

POST MEETING NOTES

HR LEADERS' FORUM: BUILDING PURPOSEFUL ORGANISATIONS

5 March 2020, Stockholm

HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

KEY TAKEAWAYS

In a changing world, purpose provides an anchor to guide leaders, employees, organisations and consumers. Purpose in the context of work fundamentally is: a reason for existing that has deep intrinsic value to you (or to your team or organisation).

Increasingly work is becoming who you are instead of what you do – disrupting the idea of a 'career'. This means the nature of job design and career frameworks is also changing. Does your organisation have effective processes in place to review and evolve career and job frameworks and policies?

HAVING A CLEAR PURPOSE IS IMPORTANT BUT THE ASSOCIATED BEHAVIOURS ('HOW WE DO THINGS AROUND HERE') NEED TO BE CLEARLY DEFINED, COMMUNICATED AND LIVED BY (BY EVERYONE) FOR IT TO BE CONSISTENT AND SUSTAINABLE

There is no right or wrong answer when it comes to mission and purpose – think about the context of your business. For example, launching a new mission and purpose ahead of major M&A activity could result in confusion and wasted time and resources. Align to Maslow's Hierarchy of Needs to ensure timely implementation.

Avoid being too rigid – use frameworks and guidelines, rather than lengthy policy documents. Momentum takes time to build and needs constant feeding!

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Purpose is not stable and evolves with societal and economic changes as well as the context of an organisation. Organisations should be reviewing and redefining purpose as necessary to ensure relevance in line with changing missions, products and services.

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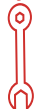
More organisations are asking 'why?' and 'what impact do we have?'. The aspirational companies clearly communicate their impact to employees and consumers, and have a clear mission that fuels purpose. Mission creates a binding sense of purpose. Is this clear in your employee value proposition (EVP)?

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The power of digital means employees, stakeholders and consumers can all influence brand equity (employer and consumer) both positively and negatively. The growth of the gig economy is heightening this impact further as more people are coming into contact with your brand.

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There is a lot of buzz around purpose but not always robust guidelines. When embedding don't re-invent the wheel – draw on brand principles, authentic stories and policies to bring purpose and employer brand to life.

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EFFECTIVE ORGANISATION DESIGN IS KEY TO ENSURING SUSTAINABLE ORGANISATIONS AND CULTURES – PURPOSE ALONE IS NOT ENOUGH. THERE ARE MANY PURPOSEFUL ORGANISATIONS THAT ARE FINANCIALLY UNSUCCESSFUL AND / OR HAVE TOXIC CULTURES. THERE NEEDS TO BE A HOLISTIC APPROACH AND CLEAR CORE PROCESSES.



HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

CRF members and partners gathered in Stockholm on 5 March 2020 to explore how to increase business effectiveness and develop positive organisational cultures through the effective deployment of purpose, brand and strategy.

John Whelan MBE, CRF Director, opened by addressing five emerging themes that provide the context in today's business world and demonstrate the need to build and sustain purposeful organisations.

1 Digital disruption and business transformation

Technology is changing and will continue to change the nature of jobs. HR will be front and centre in helping the organisation adjust to its future state – designing and redesigning jobs and organisation structures, helping employees train and retrain throughout their careers to remain relevant, and so on. The employment proposition can be challenged or enhanced by the impact of technology. In this fast-changing business environment, purpose and values are the sustaining elements that will help employees navigate through their careers.

2 Changing role of the organisation in society

Environmental, Social, and Governance (ESG) is now a hot topic for Boards. Investors are looking for clear evidence of positive ESG culture in selecting investments. For example, Goldman Sachs now refuses to invest in companies without a woman on their board. Companies must establish a strong social purpose in order to survive and thrive. This includes environmental protection, responsible business, employment practices, strong governance and effective and ethical leadership behaviours.

HR will be looked towards to help develop a positive culture in these areas. Organisations are increasingly expected to perform a positive role in the communities in which they exist – employees are at the heart of this. Organisational purpose can act as a north star guiding actions.

