

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.

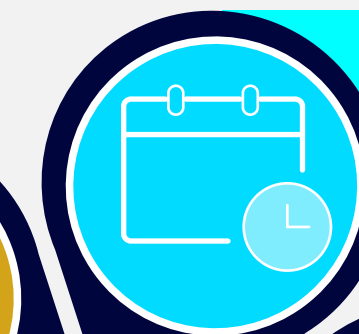
By bringing outside thinking in and challenging existing ways of working, we build individual capability to drive organisational improvement and effectiveness.

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**

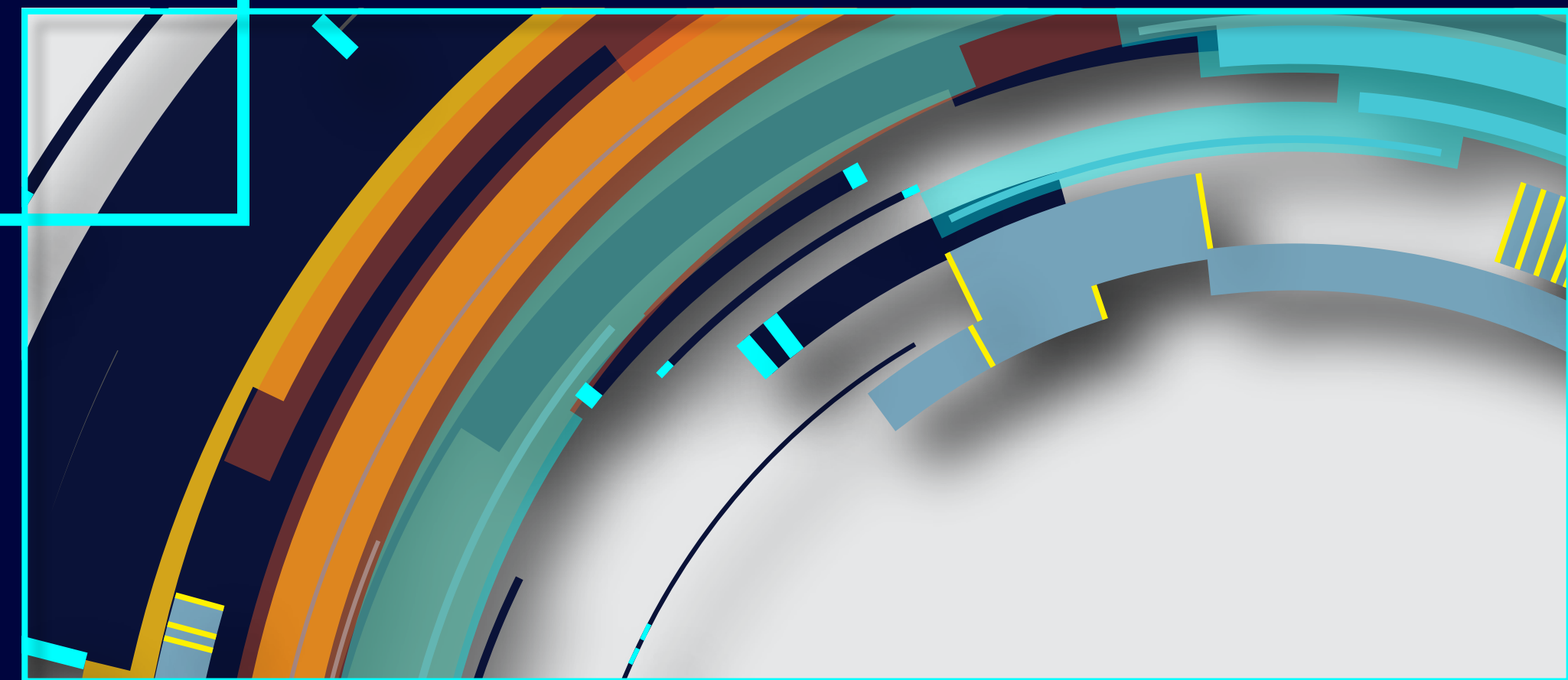
 **Talent, Leadership and Learning**

 **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

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

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	
 Leading for Reinvention	Masterclass with Discussion Paper	Thursday 2 September	Stockholm	
 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	 
 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	



EDUCATION: A MANIFESTO FOR CHANGE

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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

[CLICK TO REGISTER](#)

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.

