



crf

CORPORATE RESEARCH FORUM

D I G I T A L
C O N F E R E N C E

RE-IMAGINING THE NEW LANDSCAPE:

RESET, RENEW AND THRIVE

12 – 13 October 2020 | Online

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Organisations are going through a time of unprecedented change and extreme uncertainty – do you have clarity on the future direction of your organisation?

Traditional responses are of limited effectiveness in unusual times – are you capturing the lessons of the crisis in order to get ahead of the competition and set your organisation up to thrive in the future?

In adapting our highly regarded International Conference into a purely digital experience, Corporate Research Forum will explore the post-Covid-19 landscape and its implications for organisations. Working with our partners at IMD Business School and others, we are delighted to showcase a diverse faculty of experts who during the course of the conference will ask how organisations can:



RESET – We use change management and decision-making through uncertainty as lenses to assess how organisations can reimagine and reset in order to build a sustainable foundation for success in the new landscape.



RENEW – Through peer-to-peer exchange, we explore how organisations can adapt and refresh processes and practices for new realities.



THRIVE – By considering virtual leadership and digital transformation, we examine how organisations can apply the lessons learned during the crisis to take advantage of emerging opportunities.

WHY JOIN?

CRF's Digital Conference is a business event for HR professionals and your colleagues.

The conference will be interactive and engaging, providing you with the opportunity to gain new knowledge, share and compare good practices, question and challenge ideas and each other, and seek support and guidance from experts, to ultimately enhance your ability to advance your organisation's objectives.

As this is a business as much as an HR conference, we encourage registrations from your colleagues outside of HR who would benefit from exposure to a top-class faculty.

UNIQUE DIGITAL EXPERIENCE

Translating the best from our annual conference into this unique digital experience delivered on a bespoke, user-friendly platform, your experience will go beyond that of normal video conferencing.

Participating in interactive sessions with our outstanding faculty, networking on virtual tables with your peers, downloading supporting resources, and looking at how our partners can support your organisation combine to create an unmissable experience.

REGISTRATION DETAILS

We are delighted to announce that we are offering our **CRF members unlimited places** for this event. Members can register by logging into their CRF account online or by emailing events@crforum.co.uk.

For **non CRF members**, we are offering limited tickets at a cost of £699.00 + VAT per attendee.

For places booked prior to 31st August, the discounted rate of £550 + VAT will apply per attendee.

If you wish to book more than three places, please email events@crforum.co.uk for our discounted group rate.

VIEW THE AGENDA AND PARTNERS | **NEXT PAGE**

AGENDA

All times
are BST

MONDAY 12 OCTOBER

13.15 CONFERENCE OPENS

13.30 In Conversation with Thomas Wedell-Wedellsborg, *Harvard Business Review*

MASTERCLASSES

14.00 Achieve Breakthrough, Bird & Bird, BTS, ENGAGE, Grant Thornton, Headspring, HireRight, Lane4, Mercer, RHR International, SD Worx

16.50 Engage Your Learners with Mind Tools, Emerald Works

17.20 DAY 1 CLOSE

TUESDAY 13 OCTOBER

08.45 DAY 2 OPENS

09.00 In Conversation with Scott Anthony, *Harvard Business Review*

SESSIONS

Choluteca: Change and the Illusion of Control

with Prof. Susan Goldsworthy OLY

Accelerating Digital Transformation

with Prof. Didier Bonnet

How to Make Decisions During Highly Unpredictable Times

with Prof. Arnaud Chevallier

Leading in the Virtual World

with Prof. Jennifer Jordan

HR Agenda: Back To Your Reality

with Prof. Didier Bonnet, IMD Business School; Jonathan Crookall, Costa Coffee; Jenny Duvalier, Chair: Nick Holley, CRF Learning; Prof. Jennifer Jordan, IMD Business School; Sue Whalley, ABF

13.30 CONFERENCE CLOSES

PARTNERS



CLICK ON EACH PARTNER
FOR MORE DETAIL

PROGRAMME PARTNERS

Bird & Bird



MERCER



RHR International

EVENT PARTNERS



ENGAGE

GLINT



HIRE RIGHT

Lane4

LHH



sdworx

For life. For work.

SHL

Talent in Innovation.
Innovation in Talent.