3 Extended enterprise/ Ecosystems

Companies can no longer exist in a vacuum. They are increasingly dependent on an extended ecosystem to deliver their strategy. HR is now not only required to ensure that the company observes responsible business practices and maintains a positive culture aligned to brand and values but also the wider enterprise. How do we ensure that all elements of our supply chains observe our standards and values? Clear purpose allows for alignment across this ecosystem.

4 Growth, innovation, speed, agility

Market conditions and the march of technology mean speed and agility are a must. Growth will come from new areas. M&A activity focusses on acquiring new capabilities. Traditional organisation structures following classical functional lines are probably not the answer to responding to a fast-changing market. Organisations are required to quickly assign and reassign resources between emerging priorities. Flexible or agile teams are being employed to allow this fast deployment. But what does a career look like in these more flexible structures and how do employees build cohesive CVs? Clear and consistent purpose can help employees make sense of the organisational environment and align their personal purpose to it.

5 Inclusive culture and wellbeing

Employees and society demand to be included and represented. Companies recognise that employee wellbeing is a productivity booster,

HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

an essential part of the employee experience, and a must-have in talent attraction. We will see five generations in the workforce – how do we embrace all generations and maximise their contribution? Organisational purpose sets the tone for the organisation's stance on inclusivity and wellbeing.

The Power of Purpose in a Changing World

Alyson Meister, Professor of Leadership at IMD Business School, spoke about the importance for both individuals and organisations to discover and sustain a sense of purpose in the changing world of work. She outlined that Millennials now represent 75% of the global workforce, meaning different expectations exist. With over two billion globally, Millennials are now the biggest demographic wave in history.

In the context of key macrotrends, Alyson outlined the '4 Ps of the modern career', suggesting that careers are now more:

- a) Portfolio-based,
- b) Portable,
- c) Public,
- d) Purposeful.

The 4 Ps of the modern career have many implications for HR and organisations. Most employees will now change jobs at least 10 times and have 3-7 careers. This brings high levels of freedom and empowerment, but it also brings more uncertainty in terms of identity and income for both employers and employees. And whilst work is becoming more flexible it is also becoming all-consuming for some. There are higher levels of public pressure; through social media we can now look into others' careers and the impact they have on the world. Increasingly it seems that work is becoming *who you are* instead of *what you do*.

Alyson shared that more organisations are asking 'why?'. Shareholder value alone is not enough in today's climate. Increasingly organisational purpose must offer some sort of social value. Innovative new business structures



LISTEN TO PROF. ALYSON MEISTER



are emerging. For example, B-Corps (For-Benefit) are legally required to make business decisions based on profit, people and the planet.

Purpose at work is not an HR initiative; increasingly Boards and CEOs are interested and driving it. CEOs such as Paul Polman and Denise Morrison are 'the poster children' for purpose!

Delving into the anatomy of purpose, Alyson offered an understanding of what 'purpose' fundamentally is: a reason for existing that has deep intrinsic value to you (or to your team or organisation).

Purpose is not a new concept. The Greeks defined two orientations – Eudaimonic (divine, truth, spirit) and Hedonic (self enhancement, outward gratification).

We discussed why purpose matters to organisations and the positives for talent attraction and retention. Organisations with a higher purpose are generally more engaged, productive and resilient. A [study](#) of 500,000 people across 429 firms showed that higher purpose communicated with clarity has a positive impact on operating financial performance and stock price.

However, not all organisations pursue a clear purpose, short-term pressures, misaligned systems and incentives and a lack of metrics to measure impact are some of the reasons for this.

We discussed that there can be pockets of great leadership and purpose in organisations with little or unclear organisational purpose. Purpose is not always necessarily positive either. For example, many fascist parties are very purpose

HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

driven which helps them to attract and retain more members!

We explored why more individuals and leaders don't craft and pursue higher purpose. Reasons include personal doubt, ethical conflict, time stress and cultural expectations (organisation and society).

Alyson shared that framing techniques can help to give meaning and purpose to our work. She shared a video interview of a hospital cleaner on a cancer ward who spoke of the joy and meaning she found in her work. Knowing that she could make life easier and safer for patients going through tough treatments by providing a clean, sterile environment and empathetic service gave her great job satisfaction.

