

2021 PROGRAMME

crf
CORPORATE RESEARCH FORUM



2021 CRF PROGRAMME

As we publish our 2021 programme, it remains uncertain how the Covid-19 pandemic will continue to determine the course of our lives. 2020 has taught us the value of remaining connected, focusing outwards, learning from each other, and responding with flexibility and innovation to a fast-changing context.

This mindset drives our 2021 programme. The themes of our research and events focus on how we in HR can lead ourselves and our organisations with agility and purpose.

We are also designing our events with flexibility in mind. We hope to resume face-to-face events, but are poised to deliver them in a format that's interactive and engaging, regardless of circumstances.

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 enable members to deepen their knowledge, improve practices and engage with peers and other experts.

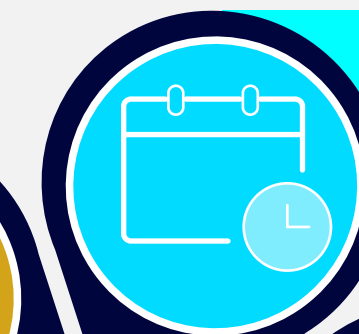
By bringing outside thinking in and challenging existing ways of working, we build individual capability to drive organisational improvement and effectiveness.

DELIVERING VALUE TO HR

Online access
to a rich library of practical, applicable research and associated resources



Participate at regular expert-led learning and networking **webinars and events**



Use our **advisory support service** to connect with our team of experienced HR professionals, experts and fellow members



Receive curated content and engage with peers on timely issues in our **Digital Communities**



Build individual and organisational capability through **On Demand, Open and Bespoke learning programmes** for HR professionals



Already a CRF member?

...and would like to further optimise your membership, please contact **Melissa Bates**, Member Engagement Manager.

Not yet a CRF member?

...and wish to find out more about membership benefits, please contact **Richard Hargreaves**, Commercial Director.

INTRODUCING DIGITAL COMMUNITIES

To complement our existing programme of research, webinars and events, in 2021 we will be launching four Digital Communities.

In 2020, we have seen the value of regular exchange in developing capability and enhancing performance, despite the difficulties faced in attending physical events. Our new Digital Communities enable us to be agile in responding to your priorities as they arise throughout the year. Each community will run a version of 'action learning' where participants share, co-create and exchange experiences and good practice.

Through the new CRF website you will be invited to join and actively participate in the following four communities:

 **HR Directors**

 **Organisation Development, Culture and Change**

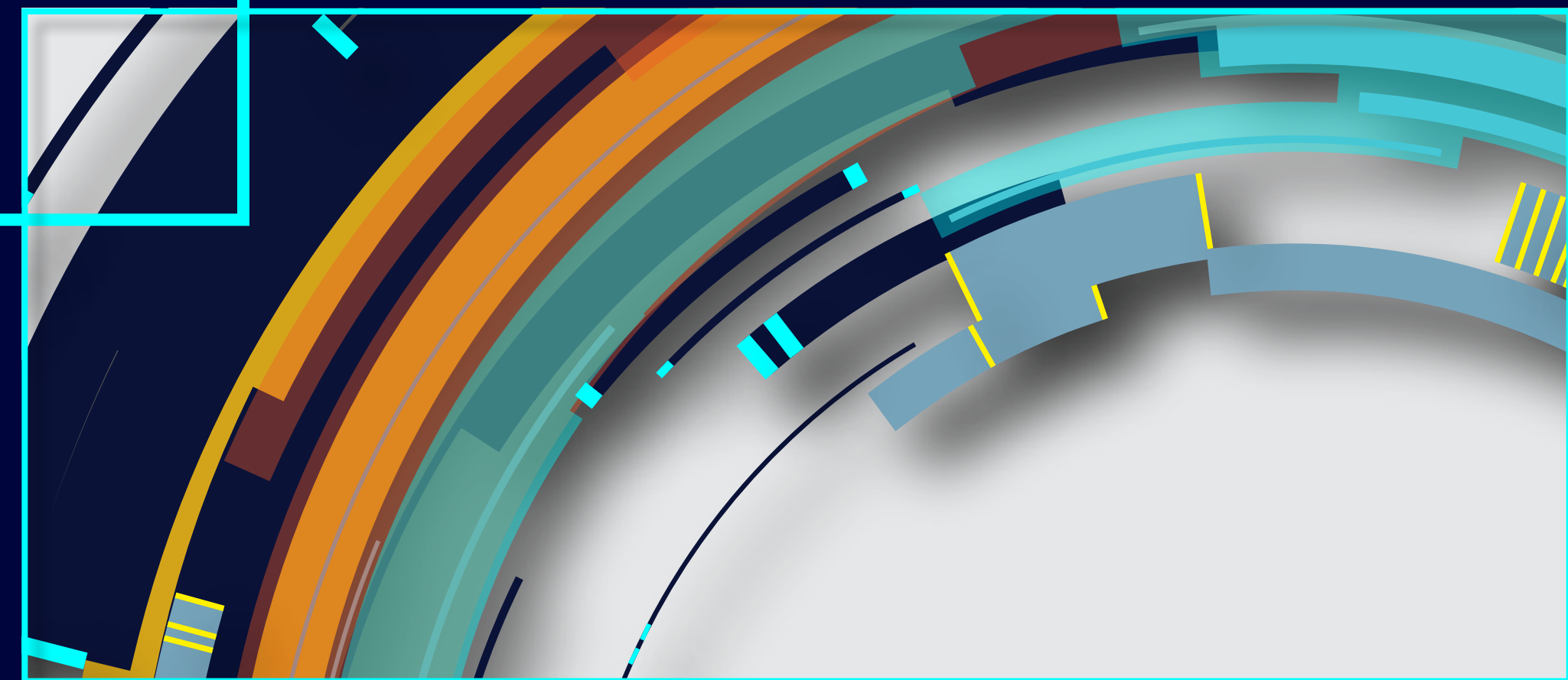
 **Talent, Leadership and Learning**

 **Diversity, Inclusivity and Wellbeing**

Each Digital Community will deliver a curated mix of regularly updated content, webinars, expert-led insight and facilitated peer exchange within a confidential environment built on trust and the desire to share and develop.

Throughout this programme, we have highlighted which of our main events are most relevant to each community using the above key.

 **WATCH COMMUNITIES INTRO**



EDUCATION: A MANIFESTO FOR CHANGE

LEADING FOR REINVENTION

FUTURE-FIT WORKFORCE

BUILDING & SUSTAINING GREAT ORGANISATIONS

PURPOSEFUL EMPLOYEE EXPERIENCE

HR DIRECTORS' DINNER

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DELIVERING VALUE THROUGH M&A

HYBRID WORKING POST-COVID

STRATEGIC WORKFORCE PLANNING

REINVENTING THE BUSINESS MODEL

THE OD SYMPOSIUM

DESIGN THINKING FOR HR LEADERS

EVENTS SCHEDULE AT A GLANCE

	HR Directors' Briefing	Online Briefing with Discussion Paper	Wednesday 20 January	Online	
	Delivering Value Through Mergers and Acquisitions: HR's Critical Role	Online Masterclass and Research Paper	Tuesday 9 March	Online	
	Making a Success of Hybrid Working Post-Covid	Peer Exchange Forum and Research Paper	Tuesday 30 March	Online	
	Strategic Workforce Planning: Unlocking Future Capabilities to Drive Business Success	Online Masterclass and Research Paper	Thursday 15 April	Online	
	Reinventing the Business Model: Leading in the New Landscape	Online Masterclass	Tuesday 18 May	Online	
	The Organisation Development Symposium – Improving Agility, Analysis, Learning and Action	Live-Streamed Masterclass	Thursday 10 June	London and Online	
	Design Thinking for HR Leaders	Three-part Online Workshop	Tuesday 29, Wednesday 30 June and Tuesday 6 July	Online	
	Education: A Manifesto for Change	Online Summer Lecture	Thursday 8 July	Online	
	Thrive: A Vision for the Future	Online Masterclasses	Thursday 15 July	Online	
	Leading for Reinvention	Online Masterclass	Thursday 2 September	Online	
	Building a Future-fit Workforce: Reskilling and Rethinking Work	Live-Streamed Masterclass and Research Paper	Tuesday 21 September	London and Online	
	Building and Sustaining Great Organisations	Conference Live	Tuesday 12 October	London and Online	
	The Art of Leading Organisational Change: Lessons from the World of Jazz	Masterclass and Drinks Reception	Wednesday 20 October	London	
	Beyond Engagement: Creating a Purposeful Employee Experience	Masterclass and Research Paper	Tuesday 2 November	Amsterdam	
	HR Directors' Dinner: The Year Ahead	By Invitation Members Dinner	Tuesday 24 November	London	



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DELIVERING VALUE THROUGH MERGERS AND ACQUISITIONS: HR'S CRITICAL ROLE

ONLINE

Online Masterclass and Research Paper

Tuesday 9 March
12.00 – 14.00



It has become axiomatic that too high a percentage of mergers are ill-conceived and poorly executed. At their outset there is bullish talk of synergies, combined strengths and market share, only for senior executives to later acknowledge that very few of the benefits were realised. HR must share responsibility for this. It has a critical role to play in the identification, due diligence and integration phases of M&A. Early participation of HR professionals is needed to identify critical talent or capabilities in the market that support the strategic development of the company.