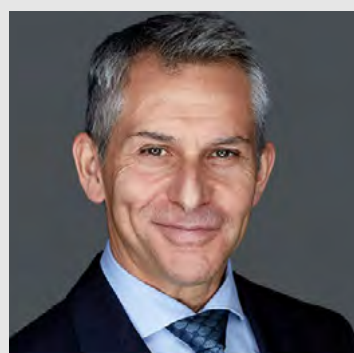
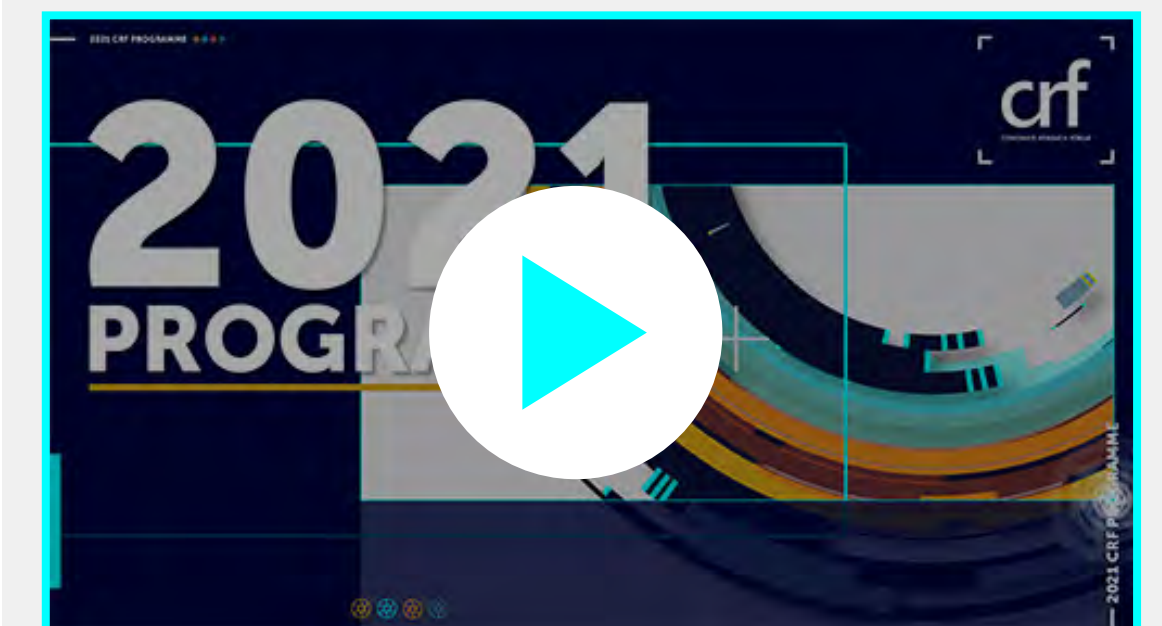
Learning objectives:

- 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
REINVENTIONFUTURE-FIT
WORKFORCEBUILDING & SUSTAINING
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EMPLOYEE EXPERIENCEHR DIRECTORS'
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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[CLICK TO REGISTER](#)

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**



EDUCATION: A MANIFESTO FOR CHANGE

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BUILDING & SUSTAINING GREAT ORGANISATIONS

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DESIGN THINKING FOR HR LEADERS

STRATEGIC WORKFORCE PLANNING: UNLOCKING FUTURE CAPABILITIES TO DRIVE BUSINESS SUCCESS



ONLINE

Online Masterclass and Research Paper

Thursday 15 April
12.00 – 14.00

[CLICK TO REGISTER](#)

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.