KNOWLEDGE PARTNER



PLAN YOUR
LEARNING JOURNEY | NEXT
PAGE

PLAN YOUR LEARNING JOURNEY

Over two days, the CRF Digital Conference will be offering over 20 sessions including masterclasses, key note addresses and wellbeing activities.

To make the most of the conference, we are giving you the opportunity to plan your own learning journey by selecting which sessions you are most interested in attending.

All times
are BST

MONDAY 12 OCTOBER

13.15 CONFERENCE OPENS

13.15 NETWORKING AND PEER EXCHANGE

13.30

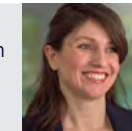
IN CONVERSATION WITH THOMAS WEDELL-WEDELLSBORG

Today more than ever, we need to find innovative solutions to our problems. But too often, we focus on the wrong problem entirely. Based on his years of training, teaching, and consulting, Thomas Wedell-Wedellsborg has developed a simple, three-step technique – Frame, Reframe, Move Forward – that you can master to solve your everyday challenges and trickiest problems.



THOMAS WEDELL-WEDELLSBORG

Thomas is a globally recognised expert on innovation and problem solving. He has shared and refined his reframing method with clients including Microsoft, Citigroup, Prudential, and the United Nations. He is the author of *What's Your Problem?* and co-author of *Innovation as Usual*, with Paddy Miller.



CONFERENCE CHAIR: DR. CARMEN VON ROHR

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

14.00

MASTERCLASSES. Choose one from the following:

1. **Bird & Bird** MANAGING THE LEGAL AND COMMERCIAL CHALLENGES OF A RAPIDLY CHANGING WORKPLACE/WORKFORCE

Regardless of sector, or how well your business has weathered the pandemic storm, re-structuring of the workforce seems inevitable. This may arise from a need to reduce costs, address supply chain problems, or respond to an increased need for flexible working. Change may involve altering terms and conditions, merging businesses, downsizing the workforce, moving to low-cost jurisdictions, or establishing new centres of excellence.

HR directors are at the forefront of such global changes. We will discuss practical issues, communication, team dynamics, objectives, managing expectations, key commercial considerations and how to get the best out of your lawyers.



Ian Hunter, Partner
Pattie Walsh, Partner
Emily Clark, Senior Associate

2. **Grant Thornton** KEY CONSIDERATIONS FOR THE 'NEW NORMAL'

88% of UK mid-market businesses have made fundamental changes to their business model during the pandemic, with 50% also planning to continue with the new model going forward. Changes have been wide-ranging: 42% have adjusted their business strategy, 49% have implemented home or flexible working, 34% have reduced capacity or closed/suspended operations and 34% have had to make redundancies, introduce pay cuts, introduce unpaid holiday, or make use of the government's furlough scheme.

It's fair to say that for many, the workplace they left will not be the one they come back to. In this session, we will discuss key considerations for your people and productivity, business processes, technology, and property.



Justin Rix, Partner

3. **Lane4** BACK TO THE FUTURE: GETTING YOUR PEOPLE BACK TO THEIR BEST AND THRIVING AGAIN

Covid-19 has presented a historic challenge to organisations and their people. It has impacted the way we live, work, and connect with each other – no one in January expected a global lockdown or its consequences, but here we all are with our normal routines overturned and no clear way back to the future. Our latest wellbeing research shows the percentage of people who report feeling 'strained' has increased from 16% in the first month of lockdown to 32% in the fourth. Do you want a future where the number of people feeling strained keeps doubling? In our session, we explore how you can get your people back to their best and thriving again.



Dan Wallis, Senior Consultant
Amy Walters, Head of Research

4. **rhr** ADAPT OR DIE! HOW YOUR LEADERSHIP CLIMATE AND CULTURE ARE PREDICTORS OF BUSINESS SUCCESS

As firms emerge post-crisis, many leaders are clear that their organisations will need to be more resilient, responsive and agile. But as the saying goes, 'Culture eats strategy for breakfast!' and organisations are now recognising that creating an adaptive and inclusive culture is key to creating sustainable competitive advantage. In this session, RHR will share the findings of recently conducted research on the value of creating inclusive cultures and provide a framework for you to address key questions to ensure your culture is fit for purpose.