Notwithstanding the impact of Covid-19, the data reveals an encouraging counter-intuitive growth strategy for those companies prepared to turn crisis into opportunity. Periods of economic volatility generally lead to increased consolidation or restructuring and higher levels of M&A activity, with greater potential returns for those who move quickly.

We will hear from IMD business school's Salvatore Cantale on the drivers for M&A, from brand acquisition and market share to talent acquisition and enhancing digital capability. We will also explore case studies with senior HR practitioners who have been central to their company's growth through acquisition and examine how the post Covid-19 environment might change some M&A assessments.

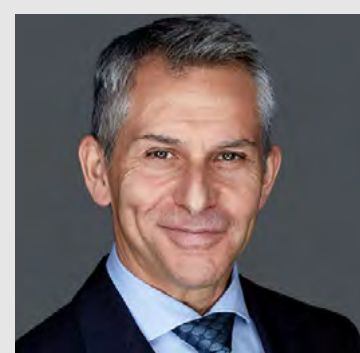
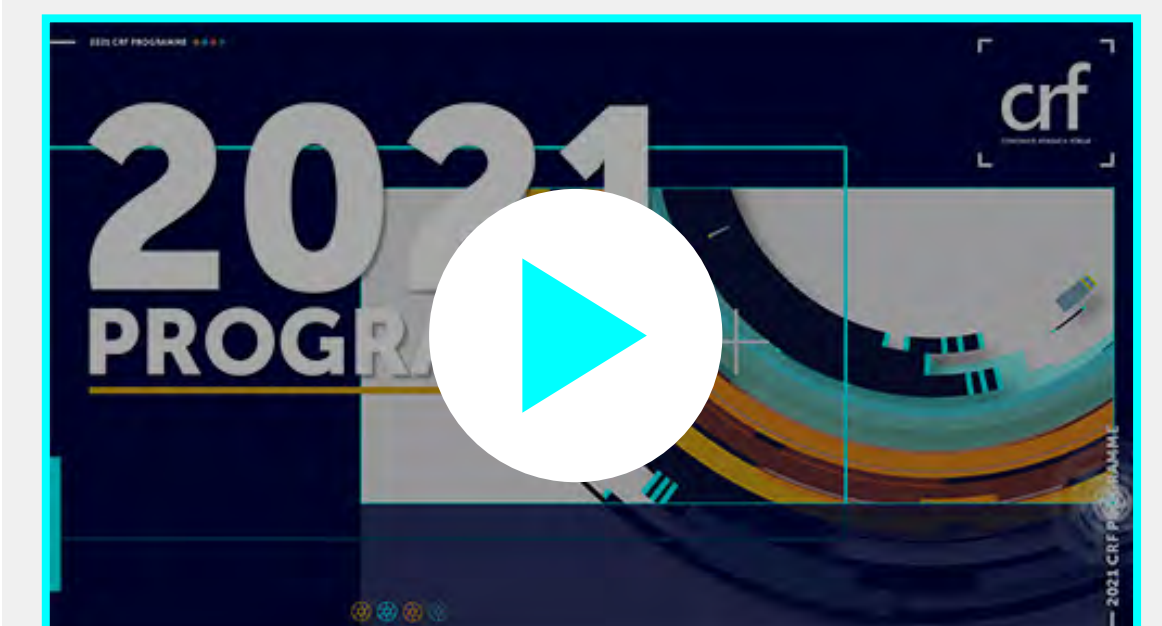
Learning objectives:

- Identify how HR can help develop competitive advantage by maximising the value of M&A
- Explore the unique contribution of HR at each phase of the process, target identification, due diligence, completion, post-deal integration
- Consider how to assess, integrate and transform cultures during and post-transaction
- Review your company's approach to the people and culture elements of M&A.

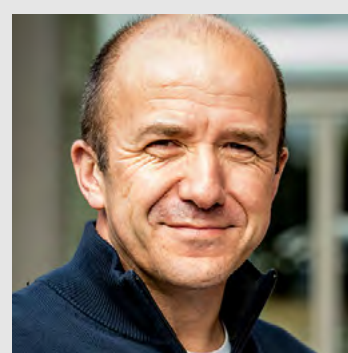
We recommend members of the following communities to attend this online masterclass:

- HR Directors
- Organisation Development, Culture & Change
- Talent, Leadership and Learning
- Diversity, Inclusivity and Wellbeing

WATCH EVENT INTRO



PROF. SALVATORE CANTALE is Professor of Finance at IMD Business School. His major research interests are in value creation, valuation, and the way in which corporations choose financing options. Salvatore was previously an analyst with a large investment bank in London, and held other academic posts within US business schools. He holds a BA in Economics and Finance, a Master's Degree in Management and a PhD in Finance from INSEAD.



DANIEL CLOKE held senior HR Director roles for over 25-years in a variety of industries undergoing change. He has substantial experience of mergers, acquisitions, and disposals for global companies. Most recently as Group HR and Internal Comms. Director for GVC Holdings PLC, where he led the integration of Ladbrokes and Gala Coral. Daniel now works as an independent consultant with a range of UK and multi-national clients.



GEORGE GOUDRIAAN is a senior international HR Manager at ABN AMRO Bank NV, in Amsterdam. In this position, he leads the HR Workstream for acquisitions and divestments. Before joining HR, George worked as a Private Banker in Rotterdam, followed by a role as Business Manager. George holds a Master's Degree in International Business Administration from Erasmus University, Rotterdam.

EDUCATION: A
MANIFESTO FOR CHANGELEADING FOR
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SCHEDULEDELIVERING VALUE
THROUGH M&AHYBRID WORKING
POST-COVIDSTRATEGIC
WORKFORCE PLANNINGREINVENTING THE
BUSINESS MODELTHE OD
SYMPOSIUMDESIGN THINKING
FOR HR LEADERS

MAKING A SUCCESS OF HYBRID WORKING POST-COVID

 ONLINE

Peer Exchange Forum and Research Paper

Tuesday 30 March
12.00 – 13.00

This session will bring together members to discuss approaches to the post-pandemic workforce and the successful implementation of a hybrid working model.

Our latest research [Permanent Flexibility: Reimagining Remote Working Post-Covid](#) found that the coronavirus pandemic has debunked many assumptions about the feasibility of hybrid remote working and has shown employers what is possible. As a result many are planning for a hybrid workforce post-Covid.

However, the new approach raises many fundamental questions:

- Are teams as productive remotely, and how can we monitor productivity?
- What are the leadership qualities required in a hybrid working environment?
- Will corporate cultures erode without face-to-face interaction, and does a hybrid environment provide the same opportunity for innovation?
- Will talent stagnate without opportunities for informal learning?
- What is the purpose of an office in a hybrid model?
- How do we monitor wellbeing in this new context?

This peer-exchange will explore these topics and their policy implications. It is suitable for all members interested in discussing further the policy considerations of a hybrid working model.

Learning objective:

- Provide some initial commentary to start a discussion among members, enabling us to build a picture of how organisations' approaches to reimagining the post-pandemic workforce are evolving.

We recommend members of the following communities to attend this online masterclass:

-  **HR Directors**
-  **Organisation Development, Culture & Change**
-  **Talent, Leadership and Learning**
-  **Diversity, Inclusivity and Wellbeing**



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STRATEGIC WORKFORCE PLANNING: UNLOCKING FUTURE CAPABILITIES TO DRIVE BUSINESS SUCCESS

ONLINE

Online Masterclass and Research Paper

Thursday 15 April
12.00 – 14.00



Effective talent management starts with the business strategy: identifying and building the capabilities needed to deliver future business performance. Yet many organisations' talent strategies simply extrapolate forward from today, failing to consider how the business context will change. Strategic workforce planning is key to avoiding this trap, enabling the organisation to identify the talent needed to execute the strategy.