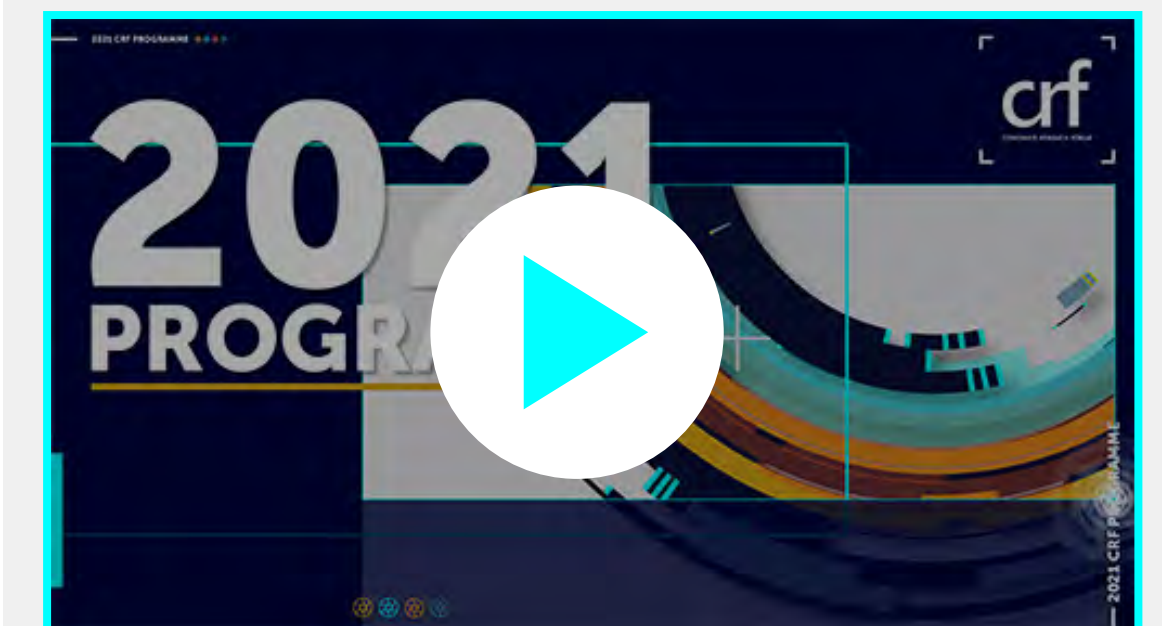
Learning objectives:

- 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

[CLICK TO REGISTER](#)

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 – 16.00

[CLICK TO REGISTER](#)



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.

The masterclass is based on the well understood need for speed and agility, 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. A tool for organisation analysis will be offered for discussion by Peter Blausten and Nick Holley. Alex Steele will use a live jazz band to illustrate the challenges and possibilities in organisation life, embracing teamwork, clear purpose and leadership style.

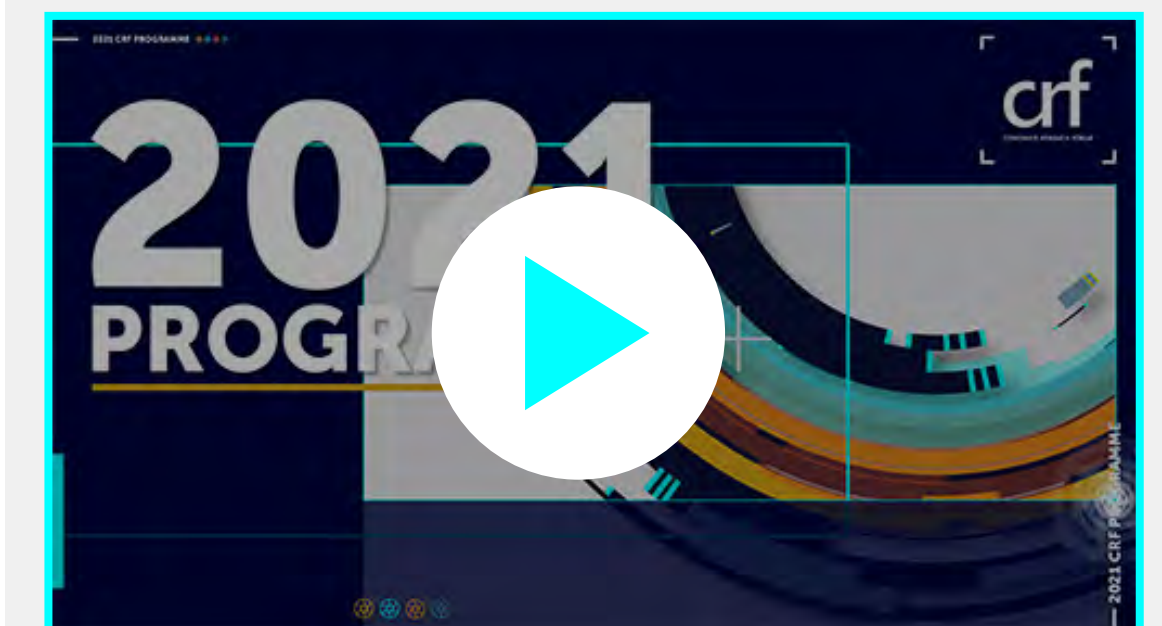
Our symposium objectives are:

- 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*.



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.



ALEX STEELE is an OD consultant, academic and coach by day, and a professional jazz pianist by night. A visiting professor, associate and partner with a range of business schools and universities, and a regular contributor to leadership programmes with London Business School and Ashridge Executive Education. He is a catalyst for change, experimentation, curiosity and improvisation.



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DESIGN THINKING FOR HR LEADERS

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)

[CLICK TO REGISTER](#)



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.

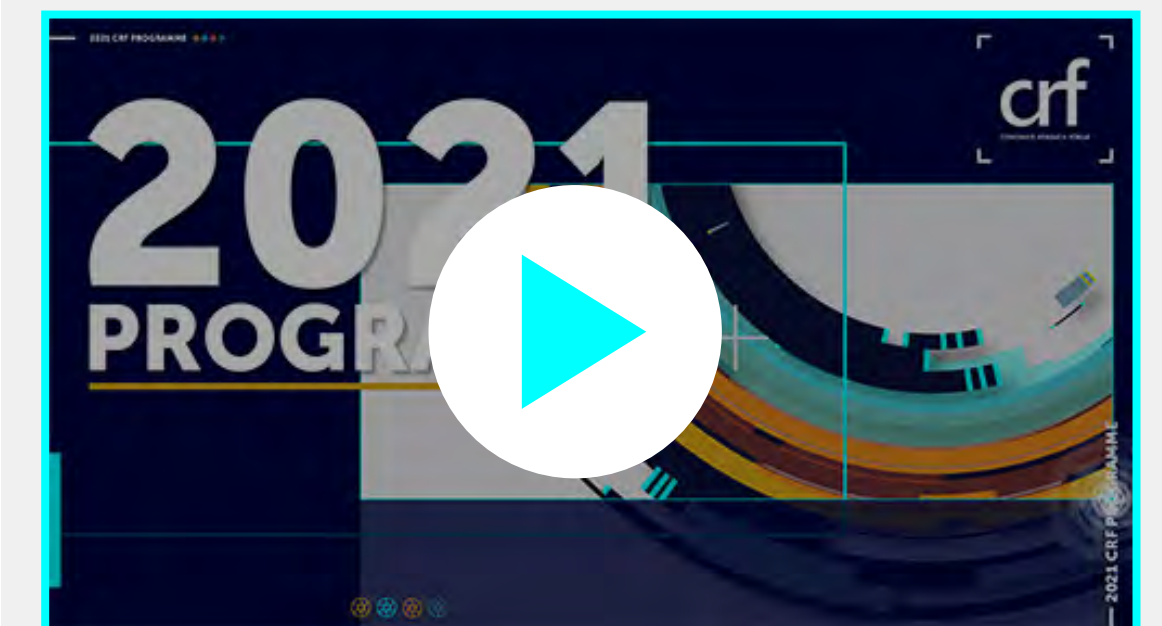
Learning objectives:

- 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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PURPOSEFUL EMPLOYEE EXPERIENCE

HR DIRECTORS' DINNER

EDUCATION: A MANIFESTO FOR CHANGE

ONLINE

Online Summer Lecture

Thursday 8 July
12.00 – 13.30

[CLICK TO REGISTER](#)



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.