Lawrence James, Jr., Partner
Cristina Jimenez, Partner
Nick Twyman, Partner

14.45 NETWORKING AND PEER EXCHANGE

REGISTER HERE

15.00

MASTERCLASSES. Choose one from the following:
**5. TEAM IS THE NEW HERO:
FLATTER STRUCTURE,
FASTER SYSTEM**

In the initial phases of the pandemic, extraordinary work was being done by extraordinary teams, both within businesses and across businesses – all at breakneck speed. It gave us a glimpse into how organisations can operate when silos are transcended and barriers removed. Teamwork was the hero, not CEOs or senior leaders. During this session we will explore a model of modern team leadership from rituals to behaviours, and also how to assess a team's maturity.



Gareth Fendick, Global Client Director
Sue Stokely, Head of Customer Solutions


**6. MANAGING THE RISKS OF A
REMOTE WORKFORCE**

In March 2020, working from home turned from a company perk to a mandated way of working for many businesses in the UK and around the world. But with this shift in the way that organisations are operating comes additional risks which many may have been unprepared for, or worse, unaware of entirely.

Join Caroline Smith, Deputy General Counsel – International at HireRight for an in-depth discussion of the new risks that have arisen from mass remote working, and the potential solutions that are available to help companies to address these risks quickly and cost-effectively.



Caroline Smith,
Deputy General Counsel


**7. HOW TO RESHAPE AND
RESKILL THROUGH
DISRUPTION**

Markets are changing fundamentally and fast – customer demand is shifting, online is taking over, some sectors confront existential challenges. Disruptive change requires elastic structures and fluid workforces, and the dilemma organisations face now is how to restructure, reskill, right shore and resize the workforce – all while adhering to their core values and commitments to their people. Join us for practical tips on how to build a skills-based talent management structure and culture. We'll look at the what, who and how of re-skilling, and share real-life examples of new work models, innovative assessment of reskilling needs and re-skilling approaches, responsible outplacement practices, and multi-company collaboration.



Natalie Jacquemin, Partner
Chris Johnson, Senior Partner

15.45

NETWORKING AND PEER EXCHANGE**MASTERCLASSES. Choose one from the following:**
**8. BREAKTHROUGH THINKING
– THE MISSING PIECE OF THE
JIGSAW**

It's more crucial than ever to be the author of your own destiny. But with so many circumstances seemingly beyond our control, how does your organisation do this? This session sheds light on the critical 'missing piece of the jigsaw' – the un-locker that can transform your organisation at this critical moment and truly re-invent what is possible.

We will demonstrate how breakthrough leadership is the crucial ingredient to help you resist the gravitational pull of conventional wisdom, help you to free yourself from your unconscious limitations and challenge what is unintentionally slowing you down and expand your levels of courage and permission to make way for bold ambition, creativity and empowerment.



Mike Straw, CEO
Ric Bulzis, Senior Partner


**9. REDEFINING THE FUTURE:
EMPLOYEE EXPERIENCE IN A
CHANGED WORLD**

In an already changing world, where social and technological developments have forced a shift in focus to the employee experience, Covid-19 has shown us just how quickly and extensively organisations can adapt. Within just a few weeks, what was at first described as crisis management is now our 'new normal'. But what have we learnt and how must we evolve in order to lead and engage employees for long-term future success? In this session, we'll examine new ways to inform our decision-making around the employee experience that will help us survive and thrive in our new world of work.



Dr. Andy Brown, CEO
Sean Mills, Director


**10. HR AS THE GATEKEEPERS
TO EFFECTIVE DIGITAL
TRANSFORMATION**

Headspring is pleased to present a panel event which will include an FT journalist and a digital expert educator. Our aim is to deliver a wider overview and scene setting piece with the journalist on the impact Covid-19 is having on strategic direction for businesses and their leaders, and then focus the conversations on the role of HR within the rapid digital transformation agenda – both for the HR function itself and for HR as a driver for digital transformation within the business lines and for business leaders.



Alan Brown, Headspring Educator
Malcolm Moore, Technology News
Editor, *Financial Times*


**11. THE YIN AND YANG IN HR:
THE ART OF BALANCING
FLEXIBILITY AND STABILITY**

The future of HR is fluid – characterised by diversity, fast-paced change and innovation. The key to success in the digital age? Fostering an HR strategy founded on resilience and agility. However, it's important to strike an optimal balance between fluidity and stability, as security is crucial during these uncertain, 'never normal', post-Covid times.