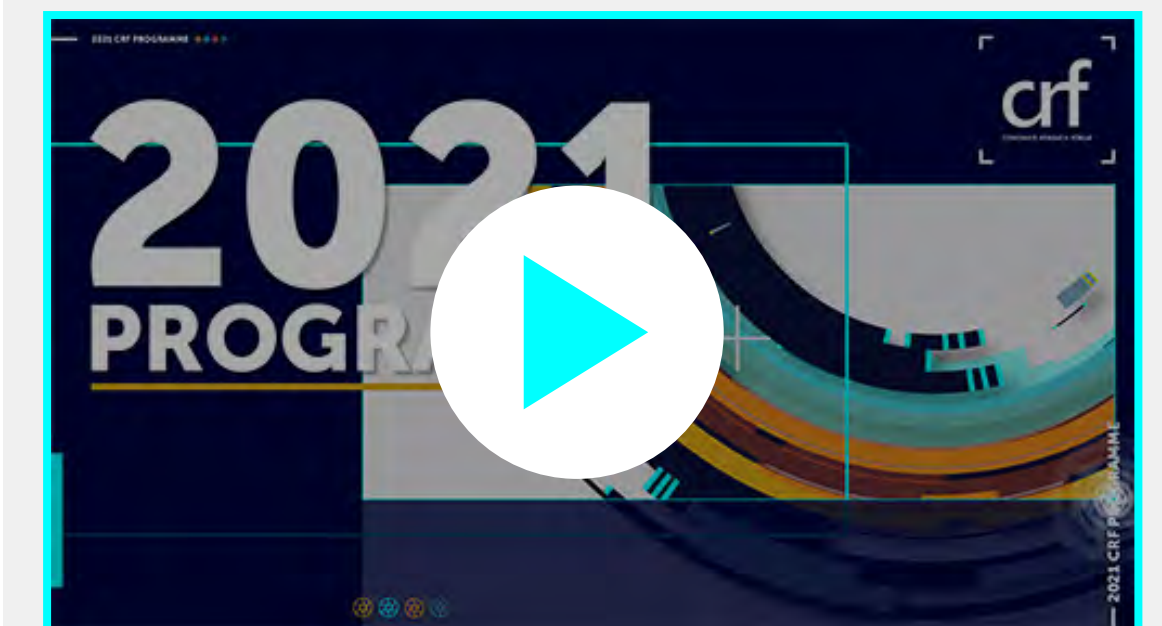
Learning objectives:

- Explore how to make workforce planning a meaningful process that's focused on executing business strategy.
- Consider how to connect workforce planning with people strategy and other talent management processes.
- Assess your current approach to workforce planning to determine how to make it more effective and future-focused.
- Develop a practical approach to workforce planning that has business impact, and is not just a data collection cottage industry.

We recommend members of the following communities to attend this online masterclass:

Talent, Leadership and Learning

WATCH EVENT INTRO



JILL FOLEY is a thought leader in strategic talent management and an experienced OD consultant. She has spent the last 20 years building expertise in what makes organisations deliver their full potential, through working with some of the world's most respected companies. In 2020 Jill founded niche consulting firm On3 Partners, offering strategic talent management services.



WENDY HIRSH works as a researcher and consultant in future-oriented aspects of people management: workforce planning, sustainable org. performance, succession, talent and development. She is a Principal Associate of the Institute for Employment Studies and Visiting Professor at Derby and Kingston Universities. Her recent research explores responses in workforce planning to Brexit.



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.



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 at companies including Matra-Marconi Space where he was HR Director for the UK and latterly, Group HRD.



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REINVENTING THE BUSINESS MODEL: LEADING IN THE NEW LANDSCAPE

ONLINE

Online Masterclass

Tuesday 18 May
13.00 – 15.00



Recent events have led many organisations to rapidly adapt to the future of work and adopt technological solutions to enable their business to survive and thrive. The world is changed, in the new economic, political and societal landscape, organisations are rethinking their strategies in response to advancements in technology, social and cultural trends, political sensitivities and the rise of platforms and ecosystems. The need to reinvent is greater than ever before which makes leadership increasingly complex and requires different skills and competencies. HR can help leadership reflect on what we have learned about new ways of working and the implications for leadership.

We will be joined by Professor Mark Greevan and Professor Katharina Lange; world-class experts from IMD Business School, to discuss and debate innovation in a crisis, transformation and the difficulties leaders face making decisions in today's business environment.

Learning objectives:

- Reflect on what we have learnt during the crisis and what lessons HR can embed within the DNA of their companies to help build more agile, resilient and successful organisations.
- Explore the ways some of the most successful organisations embrace change in order to thrive.
- Discover practical ways HR can support leadership and develop business culture in response to change.
- See how they can support organisational leaders to manage dilemmas and trade-offs in the new landscape.

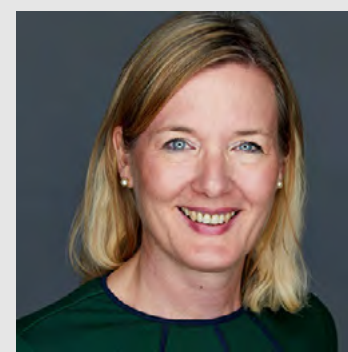
We recommend members of the following communities to attend this masterclass:

- HR Directors**
- Organisation Development, Culture & Change**
- Talent, Leadership and Learning**

WATCH EVENT INTRO



PROF. MARK GREEVAN is a Chinese-speaking Dutch Professor of Innovation and Strategy at IMD Business School and former faculty at Zhejiang University, China's top academic institution. He is the author of *Pioneers, Hidden Champions, Changemakers, and Underdogs* and *Business Ecosystems in China*. Mark is on the "2017 Thinkers50 Radar list of 30 next generation business thinkers."



PROF. KATHARINA LANGE is Professor of Leadership at IMD Business School, where she teaches self-leadership and cross-cultural team leadership in times of change. 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.



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THE ORGANISATION DEVELOPMENT SYMPOSIUM: IMPROVING AGILITY, LEARNING AND ACTION



LONDON AND ONLINE

Live-Streamed Masterclass

Thursday 10 June
09.00 – 12.00

Oakley Court, Windsor Road, Water Oakley, Windsor SL4 5UR

In 2019, we produced our well-received [OD Manifesto](#) that suggested a greater than ever need for OD and advocated the need for strategic links, analysis before action, a theoretical base, people involvement and evaluation of outcomes. This masterclass will expand on these issues.

Chaired by Rupert Morrison, CEO of orgvue, this masterclass is based on the well understood need for speed and agility, and presented by Joe Perfetti and an understanding of the Cynefin framework from its originator Dave Snowden. Dr. Mee-Yan Cheung-Judge will discuss practical issues which can enable further progress.

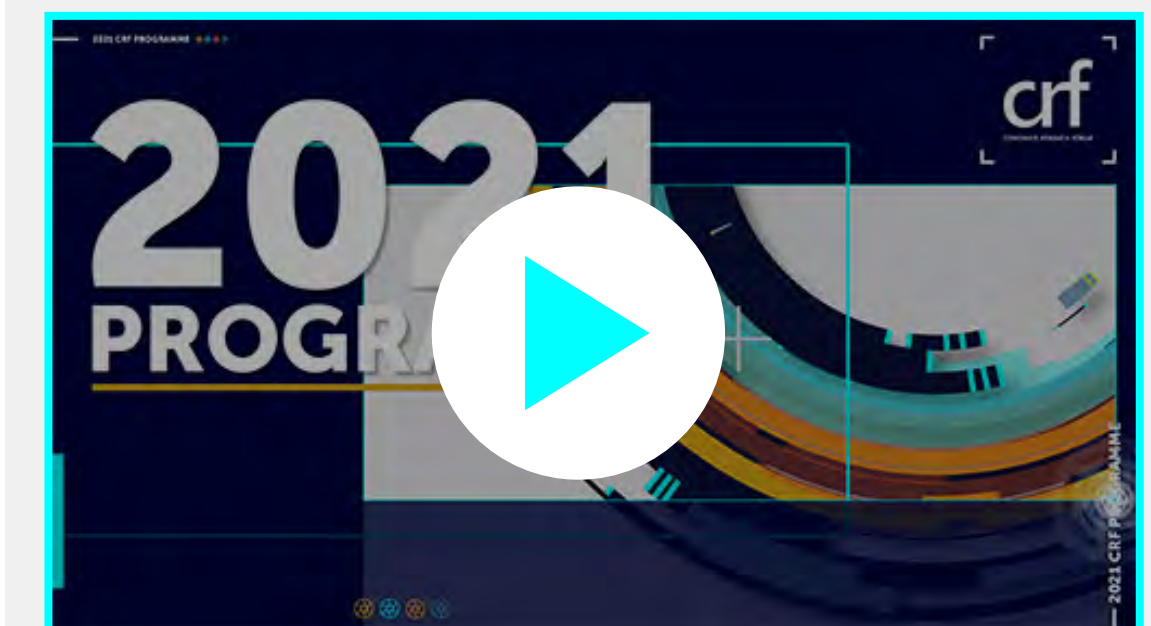
Our symposium objectives are:

- To present new knowledge and concepts
- To enable participant learning, collaboration and development
- To provide frameworks to deliver improved organisational effectiveness
- To energise participants for further action.

We recommend members of the following communities to attend this masterclass:

[Organisation Development, Culture & Change](#)

WATCH EVENT INTRO



DR. MEE-YAN CHEUNG-JUDGE is a Senior Fellow of Singapore Civil Service College, Duke University Exec. Programme and the NTL Institute, where she was Dean. Mee-Yan was a trustee on the Board of the ODN and founded the OD Network in Europe. The author of numerous articles, books and reports, she is also a member of the board of the *Journal of OD Practitioner*.