Alyson emphasised that we spend a lot of time on the 'what' we do at work, but very little on the 'why'. With this in mind, we reflected on our own values and the different, often inter-connected purposes we may have in different domains in our lives. Alyson highlighted three ways that we can craft more purpose at work (and correspondingly, how organisations can support employees in doing so): through work, at work, and enabled by work.

Alyson concluded with a call to make each day mindful and purposeful, so that individuals and organisations might thrive in the changing world of work. She also highlighted research from psychologist Barbara Fredrickson, which shows that having a personal sense of meaning and purpose has many benefits including, increased lifespan, reduced risk of heart attack and stroke, increased resilience, and improved life satisfaction.

She encouraged us all to reflect on the question: 'Through my work I contribute by...'.

Alyson recommended that we re-visit this question from time to time to reflect and refine as needed to support personal development and ongoing motivation.

Aligning Your Employee Experience with Your Brand

Amy Sawbridge shared her insights and global experiences based on over ten years at the Virgin Group and from consulting with companies to build sustainable employer brands and experiences.

She highlighted that there is an expectation that organisations stand for something. Its brand makes 'promises' to its employees, as well as its customers. Recent research shows that having a sense of purpose and meaning at work is a key priority for Millennials.

Amy believes that your employer brand is simply what your brand stands for as an employer and must be borne out in the day-to-day employee experience.

We heard that, to have a truly authentic brand promise, how your brand is experienced by your employees must be congruent with how your brand is experienced by your customers. Your employees are, after all, responsible for creating and delivering your customer promise.

Trust is really important, yet trust in society and in corporations has stalled in recent years. Given the unprecedented levels of transparency that now exist, customers and employees can hold organisations to account if there's a disconnect between brand experiences. This affects public, private and non-profit organisations alike and has a very real cost. If there is a disconnect it can be immensely damaging. For instance, the sexual misconduct case at Oxfam has had terrible implications on donations and for the wider organisation and brand.



LISTEN TO AMY SAWBRIDGE

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Interview with Amy Sawbridge,
Advisor on Employee Experience
and Global People Strategy



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BUILDING PURPOSEFUL ORGANISATIONS

Amy believes that there's much to be positive about though. Greater alignment positively impacts performance, productivity, engagement and retention, as well as creating brand advocates who share stories about a brand, which helps overcome the issue of the lack of trust in corporate communications.

Amy encouraged us to learn from and mirror our Customer Experience and Brand team(s) to avoid reinventing the wheel. She also suggested that we use all the touchpoints at our disposal to reinforce the brand experience, such as from our policies, internal communications, benefits platform and working environments.

As employee experience is influenced by so many things, it necessitates a shared ownership approach. Every employee, and candidate, can potentially influence how our organisation is perceived. Websites like Glassdoor are widely used by Millennials to share and understand organisations, leadership and employment experiences.

Amy advised using principles and frameworks, rather than a rigid approach. This creates a 'red thread' of consistency, whilst allowing flexibility to ensure maximum relevance and adaptability.

Finally, Amy recommended that we consider how to use existing measures to evaluate impact, rather than introducing new measurements. Tools such as Net Promoter Score (NPS) can be useful. In many cases, a positive employer brand can be a significant driver of overall brand recognition and commercial success.



**Those who have a 'why' to live
can bear with almost any 'how'.**

VIKTOR FRANKL

AUDIENCE Q&A

Q Is the alignment of employee experience with brand relevant for organisations that are business-to-business / not consumer-facing?

A Yes; employee experience can affect brand equity and in some B2B industries, such as consulting and media, it is common for employees to go and work for clients creating potential new brand and revenue opportunities.

Q What examples can you think of where alignment doesn't exist between consumer and employer brand?

A We discussed that an organisation's key external brand values should be reflected internally. For example, if an organisation has a brand value of 'freedom' but has strict and extensive employee guidelines 'freedom' feels disjointed and inauthentic as a brand value.

Q How can leaders start a movement and best mobilise teams to perform in today's fast paced world?