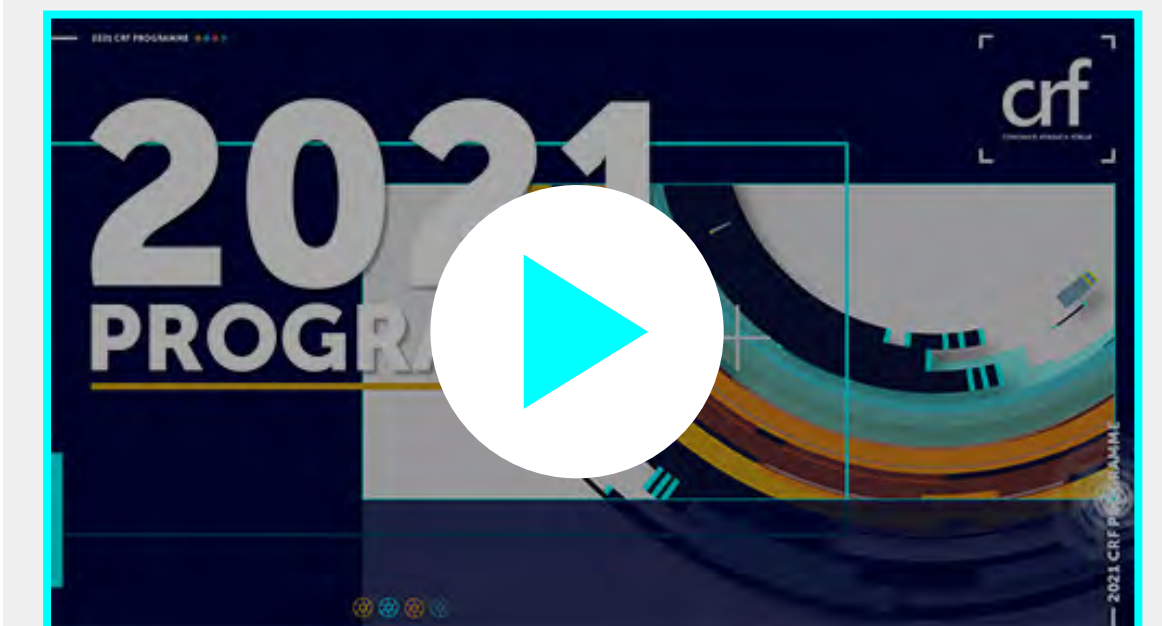
Learning objectives:

- 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.



EVENTS SCHEDULE

HR DIRECTORS' BRIEFING

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HR DIRECTORS' DINNER

LEADING FOR REINVENTION

STOCKHOLM

Masterclass with Discussion Paper

Thursday 2 September
09.00 – 16.00

Stockholm

[CLICK TO REGISTER](#)



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

Central London

[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**

WATCH EVENT INTRO



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

HR DIRECTORS' BRIEFING

DELIVERING VALUE THROUGH M&A

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

Greater London

[CLICK TO REGISTER](#)



With the continuing uncertainty over coronavirus we have postponed this conference originally scheduled for Athens. However, we will still run the event in October. The plans are to run a smaller, one-day event in London with live-streamed sessions for those who are not able to attend in person.

What is a 'great' organisation? How do you know you work for one? What can you do if your organisation isn't 'great' today, but you'd like it to be? Covid-19 has forced us to reflect on these questions like never before, and we will be looking to answer them at this year's conference.