RUPERT MORRISON is an economist, author and leader in organisation design and human capital strategy. Formerly a management consultant, he is now CEO of orgvue. He has dedicated his career to helping businesses revolutionise the way they see, plan and manage through the innovative use of data. His book *Data-Driven Organization Design* was shortlisted for the 2017 *Management Book of the Year Award*.



PROF. JOSEPH PERFETTI is a speaker, consultant and expert in corporate finance and strategy. He has delivered more than 2,000 executive teaching days over the past 25 years for organisations such as McKinsey, Google, Santander, Merck and Nokia. Joe currently serves as a Lecturer at the RH Smith School of Business at the University of Maryland, where he is also Professor of Finance.



PROF. DAVE SNOWDEN is the founding Chief Scientific Officer of Cognitive Edge and Founding Director of the Centre for Applied Complexity at the University of Wales. His work covers government and industry, looking at complex issues relating to strategy and decision-making. He has held significant academic appointments worldwide and founded the Cynefin Centre for Organisational Complexity.



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DESIGN THINKING FOR HR LEADERS

ONLINE

Three-part Online Workshop

Tuesday 29 June, Wednesday 30 June and Tuesday 6 July
13.00 – 17.00 (each day)



How can we shape the future when it's coming at us faster than ever? We can't always predict what is yet to come, but that doesn't mean that potential futures are unknowable. Design Thinking and Organisation Design are ways of working that combine creativity and strategy to help organisations shape and prepare for alternative futures. By looking at today's driving forces, we can anticipate and identify customer and company needs to act on breakthrough possibilities.

Design thinking is a process for creative problem-finding, framing and solving. It's a way of working that is human-centred. Founded and developed at Stanford University's Institute of Design (the d.school) and at IDEO, design thinking encourages organisations to focus on the people they are creating for, which leads to better products, services and experiences.

Design thinking can help HR create adaptive, resilient organisations aligned through purpose and culture, and to develop a more human-centred employee experience. Participants in this workshop will engage with the design thinking process to learn the methods and their application to HR.

These immersive digital experiences will provide hands-on learning of Design Thinking and Organisation Design as innovation disciplines, and will illuminate how we can reframe challenges as strategic opportunities. Participants also will explore the qualities of creative leaders, and will learn how technological and other disruptions and their effects on human behavior can lead to multiple possibilities that have real-time implications for innovation.

Each session will maximise for participant engagement in a virtual environment, as we reinforce concepts and tools with interactive challenges and hands-on learning.

Learning objectives:

- HR leaders will learn to both unlock their own creativity and enable it in others
- HR teams will learn to use design thinking for rapid problem-finding, framing and solving
- Organisations will benefit by enabling internal ways of working that consistently lead to innovative outcomes.

We recommend members of the following communities to attend this residential workshop:

- HR Directors
- Organisation Development, Culture & Change
- Talent, Leadership and Learning
- Diversity, Inclusivity and Wellbeing

WATCH EVENT INTRO



JUSTIN FERRELL is an experienced educator and creative leader specialising in design and organisational culture. He has led innovation engagements for Global 500 and other organisations including Facebook, Google, PepsiCo, The United Nations, the U.S. Department of State and the World Economic Forum. He also teaches at the Stanford Graduate School of Business and globally with Duke Corporate Education. Justin is also the founder of the Professional Fellowship Program at the Institute of Design at Stanford University, where he leads strategic partnerships and teaches graduate courses in design thinking and organisation design. Prior to this, Justin was a career journalist.

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EDUCATION: A MANIFESTO FOR CHANGE

 ONLINE

Online Summer Lecture

Thursday 8 July
12.00 – 13.30



Education is the most important factor determining the future of our children, our economy, our society and ultimately our planet. Richard uses his experience-driven insights to clarify the vision, thinking and processes we must adopt if we are to develop an education system that prepares our young people for the future.

Bringing together his career as a former award-winning teacher, globally renowned principal, school and university board member and government policy advisor, Richard explains exactly what skills, behaviours and attributes our children need to achieve success in the modern world.

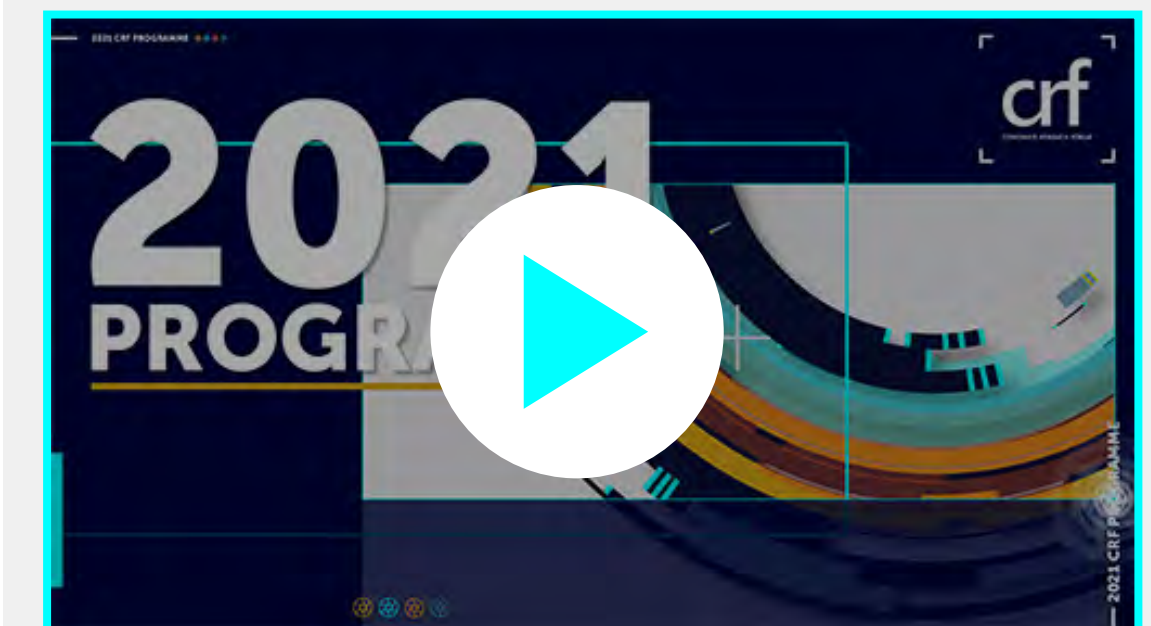
Learning objectives:

- Be stimulated by the innovative thinking required to bring systematic change
- Translate the ideas, concepts and creativity into your own organisation
- Share and discuss this critical topic in an informal and relaxed environment.

We recommend members of the following communities to attend this summer lecture:

-  **HR Directors**
-  **Organisation Development, Culture & Change**
-  **Talent, Leadership and Learning**
-  **Diversity, Inclusivity and Wellbeing**

 **WATCH EVENT INTRO**



RICHARD GERVER is an award-winning speaker, author and thinker, who began his career in education as Headmaster of the failing Grange Primary School. In two years, he famously transformed the school into one of the most acclaimed learning environments – celebrated by UNESCO and the UK Government. Richard has since transitioned to the stage where he delivers passionate, and provocative speeches, drawing on his insights from frontline education to explore the links between great leadership, human potential, change and innovation.



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LEADING FOR REINVENTION

ONLINE

Online Masterclass

Thursday 2 September
09.30 – 11.30



While reflecting on lessons learned from recent events, businesses need to ensure their leaders have the capabilities required for success in the digital age. This workshop will reveal some of the counterintuitive and surprising impacts of the pandemic, and how you can continue to grow and thrive during turbulent times. HR has a crucial role in ensuring that leadership have the skills they need to be prepared for an uncertain and fast-paced future.