A Focus on setting the purpose, desired outcome and decision-making parameters while holding the team accountable for the process and the decision itself. Maintain an inclusive approach.

Q Must your (or your organisation's) purpose have social value or is financial enough?

A Both individuals and organisations benefit from discovering, communicating, and striving toward a high-level purpose. Despite shareholder value alone increasingly not being enough, the authenticity of organisational purpose is questionable in some cases due to 'green washing' and 'woke washing' (the appropriation of ethical and progressive values as a form of advertising to make more profit) which can create negative brand associations.

HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

New Mindsets for Leading HR

Taking into account the context set by the earlier sessions, **Fredrik Schuller**, Executive Vice President at BTS, emphasised the speed of change and disruption. Moore's law (computer power doubling every two years) and digital disruption is hitting every industry and at a pace never seen before, and it is accelerating.

If we look to **Silicon Valley** for what is happening there, we see that everything that is analog is now being digitised, digitised is now being stored, and stored is now being analysed by software on more and more powerful computing systems.

All the learning is put to work immediately to make old things work better, make new things possible, and do old things in fundamentally new ways. The largest taxi company, **Uber**, owns no vehicles; the world's largest accommodation provider, **AirBnB**, owns no real estate; and the most valuable retailer, **Alibaba**, owns no inventory.

If you think it is all happening fast now, technology is about to change at a faster rate than humans can adapt to and we are breaching the barrier to move from that data age to the digital age. All this is changing the way we work, and it is why we work more in teams. No single person can make sense of all the data that comes at them anymore.

Therefore, we must create a culture that is leaning into learning, and has a clear sense of purpose.

If we in HR don't keep ahead of the change impacting our organisations we will not only fail, but we risk causing our organisations to fail.

Change has changed. Shouldn't the way we lead change change too? The models we use in HR such as Kotter's 8 Step Framework are over 20 years old and from an era when the common mindset was that change had a beginning and an end. That is no longer true. Change has no predictable start and end anymore. We need to form new mindsets to cope with our new reality and lead HR in an effective way. For example, recent research proves that emotional agreement precedes intellectual understanding of the change in high-performing groups.

We discussed the importance of mindset in understanding and delivering effective change.

Definition of mindset: A set of beliefs or a way of thinking that determines one's behaviour, outlook and mental attitude.

We see two prevailing mindsets surrounding change:

1. *Opportunity Mindset* – Change is ongoing and necessary for growth and improvement. With change comes opportunity.
2. *Stability Mindset* – Change is a series of events that need to be managed and mitigated. With change comes risk.

Which one do you hold? A leader's response to change is contagious, and you need to choose yours wisely. We can choose our own mindsets if we are conscious of them.

If we choose an opportunity mindset, it upends historic sources of power and confidence of leaders. Power used to come from authority, size of budget, scope of role and experience. Confidence came from our own abilities such as experience, ability to plan, making decisions and having perspective.

The new source of confidence in leaders needs to come from being ok with being uncertain, knowing they have the trust of their team, trusting their team's abilities, and being clear about their own, their team's, and the organisation's purpose.

Finally, this all shifts the center of gravity from individuals to teams. The real innovation of Agile, for example, was a full-scale shift in focus from individuals to teams delivering:

1. Faster delivery of solutions to customers
2. Continuous data-driven innovation
3. Decision making, faster and closer to the customer.

Leaders will need to be better at fielding the best teams, focusing on the team as whole, leveraging diverse ideas, options and views. Authority will need to be returned to the group, with a focus on setting the purpose, desired

HR LEADERS' FORUM:

BUILDING PURPOSEFUL ORGANISATIONS

outcome and decision-making parameters while holding the team accountable for the process and the decision itself. Think about leading a movement with purpose, not managing a project plan.

As Bill Gates says, "it is an amazing time to be alive, I hope you make the most of it".

With this spirit in mind, and with a business need to better attract and retain talent, Fredrik shared some examples from **Silicon Valley** employers who embrace this spirit of purpose.

For example, several companies realised that many of their employees had or wanted pets but did not know how to manage it with the intensity of the work. Pawternity (a paid leave you take once you become a 'pet parent') was born. These companies have found the policy to have a knock-on effect on employee morale and engagement, especially when staff members bring their new pets into the workplace.