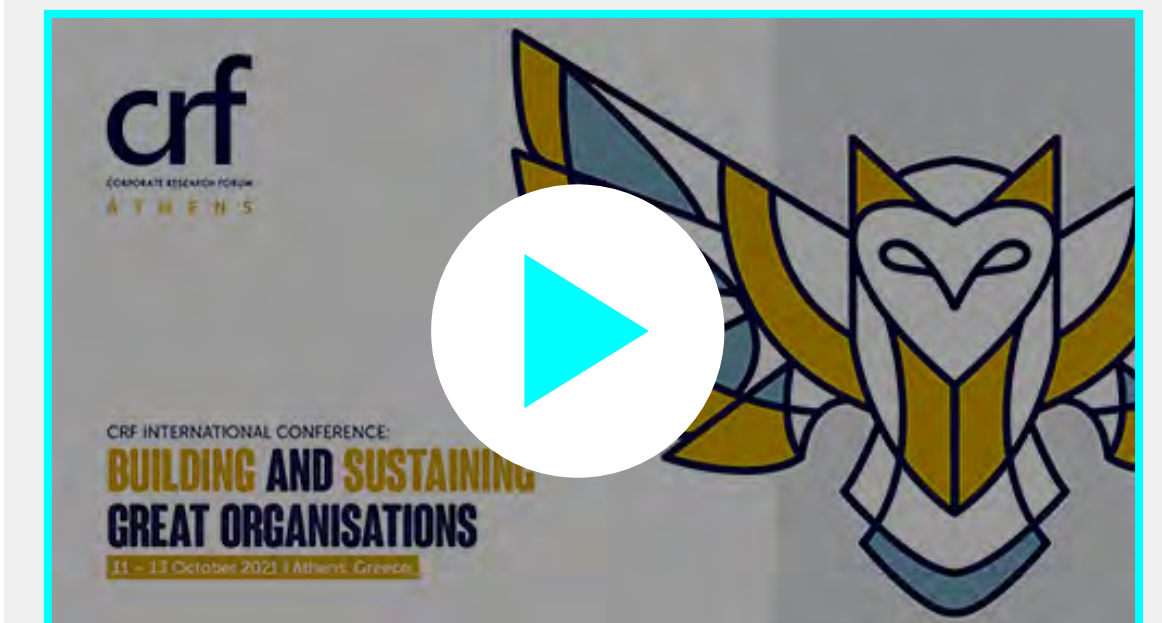
'Greatness' can be defined as the ability to deliver sustained high performance over the long term, innovate and adapt at speed to changing circumstances. Many researchers have developed models describing the distinguishing features of 'great' organisations. Although their methodologies and conclusions differ, there are a number of common themes:

- **A clear purpose and values beyond making money:** great companies develop and maintain an aspirational purpose/mission, an economic model of the business and a set of core values and norms of behaviour that are broadly communicated and understood.
- **The ability to be ambidextrous:** optimising the core while developing new lines of business.

- **Openness to the outside world:** sensing changes in the external environment to see and exploit opportunities before others.
- **Strong customer orientation:** maximising the surface area of the organisation that's in contact with customers, making it easy for decision makers to receive information about customer behaviour and respond fast to changing customer demand.
- **An organisation design that enables fast, informed decision making:** autonomy and devolved decision making, even in large complex organisations. Not allowing organisation complexity such as matrix management to bog people down.
- **A distinctive culture that supports innovation and experimentation:** tests constantly being run and evaluated. Failure accepted as a legitimate outcome of experimentation and a vehicle for learning. Learning applied to future experiments.
- **Organisational resilience:** the ability to bounce back from setbacks and adequate resources to weather the storms that arise.
- **Change viewed as 'normal' and ongoing:** not something to be endured on a periodic basis.
- **A culture where people can flourish:** the rhetoric of investing in people is backed up by leadership commitment and action.

The capacity of organisations to move quickly, adapt to virtual working and reset the business have been tested in 2020. At our 2021 conference we will take a longer-term view, looking at how Covid-19 may have changed our view of 'greatness', and what we can learn from the experience.

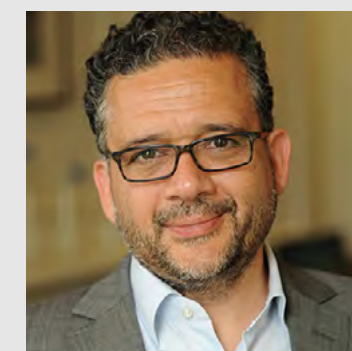
 WATCH EVENT INTRO



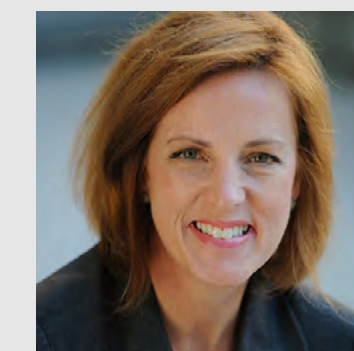
STEPHEN CARVER lectures in Project Management, Action, Execution and Implementation at Cranfield University. He previously worked in oil and for Virgin, with project and risk management experience in most sectors. He is a prolific writer, much sought-after speaker and highly regarded as a global expert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



PROF. MICHAEL JACOBIDES holds the Chair of Entrepreneurship and Innovation at LBS, where he is Professor of Strategy. He is Academic Advisor to the Boston Consulting Group, Visiting Scholar at the New York Fed, and Visiting Fellow at Cambridge. He studies industry evolution, new business models, value migration and strategy, and how digital ecosystems transform the business context.