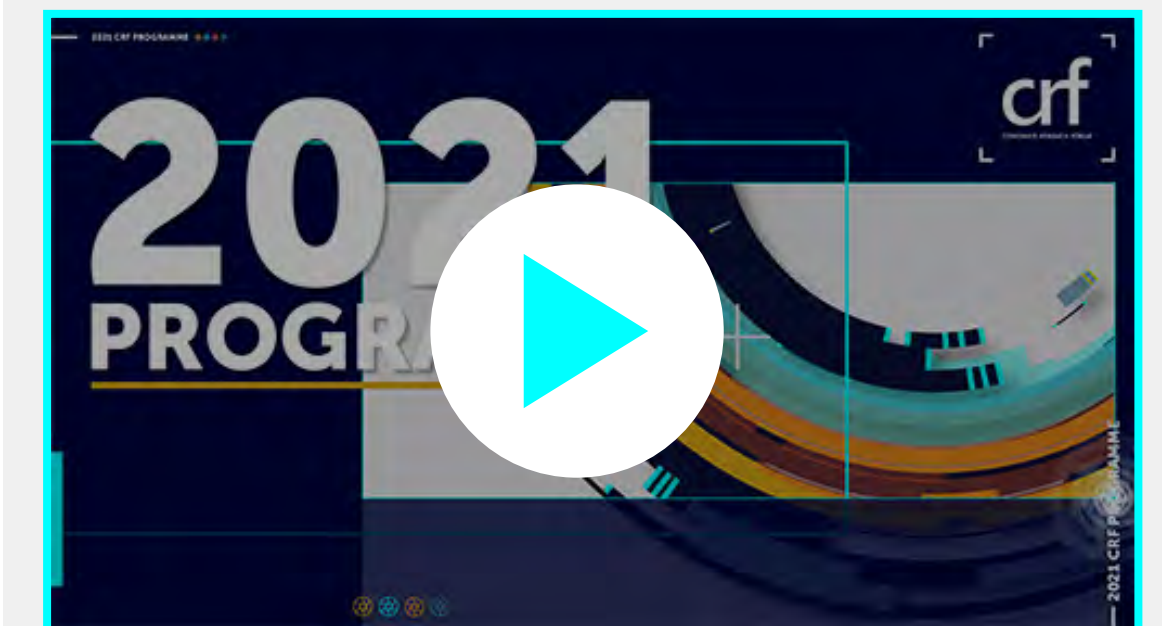
Learning objectives:

- Learn about the outcomes of BTS 'future back' thinking sessions with senior leaders to explore future working and the impact for leaders
- Explore how highly successful leaders seize opportunities during crises, pursue new business opportunities, adapt their business model during periods when resources have to be preserved, and rapidly pivot to transform their businesses when faced with a crisis
- Gain practical insights into developing future-proof leaders with the skills to ensure their organisations are successful.

We recommend members of the following communities to attend this masterclass:

- HR Directors**
- Organisation Development, Culture & Change**
- Talent, Leadership and Learning**

WATCH EVENT INTRO



PROF. AMELIA HADFIELD is Chair in European and International Relations and Head of the Department of Politics at the University of Surrey. She has held senior academic posts in the UK and Europe and her key areas of research, consultancy and teaching include Common Security and Defence Policy, EU Neighbourhood and Development policies, EU relations and European Energy Governance.



FREDRIK SCHULLER has innovated many of BTS' core services, led some of the largest customer relationships and led one of its largest units. He is a member of the European leadership team with special focus on the Nordics, global Oil and Gas, and digital services. He has worked with executives at many of Silicon Valley's 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 at companies including Matra-Marconi Space where he was HR Director for the UK and latterly, Group HRD.



PROF. GEORGE YIP is Emeritus Professor of Marketing and Strategy at Imperial College Business School, Visiting Professor at Northeastern University and Fellow of the Academy of International Business. A member of the Thinkers50 Hall of Fame and on Editorial Advisory Boards, as well as a writer, George's previous business positions include Capgemini Consulting, Price Waterhouse (USA) and Unilever.

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BUILDING A FUTURE-FIT WORKFORCE: RESKILLING AND RETHINKING WORK


 LONDON AND ONLINE

Live-Streamed Masterclass and Research Paper

Tuesday 21 September
09.00 – 16.00

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

[CLICK TO REGISTER](#)


Fast forward ten years from today and the workforce is likely to look substantially different across multiple factors including demographics, skills, technology, and working practices. The impact will be greatest among workers in frontline roles, such as customer services or operations.

We will explore the implications of the coming shift in terms of reskilling, designing how and where work takes place, and how we organise, manage and deploy people. We will examine what steps organisations can take to prepare for this future, and explore case studies of businesses which have already made progress on this journey.

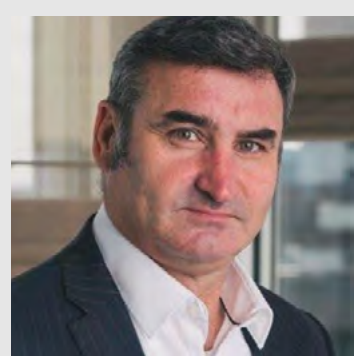
Learning objectives:

- Review your people strategy to determine how well prepared your organisation is for the expected workforce shift
- Consider ongoing shifts in patterns of employment and what they mean for your workforce and your business
- Think through your responsibilities as an employer and how to support your people in preparing for the future workplace

- Explore how we might harness innovation in how we organise and design work, not just in how we deploy technology
- Consider the implications for learning and development, remote working, and how we design jobs to optimise meaning, purpose and engagement
- Navigate your way through what could be a set of significant challenges.

We recommend members of the following communities to attend this masterclass:

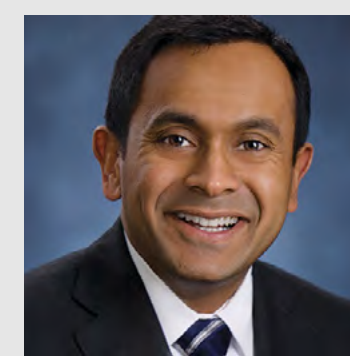
-  **HR Directors**
-  **Organisation Development, Culture & Change**
-  **Talent, Leadership and Learning**
-  **Diversity, Inclusivity and Wellbeing**



NICK DALTON is a speaker, author and advocate for 'Paradox HR'. Until the end of 2020, he was Executive Vice President HR Business Transformation for Unilever with responsibility for all HR partnering globally. Nick began his career at Unilever in 1986 as an Employee Relations Manager in a Bird's Eye Walls Factory. His passion is for change management, organisational development and industrial/employee relations.



IAN GOLDIN is Professor of Globalisation and Development at the University of Oxford, Fellow at Balliol College, and from 2006 to 2016 was the founding Director of Oxford University's interdisciplinary Oxford Martin School. He currently leads research programmes on Technological and Economic Change, Future of Work and Future of Development. He has published many journal articles and books, most recently *Rescue: From Global Crisis to a Better World*.



RAVIN JESUTHASAN is the global leader of Mercer's Transformation Services business. He is a recognised global thought leader, futurist and author on the future of work and workforce transformation. He has led multiple research efforts on the global workforce, the emerging digital economy, the rise of AI and the transformation of work for organisations including the World Economic Forum.



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.



EVENTS SCHEDULE

DELIVERING VALUE THROUGH M&A

HYBRID WORKING POST-COVID

STRATEGIC WORKFORCE PLANNING

REINVENTING THE BUSINESS MODEL

THE OD SYMPOSIUM

DESIGN THINKING FOR HR LEADERS

EDUCATION: A MANIFESTO FOR CHANGE

LEADING FOR REINVENTION

FUTURE-FIT WORKFORCE

BUILDING & SUSTAINING GREAT ORGANISATIONS

PURPOSEFUL EMPLOYEE EXPERIENCE

HR DIRECTORS' DINNER

BUILDING AND SUSTAINING GREAT ORGANISATIONS

LONDON AND ONLINE

Conference Live

Tuesday 12 October
09.00 – 20.00

JW Marriott Grosvenor House, 86-90 Park Lane, London W1K 7TN

[CLICK TO REGISTER](#)



The capacity of organisations to adapt and reposition has been tested through 2020 and 2021, as the world continues to wrestle with the coronavirus pandemic. Our programme of expert academics and leading practitioners will investigate how to create success, develop great people, deal with failure and implement high-growth strategies. We will take a long-term view to look at how Covid-19 may have changed our view of 'greatness', and what we can learn from the experience.

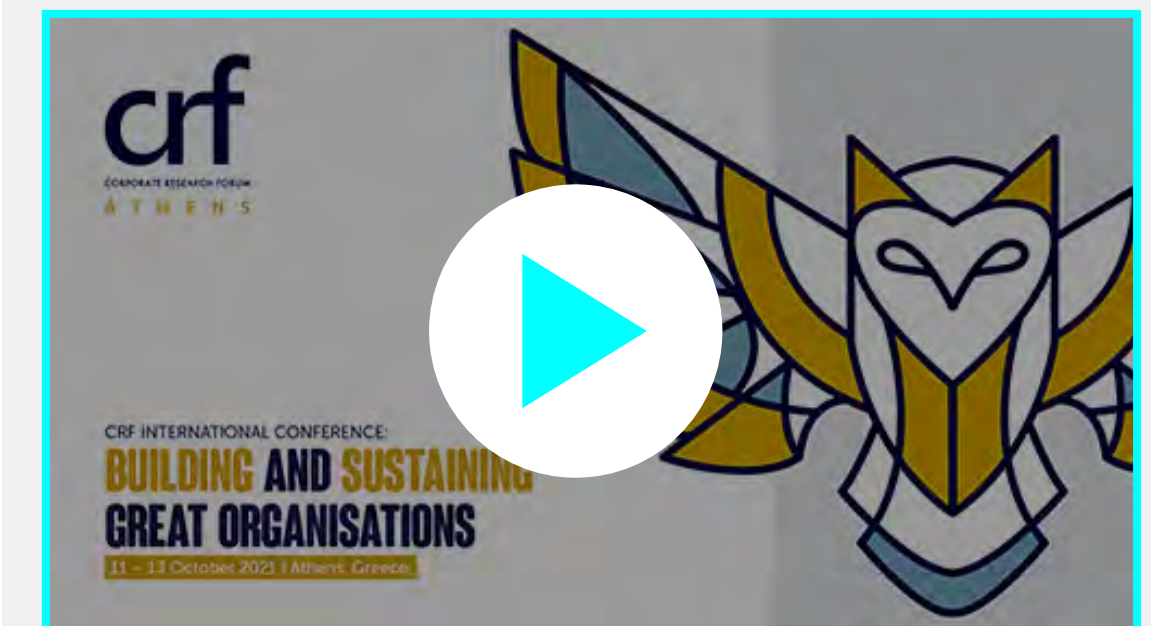
In addition to the day's speakers, members attending the event in person will have the choice of seven morning masterclasses from Achieve Breakthrough, Advanced People Strategies, Bird & Bird, BTS, EY Lane4, Mercer and RHR International.