Engineering employees at **Salesforce** were getting on average 20 calls from recruiters a week. Instead of putting defensive policies in place to keep them, they asked the question: 'How do we make it easier to find your next job within the company than to leave?'

This has had a huge positive impact on resource allocation, teams and goal setting and has helped build a sense of purpose and transparency.

LISTEN TO FREDRIK SCHULLER



CASE STUDY: ERICSSON



ERICSSON

Lourdes Pantaleon and **Sameer Khanna** from Ericsson joined us to share Ericsson's employer journey. They want people to 'feel the Ericsson we want to be' and to create psychological safety by ensuring that people are listened to and that employees' experiences are always at the heart of the organisation.

Business challenges and a lack of trust in leadership in 2015 gave them the platform to drive this necessary change. This has resulted in new approaches to strategy, performance management, leadership development, engagement and succession management.

Changes have included the launch of 'Ericsson on the move', which has been designed and delivered based on various sources including Ericsson's employee engagement survey.

'Ericsson on the move' has five key areas of focus:

1. Courageous, timely and fact-based decisions
2. Execute speedily
3. Cooperation and collaboration
4. Speak-up environment
5. Empathy and human-ness

These areas of focus have been well communicated across the business with clear examples of how teams can get involved and help drive positive change. For example, for 'speak-up environment', constructive debate is encouraged by calling on people to encourage colleagues to challenge their views and by inviting every team member to share their perspectives in turn during meetings.

Since the launch there have been numerous examples globally of teams bringing 'on the move' to life. Examples include the promotion of an Open Talent Market with a new hiring manager guide for both internal and external positions, and *Experience Ericsson in MOAI*, which is a campaign to activate the Ericsson 'People Story'.



Tribes form horizontally. Change happens from person to person, rarely from the top down.

SETH GODIN

INSIGHTS: PEAKON



Peakon

Why do people quit their jobs?

At a pre-event breakfast Peakon shared their employee turnover prediction model, which provides insight into the reasons why employees quit their jobs and how you can anticipate turnover in your business.

The answer to how you predict when and who is going to leave their jobs is very simple – data. Data should be standardised, rich and frequently collected by continuous listening to theoretically and practically relevant drivers of engagement. Currently Peakon has 57+ million data points and 12+ million comments across 160 countries.

The first sign of attrition is declining engagement and loyalty. Nine months before voluntary departure, these start dropping.

Why people quit

1. *No sense of accomplishment*

Most people want a sense of challenge and accomplishment in their jobs – it's not about the hours you put in, as long as there is a sense of accomplishment.

2. *People leave bad managers*

This one is probably the most hotly debated statement – you have heard it in the form of 'people leave managers, not companies'. Managers, as people who oversee a team, do play an important role in people's intentions to leave.

3. *Not being able to talk openly about pay*

Another sign of people disengaging and thinking about leaving their companies is when they feel they cannot talk openly about their pay. People do not quit because of the pay itself, but because of the lack of transparency and openness.

Employees are at their highest risk of leaving an organisation around 3-12 months into their tenure.

Peakon encouraged the audience to consider:

- What would you do if you knew the direct causes of attrition in your business?
- How would you act if you could pinpoint high-risk areas months in advance?
- As an HR professional, as a manager, as a leader – what should you do about it?

SPEAKERS

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PROF. ALYSON MEISTER

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

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

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

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.

RESOURCES

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BOOKS

Carol Dweck. 2007. **Mindset: The New Psychology of Success**, Ballantine Books.

Barbara Fredrickson. 2011. **Positivity: Groundbreaking Research to Release Your Inner Optimist and Thrive**, Oneworld Publications.

Thomas Friedman. 2016. **Thank You for Being Late: An Optimist's Guide to Thriving in the Age of Accelerations**, Macmillan USA.

Jennifer Emery. 2019. **Leading for Organisational Change: Building Purpose, Motivation and Belonging**, John Wiley & Sons.

David Graeber. 2018. **Bullshit Jobs: A Theory**, Allen Lane.

