dimensions.co.uk

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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.

parc

Performance And Reward Centre (PARC)

www.parcentre.com

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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 and 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.



CRF have become our go-to resource for developing our professional capability across the HR function. The blend of networking events, masterclasses, webinars, online resources, bespoke workshops and the annual conference makes it a focal point for our HR community.

Richard Drury, Group HR Director, Lloyd's Register



crf
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