View the full conference programme [here](#), complete with the agenda and masterclass options.

We recommend members of the following communities to attend this masterclass:

- HR Directors**
- Organisation Development, Culture & Change**
- Talent, Leadership and Learning**
- Diversity, Inclusivity and Wellbeing**

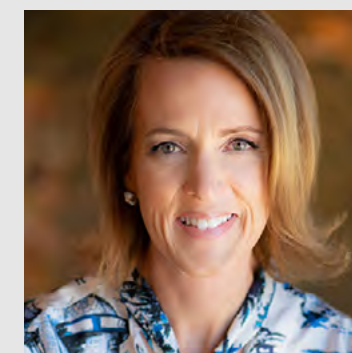
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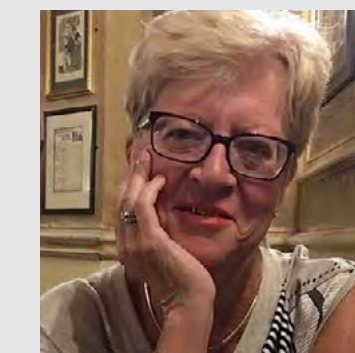
STEPHEN CARVER lectures in Project Management, Action, Execution and Implementation at Cranfield University. He previously worked in oil and for Virgin, with project and risk management experience in most sectors. He is a prolific writer, much sought-after speaker and highly regarded as a global expert in Risk, Influencing and Crisis.



MATTHEW INGLE founded Howdens Joinery Group in 1995 and was CEO until 2018. As part of the MFI Group, Howdens grew rapidly. Its 'worthwhile for all' culture, unique business model, innovative products and relentless focus on customer service set it apart, and in 2017 it was ranked the 7th best large company to work for by *The Sunday Times*.



WHITNEY JOHNSON is one of the 50 leading business thinkers in the world (Thinkers50) and an expert on disruptive innovation and personal disruption. She has written widely on disruption and is a co-founder of the Disruptive Innovation Fund with Harvard Business School's Clayton Christensen.



HELEN PITCHER OBE is an experienced Chairman, Board member, Board facilitator and Coach. She works across the range of FTSE, Professional Service, Private Equity and Family firms, where she has led some of the biggest Board Evaluations. Helen is also a coach to many leading CEOs, Chairman and NED's. She was awarded an OBE for services to Business in 2015.

EVENTS SCHEDULE

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BUILDING & SUSTAINING GREAT ORGANISATIONS

PURPOSEFUL EMPLOYEE EXPERIENCE

HR DIRECTORS' DINNER

BEYOND ENGAGEMENT: CREATING A PURPOSEFUL EMPLOYEE EXPERIENCE

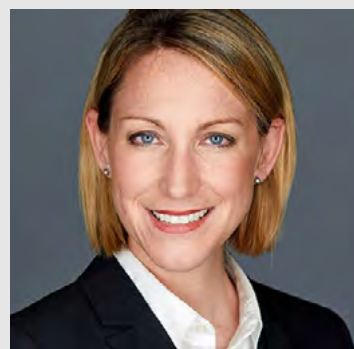
 AMSTERDAM

Masterclass and Research Paper

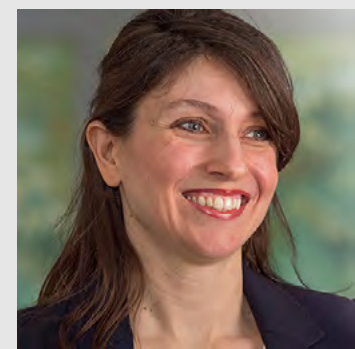
Tuesday 2 November
09.00 – 16.00

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

[CLICK TO REGISTER](#)



PROF. ALYSON MEISTER is Professor of Leadership and Organisational Behaviour at IMD Business School, where she supports 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 from the University of Melbourne in Australia.



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





The concept of ‘employee experience’ is grabbing attention, but is it a powerful new way to rethink an employee’s journey within your organisation, or just the latest HR fad? At this event and in its accompanying Research Paper, we will investigate what employee experience is, why it matters, its core components, and the tools and processes that enable it – all with a focus on organisational purpose.

- What is employee experience and how is it different from employee engagement?
- What are the business benefits of crafting an outstanding employee experience?
- What do organisations need to get right to enable a great employee experience? Is it about tools and technologies? Learning opportunities? Wellbeing? Inclusion? Advancement?
- What tools and relationships are essential to building a robust employee experience?
- What is the relationship of organisational purpose to the employee experience, and how can organisations effectively articulate it?

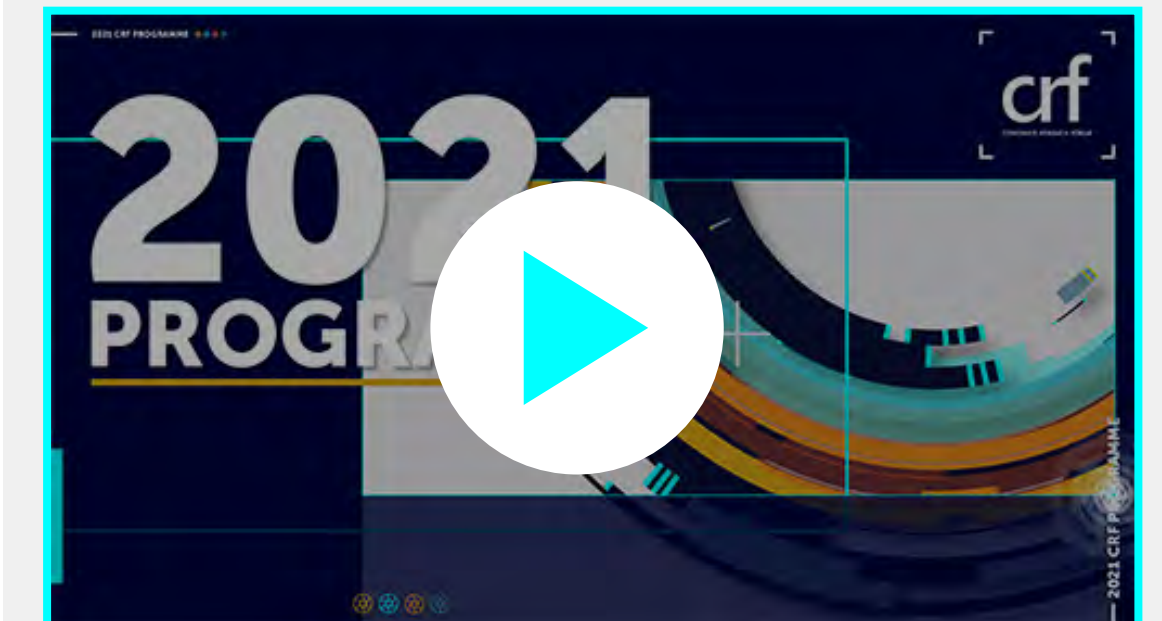
Learning objectives:

- Develop a working definition of employee experience, and an understanding of how it’s different from employee engagement
- Develop the business case for creating a compelling employee experience
- Discover the different components of employee experience and learn about tools that will help craft your organisation’s approach.

We recommend members of the following communities to attend this masterclass:

-  Talent, Leadership and Learning
-  Diversity, Inclusivity and Wellbeing

 WATCH EVENT INTRO





EVENTS SCHEDULE

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PURPOSEFUL EMPLOYEE EXPERIENCE

HR DIRECTORS' DINNER

HR DIRECTORS' DINNER: THE YEAR AHEAD

LONDON

By Invitation Members Dinner

Tuesday 24 November
18.30 – 21.30

Central London



We customarily host a dinner for the most Senior HR Community at the start of the year, but this is not possible in 2021. We have therefore decided to organise this in November, by which time, we hope, a degree of normality will pertain. The dinner is an opportunity for us to give a brief update on CRF's plans and progress and a chance for you to network with fellow Senior Practitioners in a convivial context. We hope you can join us.

The venue for this event is to be determined but will be consistent with previous locations and will be suitable to stimulate peer-to-peer exchange in an informal, confidential environment.

Learning objectives:

- To launch CRF's 2022 programme
- To provide an opportunity for meaningful networking and exchange in a confidential, convivial environment.