Michael Hayman and Nick Giles. 2016. **Mission: How the Best in Business Break Through**, Penguin UK.

PODCASTS

Nourishing Organizational Purpose. **Getting Unstuck: Shift For Impact by Kirsten Richert & Jeff Ikler**. <https://podbay.fm/podcast/1439952788/e/1557806400>

Out of the Comfort Zone with Wanda Wallace. **Finding Fulfilment at Work**. (2019) <https://www.voiceamerica.com/episode/116523/finding-fulfillment-at-work-with-aaron-hurst-and-nicole-resch>

What's Next in People and Strategy: Aaron Hurst Interview. (2019) <https://podcasts.apple.com/us/podcast/whats-next-in-people-strategy-aaron-hurst-interview/id1451531083?i=1000456049449>

SPEAKER SLIDES

Amy Sawbridge. **Aligning Your Employee Experience with Your Brand**. <https://www.crforum.co.uk/research-and-resources/aligning-your-employee-experience-with-your-brand/>

Lourdes Pantaleon and Sameer Khanna. **The Ericsson Journey**. <https://www.crforum.co.uk/research-and-resources/hr-leaders-forum-building-purposeful-organisations-ericsson-case-study/>

Fredrik Schuller. **New Mindsets Needed by HR to Execute Strategy**. <https://www.crforum.co.uk/research-and-resources/new-mindsets-needed-by-hr-to-execute-strategy/>

John Whelan MBE. **HR's Role in Creating Purpose and Meaning in Organisations**. <https://www.crforum.co.uk/research-and-resources/hrs-role-in-creating-purpose-and-meaning-in-organisations/>

WEB

Corporate Research Forum. **Creating an Inclusive Culture** (Research Report). <https://www.crforum.co.uk/research-and-resources/crf-report-creating-inclusive-culture/>

Corporate Research Forum. **Creating an Inclusive Culture** (Speed Read). <https://www.crforum.co.uk/research-and-resources/speed-read-creating-an-inclusive-culture/>

Corporate Research Forum. **Future Insight: Responding To Trends, Threats and Opportunities** (Briefing Paper). <https://www.crforum.co.uk/research-and-resources/future-insight-responding-to-trends-threats-and-opportunities/>

Corporate Research Forum. **Future Insight: Responding To Trends, Threats and Opportunities** (Post-meeting Notes). <https://www.crforum.co.uk/research-and-resources/future-insight-responding-to-trends-threats-and-opportunities-meeting-review/>

Corporate Research Forum. **Responsible Business – How Can HR Drive the Agenda?** (Research Report). <https://www.crforum.co.uk/research-and-resources/responsible-business-how-can-hr-drive-the-agenda/>

Corporate Research Forum. **Responsible Business – How Can HR Drive the Agenda?** (Speed Read). <https://www.crforum.co.uk/research-and-resources/speed-read-responsible-business-how-can-hr-drive-the-agenda/>

Ericsson. <https://vimeo.com/334419528/b58f687bb5>

Peakon. **The World of Work in Data**. (Reports). <https://peakon.com/heartbeat/>

FEEDBACK

HR LEADERS' FORUM: BUILDING PURPOSEFUL ORGANISATIONS

Thank you for attending CRF's event *HR Leaders' Forum: Building Purposeful Organisations*. We hope that you enjoyed the event and found it to be useful.

We would very much appreciate any feedback you can give us regarding the organisation, running and content of the event.

This survey should take no longer than 5 minutes to complete. We really appreciate your time and will actively use your suggestions to improve future sessions.

Thank you, and we look forward to welcoming you to the next CRF event.

The Corporate Research Forum Team

1. On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following:

	1	2	3	4	5	6	7	8	9	10
Overall event	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venue	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-event communication	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivery of content	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of content	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance and quality of materials	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity for networking	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity for discussion	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applicability to my organisation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Was the content of the session helpful for you and your organisation? And what did you get out of the day?

