DIGITAL CONFERENCE

Reset, renew and thrive

RE-IMAGINING THE NEW LANDSCAPE:

RESET, RENEW AND THRIVE

12 – 13 October 2020 | Online
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.
MONDAY 12 OCTOBER

13.15 CONFERENCE OPENS

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

14.00 MASTERCLASSES
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

09.30 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
Plan your learning journey

MONDAY 12 OCTOBER

13.15

Conference opens

13.15

Networking and peer exchange

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.

13.30

Key considerations for the ‘New Normal’

Grant Thornton

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.

Ian Hunter, Partner
Pattrie Walsh, Partner
Emily Clark, Senior Associate
Justin Rix, Partner

14.00

Masterclasses. Choose one from the following:

1. Managing the legal and commercial challenges of a rapidly changing workplace/workforce

Bird & Bird

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.

2. Key considerations for the ‘New Normal’

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3. Back to the future: getting your people back to their best and thriving again

Lane4

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. Adapt or die! How your leadership climate and culture are predictors of business success

RHR International

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
6. 11.
16.00
15.00
15.45
16.00

MASTERCLASS. Choose one from the following:

1. TEAM IS THE NEW HERO: FLATTER STRUCTURE, ‘ASTER SYSTEM
   In the initial phases of the pandemic, extraordinary work was being done by extraordinary teams, both within extra-
   dinary businesses and across businesses — at breakneck speed. It gave us a glimpse into how organisations can operate when old
   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

2. HIRE RIGHT
   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 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

3. MANAGING THE RISKS OF A REMOTE WORKFORCE
   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 re-size 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

4. NETWORKING AND PEER EXCHANGE
   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-

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   BREAKTHROUGH THINKING – THE MISSING PIECE OF THE JIGSAW
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   Natalie Jacquemin, Partner
   Chris Johnson, Senior Partner

7. HOW TO RESHAPE AND RESSKILL THROUGH DISRUPTION
   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
   flexibility 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 ‘ubernisation’ and other
   flexible employment scenarios really real? How digitalised is HR?
   Alan Brown, Headspin Educator
   Malcolm Moore, Technology News Editor, Financial Times

8. 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?
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   flexible employment scenarios really real? How digitalised is HR?
   Michael Custers, Chief Marketing Officer

9. 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 has 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.
   Dr. Andy Brown, CEO
   Sean Mills, Director

10. 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.
   Mike Straw, CEO
   Ric Bulzis, Senior Partner

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
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REGISTER HERE
TUESDAY 13 OCTOBER

**8.45**
**NETWORKING AND PEER EXCHANGE**

**9.00**
**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 groundbreaking research in behavioral 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 Harvard Business Review Press’s 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**

**9.30**
**SESSION 1.** Choose one from the following:

- CHOLUTECA: CHANGE AND THE ILLUSION OF CONTROL
  - **PROF. SUSAN GOLDSWORTHY OLY**
    Susan is Affiliate Professor of Leadership and Organizational Change at IMD Business School. An Olympic finalist, European and Commonwealth Games medalist, 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 behavior and to increase awareness about our interconnectivity in this magical, more-than-human world.

- ACCELERATING DIGITAL TRANSFORMATION
  - **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 Leading Digital: Turning Technology into Business Transformation, and his research has also been published in Harvard Business Review.

**10.30**
**NETWORKING AND PEER EXCHANGE**

**10.35**
**INTRODUCTION TO MEDITATION WITH SABI KERR**

**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 MCGLYN**
Sales Manager | Partnerships

**17.20**
**DAY 1 FINISH**
11.00 NETWORKING AND PEER EXCHANGE

11.30 END OF CONFERENCE

12.00 NETWORKING AND PEER EXCHANGE

12.15 SESSION 3 AND CONFERENCE CLOSE

12.00 NETWORKING AND PEER EXCHANGE

11.00 Session 2. Choose one from the following:

HOW TO MAKE DECISIONS DURING HIGHLY UNPREDICTABLE TIMES

A key part of the leader’s role is to make decisions under, sometimes, highly unstable conditions. Robert 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.

PROF. ARNAUD CHEVALLIER

Arnault is Professor of Strategy at IMD Business School. He specialises in strategic thinking, agile decision-making, evidence-based management, and complex problem solving. Arnault 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, Strategic Thinking in Complex Problem Solving, is in wide use by business schools, managers and executives.

LEADING IN THE VIRTUAL WORLD

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 capitalise 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.

PROF. DIDIER BONNET

Professor of Strategy and Digital Transformation, IMD Business School

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 specialist 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 Leadership Quarterly and Organizational Behavior and Human Decision Processes.

12.00 Session 3 and Conference Close

HR AGENDA: BACK TO YOUR REALITY

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:
- What people learnt about how they work
- What they learnt about their business
- What this means for HR.

PROF. JENNIFER JORDAN

Professor of Leadership and Organizational Behaviour, IMD Business School

JENNIFER DUVALIER

Jennifer is a Non Executive Director and Chair of the Remuneration Committee of Mitie, the GCC 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.

JONATHON 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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12 – 13 October 2020

Find out more and register:

www.crmforum.co.uk