We recommend members of the following communities to attend this dinner:

HR Directors



MIKE HAFFENDEN has worked in Senior HR roles in the US and Europe with businesses including Avon, Rowntree, Unilever and Hewlett Packard. He founded CRF to investigate the principles and practices that make a difference in people management and formed PARC to examine good practice across performance, reward, and governance. He is also a founder of leading HR recruitment business Strategic Dimensions.

CRF LEARNING

CRF Learning delivers on demand, bespoke and open development programmes designed to enhance the capability of HR leaders to drive organisational performance.

Backed by over 25 years' experience in the field of HR research and practical application, CRF's learning programmes are business-focused, evidence-based and rooted in the principles of social science.

Through interactive sessions, they foster both individual and organisational development to meet the immediate issues facing businesses today, and the strategic dimension needed for tomorrow's people challenges.

WATCH ON DEMAND INTRO



ON DEMAND

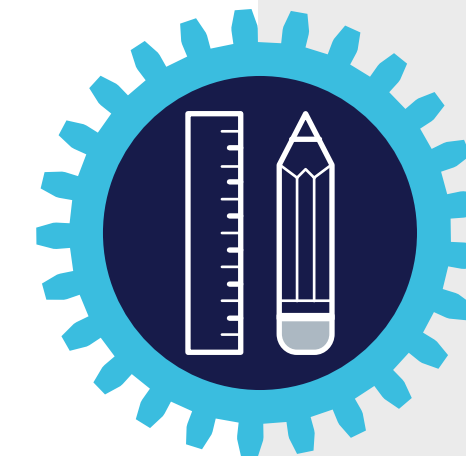


CRF Learning on Demand is a library of online courses for individuals interested in building their careers, and organisations looking to upskill teams together as a cohort. Our syllabus takes a 'business first' approach with insights from globally renowned experts and leaders and flexible learning paths. Participants can tailor the curriculum to their interests and enrol in up to six courses including Effective Business Partnering, Integrated Talent Management, Leading Organisational Change, and Workforce Analytics.

WATCH BESPOKE INTRO



BESPOKE



For those requiring a bespoke service, we leverage our existing content from the On Demand and Open programmes to develop custom team solutions tailored to the specific requirements of your organisation. Working with global multinationals, medium-sized and public sector organisations, CRF Learning has developed a flexible and cost-effective approach to delivering impactful solutions in both face-to-face and online environments.

WATCH OPEN PROGRAMMES INTRO



OPEN PROGRAMMES



Our Open offering is an annual programme of courses, delivered both face-to-face and online, for intermediate and senior HR professionals. Topics include Becoming an Effective HRD, HRBP – Business Catalyst, Creating Business Impact Through People Analytics and Integrated Talent Management. Each course delivers rich content from leading experts, with the added value of learning alongside peers from other organisations.



THRIVE: A VISION FOR THE FUTURE

THURSDAY 15TH JULY, 11.00 – 14.00

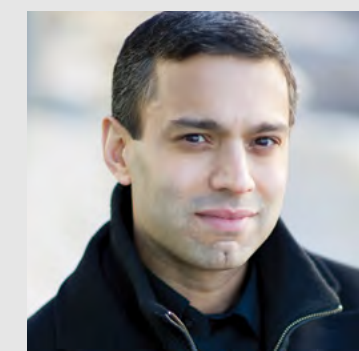
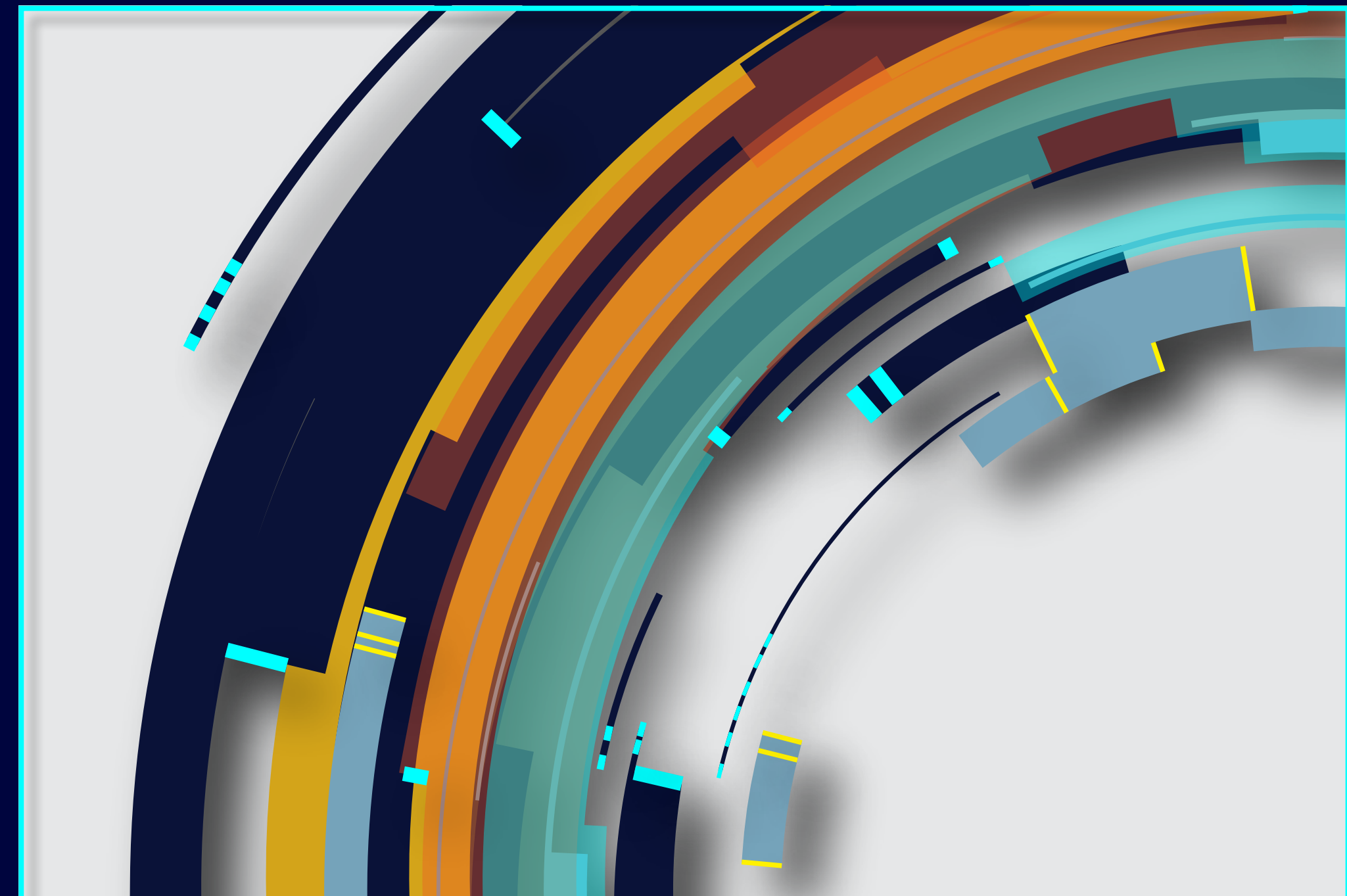
ONLINE



Following the chaos of the past year, take a pause to get up to speed with the latest HR trends and topics at CRF's Thrive event. Discover how HR can create a vision for the future, and get-ahead in the challenging world we all now operate in.

We have curated the industry's sharpest minds and thinkers for a morning of presentations, discussion and networking. Come together with experts and fellow HR specialists to exchange views on the sectors' pressing issues.

The online event will open and close in conversation with our two keynote speakers Michael Wade, IMD Professor of Innovation & Strategy, and Vikram Mansharamani, Author, Academic and global trend-watcher. In-between, attendees can join one of five content streams – each with insightful inputs from the sectors' leading players. View more details including the agenda, and register attendance [here](#).



VIKRAM MANSHARAMANI is a global trend-watcher who shows people how to anticipate the future, manage risk, and spot opportunities. An author, frequent commentator and contributor to publications including *Forbes*, and *The New York Times*, Vikram is also a lecturer at Harvard University.



MICHAEL WADE is a Professor of Innovation and Strategy at IMD Business School and holds the Cisco Chair in Digital Business Transformation. He has many published works and numerous books and has been named one of the top ten digital thought-leaders in Switzerland three times.

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Accenture

www.accenture.com

Contact: Ritvik Bhawan, Global Organisation Strategy

Email: ritvik.bhawan@accenture.com

Mobile: +44 (0) 7827 986 223

Accenture is a global professional services company with leading capabilities in strategy, consulting, digital, cloud and security. Combining unmatched experience and specialised skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services – all powered by the world’s largest network of Advanced Technology and Intelligent Operations centres. Our 569,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.