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.



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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

[CLICK TO REGISTER](#)

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?

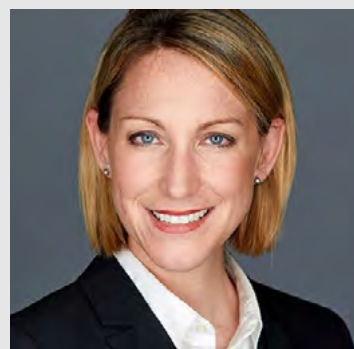
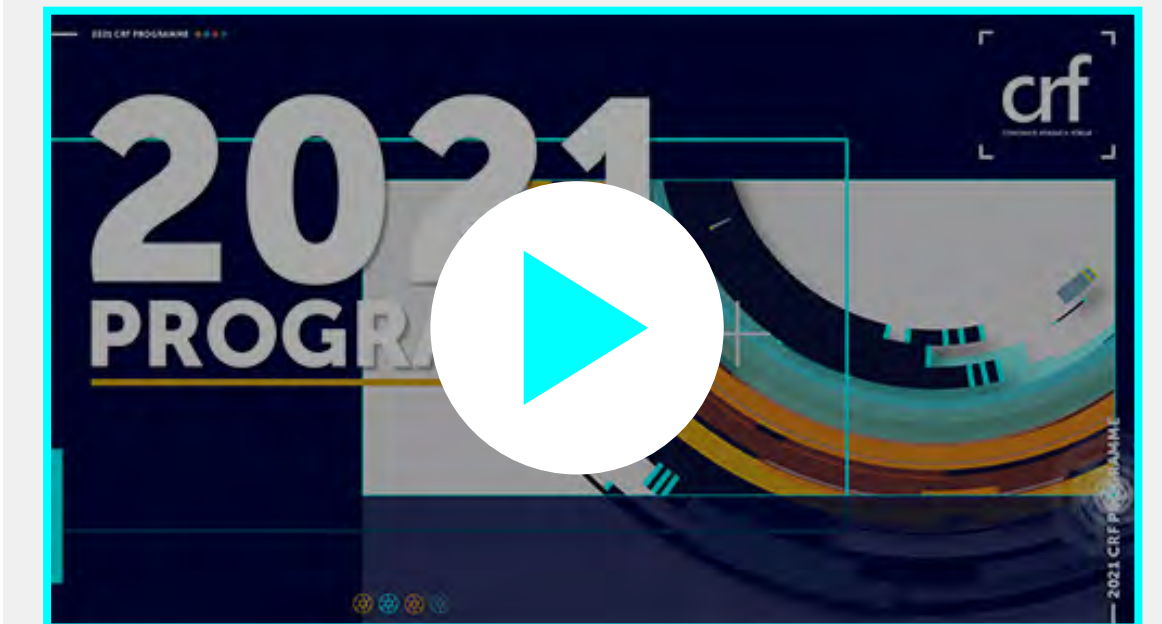
Learning objectives:

- 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.

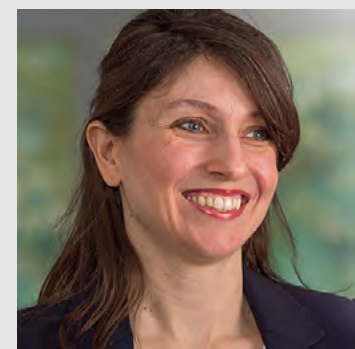
We recommend members of the following communities to attend this masterclass:

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

WATCH EVENT INTRO



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.



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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.