Using the findings of a survey we conducted in 11 European countries, we will explore the dynamic interactions between companies and employees across the full journey. Are companies ready to fluidly organise their HR? Are 'Uberisation' and other flexible employment types already realities? How digitalised is HR? Is fluidity taking over in rewards? Discover the answers with us.











Michael Custers, Chief Marketing Officer

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| 16.50 | ENGAGE YOUR LEARNERS WITH MIND TOOLS Join Emerald Works for a live demo of the CRF Mind Tools resource toolkit. In this session you'll discover more about the resources available to you and how you can use them to your benefit. As well as how we customise the platform to fit the needs of organisations we support and drive engagement to create healthy learning cultures. |  |  COLIN HOWELL Account Director EMEA |  ANDREW MCGLYNN Sales Manager Partnerships |
| 17.20 | DAY 1 FINISH | | | |
| All times are BST | TUESDAY 13 OCTOBER | | | |
| 08.45 | DAY 2 OPENS | | | |
| 08.45 | NETWORKING AND PEER EXCHANGE | | | |
| 09.00 | IN CONVERSATION WITH SCOTT ANTHONY What's the secret to a truly innovative culture? According to innovation expert Scott Anthony, it comes down to the power of habit. Drawing on ground-breaking research in behavioural science, Scott reveals how to hardwire innovation into everything that a company does – and that all starts with nudging employees to be their most curious and creative selves, every single day. |  |  SCOTT ANTHONY Scott is a senior partner at Innosight and one of <i>Harvard Business Review Press's</i> most prolific authors. He has delivered keynote addresses on five continents and was recently ranked #9 in the Thinkers50 list. |  CONFERENCE CHAIR: DR. CARMEN VON ROHR |
| 09.30 | SESSION 1. Choose one from the following: | | | |
| | CHOLUTECA: CHANGE AND THE ILLUSION OF CONTROL Old models of leadership are no longer fit-for-purpose. The leader as expert providing unidirectional solutions increasingly creates a disconnect, especially where everyone is experiencing emotions related to the loss of the assumptive world. What leadership myths need to be exposed, and how can leaders support themselves and others in times of uncertainty? What counter-intuitive practices are necessary to create the conditions for high performance? And what challenges and opportunities does this situation offer the HR function? | FACULTY  PROF. SUSAN GOLDSWORTHY OLY Susan is Affiliate Professor of Leadership and Organizational Change at IMD Business School. An Olympic finalist, European and Commonwealth Games medallist, Susan has more than 20 years of corporate experience in large multinationals, where she has held senior executive positions. She has also run her own successful business in leadership development, executive coaching and change communications for more than a decade. She is passionate about working with people to turn knowledge into behaviour and to increase consciousness about our interconnectivity in this magical, more-than-human world. | ACCELERATING DIGITAL TRANSFORMATION Many companies struggle to make digital transformations happen. And yet, those companies that were most digitally mature have fared better during the Covid-19 crisis. As we return to some form of normality, leading organisations are already planning to accelerate their digital transformations. In this session, we will discuss how organisations can orchestrate a successful digital transformation, the new frontiers, what roles people play, and why there is no better time than now to accelerate digital transformation. | FACULTY  PROF. DIDIER BONNET Didier is a Professor of Strategy and Digital Transformation at IMD Business School, whose 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 with global clients, Didier has worked in over 15 countries. He co-authored the best-selling book <i>Leading Digital: Turning Technology into Business Transformation</i> , and his research has also been published in <i>Harvard Business Review</i> . |
| 10.30 | NETWORKING AND PEER EXCHANGE | | | |
| 10.35 | INTRODUCTION TO MEDITATION WITH SABI KERR  SABI KERR Sabi is a coach and yoga teacher. Through coaching, workshops, yoga, retreats and group programs, her mission is to guide as many people as possible back to their natural essence: a place of deep self-love, self-acceptance and joy. | | | |