**Advanced People
Strategies (APS)**

www.advancedpeoplestrategies.co.uk

Contact: Rob Field, Learning and Development Director

Email: rob@advancedpeoplestrategies.co.uk

Tel: +44 (0) 1327 437 000

With over 15 years’ experience helping organisations select, grow and develop talent, 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

www.twobirds.com

Contact: Ian Hunter, Partner and Co-Head, International HR Services Group

Email: ian.hunter@twobirds.com

Tel: +44 (0) 20 7415 6140

Mobile: +44 (0) 7711 014 378

Bird & Bird is an international law firm with over 1,400 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 covering 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

Contact: Nahdia Khan, Head of Learning Community and Customer Voice

Email: nrkhan@emerald.com

Tel: +44 (0) 7983 297 139

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.





Institute for Management Development (IMD)

www.imd.org

Contact: Göran Folkesson, Client and Marketing Development Director

Email: goran.folkesson@imd.org

Mobile: +41 79 646 4662

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 17 years and in the top three for the last nine 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.



Mercer

www.mercer.com

Contact: Natalie Jacquemin, Partner – HR and Workforce Transformation

Email: natalie.jacquemin@mercer.com

Tel: +44 (0) 7557 031 277

At Mercer, we believe in building brighter futures. Together, we're redefining the world of work by developing workforce strategies that position organisations for success today and into the future. We always bring a point of view.

Inspired by research, technology and innovation, we help HR drive transformation to enable both businesses and individuals to thrive. We do this by harnessing the power of digital and people, by understanding data and applying it with a human touch and by turning ideas into action to spark positive change. For 75 years, we've been providing trusted advice and solutions to build healthier and more sustainable futures for our clients, colleagues and communities.

Welcome to a world where economics and empathy make a difference in people's lives.



RHR International

www.rhrinternational.com

Contact: Simon Callow, Senior Partner and Region Leader – London

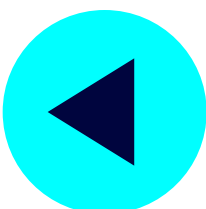
Email: scallow@rhrinternational.com

Tel: +44 (0) 20 7799 5243

Mobile: +44 (0) 7990 534 138

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 75 years, helping them acquire the knowledge, wisdom, and the 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.



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Achieve Breakthrough

www.achievebreakthrough.com

Contact: Mike Straw, CEO

Email: mike.straw@achievebreakthrough.com

Tel: +44 (0) 1225 852 863

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

Contact: Willem Pennings, Vice President

Email: willem.pennings@bts.com

Mobile: +44 (0) 7827 786 618

BTS is a global strategy implementation and talent development consulting firm headquartered in Stockholm, Sweden, with more than 850 professionals in 35 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, and act on these to deliver results.

At their core, they believe people learn best by doing. For 35 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.



EY Lane4

www.ey.com/en_uk/ey-lane4

Contact: Françoise Nash, Client Relationship Consultant

Email: francoise.nash@uk.ey.com

Tel: +44 (0) 1628 533 775

Mobile: +44 (0) 7841 362 050

The combination of EY and Lane4 focusses on harnessing the power of people. Powered by technology, EY puts humans at the centre of business transformation. Lane4 takes people beyond performance, giving them the skills and mindset to achieve things they never thought were possible. We've come together to deliver on our purpose – to build a better working world.

Organisations need to put people at the heart of their decision-making. At EY Lane4, we bring together some of the most influential leaders around the world, drawing on their insight to shape how we support clients with their people and transformation challenges.



Glint

www.glintinc.com

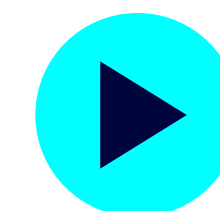
Contact: Dana Guthrie, Head of EMEA Marketing

Email: dguthrie@linkedin.com

Mobile: +44 (0) 7799 340 049

Glint is the people success platform that leverages real-time people data to help global organisations increase employee engagement, develop their people, and improve results.

Leading brands like Boots, Bupa and Sky leverage Glint's unique combination of intuitive design, sophisticated analytics, and actionable intelligence to help employees be happier and more successful at work. Glint is now a part of LinkedIn.





HireRight

www.hireright.com/emea

Contact: Peter Cleverton, General Manager, EMEA

Email: peter.cleverton@hireright.com

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. We offer expertise from our regional centres across 200 countries and territories in The Americas, Europe, Asia-Pacific and the Middle East. Our EMEA headquarters are in Canary Wharf, London.

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



Imperial College Business School Executive Education

www.imperial.ac.uk/business-school/executive-education

Contact: Mike Davis, Director of Open Programmes and Marketing

Email: mike.davis@imperial.ac.uk

Tel: +44 (0) 20 7594 1042

Mobile: +44 (0) 7593 130 055

Executive Education at Imperial College Business School combines Imperial's capabilities in science and technology with strong industry connections to deliver impactful professional development programmes. We offer short courses for individuals and customised learning solutions for organisations.

We are pleased to offer all CRF members a 15% discount across our range of immersive short programmes delivered through online, virtual and on-campus formats. Our programme portfolio includes courses in leadership, digital transformation, fintech, strategy, and analytics, all designed to make people, their teams and their organisations more competitive and sustainable.



LHH

www.lhh.com/uk/en

Contact: Burak Koyuncu, Ph.D., Workforce Solutions Director – UK & Ireland

Email: burak.koyuncu@lhh.com

Mobile: +44 (0) 7384 117 320

In today's marketplace, organisations are discovering the need to turn their attention inward to find their future talent. At LHH, we help companies see the possibilities in their people. Through assessments, coaching, upskilling and transitioning, companies can realise the untapped potential within their own workforce, resulting in increased productivity, morale, and brand affinity.



LinkedIn Learning

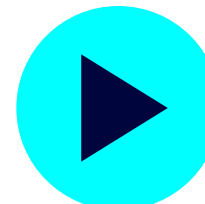
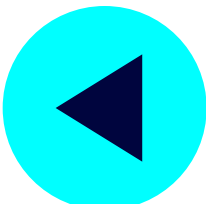
www.learning.linkedin.com

Contact: Christina O'Connor, Senior Marketing Manager

Email: coconnor@linkedin.com

Tel: +44 (0) 20 7438 5411

LinkedIn Learning is a leading online learning platform that helps professionals learn relevant skills and achieve their goals. It combines a library of 16,700+ up-to-date courses in 7 different languages with an engaging, intuitive, and personalised learner experience. LinkedIn Learning also includes real-time skills insights that help learning leaders identify skills gaps.



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Manpower

www.manpower.co.uk

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Email: petra.tagg@manpower.co.uk

Mobile: +44 (0) 7921 894 150

Every day, tens of thousands of people go to work because of us and thousands of companies thrive because of the people we find them. With over 70 years' experience in recruiting, assessing, upskilling, reskilling and qualifying candidates across the globe, we provide the agility businesses need.

With a continuum of staffing solutions; from small-scale to strategic support, for organisations of all sizes, our workforce strategies and innovative talent solutions help organisations to succeed in the world of work.

Oracle Corporation

www.oracle.com/uk/human-capital-management

Contact: Kerry Nutley, Strategy Director of Oracle Capital Management

Email: kerry.nutley@oracle.com

Mobile: +44 (0) 7900 405 057

The Oracle Cloud offers a complete suite of integrated applications for Sales, Service, Marketing, Human Resources, Finance, Supply Chain and Manufacturing, plus Highly Automated and Secure Generation 2 Infrastructure featuring the Oracle Autonomous Database. For more information about Oracle (NYSE: ORCL), please visit us at oracle.com.

orgvue

www.orgvue.com

Contact: Jennifer Cheung, Head of Brand and Communications

Email: jennifer.cheung@orgvue.com

Tel: +44 (0) 20 7099 6911

When change is the only constant, unpredictability is the only guarantee and not knowing is the new normal, how can you plan with confidence? orgvue has been created to do just that, to help you design a fearless future through data-driven monitoring, design and planning of your workforce.

Our platform allows you to craft, test and deploy new organisations. Our analytics allows you see the smallest job detail and how it can ripple across the whole business. Our insight enables you to spot trends, capitalise on opportunities and plan for what's next. All this so every foot you put forward is placed with total confidence.

Peakon

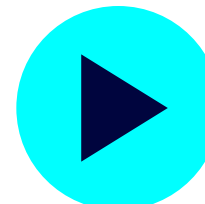
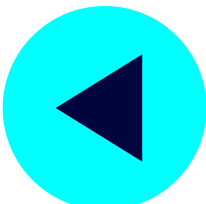
www.peakon.com

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Peakon is an employee success platform that converts feedback into insights. It makes the employee conversation quantifiable and actionable to increase employee engagement – not simply measure it. Peakon's core belief is that work should work for people, and with the largest standardised data set of employee feedback in the world, Peakon provides customised benchmarks and personalised insights to support our mission of helping every employee drive the change they want to see. Peakon has helped organisations like Capgemini, Verizon, Pret, Trustpilot, and easyJet make fundamental changes in how they operate to improve employee experience, driving greater business results.





Psytech International

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