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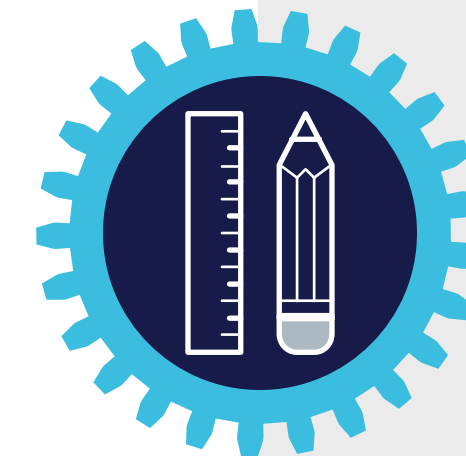
ON DEMAND



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.



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**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**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.

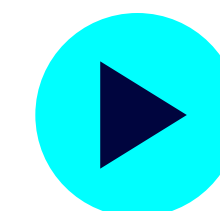
Our team brings expertise from three learning organisations – GoodPractice, Towards Maturity and Mind Tools. We've come together to create one exciting new company. Between us, we have around 60 years' experience creating learning solutions that really work. We deliver learning experiences that engage, 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.





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Mercer

www.mercer.com

Contact: Natalie Jacquemin, Partner – HR and Workforce Transformation

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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

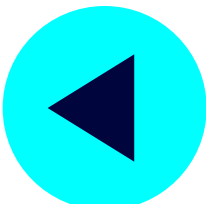
Email: scallow@rhrinternational.com

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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

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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
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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.



ENGAGE

www.engagegroup.co.uk

Contact: Sean Mills, Director
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Mobile: +44 (0) 7929 342 338

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

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

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



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.





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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

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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.



Lane4

www.lane4performance.com

Contact: Françoise Nash, Client Relationship Consultant

Email: francoise.nash@lane4.co.uk

Tel: +44 (0) 1628 533 775

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

Lane4’s rigorous insight, skilled team and humble confidence help people to think, learn and develop. They care about the science and emotion of performance and work with clients in six areas of specialism: culture change, leadership, high-performing teams and collaboration, adaptability, wellbeing and resilience, performance coaching.



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

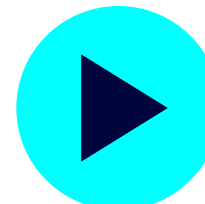
www.learning.linkedin.com

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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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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Mobile: +44 (0) 7429 500 046

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

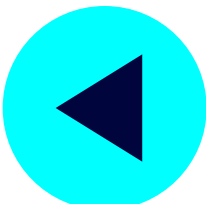
www.psytech.com

Contact: Tristan Powell, Commercial Director

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Mobile: +44 (0) 7908 579 198

Psytech is one of the world's leading developers of psychometric tests and software for the workplace. For over 30 years, Psytech has been delivering cutting edge assessment technology through GeneSys, Psytech's online assessment platform designed to administer, score and report on an extensive range of robust, reliable, and validated occupational assessments and solutions. Psytech provides occupational test user certification training, verified to EFPA and BPS standards. With global representation, multiple languages supported, an industry-leading team from occupational psychologists to software developers, Psytech is the #1 provider of choice for all assessment requirements.





Harvard Business Publishing

www.harvardbusiness.org / www.hbr.org

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Business Review Group

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Harvard Business Publishing believes that if more organisations were run effectively, if leaders made better decisions, if people worked more productively, all of us – employees, bosses, customers, our families, and the wider community – would be better off.

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Performance and Reward Centre (PARC)

www.parcentre.com

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Mobile: +44 (0) 7787 411 572

PARC was founded in 2004 to provide a centre of excellence for the development and management of high-performing organisations. Through the provision of informative and challenging research and briefings, PARC enables HR and Reward Directors to engage with leading thinkers, expert practitioners and peers on the key issues affecting today's organisational performance, reward and governance agenda.

Strategic Dimensions (SD)

www.strategic-dimensions.co.uk

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Tel: +44 (0) 20 3457 2650

Mobile: +44 (0) 7977 590 242

Established in 1994, Strategic Dimensions (SD) is an independent search boutique with an unrivalled network. SD identifies, engages, and understands the talent clients require to meet both present and future needs. Holding the principle that good people know good people, SD's extensive and continually evolving networks within the international HR, broader business, and academic communities are integral to success in completing projects. SD performs by exploring and understanding requirements while taking time to assess culture, organisational context and the commercial requirements of a new hire.

crf

CORPORATE RESEARCH FORUM

www.crforum.co.uk