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| | SESSION 2. Choose one from the following: | | | | | | | | |
| 11.00 | HOW TO MAKE DECISIONS DURING HIGHLY UNPREDICTABLE TIMES | | FACULTY |  | PROF. ARNAUD CHEVALLIER Arnaud is Professor of Strategy at IMD Business School. He specialises in strategic thinking, agile decision-making, evidence-based management, and complex problem solving. Arnaud has taught and consulted with many organisations across industries, including SAP, China Development Bank, the Central Bank of Russia, Shell, and Facebook. His research, teaching, and consulting activities provide actionable tools to improve all aspects of decision-making and problem solving. His book, <i>Strategic Thinking in Complex Problem Solving</i> , is in wide use by business schools, managers and executives. | LEADING IN THE VIRTUAL WORLD | FACULTY |  | PROF. JENNIFER JORDAN Jennifer is a social psychologist and Professor of Leadership and Organizational Behaviour at IMD Business School. Her teaching, research, and consulting focus on the areas of digital leadership, ethics, influence, and power and she has received specialised training and certifications in lie- and truthfulness-detection, as well as in conflict resolution within organisations. Jennifer received her doctoral degree and two masters degrees (Masters of Philosophy and Masters of Science in Psychology) from Yale University. She is a member of the editorial board of the journals <i>Leadership Quarterly</i> and <i>Organizational Behavior and Human Decision Processes</i> . |
| | A key part of the leader's role is to make decisions under conditions of uncertainty. But when uncertainty skyrockets – powered by a global pandemic, a financial crisis, a technology threat to an established business model, or another uncertainty-driving force – leaders can become paralysed. Even worse, their standard responses to uncertainty can make the problem worse. In this session, we show how adopting a three-step approach can promote effective decisions even under highly unstable conditions. | | | This session focuses on how you can create a context for maximum productivity and satisfaction in your own teams and organisations via virtual working. What are the best practices for working virtually? And given the new reality, how do you capitalize on the strengths and compensate for the weaknesses of virtual work? We discuss how to increase trust and camaraderie in virtual work so that you not only maximise effectiveness but you also maximise enjoyment and psychological safety. | | | | | |
| 12.00 | NETWORKING AND PEER EXCHANGE | | | | | | | | |
| 12.15 | SESSION 3 AND CONFERENCE CLOSE | | | | | | | | |
| | HR AGENDA: BACK TO YOUR REALITY | | FACULTY |  | PROF. DIDIER BONNET Professor of Strategy and Digital Transformation, IMD Business School |  | PROF. JENNIFER JORDAN Professor of Leadership and Organizational Behaviour, IMD Business School | | |
| | We conclude the conference with an interactive session bridging the themes explored during the day to the practical realities you face as an HR leader. Complementing IMD Business School faculty will be insights from leading Group HR Directors and a non-executive board member, ensuring your learning can be applied into your role. The session will address: <ul style="list-style-type: none">• What people learnt about how they work• What they learnt about their business• What this means for HR. | | |  | JENNIFER DUVALIER Jennifer is a Non Executive Director and Chair of the Remuneration Committee of Mitie, the NCC Group, Guardian Media Group and The Cranemere Group Ltd. She is also a member of the Council of the Royal College of Art, where she chairs the Remuneration Committee, and a senior advisor to the Cleveland Clinic. Her last executive role was as EVP, People for ARM Holdings. |  | SESSION CHAIR: NICK HOLLEY As Director of CRF Learning Nick has responsibility to provide development for HR teams and senior professionals. Prior to CRF, he spent 10 years at Henley Business School as visiting professor and Director of the Centre for HR Excellence. He has developed and delivered HR capability programmes for organisations across the UK, Europe, and internationally. | | |
| | | | |  | JONATHAN CROOKALL Jonathan is Chief People Officer for Costa Coffee. Before this, he was Group People Director at Halfords for over seven years and HR Director, Resourcing and Development at Specsavers. Prior to that he worked at Director level in HR for Lloyds TSB, Abbey, Zurich and BAE Systems. He is also on the Board of the Employers Network for Equality and Inclusion. |  | SUE WHALLEY Sue joined ABF in 2019 as Chief People and Performance Officer. She is responsible for executive remuneration, senior talent and leadership across the group as well as Group Procurement, Health and Safety and Security. Prior to ABF, she spent 12 years at the Royal Mail Group in a variety of positions including COO and previous to this a 17 year tenure with McKinsey. | | |
| 13.05 | NETWORKING AND PEER EXCHANGE | | | | | | | | |
| 13.30 | END OF CONFERENCE | | | | | | | | |

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