For you:

For your organisation:

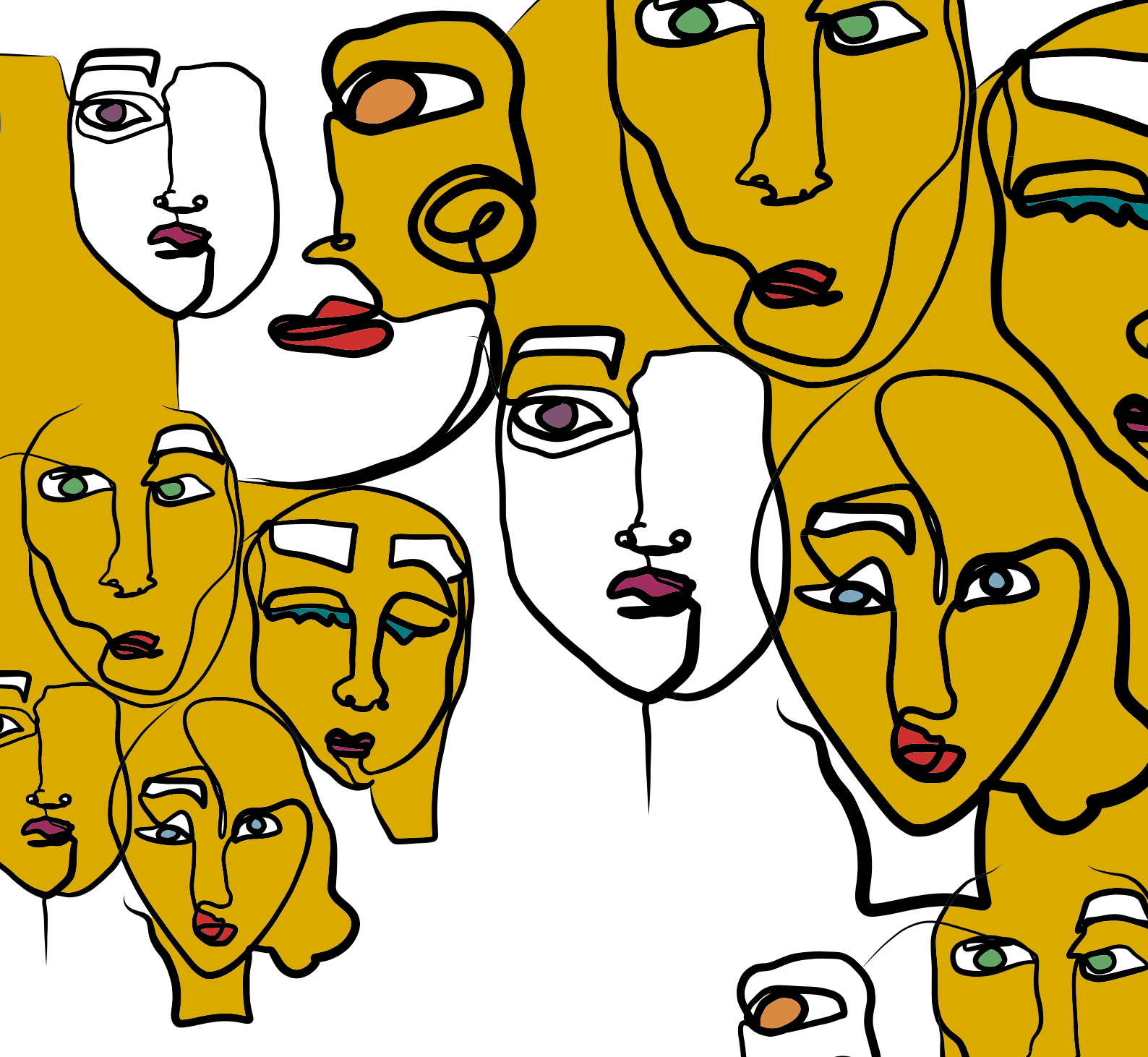
3. Please leave us any additional comments on the event in the comments box below, as well as any suggestions on how we can improve future events.

4. Can we contact you in the future or use the information provided here for marketing purposes?

☒ Yes ☐ No

Thank you.

SEND TO CRF



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Richard Hargreaves, Commercial Director